

ACT RESCUE AND FOSTER (ARF) INC

STRATEGIC PLAN 2011-2016

Progress tracked for consideration at 2016 AGM (reviewed November 2016). Additionally, the indicators as noted below remain in place for 2017 and will form the ARF Strategic Plan for 2017.

ABN: 54 495 951

ACT Rescue and Foster (ARF) Inc. (ABN 54 495 663 951) is an incorporated association of people in the Canberra (Australia) and surrounding region who rescue dogs from euthanasia and foster them temporarily in our own homes for as long as it takes to find them loving, permanent homes.

. The ARF Strategic Plan should be read in conjunction with the ARF Risk Plan (revised 2016 for 2017)

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Context

This Strategic Plan was prepared in the context of the current environmental factors, including:

- A challenging economic climate
- More dogs being handed in for rehoming in local pounds and needing homes, including more from pounds outside Canberra
- The need to work cooperatively with government authorities and other rescue organisations, including preparations for any changed arrangements at Domestic Animal Services and with RSPAC ACT
- Our resources being pushed to the maximum
- Conducting a small community support program for the dogs of people in need
- Meeting the demand for the 'public face' or ARF

These factors remain current, noting that the trial of the Community Assistance Program has been finalised, but a relationship remains in place with Northside Community are.

This Strategic Plan will see our organisation continue to strive to save and improve the lives of dogs primarily in the Canberra region and the surrounding region.

Our key results areas are based around our objects and these will continue to be our focus for the period of this Strategic Plan.

This Strategic Plan also flags our intention to review our objects over the period of this Plan to ensure they are still relevant to our work., this is an area the ARF Committee continues to monitor.

This Strategic Plan should be read in conjunction with our Risk Plan.

This Strategic Plan and the Risk Plan are provided to ARF Members, who have the opportunity to comment and contribute to its development.

The ARF Committee (as at May 2016) Wendy Parsons – President

Dianne Heriot - Treasurer

Bev Margosis

Helen Shannon - Secretary

Susan Black - Vice President

Teresa Kent

Sarah Rullis

Aine Dowling

Emma Hotham

Karen Walker

About ARF

Our Vision

ARF Inc is an incorporated association of people in the Canberra (Australia) and surrounding region who rescue dogs from euthanasia and foster them temporarily in our own homes for as long as it takes to find them loving, permanent homes.

Our Values

As an organisation and as individuals we remain committed to:

- . R – Respect
- . E - Ethical practices
- . S - Sincerity
- . C- Caring
- . U - Understanding
- . E - Effectiveness

Our Aims

ARF aims to: Save and improve the lives of dogs primarily in the Canberra region, as well as in surrounding regions, including metropolitan and regional Sydney, by:

- Rescuing and rehoming as many unwanted dogs as possible
- Educating the community about responsible dog companionship
- Working with local pounds to help achieve, develop and implement "minimum destruction" policies and procedures
- Establishing and developing networks of communication for people involved in rescue and rehoming dogs

1. Key Result Area 1 - We will aim to increase the rescue and rehoming of as many unwanted dogs as possible

Strategic Directions

- . We will continue to develop our relationships with key bodies that can assist in the rescue and rehoming of dogs
- . We will maximise avenues that facilitate rescue and rehoming
- . We will maximise promotional opportunities
- . We will provide tools to assist in the right rehoming match being achieved
- . We will review our objects as appropriate to ensure they are still true to our aim

Strategies

- . We will continue to work close with pounds in Canberra and the surrounding regions
- . We will actively recruit more foster carers and associate carers
- . We will actively recruit more members
- . We will participate in community activities, fundraisers and promotional events across the region
- . We will use our public and volunteers' website, related websites and social media to promote our role, available dogs and our success stories
- . We will continue our strong record matching dogs to foster carers; and forever homes by working closely with our foster carers and providing education/training sessions and support
- . We will develop strong sponsorships (as appropriate) with businesses and companies
- . We will review our objects as appropriate

Our key performance indicators – Key Result Area 1

K PI	Measure	Indicator 2014-15	Progress 2014-15
1.1	Continued relationship with Domestic Animal Services (DAS), Canberra	<p>DAS Liaison officer continues role</p> <p>Continued temperament testing arrangements</p> <p>Continue with the Memorandum of Understanding agreed with DAS. Review in terms of any future changes so that we are well positioned particularly in relation to DAS/RSPCA</p> <p>DAS communication channels remain open and we are consulted as necessary and we have avenues open to raise issues.</p>	<p>All activities continued through 2014-15</p> <p>DAS relationship remains strong</p> <p>ACT Government liaison/communication remains a focus , 2016 ARF/DAS MOU includes regular ARF/DAS/TAMS meetings</p>
1.2	Streamlined liaison with dog pounds outside Canberra	16(d) clause application Companion Animals Regulation reporting done'	<p>Completed</p> <p>Relationships with pounds outside Canberra/Queanbeyan good, particularly Yass and Goulburn with a dedicated ARF contact and a local ARF volunteer providing temp care with dogs taken often from these pounds</p> <p>Reimbursement procedure for travel costs for collections from pounds in place.</p>
1.3	RSPCA ACT	<p>Keep communications open – particularly on shelter developments</p> <p>Building relations with CEO and President</p> <p>Pursue closer working relationship as appropriate</p>	<p>Has occurred. ARF President has held meetings and informal discussions.</p> <p>Clarified ARF's role with RSPCA on surrender of dogs.</p> <p>Presented at RSPCA seminar in September 2015.</p>

1.4	Participation at community activities, fundraisers and promotional events	<p>At a minimum maintenance of current levels.</p> <p>Cost benefit analysis of where best to invest our timin liaison with stalls co-ordinator</p> <p>Trivia night</p>	<p>Achieved .</p> <p>Stall presence remains strong and focussed on key events</p> <p>Trivia night again well attended and excellent fundraiser</p>
1.5	Foster Carers maintenance and attraction	<p>At a minimum maintenance of current levels</p> <p>Continued use of electronic mediums to attract carers</p>	<p>Current carers well supported –the ARF Volunteers Facebook page continues to be very successful</p> <p>Extensive revision of the foster carers’ manual undertaken</p> <p>Mentoring arrangements remain in place</p> <p>Training program strengthened</p> <p>Foster Carer numbers fluctuate. Continual monitoring and recruitment</p>
1.6	Membership maintenance and attraction	<p>At a minimum maintenance of current levels.</p> <p>Continued use of electronic mediums to attract members</p>	<p>Membership numbers remain stable.</p> <p>Public Facebook remains popular and liked.</p>
1.7	Technology development	<p>Review hosting arrangements for the public site to ensure still cost effective</p> <p>finalise move of the members’ site</p> <p>Develop a strategy for ongoing members’ site</p>	<p>Volunteers website (Volunteers Library) working well.</p> <p>Public and ARF Volunteers’ Facebook presence strong</p> <p>ARF Committee will commission a facilitator in 2017 to work with interested members on optimum functionality in relation to members’ website – with the aim of supporting Foster Carers</p>

		<p>presence</p> <p>continue to use social media to (a) promote our dogs (b) promote our work (c) build our foster carers/volunteer network</p>	<p>further. Post this session decisions will be made on any re-configuration/design.</p>
1.8	Tools to assist in correct rehoming	<p>Information sharing between and with foster carers</p> <p>Education/training/information session for foster carers</p>	<p>Regular training courses run for foster carers – well attended.</p> <p>Chair of Rescue Sub-committee provides critical liaison and information point</p> <p>Foster carers’ manual continually reviewed and updated.</p> <p>Mentoring arrangements strong</p> <p>Volunteers Facebook proving a great resource and support mechanism</p>
1.9	Media	<p>Take up media opportunities as offered</p>	<p>Achieved.</p> <p>We have had good media coverage during 14-15 eg Canberra Times, Chronicle, ABC AM 666, Ms Brodtmann, Member for Canberra, promoted ARF’s work in the Federation Chamber (post the calendar launch)</p>
1.10	Sponsors/Sponsors hip	<p>We will seek out (as appropriate) sponsor for our work</p> <p>We will acknowledge and recognise our sponsors</p>	<p>Occurs as necessary</p> <p>Committee determined sponsorship policy</p> <p>Concerted effort will be dedicated to supporting and promoting key sponsors.</p>
1.11	Always strive for innovations and	<p>We will always be on the look out for any opportunities to advance our work and achieve</p>	<p>Working collegiately with other rescue groups eg breed specific</p>

1	opportunities in our work	<p>the saving of more dogs. For example:</p> <ul style="list-style-type: none"> . Working with other rescue groups and pounds outside Canberra/Queanbeyan . Positioning ourselves for any changes in our environment eg DAS/RSPCA changes . Continue with poster network . Strategies to maximise social media 	<p>groups for pound dogs</p> <p>Reviewed DAS MoU. DAS liaison critical position.</p> <p>Dedicated QueanbeyanYass and Goulburn contacts.</p> <p>Good relations with pounds outside Canberra and QueanbeyanPoster network continues to get excellent coverage and results</p> <p>Breed specific rescue liaison continues. In 2016 we saw increased interaction and liaison with the ACT Greyhound Support Network given the announcements regarding the future of greyhound racing in the ACT and NSW.</p>
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2. Key Result Area 2 - Educating the community about responsible dog companionship;

Strategic Directions

- . We ensure our key messages are relevant and appropriate.
- . We will maximise promotional opportunities.
- . We will provide and continually review educative material.
- . We will work with the community and assist where we can.

Strategies

- . We will continue review our public and members' websites to ensure our messages are educative and responses to issues as they arise.
- . We will accept invitations to address interested forums
- . We will ensure our people have the opportunity for furthering their knowledge, particularly foster carers

- . We will have a presence at community events.
- . We will increase the base of helpers we have to assist with our public events.
- . We will determine best means to assist the community about responsible dog ownership.
- . Where appropriate we will develop links with community organisations to assist us achieve this.

Our key performance indicators – Key Result Area 2

K PI	Measure	Indicator 2013-14	Progress 2013-14
2.1	Use of technology	Refer 1.7 and 1.8	Facebook pages provide great coverage, support and PR opportunities Website (public and volunteers’) hosting arrangements sorted and data successfully migrated. Refer 1.7 and 1.8
2.2	Knowledge	Continue to conduct foster carer education/training/ information sessions and develop material to assist our foster carers.	Refer 1.5 and 1.8
2.3	Assistance	We will assist the community to achieve responsible dog ownership, where possible. Provide ongoing advice on an assistance program to help people in need desex and vaccinate their dogs. •	The Community Assistance Program was reviewed in 2015 and as a result made a donation to Northside Community Care (of the CAP dedicated funds) to use these funds in line with the CAP objectives. Raelene Stewart will continue to provide advice and support to Northside Community Care, as needed.

2.4	Promotion	Strive to maintain current levels of participation at community activities, fundraisers and promotional events (refer 1.4) <ul style="list-style-type: none"> • Use of electronic and social media. 	Refer 1.4
2.5	Publications	Maintenance of current number of editions of our publication of <i>Chinwag</i> Calendar	Achieved Calendar remains a strong seller. Design innovations continual
2.6	Media	Take up media opportunities as offered Seek media opportunities	Refer 1.9

3. Key Result Area 3 - Working with local pounds to help achieve, develop and implement "minimum destruction" policies and /

Strategic Directions

- . We will continue to develop our relationships with key bodies that can assist in the rescue and rehoming of dogs
- . We will maximise avenues that facilitate rescue and rehoming

Strategies

- . We will continue to work closely with pounds in Canberra and the surrounding regions.
- . We will actively recruit more foster carers and associate carers
- . We will participate in community activities and promotional events across the region
- . We will use our public and volunteers' websites, related websites and social media, to promote our role, available dogs and our success stories

Our key performance indicators – Key Result Area 1

K PI	Measure	Indicator 2009-112013-14	Progress 2013-14
3.1	Continued relationship with Domestic Animal Services (DAS), Canberra	Refer 1.1	Refer 1.1
3.2	Streamlined liaison with dog pounds outside Canberra	Refer 1.2	Refer 1.2
3.3	Participation at community activities	Refer 2.4	Refer 1.4
3.4	Foster Carers maintenance and attraction	Refer 1.5	Refer 1.5
3.4	Technology development	Refer 1.7	Refer 1.7 and 1.8

4. Key Result Area 4 - Establishing and developing networks of communication for people involved in rescue and rehoming dogs

Strategic Directions

- . We will get to know our existing and potential audiences better
- . We will provide tools for the sharing of information
- . Increasing our veterinary network of providers and opportunities for direct billing.

Strategies

Through our public and volunteers' websites:

- . We will continue to ensure our technology allows the promotion of available dogs and the sharing of information
- . We will continue to ensure that there is information available to assist foster carers and members
- . We will survey our members and foster carers to ensure that the information provided is relevant and targeted
- . We will continue to hold targeted information sessions for members and foster carers
- . We will have an active strategy of approaching veterinary practices and seek their agreement to be an ARF preferred practice and to allow ARF direct billing facilities.

Our key performance indicators – Key Result Area 4

K PI	Measure	Indicator 2009-112013-14	Progress 2013-14
4.1	Members' feedback	Seek members' views where appropriate. Keep members up to date on key information and developments.	Members updates are sent post Committee meetings. Members are welcome to provide views Volunteers' website (Volunteers Library) kept up to date
m 4.2	Use of technology	Refer 1.7	Refer 1.7 and 1.8
4.3	Knowledge	Refer 2.2	Refer 2.2
4.4	ARF Preferred Veterinary Practices	Maintain current number of ARF Vets Pursue opportunities to add vets	Current ARF vets maintained (and their support appreciated). Vet liaison in contact with vets

		Pursue opportunities for efficiencies eg direct billing arrangements	
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Key Result Areas 5 – Continued practices and policies to maintain our reputation as an ethical rescue organisation

Strategic Directions

- . We will maintain our current financial practices.
- . We will maintain openness and transparency in the provision of information to members.

Strategies

- . We will continue to receive appropriate sign off at the end of the financial year.
- . We will continue to provide details on Committee workings on the website for members to access
- . We will ensure that we have appropriate insurance arrangements in place.
- . We will survey members for feedback on the key issues as appropriate

Our key performance indicators – Key Result Area 5

K PI	Measure	Indicator 2009-112013-14	Progress 2013-14
5.1	Finances	We continue to ensure that we receive appropriate end of financial year sign off	Achieved. Treasurer ensures this and other crucial work occurs
5.2	Transparency	We will continue to have information on the Committee’s workings and decisions available on the website for members to view We will articulate Committee members areas of	Members provided with an update post each Committee meeting 2014 saw a formal structure settled for subcommittee arrangements – these continued in 2015 and 2016. Subcommittee chairs report to Committee each meeting.

		<p>portfolio responsibility</p> <p>We will implement a new sub committee structure</p>	A review of this Plan and the Risk Plan was undertaken across all subcommittees.
5.3	Insurance arrangements	We will secure appropriate insurance, eg public liability insurance, directors insurance	Achieved
5.4	Members view	Refer 4.1	Refer 4.1
5.4	Regulatory Responsibilities	Compliance with all regulatory responsibilities	Achieved
5.6	Meetings	<p>We will ensure Annual General Meetings are conducted</p> <p>We will hold regular committee meetings</p>	2015 AGM planned and members notified
5.7	Governance Manual	<p>We will keep the current manual up to date</p> <p>It will be used to assist new committee members/sub -committee members with their induction</p>	Governance manual continually reviewed and updated as revised and new policies are developed.