

ACT RESCUE AND FOSTER (ARF) INC

STRATEGIC PLAN 2018 – 2020 (*)

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 Strategic plan builds on ARF previous strategic plans and much of the content and context from these previous plans remains relevant. Additionally, for 2017 comment was across all ARF subcommittees and the Committee. This feedback remains relevant to the 2018-2020 Strategic Plan. The ARF Strategic Plan should also be read in conjunction with the ARF Risk Plan (revised 2017 for 2018)

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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 in the spirit of cooperation with government authorities and other rescue organisations
- Our resources being pushed to the maximum

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 should be read in conjunction with our Risk Plan.

ARF Committee and subcommittee details (as at November 2017)

| ARF Committee | Rescue Subcommittee | Communication Subcommittee | Governance Subcommittee |
|---|---|--|---|
| Wendy Parsons – President Dianne Heriot - Treasurer Helen Shannon - Secretary Susan Black - Vice President Teresa Kent Sarah Rullis Aine Dowling Emma Hotham Melrose Brown Kirsten Doyle | Dianne Heriot (Chair) Nerida Winters Raelene Stewart, Karina Peck, Dallas Burkevics, Melrose Brown Ruth Wheeler Karen Swan | Co Chairs Sarah Rullis Wendy Parsons Members: Rebecca Stockley Aine Dowling Carol Anderson Josie Alexander Joh Dunn Dallas Burkevics Matt Musgrave | Susan Black (Chair) Wendy Parsons Dianne Heriot Helen Shannon Tess Kent |

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

| KPI | Measure | Indicators |
|-----|---|---|
| 1.1 | Continued relationship with Domestic Animal Services (DAS), Canberra | <p>DAS Liaison officer continues role</p> <p>Continued behavioural assessment 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> |
| 1.2 | Streamlined liaison with dog pounds outside Canberra | <p>16(d) clause application Companion Animals Regulation reporting done</p> <p>Pound liaison officers in place (Yass, Goulburn) – behavioural assessments carried out</p> <p>Policies to assist the collection of dogs from outside Canberra</p> |
| 1.3 | RSPCA ACT | Keep communications open – particularly on shelter developments |
| 1.4 | Participation at community activities, fundraisers and promotional events | <p>Stalls co-ordinator position in place</p> <p>Material for events available</p> <p>Recruitment of helpers for events etc</p> <p>Continued investment in headline events for ARF</p> |
| 1.5 | Foster Carers maintenance and attraction | <p>Continued recruitment of carers</p> <p>Ease of applying (eg online forms)</p> <p>Inductions for all carers</p> |

| | | |
|------|---|---|
| 1.6 | Membership maintenance and attraction | Continued recruitment of carers Ease of applying (eg online forms) |
| 1.7 | Technology development | Review current ARF ICT Platform – with a view to looking at three priority areas: <ol style="list-style-type: none"> 1. maintenance of the current site (and keeping it stable) 2. building a new site (with an ARF resource section) (and work flowed as best we can in a reasonable budget) 3. migration of relevant data <p>Continue to use social media to (a) promote our dogs (b) promote our work (c) build our foster carers/volunteer network</p> |
| 1.8 | Tools to assist in correct rehoming | Information sharing between and with foster carers Education/training/information session for foster carers |
| 1.9 | Media | Take up media opportunities as offered |
| 1.10 | Sponsors | We will seek out (as appropriate) sponsor for our work We will acknowledge and recognise our sponsors |
| 1.11 | Always strive for innovations and opportunities in our work | We will always be on the look out for any opportunities to advance our work and achieve the saving of more dogs. For example: <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 |

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

| KPI | Measure | Indicator |
|-----|-------------------|--|
| 2.1 | Use of technology | Refer 1.7 |
| 2.2 | Knowledge | Continue to conduct foster carer education/training/ information sessions and develop material to assist our foster carers (refer 1.8) |
| 2.3 | Assistance | We will assist the community to achieve responsible dog ownership, where possible. Provide ongoing advice and assistance – for example in re-homing their dog |
| 2.4 | Promotion | <ul style="list-style-type: none"> • Refer 1.4, 1.7, 1.9 |
| 2.5 | Publications | Maintenance of current number of editions of our publication of <i>Chinwag</i> Calendar Brochures as required |
| 2.6 | Media | 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

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

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

Strategic Directions

- . Share information across our membership
- . 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 continue to hold targeted information sessions for 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

| KPI | Measure | Indicators |
|------------|------------------------------------|---|
| 4.1 | ARF Members | Keep members up to date with ARF news and developments Keep members up to date on key information and developments. |
| 4.2 | Use of technology | Refer 1.7 |
| 4.3 | ARF Preferred Veterinary Practices | Maintain current number of ARF Vets Pursue opportunities to add vets Pursue opportunities for efficiencies eg direct billing arrangements |

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

| KPI | Measure | Indicators |
|------------|-----------------------------|--|
| 5.1 | Finances | We continue to ensure that we receive appropriate end of financial year sign off |
| 5.2 | Transparency | We will continue to have information on the Committee's workings and decisions available on the website for members to view |
| 5.3 | Insurance arrangements | We will secure appropriate insurance, eg public liability insurance, directors insurance |
| 5.4 | Regulatory Responsibilities | Compliance with all regulatory responsibilities |
| 5.5 | Meetings | We will ensure Annual General Meetings are conducted We will hold regular committee meetings and subcommittee meetings |
| 5.6 | Governance Manual | We will keep the current manual up to date It will be used to assist new committee members/sub-committee members with their induction |