

Towards 2040

Strategic Plan

2027-2030

Acknowledgement of Country

RSPCA NSW acknowledges the Traditional Custodians of the lands on which we work and care for animals across NSW. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples and communities.

We recognise the deep and enduring connection First Nations peoples have with Country, animals, waterways, and the natural world, and acknowledge the knowledge, care, and stewardship that has existed for tens of thousands of years.

As an organisation dedicated to the welfare and protection of animals, we are committed to listening, learning, and building respectful relationships with Aboriginal and Torres Strait Islander peoples as we work towards a more compassionate future for all living beings.

Tracks of Care | Brendon Nilsson - Gundungurra mob



RSPCA NSW President & CEO Address

For over 150 years, RSPCA NSW has stood at the frontline of animal welfare, responding to cruelty, neglect and suffering across NSW. This work has shaped our organisation, earned the trust of the community, and remains fundamental to who we are.

Today, animals face increasingly complex challenges, yet too often they enter our care only after harm has already occurred.

This strategy marks a deliberate shift towards creating greater long-term impact. While protection remains at the heart of what we do, we know lasting change comes from intervening earlier, addressing root causes, building community capability and supporting people before situations escalate into cruelty, neglect or suffering.

At its heart is a simple but powerful principle:

“Prevention is our priority.
Protection is our promise.”

We are committed to building a future where fewer animals need rescuing because fewer animals experience harm in the first place.

Our long-term goal is clear: By 2040, every person in NSW understands the needs and value of animals, and every animal lives in a community equipped to care for them with empathy, knowledge, and support.

Achieving this future means expanding our view of animal welfare. It means advocating for companion animals, farm animals and wildlife, while working alongside government, industry, communities and individuals to create lasting change across NSW.

This strategy builds on our proud legacy, while redefining the role we must play in the future.

The RSPCA NSW Board and Executive look forward to working alongside our dedicated staff, volunteers, supporters, partners, and communities to shape the next chapter of animal welfare in NSW.

Towards 2040

This strategy marks a defining moment for RSPCA NSW.

It sets a new direction for animal welfare in NSW, focused on creating lasting change rather than responding after harm has occurred.

Our focus is shifting upstream. While responding to cruelty remains fundamental, we will increasingly prevent harm by addressing its causes **before animals suffer**.

Animal suffering rarely occurs in isolation. It is increasingly shaped by broader social, economic, industrial and environmental pressures. Animal welfare is deeply connected to the wellbeing of people and communities. When people have the knowledge, resources and support, animals are more likely to remain safe, healthy and thriving, whether they are companion animals, farm animals or wildlife.

Many forms of animal suffering are also driven by systems and settings that require broader cultural and structural change. Creating lasting change therefore requires more than rescue and response. It requires working alongside communities, government and industry to prevent harm before it occurs.

This direction positions RSPCA NSW to create greater long-term impact by reducing the conditions that allow animal suffering to occur in the first place.

Why Change Now

Several factors have made this moment a clear turning point:

Changing demand	Our Contact Centre receives nearly 65,000 calls annually, with the fastest growth coming from people who are experiencing hardship or crisis seeking help with their animals.
Rising community pressure	Cost of living pressures, housing insecurity, and limited access to support are increasingly contributing to surrender, neglect, and preventable harm.
Resource imbalance	A significant proportion of our investment remains concentrated on downstream response, limiting our ability to intervene earlier and reduce harm before it escalates.
Fulfilling our mandate	Our constitution makes clear that our role extends beyond responding to cruelty. It also requires us to prevent it through education, advocacy, community support and systemic change.

These trends make one thing clear: creating lasting improvements for animals requires prevention, advocacy, education and enforcement working together to address the systems that shape animal welfare.

**Animal welfare
is deeply connected
to the wellbeing
of people and
communities.**

Our Vision and Strategic Intent

Our strategy is built on a clear hierarchy, from our enduring purpose to the measurable outcomes we will aim to achieve by 2040.

Our National Purpose

We exist for animals to live better lives.

Strategic Anchor

Prevention is our priority.
Protection is our promise.

Vision

A world where animals and people live together with dignity, respect and compassion.

Our Goals towards 2040

These goals describe the long-term outcomes we aim to achieve by 2040. Together, they reflect our shift towards earlier intervention, prevention and systemic change, while providing a clear and measurable direction for the impact we will create for animals, people and communities across NSW.

Our Strategic Pillars

Safe

Through crisis support, community safety nets, early intervention, and pet-inclusive pathways, we will help prevent animals from entering situations of neglect, surrender or abandonment, keeping more animals safely connected to the people and communities who care for them.

Healthy

Through subsidised veterinary care, desexing, outreach, and preventative health programs, we will reduce avoidable suffering and improve long-term welfare outcomes for animals across NSW.

Thriving

Through education, advocacy, partnerships and research, we will help communities build the knowledge, confidence and support they need to provide animals with good welfare throughout their lives.

Safe

Keep

1,000,000

animals safe from crisis, harm, and displacement

Healthy

Provide

\$100 million

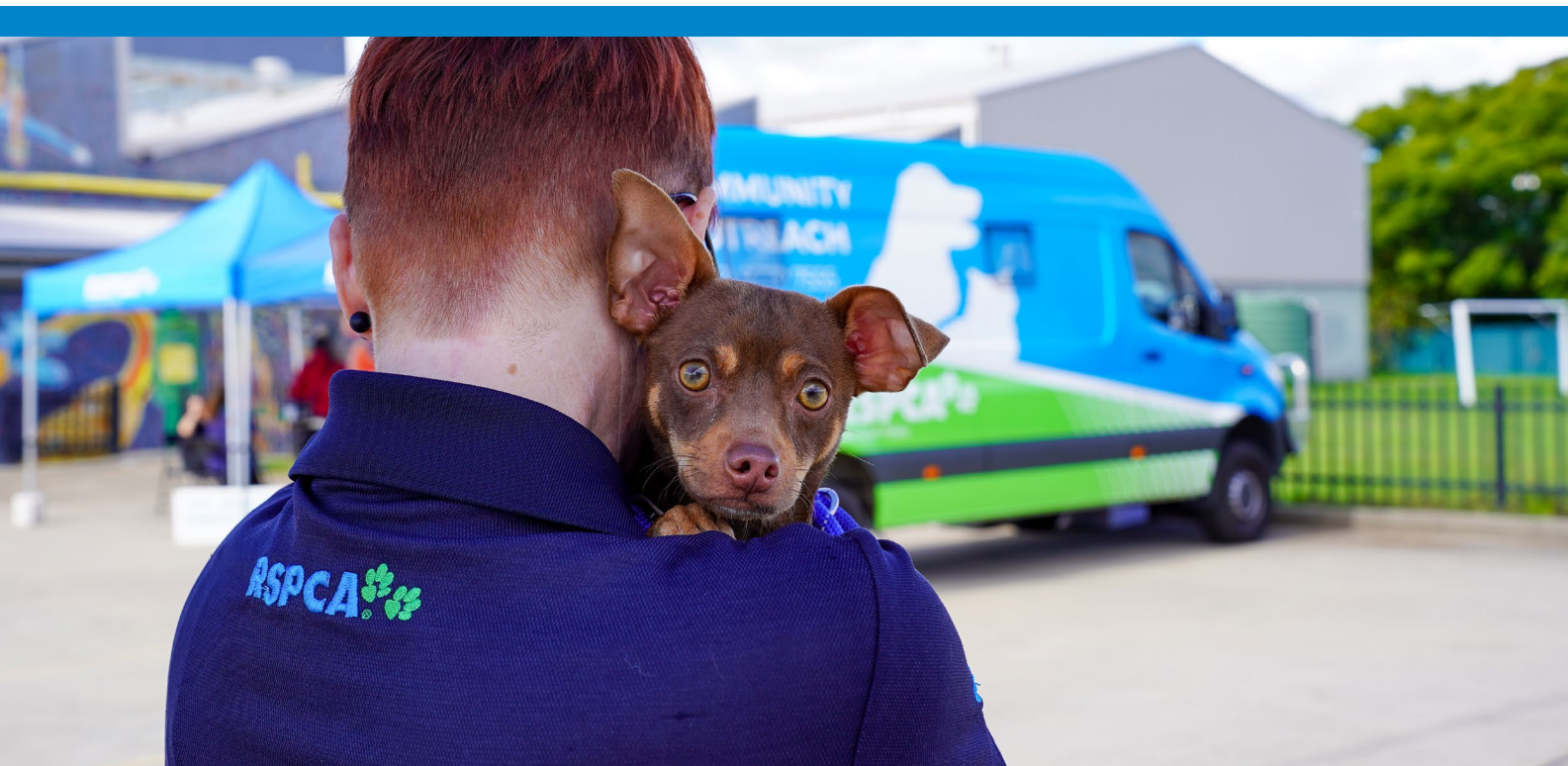
in accessible veterinary care and prevention initiatives for animals in need

Thriving

Reach

5,000,000

people with education, advocacy and community action that improves animal welfare



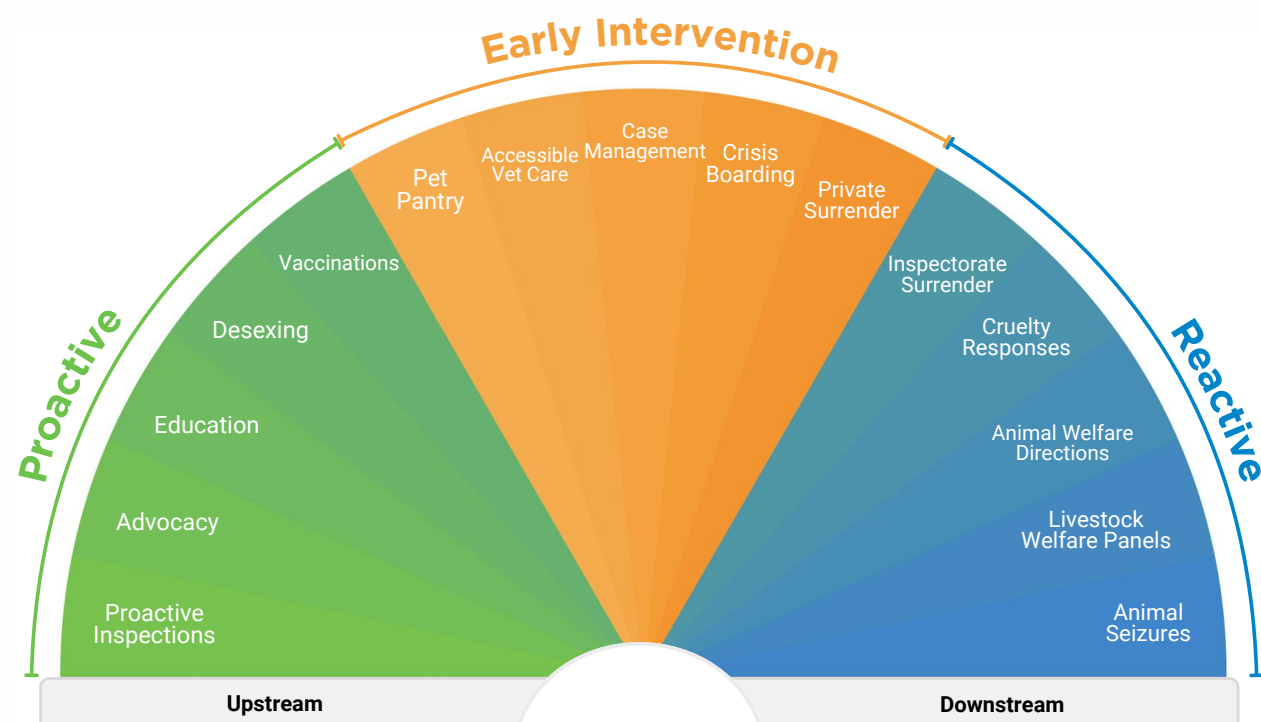
Our Strategic Framework

The Spectrum of Prevention

The framework that guides where and how we create the greatest impact.

Animal welfare is shaped by a spectrum of services and interventions, from long-term prevention and advocacy through to safety net services, investigations and enforcement. Every part of this spectrum is essential.

Lasting improvements in animal welfare require us to intervene earlier, before harm occurs. While protection and enforcement remain fundamental to our role, we will increasingly invest in prevention and early intervention because they create stronger long-term outcomes for animals, people and communities.



To build **safe, healthy and thriving** futures, we need to act before harm occurs.

Theory of Change

This Theory of Change is informed by evidence demonstrating that earlier intervention and prevention produce better long-term outcomes for animals, people and communities.

Our strategy is grounded in a simple belief:

When people, communities, industries and systems are better equipped to support animal welfare, fewer animals experience harm, suffering, neglect, or displacement.

Over time, proactive assistance and targeted systematic change will lead to:

1

Fewer animals entering shelters, enforcement, and crisis systems

2

Improved welfare outcomes for companion animals, farm animals and wildlife

3

Stronger community understanding of animal needs and responsibilities

We will achieve this by:

- **Improving access** to services, support and education
- **Strengthening community** capability and resilience
- **Influencing systems, policy, and practices** that shape animal welfare outcomes
- **Aligning organisational resources** toward prevention and early intervention



Strategy on a Page

A simple view of how our purpose, priorities and investment work together to achieve our goals for 2040.

Purpose → We exist for animals to have better lives.

Vision → A world where animals and people live together with dignity, respect and compassion.

STRATEGIC PILLARS



Safe

Crisis response to protect animals and people.



Healthy

Helping people care for their animals, every day.



Thriving

Long-term community wellbeing for animals and people.

STRATEGIC PRIORITIES

1 Access to Vet Care

2 Animal Welfare Safety Net

3 Community-Based Prevention

4 Targeted Desexing

5 Advocacy and Engagement

STRATEGIC INITIATIVES

- Establish more accessible veterinary care in regional NSW.
- Build and strengthen partnerships that expand the delivery and reach of accessible veterinary program.
- Increase the volume of subsidised veterinary care provided through RSPCA NSW.

- Develop and grow partnerships that promote pet-inclusive support services.
- Build a coordinated and comprehensive safety net and grow the number of people and animals accessing support.
- Launch an RSPCA NSW Pet Pantry.

- Deliver humane education to the youth of NSW.
- Strengthen cross-sector understanding and professional capabilities through engagement and knowledge sharing.
- Expand location-based support and services provided in partnership with community.

- Delivering targeted and subsidised desexing programs by focusing our resources in priority communities.
- Building more strategic partnerships to increase our capacity and capability to deliver desexing at scale.
- Use our voice, expertise and connection to shift community attitudes towards desexing.

- Build public understanding, community capability through research and public education campaigns.
- Develop high-impact partnerships with human service organisations.
- Influence policy, regulation and sector-wide change to improve legislation where it intersects with animal welfare.

STRATEGIC ENABLERS

Our People, Culture and Capability



- Design and deliver a structured and engaging learning and development program for our people.
- Foster a values-driven and inclusive culture, focused on the wellbeing of our people.

Sustainable and Diversified Funding



- Identify and develop new social enterprise offerings and grow existing fundraising programs through innovation and investment.
- Expand strategic partnerships with sector, funders, community partners and government with a focus of increased revenue for service delivery.

Technology and Data for Impact



- Embed a digital-first approach to service delivery, customer experience and operational processes.
- Enhance analytics capability with a focus on measurement and reporting for impact.

Towards 2040



By 2040, every person understands the needs and value of animals, and every animal lives in a community equipped to care for them with empathy, knowledge, and support.

Our Goals to 2040



Safe

Keep **1,000,000** animals safe from crisis, harm, and displacement.



Healthy

Provide **\$100 million** in accessible veterinary care and prevention initiatives for animals in need.



Thriving

Reach **5,000,000** people with education, advocacy and community action that improves animal welfare.



Strategic Priorities

Priority: Access to Veterinary *Care*

1

By 2030:

1. More communities have access to affordable veterinary care.
2. Fewer animals suffer because treatment is out of reach.
3. More families keep the pets they love.



Our Objective

Improve equitable access to veterinary care across NSW to prevent suffering and keep animals and people together.

Why This Matters

Too many people across NSW cannot access timely and affordable veterinary care. Financial hardship, geographic isolation and limited service availability mean preventable conditions often escalate into suffering, surrender or enforcement action.

Strategic Initiatives:



Establish more accessible veterinary care in **regional NSW**



Build and strengthen partnerships that **expand the delivery and reach** of accessible veterinary program



Increase the volume of **subsidised veterinary care** provided through RSPCA NSW

During the first phase of this strategy, RSPCA NSW will establish a networked model of accessible veterinary care that combines direct service delivery, partnerships and in-community support. Together, these initiatives will help ensure that where someone lives, or what they earn, is less likely to determine whether their animal receives the care it needs.

Measures of Success



Increase in number of animals receiving subsidised or supported veterinary care



Reduction in surrender and economic euthanasia due to untreated medical conditions



Percentage of priority communities with accessible veterinary pathways



Reduction in 'Failure to provide vet treatment' enforcement actions



Number of animals supported in communities with no veterinary infrastructure



Strategic Priorities

Priority: Animal Welfare Safety Net

2

By 2030:

1. More people experiencing financial hardship will have access to food for their animals.
2. More animals are able to leave a domestic violence situation with their family members.
3. More families are able to remain whole whilst they are supported through crisis and hardship.



Our Objective

Support and empower animal carers experiencing hardship or crisis to improve animal welfare outcomes.

Why This Matters

More animals are turning to us for help because the people who care for them reach a point where they can no longer cope. The Animal Welfare Safety Net responds by connecting people with practical support before challenges escalate into surrender, neglect or cruelty.

Strategic Initiatives:



Develop and grow partnerships that promote **pet inclusive support services**



Build a coordinated and comprehensive safety net and **grow the number of people and animals accessing support**



Launch an **RSPCA NSW Pet Pantry**

We will establish a coordinated Animal Welfare Safety Net that connects people with practical assistance including food, essential supplies, respite care and referral pathways to housing, health and community services. This more holistic, human-centred approach addresses the underlying causes of poor animal welfare rather than responding only after crisis occurs.

This priority will ensure people can access the right support quickly, consistently, and with dignity. Over time, the Animal Welfare Safety Net will reduce preventable intake, strengthen community trust and improve long-term welfare outcomes for animals and the people who care for them.

Measures of Success



Reduction in surrenders due to financial hardship or crisis



Number of clients supported to retain their animals



Number of animals diverted from shelter via safety net interventions



Number of kgs/meals provided to animals in need



Percentage of clients connected to broader human support services



Strategic Priorities

Priority: Community-Based Prevention

By 2030:

1. More people will be exposed to the knowledge and support they need to help care for their animals.
2. More children will understand what good animal welfare is in NSW.
3. More communities will have the knowledge and capability to give their animals a good life, or seek support when they can't.

3



Our Objective

Build community capability and capacity to improve animal welfare.

Why This Matters

Lasting improvements in animal welfare happen when communities have the knowledge, confidence, resources and support to solve problems before they become crises.

Strategic Initiatives:



Deliver **humane education** to the youth of NSW



Strengthen **cross-sector understanding and professional capabilities** through engagement and knowledge sharing



Expand **location-based support and services** provided, in partnership with community

Real change happens when communities are empowered to solve problems themselves. That's why we will design prevention initiatives in collaboration with priority communities to reflect their unique cultures, strengths and needs.

Using data and local knowledge, we will identify precisely where proactive assistance and sustained engagement can have the greatest long-term impact on animal welfare outcomes. We will focus on strong partnerships and advocacy with local councils, schools, community groups, and human service providers to better integrate animal welfare into broader community support systems.

Measures of Success



Reduction in intake from priority communities



Increase in-community capability/confidence indicators



Increase empathy in young people



Reduction in substantiated cruelty complaints within identified areas



Number of humane education hours provided to the community



Strategic Priorities

Priority: Targeted Desexing

By 2030:

1. More people will access desexing services for their pet.
2. Less unplanned litters will be born.
3. Less animals will enter shelters, pounds and rescues as a result of unplanned pregnancies.

4



Our Objective

Prevent unplanned litters through targeted, community-focused desexing.

Why This Matters

Unplanned litters remain one of the biggest drivers of shelter intake and long-term pressure on the animal welfare system. Targeted desexing is one of the most effective prevention tools available, particularly in communities experiencing the highest rates of accidental breeding and animal vulnerability.

Strategic Initiatives:



Delivering **targeted and subsidised desexing** programs by focusing our resources in priority communities



Building more **strategic partnerships** to increase our capacity and capability to deliver desexing at scale



Use our voice, expertise and connection to **shift community attitudes** towards desexing

We will focus on priority communities where undesexed animal populations, accidental litters, stray animals, dog bites and shelter intake are highest. Using local data and community insights, we will design place-based desexing programs that respond to local need rather than broad, demand-driven approaches.

Programs will include free and subsidised desexing delivered through partnerships and integrated community-based services. These initiatives will be linked with broader veterinary access and prevention programs to create more coordinated and sustainable welfare outcomes.

Over time, we will contribute to a measurable reduction in unplanned litters, decreasing pressure on shelters, frontline services and communities, and improving long-term population management outcomes across NSW.

Measures of Success



Reduction in intake of unplanned litters



Percentage and number of animals desexed in priority communities



Reduction in reported stray animal numbers



Reduction in reported dog bite incidents



Strategic Priorities

Priority: *Advocacy* and Engagement

5

By 2030:

- 1. More NSW policies and legislation will acknowledge and support the human-animal bond.
- 2. More human service organisations will have a formalised partnership with RSPCA NSW.
- 3. Animal welfare legislation including the *Prevention of Cruelty to Animals Act 1979* (NSW) will be improved and strengthened.



Our Objective

Influence policy, systems and community behaviour to address the root causes of poor animal welfare and create lasting prevention-focused change.

Why This Matters

Many of the factors shaping animal welfare lie beyond the direct control of RSPCA NSW. Policies, services, education, housing, regulation and community attitudes all influence how animals experience life.

By helping modernise systems surrounding animals and their welfare, we can ensure more holistic responses to the challenges faced by both animals and the communities that care for them.

Strategic Initiatives:



Build **public understanding, community capability** through research and public education campaigns



Develop high-impact **partnerships with human service organisations**



Influence policy, regulation and sector-wide change to **improve legislation** where it intersects with animal welfare

We will advocate for stronger animal welfare standards while influencing the policies and systems that shape how people care for animals. Our focus will include access to veterinary care, pet-inclusive housing, animal welfare legislation and the integration of animals into broader social and environmental policy.

At the same time, we will deepen partnerships across human services, education, industry, government, and community sectors to support more integrated and collaborative responses to animal welfare challenges.

Measures of Success



Number of policy or regulatory contributions/policy changes influenced



Number and depth of cross-sector partnerships established



Inclusion of animal welfare in broader social policy frameworks



Research and evidence outputs produced



Increased public understanding of prevention-focused animal welfare

Enabler: People, Culture and Capability



Our Objective

Foster a human-centred animal welfare culture and strengthen workforce capability by focusing on our people's wellbeing and fulfillment.

Why This Matters

At the heart of this strategy are our people.

Our staff and volunteers are the single most important factor in this strategy's success: they shape every interaction we have with animals, communities, and stakeholders. As RSPCA NSW shifts toward a more preventative, human-centred and community-based model, we must ensure our workforce is equipped with the skills, systems, leadership, and support required to deliver this change effectively.

Strategic Initiatives:



Design and deliver a structured and engaging **learning and development program** for our people



Foster a **values-driven and inclusive culture**, focused on the wellbeing of our people

RSPCA NSW will invest in developing a workforce that is equipped not only to respond to animal welfare concerns, but to understand and navigate the human circumstances that often sit behind them.

We will embed equitable and consistent service delivery models and decision-making frameworks across the organisation to ensure meaningful experiences for our people and communities.

Measures of Success



Employee engagement increased (reduced turnover, satisfaction)



Increased volunteer engagement, roles and hours



Staff alignment to strategic anchor and direction



Customer Satisfaction scores

Enabler: Sustainable and *Diversified* Funding



Our Objective

Establish diversified and sustainable revenue streams to support long-term impact.

Why This Matters

Delivering lasting improvements in animal welfare requires a funding model that is sustainable, adaptable and aligned with long-term prevention rather than short-term demand.

Strategic Initiatives:



Identify and develop **new social enterprise** offerings and grow existing fundraising programs through innovation and investment



Expand **strategic partnerships** with sector, funders, community partners and government with a focus of increased revenue for service delivery

We will strengthen and diversify our funding base through innovation, partnerships and new revenue opportunities. This will enable us to invest in prevention-focused and community-based initiatives while maintaining essential frontline services.

As investment progressively shifts upstream toward prevention and earlier intervention, we will maintain the financial resilience needed to sustain critical frontline services.

We will strengthen our ability to measure and demonstrate impact so funders and partners can clearly see the value created through prevention-focused investment.

Measures of Success



Percentage of revenue and value of funding diversified beyond traditional streams



Growth in percentage of funding allocated to upstream initiatives



Stability of funding across multi-year horizon



Percentage increase of organisational investment allocated to prevention initiatives

Enabler: Technology and *Data* for Impact



Our Objective

Ensure strong foundations that enable insight, learning, and impact.

Why This Matters

Delivering this strategy requires reliable data, effective technology and the ability to turn information into action.

In this strategy, data must evolve into a tool that actively informs decision-making, enables targeting, and demonstrates long-term impact.

Our goal is to become a digitally enabled, data-informed organisation where information guides where we work, how we work and how we measure success.

Strategic Initiatives:



Embed a **digital-first approach** to service delivery, customer experience and operational processes



Enhance **analytics capability** with a focus on measurement and reporting for impact

We will strengthen our digital capability and core platforms, including systems such as AnimalOS, to ensure they support more integrated service delivery and improves how data flows and is used across the organisation.

We will also build stronger organisational capability in data analysis, performance measurement, and impact reporting to ensure that programs are continuously refined and resources are directed toward areas of greatest impact.

Measures of Success



Data visibility across programs



Ability to track outcomes vs outputs



Reporting timeliness and quality



Ability to measure longitudinal animal and human outcomes

Implementing Our Plan Together

Towards 2040 will be delivered through a series of three-year strategic plans, annual operational planning and a commitment to continuous learning and improvement.

Our Purpose → We exist for animals to have better lives.



Stronger together

This plan will only be realised through collaboration – across our people, volunteers, members, partners, donors and communities. **Together, we create a better world for animals and the people who care for them.**



Monitoring and Evaluation

Our monitoring, evaluation and learning framework ensures we measure what matters, learn from experience and continually improve the impact of our work.

Strategic Plan Reporting Cycle

From Operations to The Board

A continuous cycle of insight, accountability, and action.



Continuous Cycle

Insights and decisions flow back to operations, informing actions that drive progress toward our strategic goals. **We learn. We adapt. We advance our mission. Together we will celebrate progress, learn from experience and continually improve our impact.**

Prevention is our priority.
Protection is our *promise*.



Scan to read RSPCA NSW's first Welfare Report and discover how the connection between people and animal wellbeing has shaped our new data-driven approach to identifying where support is needed most, why it matters, and how we can create lasting change.

rspcansw.org.au