RSPCA New South Wales

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.



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

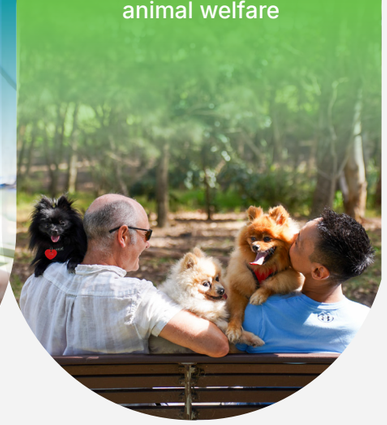


Thriving

Reach

5,000,000

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



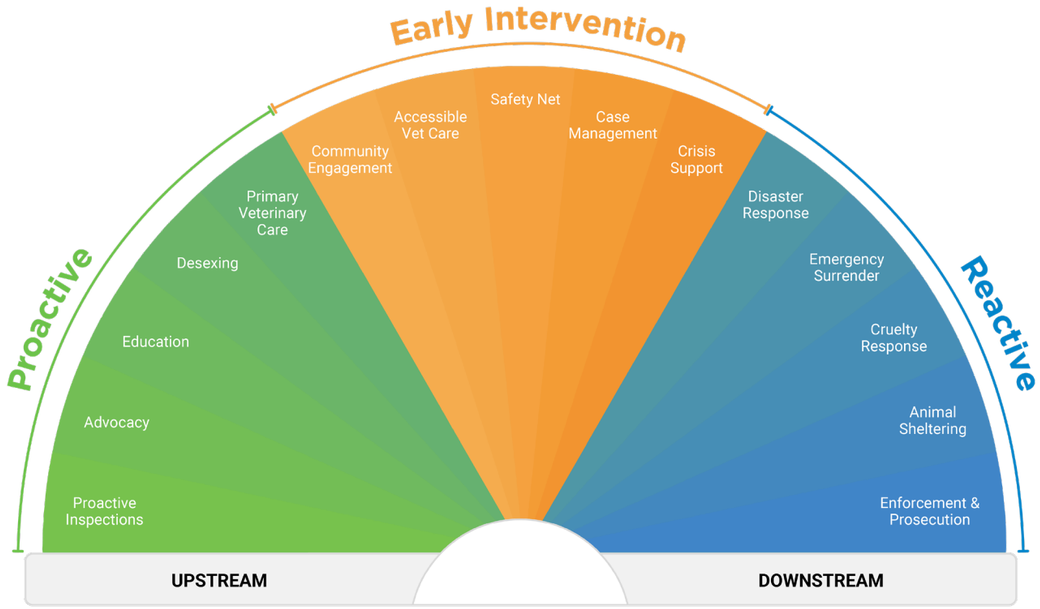
Our Strategic Framework

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.





Our Strategic Framework

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

The Problem

Many animals in NSW do not experience a good life. Complex social issues and inequity create barriers to healthy human-animal connections.

Our Purpose

We exist for animals to live better lives.

Stakeholders

People and animals.

Our Vision

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

Outputs/Activities

- Accessible pet health & veterinary support
- Pet food & resources
- Pet retention support
- Subsidised assistance & financial aid
- Education & community engagement
- Impactful partnerships
- Targeted desexing programs
- Advocacy
- Human-animal support services
- Emergency & crisis care

Outcomes

People Outcomes

People are healthy, safe, and thriving, feeling more connected to their animals, their communities and their wellbeing.

They are empowered to care for themselves and their animals, building more compassionate communities with a deeper recognition of the human–animal bond.

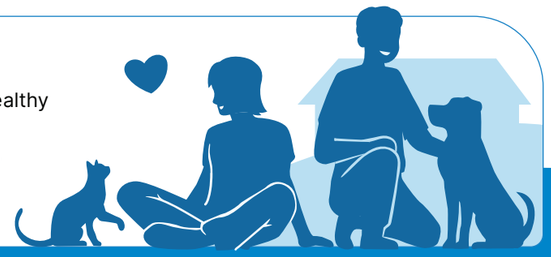
Animal Outcomes

Animals are healthy with fewer preventable diseases and greater access to veterinary care.

They are safe, with reductions in animal cruelty, neglect, abandonment and overpopulation, and thriving in communities that support their welfare and value the importance of the human-animal bond.

Impact

- More people are **empowered** to have healthy human-animal connections.
- People experience **improved wellbeing,** contributing to thriving communities.
- More animals are **living a good life.**



Strategy on a Page

RSPCA New South Wales

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 & STRATEGIC INITIATIVES

1 Access to Vet Care

- 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.

2 Animal Welfare Safety Net

- 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.

3 Community-Based Prevention

- 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.

4 Targeted Desexing

- 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.

5 Advocacy and Engagement

- 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

1

Priority: Access to Veterinary *Care*

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

2

Priority:
Animal Welfare *Safety Net*

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

3

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.

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

4

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.

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

5

Priority: *Advocacy* and Engagement

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

Strategic Enablers

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

Strategic Enablers

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

Strategic Enablers

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.

1 Our Future

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 **2040 North Star** that guides our decisions and actions today.

2 3-Year Incremental Strategic Plans

A series of three-year plans that set our strategic pillars, priorities, initiatives, enablers and goals – allowing us to evolve, adapt and build on our progress towards 2040.

Our **rolling roadmap** that evolves with insights, impact and emerging needs.

3 Annual Operational Plans

Annual plans that translate our three-year strategies into action, guide the allocation of resources, and drive measurable progress each year.

Our **annual planning cycles** that execute our strategy and move us forward.

4 Deliver, Measure, Learn And Adapt

We monitor progress, learn together and adapt our plans to ensure we are making the greatest impact for animals and communities.

Continuous improvement ensures we stay relevant, responsive and focused on what matters most.

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.

Purpose

Ensure The Board has timely, accurate, and meaningful insight to oversee strategy and drive impact.

Principles

- ✓ Strategic alignment
- ✓ Action-oriented
- ✓ Timely & relevant
- ✓ Transparent
- ✓ Continuous improvement

1 Operations

Teams execute strategic initiatives and activities and track results.

2 Data & Insight

Operational data and performance metrics are collected and analysed.

3 Reporting & Synthesis

Insights are summarised into dashboard narratives aligned to strategic priorities.

4 Executive Review

Leadership reviews performance against strategic objectives, identifies risks and opportunities, and recommends actions.

5 Board Review

The Board reviews performance, asks questions, provides oversight, and offers guidance.

6 Direction & Alignment

The Board provides strategic direction, confirms priorities, and aligns resources.

Strategy
Our Plan. Our Future.

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

RSPCA
New South Wales