

Wildlife Noosa Limited

ABN: 54 646 688 726

Strategic Plan

2021 - 2023

Wildlife Noosa Limited

Table of Contents

Introduction	2
Executive Summary.....	2
Background and History	2
Direction and Results	3
Goals.....	3
Organization of the Strategic Plan.....	4
Vision	5
Mission.....	6
Core Operating Values	6
Underlying Service Assumptions	7
Customers	8
Summary Of Most Important Points in the Environment	9
Strategic Direction.....	11
Goals Areas	12
Strategic Action Plan Focus by Year.....	15

Wildlife Noosa Limited

ACN: 646 688 726 ABN: 54 646 688 726
Not-for-Profit (Limited Liability) Ltd Company
39 Princess St Cooran Q 4569
Mob: 0419 046 999

Introduction

The Board of Directors of Wildlife Noosa Ltd has developed this strategic plan. It provides Wildlife Noosa Ltd with a three-year roadmap for services and organisation development.

The Board of Directors will review progress annually and update the plan as needed. This plan was developed with broad involvement and guidance from the Board of Directors plus members. They reflected on the mission, vision, core operating values and assumptions underlying the organisation's approach to its work.

A facilitated planning process using an adaptation of the principles of the Drucker Foundation Self-Assessment Tool. We conducted an environmental scan including an internal organisation assessment and interviews with several community stakeholders and a review of demographic and market data. The environmental scan and organisational assessment helped Wildlife Noosa Ltd assess both the challenges and opportunities that it is likely to face over the next three years and set the context for the choices reflected in this strategic plan.

Background and History

Wildlife Noosa first began doing animal rescues in 2014. And has since conducted over 2000 rescues of animals wild and domestic who were injured, sick, trapped or 'at risk' of harm. The animals were rescued and either released appropriately or passed onto animal rehabilitation organisations such as Eumundi Wildlife Centre, Australia Zoo Wildlife Hospital, Local vets and the RSPCA.

In late 2020 it was decided to incorporate Wildlife Noosa as a Not for Profit limited liability company and seek appropriate charity endorsements so that additional resources could be gathered to assist animals in need of rescue or short-term care from the greater Noosa region.

Wildlife Noosa Ltd support and services include waterways rescues, animals injured or trapped in trees and houses, those caught in traps and fences and or affected by natural disasters such as bush fire and storms.

Wildlife Noosa Ltd will also build on the previous educational work of Wildlife Noosa and expand information and education about rescuing animals, conducting training for animal rescuers so that they can maintain safety for themselves and the animals they are rescuing.

Direction and Results

The strategic direction and goals included in this plan are Wildlife Noosa Ltd response to its understanding of what is valuable about the organization, its current opportunities and challenges for offering a high-quality support in the community for injured, sick, trapped or at risk of harm wild and domestic animals.

The three-year period of this strategic plan will be a time of assessing and deepening Wildlife Noosa Ltd approaches to its work. Concurrently, Wildlife Noosa Ltd will take more of a leadership role in working with a broader array of community resources, and it will explore actively engaging more volunteers to undertake rescues and provide short term care for needy animals.

With the fresh perspective of the mission of a new organisation, understanding what it can do well, and the environment in which it operates, Wildlife Noosa Ltd will pursue the following strategic direction:

1. Review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with injured, sick, trapped or 'at risk' animals.
2. Further assess needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
3. Take a leadership role in working with a range of community service providers so that best practice training is available for rescuers and volunteers.
4. Explore the feasibility of expanding the organisation's visibility in the community and making greater use of volunteers.
5. Emphasise building its discretionary financial resources to invest in providing quality services. This includes establishing a charitable fund to take care of direct costs associated with animal rescues and short-term care.

Goals

The following goals for The Wildlife Noosa Ltd over the next three years are the organisation's response to the important issues identified in the environmental scan that was completed as part of the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

- **Service Delivery**

Wildlife Noosa Ltd will provide the necessary equipment including suitable watercraft, vehicles, equipment, temporary & transport cages, plus safety and protective equipment to conduct rescues safely both for personnel and the animals being assisted.

- **Human Resources**

Wildlife Noosa Ltd will develop a stable, competent and motivated volunteer workforce that actively delivers the organisation's mission. And as appropriate in the future seek to engage paid staff to support the organisations mission.

- **Resource Development**

Wildlife Noosa Ltd will be a highly visible, well-respected, non-profit charity organisation that attracts increased numbers of volunteers and higher levels of contributions to support operations.

Successful implementation of this strategic plan will result in more animals being safely rescued. Currently, av 600 per annum (2020) and anticipated in:

- 2021: 1000 av.
- 2022: 1200 av.
- 2023: 1500 av.

The ultimate result Wildlife Noosa Ltd aspires to achieve is far beyond high quality supports and services for direct rescue of 'at risk' and harmed animals and includes promoting better care of all our animals so that there is less risk of harm or injury and also that the general public have a heightened awareness of properly handling animals so as to minimise any further damage or injury.

Organisation of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for Wildlife Noosa Ltd. This plan has two purposes. First, it presents the compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors. Second, it is a reference guide for strategic planning.

Vision

The 20-Year Vision for Wildlife Noosa Ltd is:

- In the year 2040, for there to be a comprehensive network of volunteers and trained staff in the Noosa region who can provide an emergency response to any and all animals in need.
- In addition, that safe practices are introduced for waste products such as netting, fishing lines, plastics and rubbish so that fewer animals are impacted by these human interactions.

Role and Program Services

Wildlife Noosa Ltd aims to be the leader in identifying needs and bringing together all kinds of resources and services for the rescue and short-term care of injured and sick animals.

Specifically, we will:

- seek to be leaders in collaborations by providers and community organisations and programs and resources to assist animals in need.
- assist to identify gaps in services and directly provide cutting-edge, model services that meet identified gaps. Wildlife Noosa Ltd may not strive to provide comprehensive services itself as it supports referrals to the most appropriate provider however, what direct services it does provide are of the highest quality.
- assist advocacy efforts to ensure services are provided either by Wildlife Noosa Ltd or other qualified and trained providers to support animals in dire needs.
- facilitate financial planning to help create long-term security for the organisation and the animals it supports.
- play a leadership role in advocating at all levels of government, and with the private sector and the public at large for the best safe rescue and care for animals in need of assistance.

Funding Sources

Initial funding will come from donated services and equipment and modest sponsorship. Once fully established Wildlife Noosa Ltd envisages a robust and innovative fundraising program generating resources from private sources including donations from individuals and businesses plus contributions from levels of government charged with animal & environmental care.

Mission

The Wildlife Noosa Ltd mission is:

'Alleviating suffering of animals by providing resources such as rescue and transport equipment and trained staff and volunteers to assist animals in need.'

This statement reflects two dimensions that define the purposes of the organisation and its intended contributions to improving conditions for animals who are in distress. The two dimensions are:

Achieving – means that animals in distress have the right combination of support and services to alleviate their suffering.

Overcoming their Distress – means the opportunity for any animal which requires rescue and short-term care can be looked after and then appropriately released to its owners or to the wild.

Wildlife Noosa Ltd will operate with core operating values and attitudes:

Core Operating Values – The following core operating values influence the culture and public image of Wildlife Noosa Ltd as an effective community-based organisation serving a wide variety of needy animals.

Caring Attitude – Wildlife Noosa Ltd demonstrates compassionate support and concern for animals in need of rescue and care. As a part of this caring attitude, we educate and inform people and the community.

Responsiveness – Wildlife Noosa Ltd finds solutions that meet the needs and preferences of animals in distress and suffering through direct service or referrals to other providers.

Respectfulness – Wildlife Noosa Ltd honours and respects all animals and will not willingly harm any animal.

Individualised Support – Wildlife Noosa Ltd knows that individuals make up the organisation

Integrity and Accountability – Wildlife Noosa Ltd has the highest level of integrity in its administrative, service, and outreach rescue activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

State of the Art Practices – Wildlife Noosa Ltd aims for excellent, high quality, state-of-the-art approaches that animals in need can always count on to be there.

Partnerships – Wildlife Noosa Ltd will work with a wide variety of partners and advocates for quality services for those animals in distress and or requiring rescue and care.

Advocacy – Wildlife Noosa Ltd educates the public and advocates for the long-term best interests of animals in distress.

Financial Sustainability – Wildlife Noosa Ltd believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Underlying Service Assumptions - Wildlife Noosa Ltd believes:

- All animals have rights to care and attention
- Dangers to animals can be minimised by effective actions
- Engaging and fully participating in the community will enhance human and animal health
- Safety training in handling distressed animals will greatly reduce injuries from rescue attempts

Clients

The primary client of Wildlife Noosa Ltd is the animal suffering, injured or in distress and or is in need of emergency support and or short-term care.

The supporting stakeholders of the organisation are all the people who are assisting in delivering services either directly or in partnership with Wildlife Noosa Ltd. This includes volunteers, supporters, animal care organisations and local vets.

Summary - Important Points in the Environment

The following is a brief summary of strengths, weaknesses, opportunities and threats highlighted by the board and volunteers of Wildlife Noosa Ltd. They represent a small portion of the complete environmental scan associated with this strategic plan.

Strengths

- Wildlife Noosa Ltd key strengths include the organisation's ability to provide access to high quality, necessary services, which help animals suffering and or in distress and who would benefit from access to appropriate rescue and care technology.
- Wildlife Noosa Ltd is committed, and the services and programs offered are evaluated for quality. When there is a challenge, the organization meets it through innovation.
- Wildlife Noosa Ltd has a growing reputation and is looked to by other service providers as a leader in quick response and effective rescues.

Weaknesses

- Having recently formed as a Not-for-Profit company, Wildlife Noosa Ltd faces multiple challenges including formation of the organisation, development of adequate policies and procedures and the need to both establish the organisation and to provide additional rescue services.
- There is also a need for improved management practices, use of technology, and increased use of volunteers.
- Plus, there is a call for additional services and for greater visibility in the community.

Opportunities

- Increasing community acceptance and opportunity for positive benefits for animals who are needlessly suffering distress
- Increasing community acceptance and opportunity for the use of technology to assist animals in distress and or dire need (e.g. drones with cameras)
- being more responsive to community needs and opportunities to expand training for people who can respond to animals in distress or suffering or requiring emergency intervention
- Develop a wider network of supporters and volunteers

Threats

- initial low level of available funds and a very high demand for free emergency response and rescue services
- a decline in community levels of volunteerism which can lead to a shortage of volunteers
- an aging population with limited funds to support an animal rescue service
- competition from other organisations and charities seeking to serve multiple community needs

Strategic Direction

Based on the Board of Directors' understanding of The Wildlife Noosa Ltd mission, the core values, and the opportunities and threats in the current environment, the next three years will be a time of assessing and deepening its approaches to its work.

Concurrently, Wildlife Noosa Ltd will take more of a leadership role in working with a broader array of community resources, and it will explore the feasibility of actively engaging more volunteers who are trained in effective and safe animal rescue.

Wildlife Noosa Ltd will review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with animals in dire need and or unduly suffering.

Wildlife Noosa Ltd will further assess client and community needs to identify gaps or opportunities for developments in service delivery. This assessment will serve as the basis for expanding or adding new services. The emphasis on further deepening programs will be the priority in the early years, and so actual numbers served would not be the main measure until the later years of the plan.

Wildlife Noosa Ltd will take a leadership role in working with a range of service providers to both identify and meet the needs of animals in distress and suffering from issues preventable by utilising adequate response technologies.

Wildlife Noosa Ltd will explore the feasibility of expanding the organisation's visibility in the community and making greater use of volunteers. The organisation will explore developing and supporting a network of volunteers, being more active and visible in a wide range of community initiatives, highlighting the positive role that caring for animals in distress can have on humankind.

Wildlife Noosa Ltd will also emphasise building its discretionary financial resources to invest in providing quality services. This includes building the resources for more rescues for animals in distress and requiring rescue or rehabilitation and care.

Goals & Objectives

In order to pursue the strategic direction described above, Wildlife Noosa Ltd will fulfil the following specific goals and objectives.

Goal: Service Delivery

Wildlife Noosa Ltd will provide model supports for all animals in distress, either directly or through partnerships with or referrals to other service providers in the following areas:

- A. The Noosa Shire Council area
- B. The adjoining Cooloola Shire Council area
- C. The adjoining Sunshine Coast Regional Council area
- D. Offshore from these coastal councils

Objectives:

- There is an increase year on year in the number of rescues able to be safely performed including 24 hr response to animals in distress or needing rescue and short-term care
- There is an increase in community members and businesses that support Wildlife Noosa Ltd
- Local public policy continues to create more favourable conditions for assisting animals in need of rescue, care and attention

Goal: Human Resources

Wildlife Noosa Ltd will develop a stable, highly qualified and motivated workforce including volunteers that actively delivers the organisation's mission.

Objectives:

- Wildlife Noosa Ltd improves its capacity to attract and retain qualified people to assist with its mission
- All staff and volunteers thoroughly understand the meaning of the mission and how their job contributes to achieving it.
- A professional development program is implemented to strengthen and expand the capacity and opportunities among people involved with Wildlife Noosa Ltd

Goal: Resource Development

Wildlife Noosa Ltd will be a highly visible, well-respected non-profit charitable organisation that attracts increased numbers of volunteers and higher levels of contributions to support operations and funds for charitable works.

Objectives:

- Increase the visibility of Wildlife Noosa Ltd and continually Update the communication plan to align with the strategic plan and to facilitate volunteer recruitment.
- Increase volunteers by 25% per annum in all of the activities of Wildlife Noosa Ltd and establish a volunteer development program, including selection, training, leadership development and recognition.

Goal: Fundraising

Wildlife Noosa Ltd will be a financially stable and growing organisation able to provide an increased level of support for animals in our areas of operation which require rescue and short-term care.

Objectives:

- The number of donations increase each year.
- There is an increase by 25% in the amounts of contributions to support the operating budget.
- A charitable fund is established and dollars are raised annually to sustain it (amount to be determined with additional research).

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to on-going operations) for Wildlife Noosa Ltd in each year of the strategic plan.

Year 1**Service Delivery**

- Shift from strategic planning to plan implementation
- Set up administrative policies and procedures
- Establish the communication plan to align with the strategic plan
- Develop relationships with other service providers including those who work with the targeted animal rescue and care

Finance and Facilities

- Secure operating finances
- Set up DGR Fund

- Access suitable grants to support rescues and short-term care for animals in need of assistance
- Secure funds to develop future paid positions

Human Resources

- Update training curriculum for direct support of staff and volunteers

Year 2

Service Delivery

- Fully develop capacity of the administrative support team and strengthen program delivery with new practices using available resources
- Directors working to strengthen program integration
- Strengthen training and development for staff and volunteers
- Partnership with other service providers in the animal rescue and care sector

Finance and Facilities

- Develop new paid positions. First Animal Rescue Manager, then Volunteer Coordinator and Admin Support Officer
- Secure additional premises to house rescue craft and equipment

Human Resources

- Update training curriculum for enhanced direct support of staff and volunteers

Year 3

Service Delivery

- Plan for expanded use of services
- Build capacity including tracking of giving trends
- Continue work to strengthen service delivery
- Implement processes for feedback and assessing satisfaction with support programs

Finance and Facilities

- Increase turnover and operate sustainability
- Hold regular Information, education and fund raising events

Human Resources

- Review and align professional development program for direct support of staff and volunteers
- Establish Volunteer Leadership Development program
- Establish volunteer services plan, including a Volunteer Coordinator