



2026/27 Business Plan and Budget

Dog and Cat Management Board

2025-2030 Strategic Plan

The Dog and Cat Management Board's (Board) five year strategic plan sets out their strategic directions and priority actions. The strategic plan supports the Board to execute its functions under the *Dog and Cat Management Act 1995*.

2026/27 Business Plan

The annual business plan and budget describes the Board's proposed operation plan and associated budgets for the financial year, that deliver on the Dog and Cat Management Board's five year strategic plan.

In addition to fulfilling statutory obligations, the Board are focused on the delivery of significant projects to the state, relating to effective dog and cat management during the 2026/27 financial year:

1. Implementation of new Breeder licencing regulatory operations
2. Development of DACO 2.0

Fulfill objects of the Act

Encourage

Encourage responsible dog and cat ownership

Success looks like:

- Increased dog and cat owner compliance, particularly in relation to microchipping, desexing and registering.
- Implementation of a new, cost-recovery, breeder regulatory framework.
- Implementation to a new Dogs and Cats Online system.

- Increased number of cats recorded on Dogs and Cats Online.
- Continued facilitation of appropriate community educational programs.

Reduce

Reduce public and environmental nuisance caused by dogs and cats.

Success looks like:

- Decreased number of dog attacks.
- Reduced number of unwanted dogs and cats.
- Greater consistency for cat management across council areas.
- Support statewide cat management strategies and actions.

Promote

Promote the effective management of dogs and cats.

Success looks like:

- Improving relationships with stakeholders.
- Increasing collaboration on dog and cat matters at a national level.
- Being financial sustainable.
- Applying evidence based dog and cat management principles.
- Reviewing the Dog and Cat Management Act and Regulations and making recommendations to the Minister.

Partnership & collaboration	Evidence based decision-making	Simpler regulation	Organisational excellence
Engaging and Investing in relationships to promote responsible dog and cat management.	Focussed on Informed strategies to reduce: • dog attacks • nuisance cats • unchecked breeding • euthanasia rates	Consult with stakeholders to ensure future reviews of the Act, regulations, Board policies and frameworks have less red tape.	Foster a culture that promotes effective governance and industry leadership.



2026/27 Dog and Cat Management Board Budget

The Board's budget is funded by the Dog and Cat Management Fund (fund).

A percentage of dog registration fees collected by councils, as set by the *Dog and Cat Management Regulations 2017*, and breeder registration fees are payable to the fund.

The fund is managed by the South Australian Treasury, and the Board may expend money from the fund in accordance with a budget approved by the Minister.

INCOME	'000
Metro Councils	2,393
Regional Councils	627
Breeder registration/licensing	420
Interest	123
Other income	0
TOTAL INCOME	3,563

EXPENSES	'000
P1 - Responsible ownership and effective management of dogs and cats projects	227
P2 - Effective Board and organisational performance operations	88
DCM Unit General Administration	70
Total approved Operational Costs and Projects	385
Breeder regulation	235
DACO system operations	1,074
Total approved Programs	1,309
DCM unit staffing	1,470
SLA DEW	348
Board sitting Fees and oncosts	40
Total approved Admin	1,858
TOTAL EXPENSES	3,552

FINANCING THE BUDGET	'000
Dog and Cat Management Fund Opening Balance at the commencement of the year	3,106
Net Operating Surplus/(Deficit)	11
Add back: noncash depreciation/amortisation	170
ANTICIPATED DOG AND CAT MANAGEMENT FUND CLOSING BALANCE AT YEAR END*	3,287
Business continuity reserve	500
Capital reserve	2,787

*The Dog and Cat Management Fund includes accrued amortisation for the capital replacement of Dogs and Cats Online.

Business centre budget breakdowns

(Extracted from 2026/27 Dog and Cat Management Board Budget)

1) Dog and Cat Management Board operating budget

INCOME	'000
Metro Councils (20%)	1,994
Regional Councils (10%)	523
Interest	123
Other income	0
TOTAL INCOME	2,640
EXPENSES	'000
Program 1 - Responsible ownership and effective management of dogs and cats projects	227
Program 2 - Effective Board and organisational performance operations	88
DCM Unit General Administration	70
DCM staffing	893
SLA DEW	348
Board sitting Fees and oncosts	40
TOTAL EXPENSES	1,666

2) DACO operating budget

INCOME	'000
Metro Councils (4%)	399
Regional Councils (2%)	104
TOTAL INCOME	503
EXPENSES	'000
DACO system operations	1,074
DACO staffing	417
TOTAL EXPENSES	1,491

3) Breeder licencing operating budget

INCOME	'000
Breeder registration/licensing	420
TOTAL INCOME	420
EXPENSES	'000
Breeder regulation	235
Breeder staffing	160
TOTAL EXPENSES	395

TOTAL INCOME	3,563
TOTAL EXPENSES	3,552

A review of percentage contributions from Council dog and cat registrations will be considered once a new DACO system has been implemented.

Dog and Cat Management Board Strategic Programs business

Program 1 – Responsible ownership and effective management of dogs and cats

1.1: Deliver communication and education programs that promote dog and cat ownership responsibilities	35
General owner compliance promotion	20
Exhibitor costs	11
Desired behaviour change	3
Website maintenance	1
1.2: Facilitate management strategies for nuisance and unwanted dogs and cats	50
Cat Management Strategy - DCMB actions	50
1.3: Implement a breeder regulatory framework	235
Education certification (online)	15
Breeder licencing systems	150
Breeder reform education and promotion	35
Compliance	25
Legal	10
1.4: Deliver programs that aim to reduce the instances of dog bite	75
Dog bite prevention (Good Dogs Bad Days campaign)	50
Dog bite research	25
1.5: Collaborate and partner with others to achieve shared outcomes	67
Sponsorship	10
Long-term grants	57

Program 2 – Effective Board and organisational performance

2.1: Maintain long term viability and sustainability Dogs and Cats Online	1,074
Maintenance and support	282
Notices, emails, discs, envelopes	150
Postage	170
Merchant fees	80
Fee for service - expert services	206
DCMB reimbursement of SMS reminders	16
Amortisation	170
2.2: Support local councils administer the Act	50
Authorised training program	40
Council grants	10
2.3: Advise the Minister on the Dog and Cat Management Act	20
Legal advice	10
Workshops/consultation	10
2.4: Maintain long-term financial sustainability and viability of the Dog and Cat Management Board	13
Auditing and reporting	13
2.5: Ensure the Board's operations and performance are of a high standard	5
Annual evaluation	5

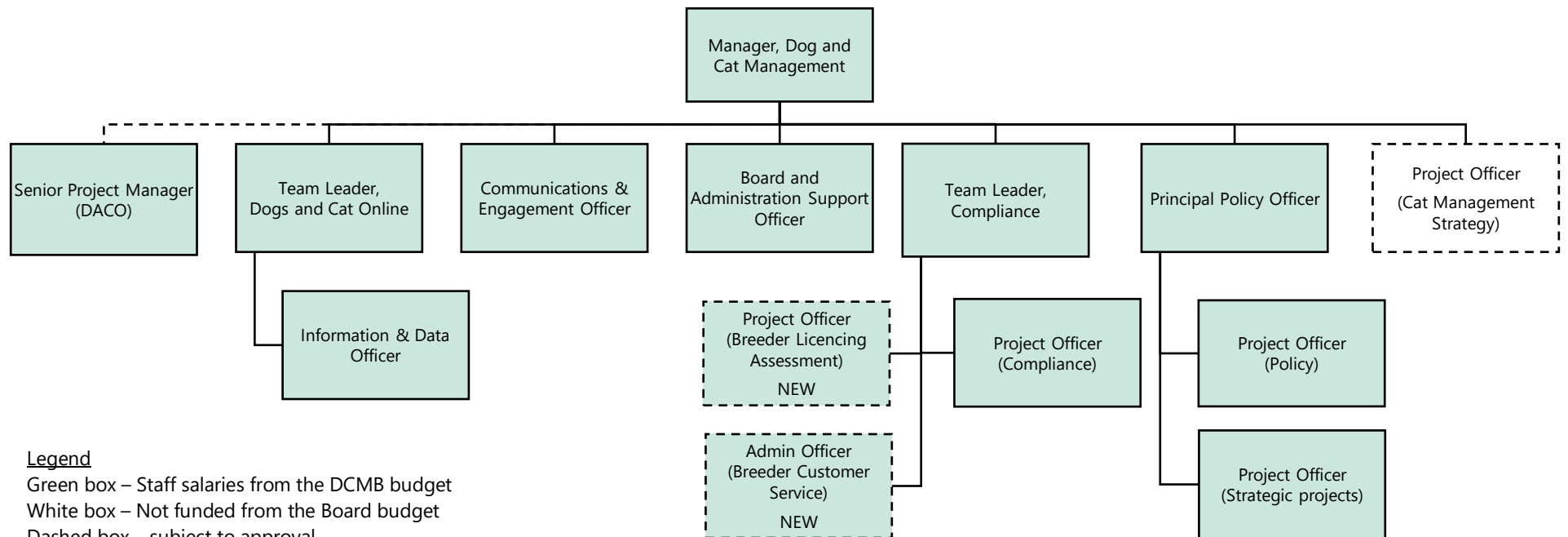
Dog and Cat Management Board statutory requirement business

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Board meetings	Workshop	Meeting	Workshop	Meeting	Workshop	Meeting		Meeting	Workshop	Meeting	Workshop	Meeting
Board Governance		Delegations Annual report				Board calendar						Governance and risk SLA review
Preparations	Annual reporting				Board evaluation	Strategic planning / budget prep			Budget approved			Audit
Council req	Form 26	Form 28										
DACO	Renewals Remittance to councils		Remittance to councils			Remittance to councils		Fee prep		Renewal prep	Test renewals	Remittance to councils
Breeder licencing	Licencing system development / Education portal/ Procedures and guideline/ Target communication/ Breeder preparation/ Licencing implementation prep											
Events		APA Conf SAMOF		AIAM Conf	SAMOF			SAMOF			SAMOF	
BAU												
Council Audits												
Detention Facility audit												
By-laws												
Policy and guidelines												
Assistance dogs/ Greyhounds/ Trainers												
Customer/ Stakeholder support												
Business/team management/approvals												
Media/ FOIs / correspondence												

Dog and Cat Management unit staffing 2026/27

DEW Organisational structure of staff that deliver the Board's functions and strategic projects, including:

- Deliver the strategic plan and priorities including monitoring and reporting on progress.
- Develop and deliver an annual business plan and budget that supports achieving the Board's strategic priorities.
- Support the Board to meet its regulatory and governance responsibilities (including, accredit assistance dogs and training programs, consider by-laws and plans of management relating to dogs and cats, greyhound muzzle exemptions, etc.).
- Support the Board in evaluating its strategic and operational achievements and determining future strategic priorities and activities.
- Management of the state-wide registration, microchip and breeder registration database - Dogs and Cats Online (DACO).
- Provision of policy, compliance and operational support to councils.
- Development and implementation of guidance and policy documents to assist with the implementation of the Act by councils.



Resources

<https://dogandcatboard.com.au>

<https://council.dogandcatboard.com.au/login>

<https://www.youtube.com/> @dogandcatboard

<https://data.sa.gov.au/data/organization/dept-for-environment-and-water>

Dogs and Cats Online

<https://dogsandcatsonline.com.au/>

**Approved by the Dog and Cat
Management Board:**

24 February 2026

**Consultation with the Local Government
Association**

4 May 2026

**Approved by the Minister for Climate,
Environment and Water:**

7 July 2026

Dog and Cat Management Board

Government of South Australia

GPO Box 1047 Adelaide SA 5001

Telephone: (08) 8124 4962

A copy of this publication is available online

www.dogandcatboard.com.au