

Dog and Cat Management Board  
**STRATEGIC AND OPERATIONAL PLAN**

2013 – 2016



*Leadership and initiative in Dog and Cat Management*



## Mission:

Leadership and initiative in Dog and Cat Management

## Values:

We will:

1. Base decisions on factual, reliable and accurate data and research.
2. Work in partnership with others.
3. Deliver what we promise.
4. Focus on outcomes, not just activity.
5. Work to an ethical code that includes service, respect and courtesy.
6. Value and support our own staff.



## Objects of the *Dog and Cat Management Act, 1995*

- To encourage responsible dog and cat ownership;
- To reduce public and environmental nuisance caused by dogs and cats;
- To promote the effective management of dogs and cats (including through encouragement of the desexing of dogs and cats).

## Our 2013 – 2016 Strategic Objectives are:

- Establish a population of both sociable and safe dogs in our community.
- Improve the management and care of owned and unowned cats.
- Maximise the benefits from new and existing partnerships that foster and facilitate leadership and initiative in dog and cat management.
- Audit the administration of the *Dog and Cat Management Act, 1995* to ensure compliance.

# Dog and Cat Management Board Membership

In accordance with *Section 12 of the Dog and Cat Management Act 1995*, the Dog and Cat Management Board has the following membership and structure:

## Chair:

Ms Jan Connolly                      Jointly nominated by the Minister and the Local Government Association

## Members:

Mr Chris Button                      Nominated by the Local Government Association

Cr Rosemary Clancy                  Nominated by the Local Government Association

Mr John Darzanos                    Nominated by the Local Government Association

Cr Rosalie Haese                      Nominated by the Local Government Association

Dr Katina D'Onise                    Nominated by the Minister

Dr Ian McBryde                        Nominated by the Minister

Ms Helen Radoslovich                Nominated by the Minister

Ms Ann McLean                        Nominated by the Minister



## Membership Attributes:

Members nominated by the Local Government Association must together have the following attributes:

- Practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government;
- Experience in the administration of legislation;
- Experience in financial management, and
- Experience in education and training.

Members nominated by the Minister for Sustainability, Environment and Conservation must together have the following attributes:

- Experience in state government processes and the administration of legislation;
- Veterinary experience in the care and treatment of dogs or cats;
- A demonstrated interest in the keeping and management of dogs or cats, and
- Experience in community health or medicine.

Appointment of Members is for a term not exceeding 3 years. At the expiration of a term of appointment a Member is eligible for reappointment.



Pets are very important to South Australians. Over 60% of SA families have a pet, and most of these are dogs and cats.

Dogs and cats add value to our lives in many ways, including: as companions to provide comfort and connections for those who live alone or who are unwell; as the eyes and ears of some citizens needing additional help to get around; as the targets for affection and common interests all over our neighbourhoods and as working animals that assist agricultural and security businesses.

We support the Premier's goal of safe and vibrant neighbourhoods, and believe dogs and cats play a vital role in this pursuit. *Our vision is to see children and adults safely enjoying a relationship with dogs and cats across every community and neighbourhood because of the positive role these animals play in our lives.*

## Governance

The Dog and Cat Management Board is established under *Section 10* of the *Dog and Cat Management Act 1995* as a body corporate. The Dog and Cat Management Board is an instrumentality of the Crown and is the only statutory authority of its kind in Australia.

The functions of the Dog and Cat Management Board are to:

- a) *Plan for, promote and provide advice about, the effective management of dogs and cats throughout South Australia;*
- b) *Oversee the administration and enforcement of the provisions of this Act relating to dogs;*
- c) *Inquire into and consider all proposed by-laws referred to it under this Act, with a view to promoting the effective management of dogs and cats, and, to the extent that the Board considers it appropriate, the consistent application of by-laws throughout South Australia;*
- d) *Advise the Minister or the LGA, either on its own initiative or at the request of the Minister or the LGA, on the operation of this Act or issues directly relating to dog or cat management in South Australia;*
- e) *Undertake or facilitate research relating to dog or cat management;*
- f) *Undertake or facilitate educational programs relating to dog or cat management;*
- g) *Keep this Act under review and make recommendations to the Minister with respect to the Act and regulations made under the Act; and*
- h) *Carry out any other function assigned to the Board by the Minister or by or under this Act.*

*(Dog and Cat Management Act 1995, Section 21)*



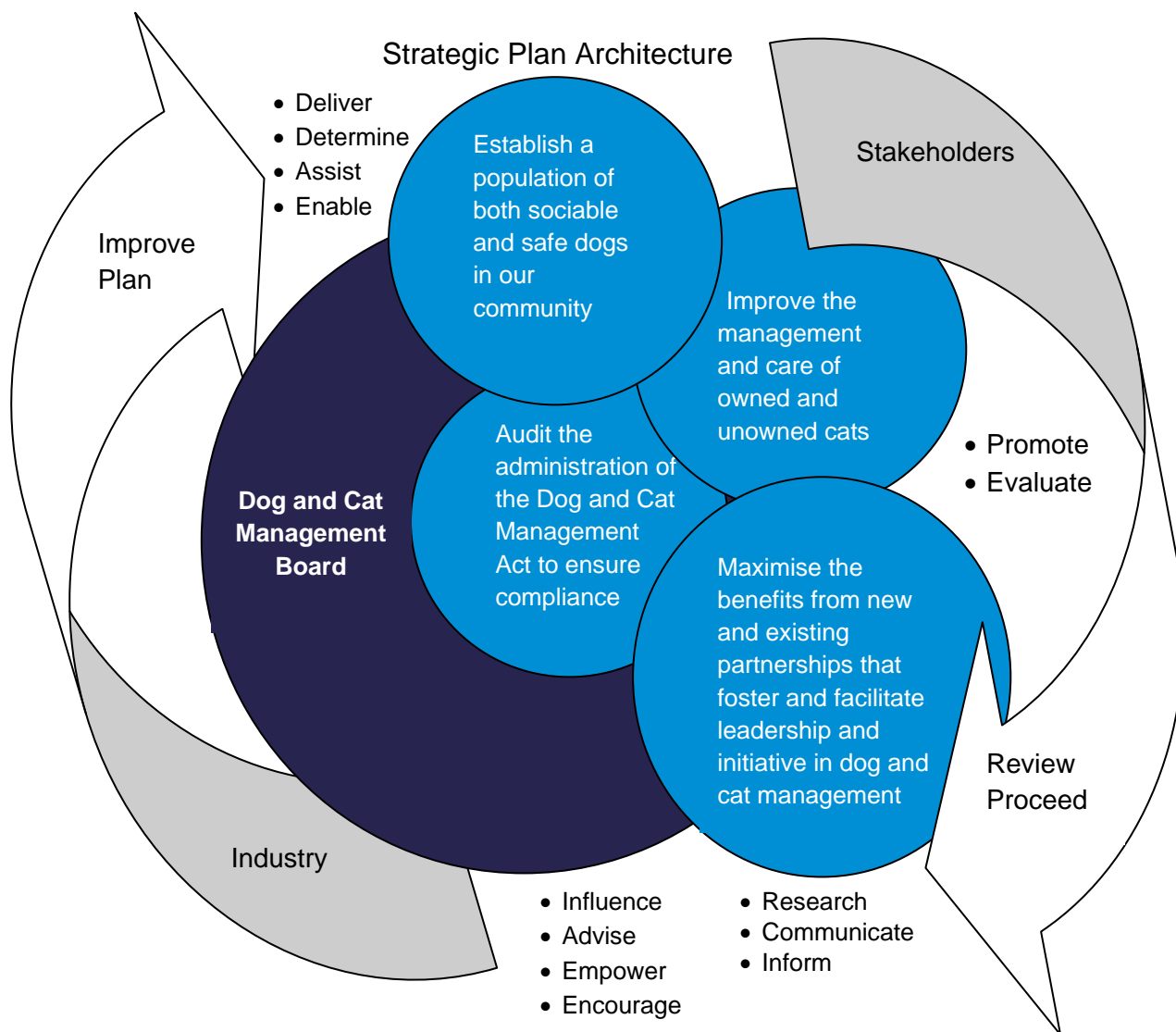
Our role is to plan for, promote and provide advice needed by governments and individuals about the effective management of dogs and cats. We will use reliable and accurate evidence to underpin our work and will share what we know with policy makers and the community to achieve our goals.

## Strategy

The Dog and Cat Management Board sets strategic direction, periodically reviews strategies and establishes a set of priorities and performance indicators against which to measure progress. Many of the initiatives are longer term in nature and a rolling strategic plan allows for programs and projects to be scheduled beyond the usual three year planning cycle.

Analysis of dog and cat management issues in 2012 identified areas for improvement and the Dog and Cat Management Board determined four strategic objectives to close the gap. The Strategic Plan 2013- 2016 is established and identifies the strategies required to achieve the four objectives.

The Strategic Plan Architecture below illustrates the four strategic objectives and the important drivers and influencers towards the delivery of the Dog and Cat Management Board's Strategic Plan 2013 - 2016.



## Strategic Direction



### **Objective 1:**

Establish a population of both sociable and safe dogs in our community

### **Strategies 2013 - 2016:**

- 1A We will influence community and government perception regarding the desexing of dogs and the breeding of only amicability assessed dogs.
- 1B We will educate, inform and influence behaviour across the community, including new parents and young children to ensure safe relationships with our household pets.
- 1C We will research and investigate regulatory frameworks and tools which assist breeders and dog owners to own amicable dogs.

### **Strategic Performance Measures and Indicators:**

Measure 1: Annual hospital admissions as a result of dog bite augmented by triennial Health Omnibus.

Indicator: No statistically significant increase in dog related hospital admissions.

Measure 2: The proportion of the registered dog population which is desexed.

Indicator: An increase in the proportion of desexed dogs within the registered population.

## Objective 2:

Improve the management and care of owned and unowned cats

### Strategies 2013 - 2016:

- 2A We will communicate and monitor the issue of homeless cats in our community and encourage involvement in identification of solutions.
- 2B We will inform and support our local government stakeholders in the development of local management strategies for cats
- 2C We will influence public opinion on the acceptance of statewide strategies for the management of cats.

### Strategic Performance Measures and Indicators:

Measure 1: Number of cats which are microchipped in South Australia.

Indicator: An increase in the number of cats which are microchipped in the state.

Measure 2: Kitten admissions to all animal shelter operations in South Australia.

Indicator: A statistically significant reduction in the number of anti-social kittens admitted to animal shelters.





### **Objective 3:**

Maximise the benefits from new and existing partnerships which foster and facilitate leadership and initiative in dog and cat management

### **Strategies 2013 - 2016:**

- 3A We will engage with our stakeholders to close policy and practice gaps.
- 3B We will embrace opportunities for building beneficial relationships with others.

### **Strategic Performance Measures and Indicators:**

Measure 1: Memoranda of Understanding established with new organisations for mutual benefit.

Indicator: An increase in the number of Memoranda of Understanding established.

Measure 2: Collaborative partnership projects undertaken.

Indicator: An increase in the number of collaborative partnership projects undertaken.

Measure 3: Stakeholder Satisfaction Survey

Indicator: Increase satisfaction and awareness rating for the Dog and Cat Management Board as measured by stakeholder survey annually.

## Objective 4:

Audit the administration of the *Dog and Cat Management Act, 1995* to ensure compliance

### Strategies 2013 - 2016:

- 4A We will influence, inform and advise regarding appropriate administration, enforcement and compliance with the *Dog and Cat Management Act, 1995*.
- 4B We will research and communicate improvements to the regulatory framework governing our management of dogs and cats.

### Strategic Performance Measures and Indicators:

Measure 1: Audit of Local Government compliance with the *Dog and Cat Management Act, 1995*.

Indicator: Successive audits of Local Government indicate an increase in compliance.

Measure 2: Independent audit of the statutory compliance of the Dog and Cat Management Board.

Indicator The Dog and Cat Management Board is 100% compliant with its statutory responsibilities under the legislation after completion of the December 2014 independent audit.



# Dog and Cat Management Board Operational Plan 2013 / 2014



The Dog and Cat Management Board is serviced by staff and resources purchased under a Service Level Agreement with the Department of Environment, Water and Natural Resources.

The staff team supporting the Dog and Cat Management Board is managed by the Executive Officer who has the primary responsibility to deliver the business of the Board efficiently and effectively including delivery of the 2013 – 2014 operational priorities.

The management team delivers the Dog and Cat Management Board's research, education, auditing, advisory, legislative, policy development and Minister support functions.

## The Board's Strategic Intent is to:

- Reduce the risk of dog related injury in the SA community.
- Increase the responsible ownership of cats and reduce the number un-owned cats.
- Audit compliance with the *Dog and Cat Management Act, 1995*.
- Work collaboratively with organisations to achieve mutual outcomes.
- Ensure the business of the Board is delivered efficiently

# Operational Priorities 2013 - 2014

## Objective 1:

Establish a population of both sociable and safe dogs in our community

### Operational Goals 2013 – 2014:

- 1A Inform, influence and facilitate opportunities which increase voluntary desexing of dogs.  
  
Develop and implement a surveillance model which facilitates reporting of dog related harm in the community.
- 1B Continue delivery of a formal school based education program which increases exposure to responsible pet ownership practices.
- 1C Develop a tool to assist with measuring the canine trait of amicability.

### Indicator of Operational Performance:

- Increase to registered, desexed dog population in targeted councils.
- Increase in sources reporting dog related injury.

## Objective 2:

Improve the management and care of owned and unowned cats

### Operational Goals 2013 - 2014:

- 2A Drive the development of long-term collaborative programs to address the number of un-owned cats.
- 2B Assist councils with implementation of by-laws for the management of cats and monitor their performance.
- 2C Inform, influence and facilitate opportunity for the responsible ownership of cats.

### Indicator of Operational Performance:

- Increase in number of microchipped cats
- Reduction in anti-social kitten admissions to animal shelters.

### Objective 3:

Maximise the benefits from new and existing partnerships which foster and facilitate leadership and initiative in dog and cat management

#### Operational Goals 2013 - 2014:

- 3A Partner with others in developing and facilitating a long term program to increase desexing amongst the registered dog population and reduce the number of unowned cats.

#### Indicator of Operational Performance

- Increase the number of partnered programs
- Increase in the number of Memoranda of Understanding

### Objective 4:

Audit the administration of the Dog and Cat Management Act to ensure compliance

#### Operational Goals 2013 - 2014:

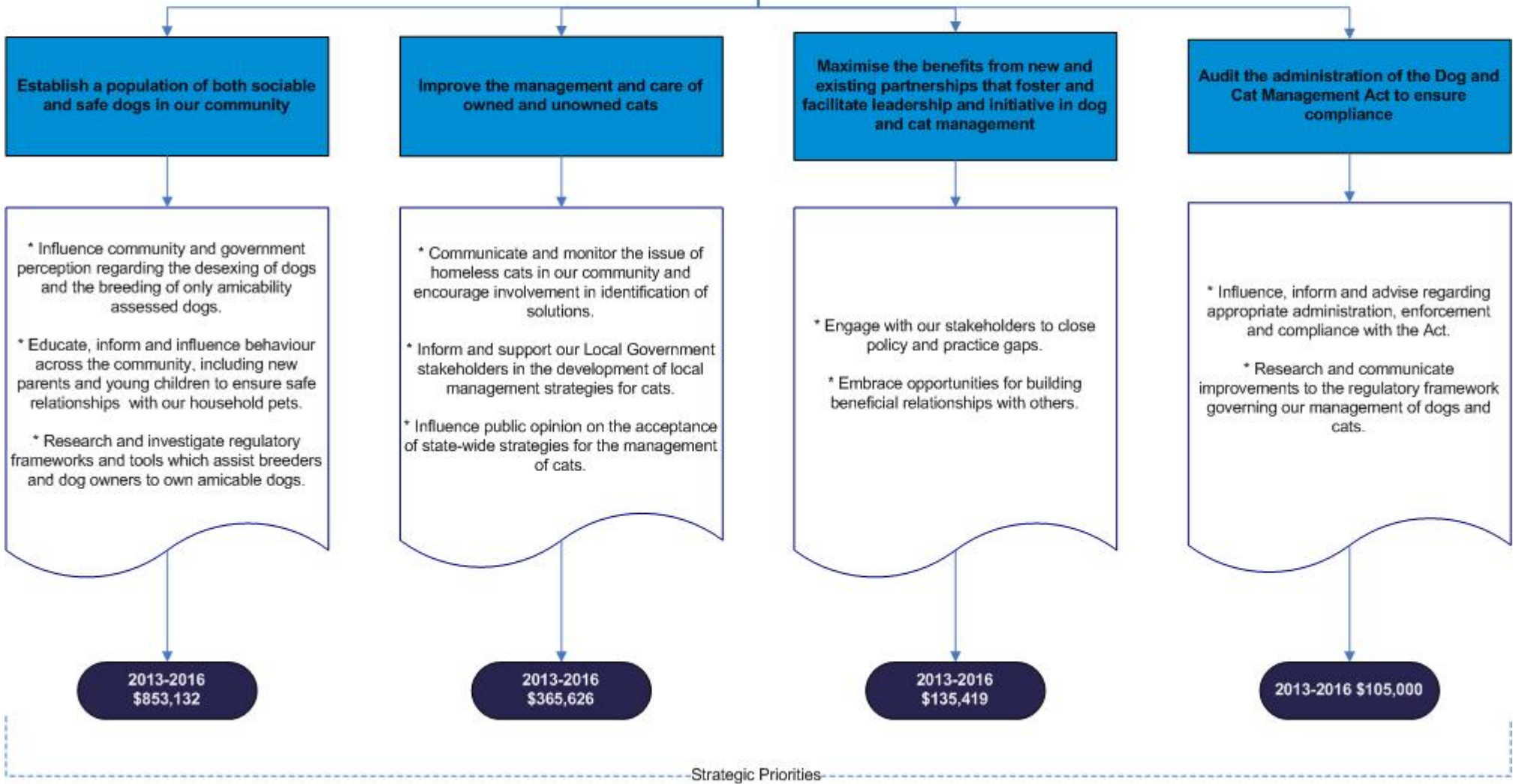
- 4A Audit the legislative compliance of councils, identify common performance deficiencies and work with councils to address.
- 4B Keep the Act under review, facilitate its amendment and continue to inform government as to the practical application and improvements required of the legislation.

#### Indicator of Operational Performance:

- 1/3 of all Local Government Councils audited and legislative compliance shortcomings addressed.



# Dog and Cat Management Board Strategic Plan 2013-2016



## Dog and Cat Management Board Revenue and Expenditure Budget

	Budget 2012/2013	Budget 2013/2014
Interest on Investments	(\$43,000)	(\$43,000)
Contribution from Council	(\$1,350,000)	(\$1,357,000)
Carry Over	(\$449,480)	
<b>TOTAL REVENUE</b>	<b>(\$1,842,480)</b>	<b>(\$1,400,000)</b>
Salaries	\$613,160	\$631,365
DEWNR Cross Charge	\$105,898	\$109,298
Board Sitting Fees, travel & meeting costs	\$30,000	\$40,788
Training and Development of staff	\$7,000	\$6,600
Vehicle Hire Costs & Fuel	\$9,000	\$10,225
Document Storage	\$20,000	\$20,000
Legal Fees (Crown Solicitors Office)	\$5,000	\$5,000
General Office	\$32,396	\$32,173
Website - annual fees	\$7,000	\$7,158
Annual Report	\$5,000	\$5,000
Council Audits	\$35,000	\$35,000
Audit Fees (Auditor Generals Office/Governance Report)	\$10,000	\$10,225
Strategic Priorities	\$963,026	\$487,168
<b>TOTAL EXPENDITURE</b>	<b>\$1,842,480</b>	<b>\$1,400,000</b>



# Strategic Priorities Budget 2013 -2014

Delivery of Strategic Priorities	Budget 2013/14	
<p>We establish a population of dogs in our community which are both sociable and safe</p> <ul style="list-style-type: none"> <li>• Responsible and Safe Pet Owners Program</li> <li>• Research for Amicability Assessment Tool</li> </ul> <p><i>*Note: Breakdown does not include salary cost against priorities</i></p>	<b>Total</b>	<b>\$306,916</b> 63% of Project Budget
<p>We improve management and care of owned and unowned cats</p> <ul style="list-style-type: none"> <li>• Monitor the effect of management frameworks and incentives designed to improve the responsible ownership of cats.</li> </ul> <p><i>*Note: Breakdown does not include salary cost against priorities</i></p>	<b>Total</b>	<b>\$131,535</b> 27% of Project Budget
<p>Maximise the benefits from new and exiting partnerships and articulate our collaborative actions</p> <ul style="list-style-type: none"> <li>• Sponsorship/Grants</li> <li>• Stakeholder Newsletter</li> <li>• Website redevelopment</li> <li>• Implement Stakeholder Engagement Plans</li> </ul> <p><i>*Note: Breakdown does not include salary cost against priorities</i></p>	<b>Total</b>	<b>\$48,717</b> 10% of Project Budget
<b>Total 2013-2014</b>		<b>\$487,168</b>

