



ROYAL NSW CANINE COUNCIL LTD | DOGS NSW

# STRATEGIC PLAN

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## “Road Map to Success”

### 2026 – 2030

*“Advancing Responsible Dog Activities, Education and Community”*

Launched: April 2026 | Prepared by Turner Scott Consulting Pty Ltd



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## President's Foreword

### DOGS NSW Strategic Plan 2026–2030

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It is both an honour and a privilege to serve as President of DOGS NSW with the Executive and the Board team and to present our Strategic Plan for 2026–2030. I am deeply proud to be part of an organisation that stands as the peak body for advancing responsible dog ownership, education, and participation in activities that enrich the lives of dogs, their owners, and the broader community.

This Strategic Plan reflects a clear and deliberate vision for our future. In its development, we have undertaken a comprehensive and disciplined review of the factors shaping our organisation — including membership trends at both state and national levels, registration data, legislative developments, and our financial sustainability. These insights have ensured that our direction is not only aspirational, but grounded, responsive, and future-focused.

At the heart of this plan is our membership. DOGS NSW exists to support, represent, and empower our members across all areas of Conformation and Dog Performance Sports. This plan has been designed to deliver meaningful outcomes for you — strengthening opportunities for participation, enhancing services, and ensuring the long-term vitality of our community.

The plan was conducted over a four-month duration and demonstrated what can be achieved through genuine collaboration and shared purpose. Our Strategic Planning Committee, working in close partnership with the Board, has brought dedication, expertise, and commitment to the development of this plan. From its commencement in November 2025 through to its endorsement on 5 March 2026, and subsequent Board approval on 12 March 2026, this work represents a significant and collective achievement. I extend my sincere appreciation to all who have contributed.

Importantly, this Strategic Plan is supported by a detailed Operational Plan — Our Roadmap for Success — which provides clarity on the actions, responsibilities, and priorities required to bring our vision to life. It is through this disciplined approach that we will ensure accountability and deliver tangible outcomes for our members.

The plan was formally launched at a Town Hall meeting in April 2026, providing an opportunity to engage directly with members as we begin this important journey together. Implementation will be actively led by the Board, supported by our governance framework, subject matter experts, and the continued development of organisational knowledge and capability.

This plan is a pivotal step in strengthening our governance, modernising our focus, and ensuring we remain firmly aligned to the strategic priorities that will define our future. It provides a clear pathway for sustainable growth, responsible investment, and continuous improvement across all aspects of our organisation.



Most importantly, this plan belongs to our members. Its success will be shaped by your passion, your commitment, and your willingness to work together in the best interests of our dogs and our community. As we look to the future, I am confident that by standing united, embracing innovation, and supporting one another, we will continue to strengthen DOGS NSW for generations to come.

Together, we will continue to build a strong, united, and forward-looking organisation, one that honours our proud history while embracing the opportunities ahead.

## Ross Sinclair

*President, DOGS NSW*

## Acknowledgements

Thank you to all of the members, Strategic Planning Committee and the DOGS NSW Board for your commitment and contributions to the development of this Strategic Plan.

STRATEGIC PLANNING COMMITTEE	BOARD OF DIRECTORS
Mr Ross Sinclair (Chair)	Mr Ross Sinclair (President)
Mr Glen Jameson	Mrs Christina Rafton (Senior Vice President)
Ms Kath Purkis	Mr Neil Curwen (Vice President)
Mr Kurt Morton	Mr Glen Vernon (Vice President)
Mr Aaron Brooker	Mr Kyle Charnock (Vice President)
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Ms Brooke Taylor	Mr Angus McIlrath
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	Mr Phil Brown

**Strategic Planning Facilitator:** Chris Scott, Turner Scott Consulting Pty Ltd • March 2026



## Mission, Vision & Values

MISSION	VISION	VALUES
<p><i>DOGS NSW leads the canine community through advancing responsible dog activities, training and education, upholding breeding integrity and purebred preservation, and advocating for our members.</i></p>	<p><i>DOGS NSW is the peak body advancing responsible ownership, education and activities for all dogs and well-being for families and the greater community.</i></p>	<p>Our values are built on PRAISE:</p> <ul style="list-style-type: none"><li>P – Preservation</li><li>R – Respect and Representation</li><li>A – Advocacy</li><li>I – Integrity &amp; Inclusiveness</li><li>S – Service and Sports</li><li>E – Engagement and Education</li></ul>



*Celebrating dog sports and performance excellence across NSW*

## Our 7 Strategic Pillars

DOGS NSW Strategic Plan 2026–2030 is built upon seven interconnected strategic pillars, each representing a critical area for the organisation’s growth, sustainability, and service to the canine community. Together, these pillars provide a comprehensive framework for achieving our mission and vision over the next five years.

01	02	03	04	05	06	07
Financial Sustainability and Organisational Resilience	Membership Growth, Engagement, and Retention	Leadership in Welfare, Ethics and Breeding Standards	Digital Transformation and Innovation	Events, Sports and Community Development	Facilities, Infrastructure, and Environmental Sustainability	Governance, Transparency, and Leadership Development



*Lure coursing – one of the many exciting dog performance sports supported by DOGS NSW*



## Strategic Goals

### GOAL 1: Financial Sustainability and Organisational Resilience

1.1 Build diversity in revenue streams beyond membership and show fees	1.2 Strengthen financial management & efficiency	1.3 Ensure long-term financial security	1.4 Provide support & leverage growth in affiliates & events
ACTIONS	ACTIONS	ACTIONS	ACTIONS
Develop a “Sponsorship & Partnership” strategy including targeted events and professional materials. Support innovation and diversify streams.	Review and streamline operational processes	Establish financial reserves and conduct annual financial stress tests	Support growth and improve participation
Launch and promote branded merchandise and e-commerce			
Generate grants and funding from government and animal welfare organisations			

### GOAL 2: Membership Growth, Engagement, and Retention

2.1 Attract new members & volunteers, particularly from younger age groups whilst maintaining focus on aging and retaining current participants	2.2 Improve member experience & inclusivity	2.3 Strengthen Regional Engagement and Consolidate Business Opportunities	2.4 Identify and engage influential opinion/knowledge leaders	2.5 Drive ongoing new member growth
ACTIONS	ACTIONS	ACTIONS	ACTIONS	ACTIONS
Foster opportunities for new members and build volunteers framework	Develop mentorship and education programs for all members, with a focused stream for new members	Provide Regional opportunities and support regional growth, train regional candidates and include in all training and development design and programs	Develop and maintain a regular social media presence	Survey members for social media reach; launch ambassador program and host ambassador events



	Expand online learning and create expert panels for Q&A		Identify key social media influencers and opinion leaders	Utilise community-based events to promote DOGS NSW
	Establish annual awards for members and clubs and key events			
	Develop and implement a digital marketing strategy			

### GOAL 3: Leadership in Welfare, Ethics, and Breeding Standards

3.1 Advocate for and strengthen ethical breeding and welfare standards	3.2 Enhance public perception of purebred and crossbred welfare	3.3 Drive and monitor legislative and welfare trends
ACTIONS	ACTIONS	ACTIONS
Launch breeder education campaigns and ongoing professional development. Attached to the RTO partner.	Outsource PR to develop and recommend periodic campaigns and build partnership with credible organisations.	Appoint trained representatives for legislative engagement and advocacy
Ensure Social Media Strategy incorporates a needs analysis [survey] of member and interested members of the public.	Introduce community programs for associate member participation	
Partner with vets, universities, and welfare organisations for public awareness.		

### GOAL 4: Digital Transformation and Innovation

4.1 Modernise communication and digital platforms	4.2 Implement e-learning and digital education tools	4.3 Strengthen digital marketing and social media
ACTIONS	ACTIONS	ACTIONS
Redesign website and develop member portal for registration, learning, and communication	Launch DOGS NSW Academy (RTO Sub-committee) with online courses, webinars, and AI-powered tools	Establish social media policy and content calendar; run member spotlight and breed education campaigns – events, podcasts, a day in the life short stories.
Implement online payment and membership management system		Collaborate with influencers and media partners

## GOAL 5: Events, Sports, and Community Development

5.1 Modernise events and competitions with new activities to drive growth	5.2 Increase public participation in dog sports and training	5.3 Support judges, stewards and affiliate development
ACTIONS	ACTIONS	ACTIONS
Develop calendar review process and support small clubs whilst ensuring consultation is staged and expectations managed.	Promote Obedience, Rally, Agility, Trick events as well as all Dogs Australia sanctioned dog Performance Sports.	Update judges' and stewards' education programs and formalise training and assessment. Align with RTO model to automate and contemporise education offerings supporting adult learning.
Introduce new event classes and support new handler classes	Run open community days and demonstrations; encourage inter-club cooperation	

## GOAL 6: Facilities, Infrastructure, and Environmental Sustainability

6.1 Ensure long-term facility planning	6.2 Promote environmentally sustainable operations	6.3 Improve accessibility and inclusivity of facilities
ACTIONS	ACTIONS	ACTIONS
Develop strategy for Orchard Hills or alternative site and secure government funding for upgrades	Appoint a Sustainability Committee and pursue 'B Corp' Certification to assist with Government and community benefits messaging	Upgrade facilities to ensure a disability friendly environment for all participants
Develop Asset and Development Plan to ensure fundraising is targeted at agreed Board Asset Plan to ensure due diligence and business priorities are being supported.	Develop eco-friendly infrastructure such as cost neutral or better	
Approach government [all levels] to secure overflow emergency accommodation status as an LGA emergency location.	Pursue carbon neutrality at major events by implementing eco-friendly waste and energy management systems.	



## GOAL 7: Governance, Transparency, and Leadership Development

7.1 Strengthen governance and accountability	7.2 Develop leadership and succession pipelines	7.3 Enhance communication and transparency
ACTIONS	ACTIONS	ACTIONS
Conduct review of Board structure and effectiveness and simplify governance documents to reflect the 2026 and beyond organisation and make it contemporary.	Launch leadership nomination and development programs, offering governance training. Part of RTO opportunities and development.	Implement regular member surveys and feedback mechanisms and publish quarterly reports and updates.
Introduce tenure and rotation policies; publish committee terms of reference and membership lists.		Publicly recognise volunteer contributions
Simplify governance and operational processes; empower committees		
Develop Board calendar of Events to facilitate Board cohesion and attendance at important internal and external events with Clubs, Local State and Federal Government and Community Partners.		
Set up Awards for Volunteers and significant events like Orchard Hill Anniversaries or large organisation milestones [30 Year Anniversary at Orchard Hills] alongside the normal awards recognition process for our members and Affiliates.		



# ROAD MAP TO SUCCESS

Operational Plan 2026 – 2030

*“Translating Strategy into Action – Delivering on Our Commitments”*



## Road Map to Success

The Operational Plan translates our Strategic Goals into concrete, measurable actions with clear responsibilities and timelines. It serves as the Road Map to Success — providing the Board, committees, and staff with the specific tasks needed to deliver on our strategic commitments from 2026 to 2030.

## Goal 1: Financial Sustainability and Organisational Resilience

### 1.1.1: Develop a “Sponsorship and Partnership Strategy” including targeted events and professional materials. Support innovation and diversify streams.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Host a DOGS NSW Open Day or Open Week and invite existing and/or potential sponsors or other interested parties to show them the grounds & areas they could potentially sponsor or lease for events.	Host three Open Day events annually in Sydney and in the regions	2026	Board, Public Relations (PR) & Finance Committee
Invite potential sponsors to an event, wherein a patron is provided to take care of them at the event	Set a “number” for new potential sponsors	2026	Board, Public Relations (PR) & Finance Committee
Develop a “Sponsorship Framework” for potential sponsors including suggested contribution levels (Gold, Silver & Bronze) as a template for different events and needs.	Sponsorship Framework created	2026	Board, Public Relations (PR) & Finance Committee
Develop a 'Stakeholder Plan' for the management of key stakeholders including government and industry partners with the intention of raising awareness of DOGS NSW and invite such stakeholders to major events.	Stakeholder Plan developed	2026	Board, Public Relations (PR) & Finance Committee
Provide education to the broader Community via the Registered Training Organisation (RTO) with local government, councils and schools and key industry partners. Involve regional clubs to assist with local and regional events.	RTO is a partnership arrangement to be developed	2026/27	Board, Education Committees, RTO Working Party & Finance Committee



### 1.1.2: Launch and promote branded merchandise and e-commerce

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Update the DOGS NSW website to feature a Retail Component for members and consumers to purchase DOGS NSW merchandise, the dog toys in the office, pins, jackets, umbrellas, ties, memberships, and any other products.	Website updated Targeted campaigns for the products created	2026	Marketing & Communications Manager, PR and Financial Accountant
Get buy in from the members and ramp up e-commerce sales	Determine sales targets based on seasonal campaigns [100k in year one and 250k in year 3 - set reasonable targets thereafter]. EDM Strategy to sell to member base established	2026	Marketing & Communications Manager, Finance Committee and Financial Accountant

### 1.1.3: Generate grants and funding from government and animal welfare organisations.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Build internal capability to apply for and manage government funding	Implementation of an internal process to best deal with grant sourcing	2027	Finance Committee and Financial Accountant
Identify and pursue grants and funding opportunities from government, community, and animal-welfare bodies to support programs, education initiatives, and organisational growth.	Develop a specific measurable outcome aligned with government (local and state) funding criteria. Number of grants submitted.	Ongoing	Finance Committee and Financial Accountant
Align revenue initiatives with government priorities (animal welfare, education, new initiatives, community engagement)	Identify grants eligibility and applicability and match revenue initiatives.	Ongoing	Finance Committee and Financial Accountant





### 1.2.1: Review and streamline operational processes

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Conduct a comprehensive staffing review that ensures our organisational structure and workforce capabilities are fit for purpose and align with our strategic and operational objectives.	Review of Operational Performance completed with suitable recommendations to improve administrative efficiency and effectiveness.	2026	Board, Governance Framework Working Party [GFWP], Finance Committee
Develop an organisation structure 'fit for purpose' where we spend no more money on human resources to deliver a lean purpose-led organisation.	To be completed within the Review of Operational Performance above.	2026	Board, GFWP, Finance Committee
Develop best practice cost models to undertake contract administrative tasks for Interstate controls, feline/equine or similar bodies. (better utilise our productivity without increasing staff overhead).	Reduction in administrative overheads after constitution/structure reform - $\geq 10\%$ cost reduction.	2026-27	Board, GFWP, Finance Committee
Conduct an operational review to enhance efficiency, effectiveness, and alignment with strategic goals to reduce any cost overruns. Management structures review.	To be completed within the Review of Operational Performance above. To reduce administrative overheads after constitution/structure reform - $\geq 10\%$ .	2026-27	Board, GFWP, Finance Committee

### 1.3.1: Establish financial reserves and conduct annual financial stress tests

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Establish an endowment or sustainability fund with a minimum and maximum reserve threshold [requiring Board approval for any use of reserves outside approved purposes or delegations].	Set reserve threshold ranges and monitor performance. Operating surplus maintained; reserve fund growth, balanced budget + reserve growth 5% p.a.	2026	Board, Finance Committee, and Finance Accountant
Introduce multi-year sponsorship packages (e.g. 5-year partnerships)	Packages developed and introduced.	2027	Board, Finance Committee, and Finance Accountant
Develop additional funding sources to reduce reliance on traditional collection	Grow funding sources at $>5\%$ per annum.	2029	Board, Finance Committee, and Finance Accountant

### 1.4.1: Support growth and improve participation

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Redesign show calendar to incorporate all conformation and dog performance sports disciplines to improve equity and participation	Show Committee to redesign Show Calendar	2027	Board, Show Committee, Sporting Committee, Finance Committee
Identify and support new and high-growth activities and dog performance sports through incentives, outreach, and training	Number of activities identified and receiving support.	2026–2027	Board, Show Committee, Sporting Committee, Finance Committee
Investigate and collaborate with other clubs to determine their needs and offer incentives to host more events at DOGS NSW	Quantify club needs for Board consideration.	2026-27	Board, Show Committee, Sporting Committee, Finance Committee
Engage with Trial Managers of Fast Growth Sports to promote knowledge sharing and collaboration with other clubs on trial operations.	Number of clubs receiving trail training.	2027	Board, Show Committee, Sporting Committee, Finance Committee





## Goal 2: Membership Growth, Engagement, and Retention

### 2.1.1: Foster opportunities for new members and build volunteers framework

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Launch Puppy School Program. Introduce "Try it" Fun Days	Number of Puppy School Programs Fun Day participant >5% per annum.	2026	Board, Finance, Membership subcommittee, Youth Subcommittee, Strategic Team Leads
Introduce a free two-year DOGS NSW membership for every purchaser of a registered puppy who is not a current member sold by a registered breeder.	Measure the number of new memberships under this scheme that extend beyond 2 years and the cost of engagement during the Two-year cycle.	2027	Board, Finance, Membership Sub Committee, Youth Subcommittee, Strategic Team Leads
Develop Youth Forums to facilitate younger engagement ideas and participation.	Number of members under 30 years - +20% by Year 5	2027	Board, Finance, Membership Sub Committee, Youth Subcommittee, Strategic Team Leads
Introducing referral and family membership incentives.	Measure the number of new memberships under this scheme.	2026	Board, Finance, Membership Sub Committee, Youth Subcommittee, Strategic Team Leads
Providing breeders with marketing, sponsorship opportunities, merchandise, advice, guidance and support.	Measure the number of breeders in the program.	2027	Board, Finance, Membership Sub Committee, Youth Subcommittee, Strategic Team Leads
Develop and implement puppy school programs in metropolitan Sydney, North Shore, Eastern suburbs and regions as impractical for some 'pet owners' to drive to DOGS NSW in Orchard Hills.	10 schools/LGAs are conducted annually.	2027	Board, Finance, Membership Sub Committee, Youth Subcommittee, Strategic Team Leads

### 2.1.1: Foster opportunities for new members and build volunteers framework... continued

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop an in-school and youth program and 'piggyback' on the Responsible Pet Ownership program that operates in preschools and infants' schools.	Measure the number of new memberships under this scheme	2026	Board, Finance, Membership Sub Committee, Youth Subcommittee, Strategic Team Leads
Develop a Knowledge Tree Strategy to mobilise organisation interest, skills and experience.	EOI and register produced. Strategy developed and implemented to assist project and strategy.	2026	Board, Finance, Membership Sub Committee, Youth Sub Committee, Strategic Team Leads

### 2.2.1: Develop mentorship and education programs for all members, with a focused stream for new members

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Development of mentorship programs for new members.	Number of active mentor/mentee pairings - Minimum 50 pairs	2028	Board, Strategic Team Leads and Knowledge Tree SMEs
Shift the focus to new members, not exhibitors.	Completed	2026	Board, Strategic Team Leads and Knowledge Tree SMEs
Develop value added components to membership that derive discretionary revenue growth.	Number of value-added components per annum.	2027	Board, Membership & Strategic Team Leads and Knowledge Tree SMEs





### 2.2.2: Expand online learning and create expert panels for Q&A.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop 'How To' sessions for clubs hosting events e.g. Scent Work or Sprint Dog.	Documents prepared – organisation collaboration in place	2027/28	Board, Membership & Education Subcommittees, Marketing & Communications Manager
Create member and/or expert panels which sit through a Q&A discussion. Record sessions as micro-learning opportunities for members.	Panel Terms of Reference developed, and panel members appointed.	2027	Board, Membership & Education Subcommittees, Marketing & Communications Manager

### 2.2.3: Establish annual awards for members and clubs and key events.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Seek a comparative model that combines multiple awards including Best New Club, Best Club President/Secretary, Best Sports Club, Best Regional Club, Best Breed Club, Best Event, Best Newcomer, Lifetime Achiever Award, Best Fastest Growth Club.	Policy and program developed for Board review.	2027	Board, Membership & Education Committees, Marketing & Communications Manager
Ensure finalists can have a social media tile as finalists.	Category criteria & eligibility to be established	2027	Board, Membership & Education Committees, Marketing & Communications Manager
Ensure a finalist's dinner or gala event is held to promote Awards and dog ownership.	Event held - Marketing Team to market the awards	2027	Board, Membership & Education Committees, Marketing & Communications Manager
Promote to sponsors the opportunity to have naming rights, advertising by contributing to a category prize.	Each category has a sponsor with meaningful prizes.	2027	Board, Membership & Education Committees, Marketing & Communications Manager

**2.2.4: Develop and implement a digital marketing strategy.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Digital Marketing Strategy to drive New Member Growth including SEM, SEO, Paid Meta Ads (Instagram & Facebook)	Digital Marketing Strategy developed and presented to Board.	2026	Board, PR, Marketing & Communications Manager
Digital Marketing Agency to be appointed to create the strategy.	Digital Marketing Agency appointed.	2026/27	Board, PR, Marketing & Communications Manager
Landing Page for Paid Ads needs to have strong CTA's (call to actions).	Digital Marketing Strategy developed and presented to Board.	2026	Board, PR, Marketing & Communications Manager
Good UX [user experience] for the landing page so it is high converting traffic to the website.	Digital Marketing Strategy to include user experience feedback.	2026	Board, PR, Marketing & Communications Manager
Welcome Pack for any new members (Sponsored by brands in a reusable DOGS NSW tote bag) as the strong CTA [cost per action].	Welcome Pack's prepared and 100% of new members received the Welcome Pack.	2026	Board, PR, Marketing & Communications Manager
Identify the CPA for a member & LTV [lifetime value] for members per acquisition channel.	A component of the Digital Marketing Strategy developed and presented to Board.	2026	Board, PR, Marketing & Communications Manager



*Purebred dogs – celebrating heritage, health and the human-canine bond*



**2.3.1: Provide Regional opportunities and support regional growth, train regional candidates and include in all training and development design and programs.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop solutions to foster regional development and participation in all training programs. Create a process to assist candidates in regional areas.	Regional solutions develop in all training programs (particularly with the RTO opportunity coming)	2026/27	Board, Regional Development Subcommittee
Identify fastest growing DOGS NSW regional affiliate breed clubs and offer support to further assist revenue their base.	Regional Grants Report to be developed for Board consideration.	2027	Board, Regional Development Subcommittee
Develop a grant model for new regional clubs similar to the government's MVP grant for clubs under 36 months old.	Regional solutions develop in all training programs (particularly with the RTO opportunity coming)	2027	Board, Regional Development Subcommittee
Collaborate with councils to host or co-host events within their respective LGA's.	Develop a relationship / partnership policy with LGA's.	2027	Board, Regional Development Subcommittee
Develop show and sports calendar to support regional growth.	Calendar prepared and distributed.	2026	Board, Regional Development Subcommittee
Expand on the organically grown Hub Model.	Develop expansion plan for Hub Model.	2026	Board, Regional Development Subcommittee

**2.4.1: Develop and maintain a regular social media presence.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a Social Media Strategy as part of an overall Marketing Strategy.	Social Media Strategy completed.	2027-28	Board, PR Marketing Subcommittee & Marketing & Communications Manager



### 2.4.2: Identify key social media influencers and opinion leaders.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Social Media Strategy to identify social media influences.	Social Media Strategy complete.	2026	PR, Marketing Subcommittee, Strategic Planning Team Leads
Develop and resource an ongoing engagement plan.	Resources allocated.	2026	PR, Marketing Subcommittee, Strategic Planning Team Leads
Invite recognised influencers to an Ambassador Day and brief them on coming events in 2026.	Completed.	2026	PR, Marketing Subcommittee, Strategic Planning Team Leads
Offer agreed influencers an incentive to join our Ambassador Program and promote DOGS NSW there their platforms.	Executed.	2026	PR, Marketing Subcommittee, Strategic Planning Team Leads
Collaborate with members and potential member dog influencers and emulate successful programs and incentives that drive new member growth.	Executed.	2026	PR, Marketing Subcommittee, Strategic Planning Team Leads

### 2.5.1: Survey members for social media reach, launch ambassador program, and host ambassador events.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Conduct a Member Survey and capture social media 'handles' of their dogs or themselves (Google forms is free).	Survey completed - $\geq 30\%$ return rate.	2026	PR, Marketing Subcommittee, Marketing & Communications Manager

### 2.5.2: Utilise community-based events to promote DOGS NSW

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Engage in events that align with our community aspirations and have high potential for a target market with capacity to take on ownership of purebred dogs.	Participation in 3 events per year	2026	PR, Marketing Subcommittee.



### Goal 3: Leadership in Welfare, Ethics, and Breeding Standards

#### 3.1.1: Launch breeder education campaigns and ongoing professional development. Attached to the RTO partner.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Prepare definition of what responsible breeding / ownership means.	Definition completed.	2028	All Education Committees, Health & Welfare Committee, Marketing & Communications Manager, RTO Implementation Committee
Develop and administer suitable breeder education programs and professional development.	Number of breeders completing CPD or welfare training - 200+ per year	2028	Education & Welfare Subcommittee, Marketing & Communications Manager, RTO Implementation Committee
Develop a digital and media presence defined, developed and documented in an annual activity plan, then deliver on that plan.	Reported breaches or welfare complaints - <2% of total breeders	2028	Education & Welfare Subcommittee, Marketing & Communications Manager, RTO Implementation Committee

#### 3.1.2: Ensure the Social Media Strategy incorporates a needs analysis [survey] of members and interested members of the public.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a position paper on the alignment of DOGS NSW with welfare organisations.	Position paper prepared. Number of active welfare and vet partnerships - ≥ 10 by Year 3	2029	Education & Welfare Subcommittee, Marketing & Communications Manager



### 3.1.3: Partner with vets, universities, and welfare organisations for public awareness.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Partner with vets, universities, and welfare organisations for public awareness.	Partnerships developed	2026	Board, Education & Health & Welfare Committee, Marketing & Communications Manager

### 3.2.1: Outsource PR to develop and recommend periodic campaigns and build partnerships with credible organisations.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Appoint a PR Agency to prepare a targeted marketing and promotions campaign	Campaign agreed and consultant appointed.	2026	Board, Education & Welfare Subcommittee, Marketing & Communications Manager
Establish credible partnerships with RSPCA, other welfare agencies, vets, universities, Federal, State and Local Governments.	The number of agreements established	2027	Board, Education & Welfare Subcommittee, Marketing & Communications Manager

### 3.2.2: Introduce community programs for associate member participation.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Introduce cross breed owners to all activities (show, sports) etc. to make that access point as easy as possible.	The number of mix breed owners' participation.	2026	Board, Education & Welfare Subcommittee, Marketing & Communications Manager
Drive mixed-breed strategy to leverage fastest growing canine registrations globally to improve financial position of the business. Design a Group 8 housing designer and mixed breed dogs.	Set up DOGS NSW process to manage this strategy for future years	2026-27	Board, Education & Welfare Subcommittee, Marketing & Communications Manager

### 3.3.1: Drive and Monitor Legislative and Welfare Trends

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Investigate using /appointing a lobbyist.	Investigation and report to Board.	2026	Board, M&GL Committee
Appointing selective ambassadors [with media training] aligned to specific influences to be the public face / spokesperson for DOGS NSW.	A panel of selective people is recommended to the Board.	2026	Board, M&GL Committee
Ensure a consistent 'voice' in dogs advocacy with DOGS AUSTRALIA.	Refer also 2.2.4 - Digital Marketing Agency appointed.	2027	Board, M&GL Committee



## Goal 4: Digital Transformation and Innovation

### 4.1.1: Redesign website and develop member portal for registration, learning, and communication.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Redesign website	Complete redesign	2026	Board, Operations Manager, Marketing & Communications Manager
Re-design the physical magazine to a digital platform and provide online	New format developed	2027	Board, Operations Manager, Marketing & Communications Manager
Update the website to feature a Shop (Shopify) to sell merchandise, the dog toys in the office, any other merchandise, pins, jackets, umbrellas etc.	Refer 1.1.2 - Targeted campaigns for the products created and implemented.	2027	Board, Operations Manager, Marketing & Communications Manager
Promote members and ramp up the e-commerce orders.	The number of orders increased year on year.	2027	Board, Operations Manager, Marketing & Communications Manager

### 4.1.2: Implement online payment and membership management system.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Update or purchase e-commerce package for website.	Completed redesign and implemented	2026	Operations Manager & Finance Teams





#### 4.2.1: Launch DOGS NSW Academy (RTO Sub-committee)

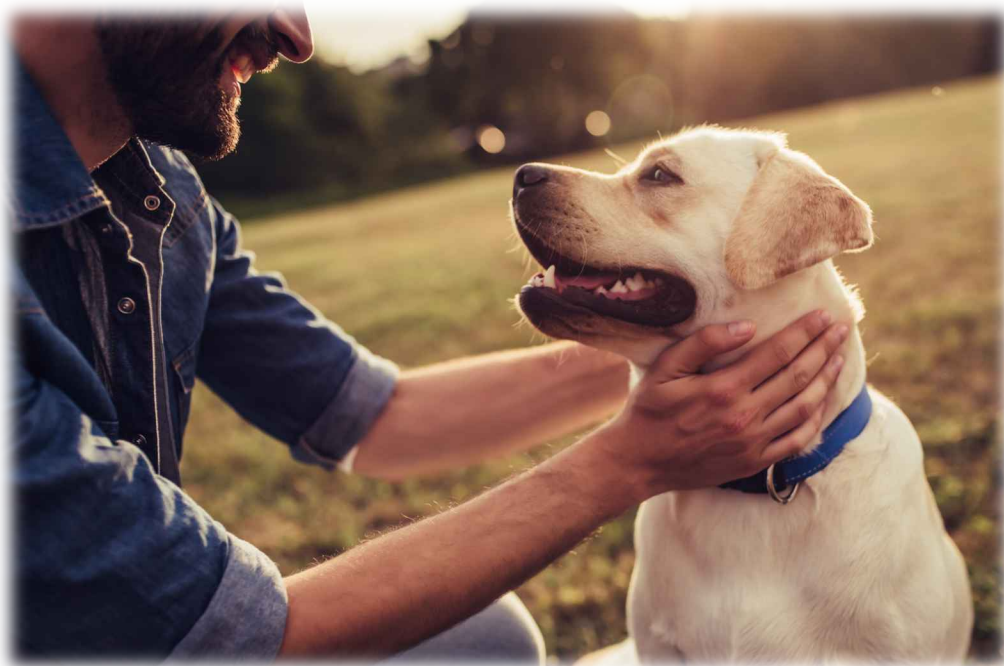
TASK	MEASURE	TIMELINE	RESPONSIBILITY
Create a Registered Training Organisation function through a partnership to deliver contemporary education across all training and education offerings – internal, and community facing education programs.	RTO partnership(s) established.	2026–2027	Board, RTO subcommittee engaging with All Education Committee, Operations Manager (IT & Communications Teams), Marketing & Communications Manager
Align with a current provider for dog sports etc. who specialise in this area of online courses.	Develop training platforms and curriculum.	2026	Board, RTO subcommittee engaging with All Education Committee, Operations Manager (IT & Communications Teams), Marketing & Communications Manager
Develop curriculum, calendar, pre-requisites and assessment procedures for launch of online training.	Number of courses completed in DOGS NSW Academy - 500+ completions per year	2027	Board, RTO subcommittee engaging with Judges Training Committees, Operations Manager (IT & Communications Teams), Marketing & Communications Manager

**4.3.1: Establish social media policy and content calendar; run member spotlight and breed education campaigns – events, pod casts, a day in the life short stories.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Prepare a cost benefit analysis to engage a qualified competent full-time marketer or a suitable trained in-house resource to develop an online and media presence.	Analysis prepared and recommended to the Board	2026	Finance Committee, Operations Manager, Marketing & Communications Manager

**4.3.2: Collaborate with influencers and media partners.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Refer 2.4.2 - Offer agreed influencers a 10% discount or incentive for them to join our Ambassador Program i.e. my dogs: Instagram (latest post 104k views and counting)	Executed.	2026	PR, Marketing & Communications Manager



*All dogs – enjoying the unconditional love of your canine*



## Goal 5: Events, Sports, and Community Development

### 5.1.1: Develop calendar review process and support small clubs with seed funding whilst ensuring consultation is staged and expectations managed.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Undertake a formal review of the 'dog show paradigm' to determine its appropriateness to meet current and future needs.	Terms of Reference to undertake a review of the show/event model – Review Completed.	2027	Board, Show & Sports Committees, Marketing & Communications Manager and Strategic Planning Team Leads
Recognise societal expectations that people may not want to spend all day all weekend at a dog event – ensure events are timely, changing models and offerings.	Completed Review of the Dog Show/Event concept. Board to promote contemporary models to suit societal changes	2027	Board, Show & Sports Committees, Marketing & Communications Manager and Strategic Planning Team Leads
Adopt an event exclusion zone policy to support smaller clubs from other clubs having events within a certain distance of each other. Refer earlier comments re hubs 2.3.1	Policy developed, endorsed, and distributed.	2027	Board, Show & Sports Committees, Marketing & Communications Manager and Strategic Planning Team Leads

### 5.1.2: Introduce new events classes and support new handler classes.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Promote new handler class as an option to support new members or participants. Continue to look at increased participation opportunities.	Increase in new handlers, junior handlers or youth competitors - +25% by Year 5	2027	Board, Show & Sports Subcommittees, Marketing & Communications Manager and Strategic Planning Team Leads

### 5.2.1: Increase Public Participation in Dog Sports and Training

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a marketing campaign to promote participation.	Average entries per show or trial - +15% by Year 5	2026	Board, Sporting Committee, Finance Committee, Marketing & Communications Manager
Develop a Dog Performance Sports State Plan (including all Dog Performance Sports disciplines).	Plan developed.	2027	Board, Sporting Committee, Finance Committee, Marketing & Communications Manager

### 5.2.2: Run open community days and demonstrations; encourage inter-club cooperation.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Refer 2.1.1 - Launch Puppy School Program and “Try it” Fun Days	A Fun Day each quarter.	2026	Board, PR Committee

### 5.3.1: Update judges’ and stewards education programs and formalise training and assessment. Align with RTO model to automate and contemporise education offerings supporting adult learning.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Undertake judges’ education programs and formalise training and assessment.	Number of judges participating in program - $\geq 10\%$ per year	2027	Board, Conformation Judges Training Committee, Stewards Committee



## Goal 6: Facilities, Infrastructure, and Environmental Sustainability

### 6.1.1: Develop strategy for Orchard Hills site or alternative and secure government funding for upgrades.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Reproduce Sydney Dog Park Proposal for Government – this is an urgent priority to deliver key document in 2026	Orchard Hills or alternate site strategy approved and funded - Plan finalised by Year 3	2026-28	Board, MG&L, Finance Committee with the Financial Accountant and Operations Manager.

### 6.1.2: Develop Asset and Development Plan to ensure fundraising is targeted to agreed Board Asset Plan to ensure due diligence and business priorities are being supported.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a prioritised Asset and Development Plan for DOGS NSW to inform investment from all funds including fund raising available so priorities are addresses and delivered to meet organisation priorities. This requires due diligence including scoping document sign-off	Plan completion with priority setting.	2026-28	Board, Finance Committee with the Financial Accountant and Operations Manager.

### 6.1.3: Approach government [all levels] to secure overflow emergency accommodation status as an LGA emergency location.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Consolidate long-term strategic intent with the state government using the previous endorsed planning tool.	Meeting with Government with Plan completion	2028	Board, MG&L, Finance Committee





**6.2.1: Appoint a Sustainability Committee and pursue ‘B Corp’ Certification to assists with Government and community benefits messaging**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop Terms of Reference, seek expressions of interest and appoint applicants to Sustainability Committee.	Sustainability Committee ToR developed and active. Annual sustainability report published - 100% compliance.	June 2026	Board, New Sustainability & ESG Committee
Achieve B CORP Business by 2028	Achieve B CORP Business by 2028	2028	Board, New Sustainability & ESG Committee

**6.2.2: Develop eco-friendly infrastructure such as EV charging stations, recycling facilities.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop an infrastructure renewable policy focused on eco-friendly design and building systems to minimise environmental harm, using natural processes and sustainable materials.	Policy developed and endorsed by the Board.	2028	Board, Finance Committee, Operations Manager, Property & Infrastructure Committee

**6.2.3: Pursue carbon neutrality at major events by implementing eco-friendly waste and energy management systems.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a carbon neutrality policy for major events.	Reduction in carbon footprint at major events - 50% by Year 5	2028	Sustainability Subcommittee

**6.3.1: Upgrade facilities for accessibility and inclusivity through programs for NDIS [or similar] participants**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Ensure all programs, events, and education actions accommodate improved accessibility and inclusiveness.	% of facilities upgraded for accessibility - 100% by Year 5	2030	Board, Finance Committee, Operations Manager
Create or allocate an area for new sports to capture new activities.	New area designated and implemented	2030	Board, Finance Committee, Operations Manager



## Goal 7: Governance, Transparency, and Leadership Development

### 7.1.1: Conduct a review of Board structure and effectiveness and simplify governance documents to reflect the 2026 organisation and make it contemporary.

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Engage team to undertake an Organisation Governance Review with specific ToR including review of Articles, Regulations, Committees, and structures of the organisation to make it contemporary and fit for purpose.	Independent review completed [including and then every 3 years]	2026-29	Board, Governance Framework Working Party [GFWP]
Review the size of the Board [number of directors] and ensure the number of regional and city representatives is proportionate to the number of members they represent.	Independent review completed [including and then every 3 years]	2027	Board, GFWP
Conduct Board Skills Matrix and gap analysis	Complete skills assessment to inform future membership	2026-27	
Publication of audited financials and Key Performance Indicators [KPIs].	Publication of audits and KPIs – 100% compliance.	2026	Board, GFWP
Simplify constitution and governance to reduce administrative burden on Board of Directors which in turn allows them to be proactive in governance.	Reduction in administrative overheads after review - $\geq 10\%$ cost reduction	2027	Board, GFWP
Board training to ensure Board members understand their roles and responsibilities.	Annual Board assessment of roles and responsibilities	2026-27	Board, GFWP

### 7.1.2: Introduce tenure and rotation policies, publish committee terms of reference and membership lists

TASK	MEASURE	TIMELINE	RESPONSIBILITY
As per Governance Review [7.1.1] and recommendations.	Review completed.	2026-29	Board, GFWP
Understand succession planning in the Board, Management and Committees of DOGS NSW.	Review completed	2026-27	Board, GFWP
New policy on director tenure and rotation developed and endorsed.	Recommendations considered by the Board.	2026-27	Board, GFWP



**7.1.3: Simplify governance and operational processes; empower committees.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Simplify governance and operational processes to enable committees.	Compliance with governance review.	2026	Board, GFWP
Empower committees to manage operational matters within scope and implement reporting lines and escalation thresholds.	100% compliance with implementing reporting lines and escalation.	2026-27	Board, GFWP

**7.1.4: Develop Board calendar of Events to facilitate Board cohesion and attendance at important internal and external events with Clubs, Local and Federal Government and Community Partners.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a key stakeholder stewarding plan for the organisation to ensure that the Board is focused on the organisation engagement with government, key industry partners and our organisation. The stewarding plan will assist in engagement and appropriate invitations for government and industry across all our offerings.	Stewarding Plan completed	2026	Board and Company Secretary
Produce Board Calendar aligned to stewarding plan. Develop Board report to ensure Director accountability with membership.	Board Calendar completed Board report produced for membership identifying Board Director contributions to strategic directions	2026	Board and Company Secretary

**7.1.5: Set up Awards process for Volunteers and significant events like Orchard Hills Anniversaries or large organisation milestones (30 Year Anniversary at Orchard Hills) alongside the normal awards recognition process for members and Affiliates.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Work through annual awards ceremony process celebrating achievements and organisation milestones each year. Annual Ball to showcase organisation with sponsorship	Awards process developed and conducted. Annual Ball developed and conducted.	2026-27	Board and build/modify on current committee responsible.



**7.2.1: Launch leadership nomination and development programs, offering governance training. Part of RTO opportunities and development**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop a governance education pathway and promote training. Set up RTO Partnership in 2026/27.	All director to complete governance training program – 100% compliance.	2027	Board, Governance Framework Working Party, RTO Committee
	Number of participants in leadership or volunteer programs - 100+ by Year 5	2030	

**7.3.1: Implement regular member surveys and feedback mechanisms and publish quarterly reports and updates.**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Publication of audited financials and KPIs report card, communicating actions from the Board and Board meetings.	To members at AGM - 100% compliance	2026	Board, Finance Committee, Operations Manager, GFWP
Ensure documented Terms of Reference, performance measures and annual review of performance for all Committees	Publication of ToRs, committee updates, and quarterly reports - 100% compliance	2026	Board, Finance Committee, Operations Manager, GFWP
Establish quarterly Town Hall meetings with the membership and Board.	4 meetings per year	2026	Board, Finance Committee, Operations Manager, GFWP
Ensure regular meetings with President/Board Directors and all Committee Chairs.	3 meetings per year	2026-27	Board, Finance Committee, Operations Manager, GFWP

**7.3.2: Publicly recognise volunteer contributions**

TASK	MEASURE	TIMELINE	RESPONSIBILITY
Develop and implement a Volunteer Framework to assist all parts of the business.	EOI and register established. Policy developed.	2027	PR, Marketing & Communications Manager