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Request for Tender (RFT)

For the Provision of Strategic Planning Services

For the Canine Control Council (Queensland) Ltd

RFT Issue Date: 18 June 2026

RFT Closing Date: 10 July 2026 5:00 PM

Contact Officer: Rob Harrison Phone: 07 3252 2661

1. Introduction and Background

The Canine Control Council (Queensland) Ltd, trading as Dogs Queensland, is a not-for-profit company limited by guarantee dedicated to promoting responsible dog ownership, the ethical breeding and preservation of purebred dogs, and the advancement of canine activities including showing, breeding and training of all dogs across Queensland.

As the organisation continues to evolve within a changing community and economic environment, Dogs Queensland recognises the need to develop a contemporary, robust and forward-looking strategic plan. This plan will guide the organisation's direction, strengthen its governance and service delivery, and ensure it continues to effectively support its members and the broader canine community over the next [e.g., 3–5] years.

This Request for Tender invites experienced and qualified consultants to submit proposals for the development of a comprehensive and actionable strategic plan for Dogs Queensland.

2. Project Objective

The primary objective of this engagement is to work with Board Members to support the development of a clear, concise and implementable strategic plan that will:

- Clearly define Dogs Queensland's mission, vision and values for the coming years.
- Identify key strategic pillars and objectives aligned with the needs of the Queensland canine community.
- Outline measurable goals and key performance indicators (KPIs) to track progress.
- Provide a roadmap for Dogs Queensland's operational activities, programs, and advocacy efforts.
- Define Dogs Queensland's risk management approach including a risk appetite statement.
- Enhance Dogs Queensland's relevance and impact within Queensland and within the broader Australian canine community.

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3. Scope of Services

The successful consultant will be required to undertake, but will not be limited to, the following activities:

- **Discovery and Research:**
 - Review of existing documentation (e.g., previous strategic plans, annual reports, membership data).
 - Environmental scan of the business landscape and competitor analysis, identifying key opportunities, challenges, and trends.
 - Conducting stakeholder consultations which may include, but are not limited to, the Board, employees, a representative sample of members, and key external stakeholders (e.g., local government, industry associations). This may involve interviews, workshops, and/or surveys.
 - Use of best practices in strategic planning that reflect the diversity of Dogs Queensland's demographic across the State.
- **Drafting the Strategic Plan:**
 - Develop a marketable 'strategic plan on a page' for outward facing delivery to members.
 - Develop and refine the strategic framework (mission, vision, values, strategic pillars, objectives, goals).
 - Prepare a comprehensive communications strategy to maintain Board, employee and member engagement throughout the planning process.
 - Prepare a comprehensive draft strategic plan document incorporating all agreed-upon elements.
 - Ensure the plan is clear, concise, actionable, and aligns with Dogs Queensland capacity and resources.
 - Include a strong focus on implementation strategies and measurable outcomes.
- **Presentation and Finalisation:**
 - Present the draft strategic plan to the Board for feedback and approval.
 - Incorporate feedback and finalise the strategic plan document.
 - Potentially deliver a presentation to the wider membership (to be discussed and agreed upon).

4. Tender Requirements

Respondents are required to submit a comprehensive proposal addressing the following:

4.1. Company Profile and Experience

- **Organisation Details:** Full legal name, ABN, business address, and contact details.
- **Consultant Team:** Names and brief bios of the key personnel who will be directly involved in this project, outlining their relevant experience and qualifications.

- **NFP Sector Experience:** Demonstrate previous experience working with Not-for-Profit (NFP) member based organisations, particularly in strategic planning. Provide examples of similar projects undertaken for NFP clients, including client references (with contact details).
- **References:** Provide contact details for at least two (2) referees from past clients, preferably NFP organisations where similar strategic planning services were provided.

4.2. Proposed Methodology and Vision

- **Project Understanding:** Demonstrate your understanding of Dogs Queensland's needs and the objectives of this strategic planning project.
- **Proposed Approach:** Outline your proposed methodology and detailed work plan for delivering the strategic plan, including key phases, activities, timelines, and deliverables.
- **Stakeholder Engagement:** Describe your approach in developing strategic plans within organisations with an active and influential membership, including approaches that build organisation-wide understanding, enable constructive input, and foster alignment and shared ownership of outcomes.
- **Vision for an Actionable Plan:** Articulate your vision for what constitutes an "actionable and implementable" business plan. Describe how the plan will be practical, realistic, and can be effectively implemented by Dogs Queensland. Provide examples of how you have achieved this in previous projects.
- **Risk Management:** Identify potential challenges or risks to the project and outline your proposed mitigation strategies.

4.3. Pricing Proposal

- **Fixed Price Quote:** Provide a fixed-price quote for the entire scope of services outlined in this RFT.
- **Cost Breakdown:** Include a clear breakdown of costs, detailing professional fees, anticipated disbursements (e.g., travel, accommodation if applicable, materials), and any other associated expenses.
- **Payment Schedule:** Propose a payment schedule linked to key project milestones.

5. Evaluation Criteria

Tenders will be evaluated against the following criteria:

- **Price** (20% weighting): Competitiveness and value for money of the proposed fixed price, including a clear breakdown of costs.
- **NFP Sector Experience** (35% weighting): Demonstrated experience and successful outcomes in strategic planning for Not-for-Profit member based organisations which include a diverse, active and influential membership base. Quality of references.
- **Sector Understanding** (15% weighting): Demonstrated understanding or the ability to acquire understanding of canine activities and its unique environment.

- **Vision for an Actionable, Implementable Plan** (30% weighting): Clarity and practicality of the proposed methodology, approach to stakeholder engagement, and commitment to delivering a truly actionable and implementable strategic plan.

6. Submission Requirements

- Proposals must be submitted electronically in PDF format to a rob@dogsqueensland.org.au by the RFT Closing Date.
- The subject line of the email should clearly state: "RFT – Strategic Plan – [Your Company Name]".
- Late submissions will not be considered.

7. Tender Process and Conditions

- Dogs Queensland reserves the right to accept or reject any tender, or to cancel the RFT process at any time without prior notice and without incurring any liability.
- All costs incurred in the preparation and submission of a tender are the sole responsibility of the tenderer.
- Successful tenderers may be invited for an interview or presentation.
- All information provided by Dogs Queensland in this RFT is confidential and should not be disclosed to any third party without Dogs Queensland's express written consent.
- The successful tenderer will be required to enter into a formal agreement with Dogs Queensland for the provision of services.

8. Enquiries

All enquiries regarding this Request for Tender must be submitted in writing by email to: rob@dogsqueensland.org.au.

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Kind regards

A handwritten signature in black ink, appearing to read "J R Harrison".

J R Harrison
General Manager