



**THREE YEAR STRATEGIC PLAN**

FEBRUARY 2022

Board of Trustees

# Three year strategic plan



The start of 2022 will see the commencement of a new 3 year strategy for St Giles Animal Rescue to help move the Charity through to 2025

We need to shorten our timespan and take our existing plans to three years to enable us to grow in a financially sustainable manner in this uncertain economic climate. If any lessons were learnt from the Covid 19 crisis it is to ensure that we are in a financial position to support the Rescue and ensure its survival. We are proud of how much we are able to achieve with our income but we are determined to do more.

The Charity continues to thrive thanks to its many loyal and hard working volunteers and followers and its strong partnership with St Giles Animal Centre. As predicted post pandemic, there has been a fall in people volunteering and we need to address this. At the same time we need to value and support our volunteers, staff, followers and clients.

St Giles Animal Rescue understands that we need to operate in a inclusive and collaborative manner within our local community and with other animal rescue charities where mutual benefits may arise. Education remains a core component of our ethos.

St Giles Animal Rescue is proud to uphold the core principles of equality and diversity.

Finally we need to develop policies and procedures that ensure we are fully committed to protecting the environment and working towards a green agenda

*Jan Brooks February 2022*

# Three year strategic plan

Achieving these objectives and initiatives will challenge the Charity at a time when it is difficult to raise funds in a saturated market. However, these objectives/initiatives will be phased in over the next three years to ensure the Charity continues to not only survive but evolve.

## OBJECTIVES

*The next three years will be an opportunity for St Giles Animal Rescue to evolve*

- Finances and a more structured approach
- Marketing/fundraising strategy including the development of technology
- Education
- Unincorporated Charity status
- To support trustees/staff
- Strengthen ties to Battersea and the RSPCA
- Patronage and Corporate Sponsorship
- Develop a vision whereby the Charity leads in advocating the value of rescue animals and the importance of their welfare
- Operate in an environment where inclusivity, diversity and inclusion is paramount
- Green Agenda incorporating the green/environmental considerations
- Policies and Procedures – updating and ensuring they are fit for purpose

# Three year strategic plan

## FINANCES

**Key Target: Ensure financially and environmentally sustainable growth and to ensure we balance the budget by 2022 and beyond**

- 2020/1 has been a difficult financial year due to the lack of a committed treasurer. Within a charity this is the most crucial role and moving forward to meet this key target we need to ensure that our treasurer has every support to enable the key targets to be reached
- Year on year our financial status improves and we need to build on this. Producing three monthly management and forecast budgets will enable us to have a clear vision of our accounts and how much we can invest in core services.
- Ensure all avenues to raise money are explored including grant funding and digital platforms. Post Covid St Giles Animal Rescue will resume face to face fundraising.
- Have money available to invest in new services and facilities.

## Marketing/Fundraising

**To develop a marketing/fundraising strategy that delivers a unified approach to both raising money and supporting the key ethos of the Charity**

- We have set up a new marketing and fundraising group that will be overseen by a Trustee. This is to encourage new ideas to flourish and enable reasonable targets to be met and improved on.
- Employ a marketing lead
- To have a clearly defined marketing strategy policy and make our brand more distinct.
- Deliver greater understanding to key stakeholders by developing better communication strategies. Use our brand to increase public awareness of what we do and our values and ethos.
- Develop a clear policy relating to data and data capture. The potential value of data to help our aims is enormous both in re-homing, fundraising and our campaigning work. This is an area that needs reviewing and improving. This means we may have to look at our present databases to see whether they are fit for purpose. We are now using digital platforms to re-home our animals e.g. home visits, more than we ever have.
- Ensure that we have a balance in terms of digital and actual face to face fundraising. Post Covid we are hoping to resume our own fundraising events.
- Continue to expand and increase our income through online sales in our shop and other digital platforms.
- When funds are available to recruit a marketing assistant to work alongside our marketing lead.

## Education

***Develop an education programme that reflects our values and ethos***

- St Giles Animal Rescue are committed to delivering education to the public at large on the benefits of good pet ownership. Whilst a lot of this is done by the Rescue staff during the process of re-homing we feel we can use our brand to improve on this.
- Develop a programme to deliver to schools and other groups about good animal welfare; the costs involved as well as the benefits of animal ownership. We need to train staff/volunteers to deliver this programme.
- We are in the process of raising funds to erect a Cat Education Centre. Dogs often take centre stage but St Giles Animal Rescue believe cats have the potential to help humans in various ways. We will start with a cat cuddling service that will be offered to Social Services and other community groups deemed suitable. We already have a member of staff employed with huge experience of cats to take this project forward. We will also deliver cat oriented education programmes to encourage excellent cat ownership. It is our intention to start our cat outreach programme when we have the funds to deliver a cohesive service.
- To continue to support rescue staff in continuing professional development (CPD).

## Unincorporated Charity Status

- At this present time this is something that the Board needs to consider for the future. If St Giles Animal Rescue continues to grow and thrive it will give the Charity the ability to expand its services whilst providing an excellent level of protection.
- Before this decision is reached it will be good practice to re-look at our Trust Deed to see whether this needs updating.
- Both of these will have cost implications but nevertheless will have to be budgeted for moving forward.

# Three year strategic plan

## Staffing and Support

***The key to successful animal rescue and re-homing is giving excellent support to both staff members and volunteers. We need to remember it is our staff and volunteers that make us who we are***

- Looking at the figures year on year our re-homing figures remain consistent. With an average of around 250 animals re-homed per year. This does not take into account the number of animals that are PTS or reclaimed as strays. The success of this lies largely with the rescue staff. The rescue side has traditionally been short staffed so does this mean if we had more staff could our re-homing rates be higher as we would be able to take more animals in need. At present there are two full time members of staff in the Rescue office. However the turn over rate remains high. All these staff members when asked say that the lack of an office administration assistant hampers their ability to do the job role to a standard they feel able to cope with. Therefore a priority must be to appoint a full time rescue office admin assistant or extra rescue staff.
- It is also vital to communicate with the staff on a regular basis to ensure that any problems they may be experiencing are being dealt with in a timely and positive manner. Whilst this will be done on site the staff are encouraged to contact a Trustee to express any difficulties. We should also encourage the rescue staff to come forward with ideas to improve their roles or the rescue in general.
- Volunteers – we have experienced the post Covid lack of volunteers that was predicted. However as a charity we have not always embraced new volunteers. They have often been viewed with suspicion by more established members of the charity. This has to change as to move forward we will rely on volunteers not only at the Rescue but for fundraising and other activities. We need to encourage volunteers to join us but we also need to rethink what experience they will have. Therefore we need a task group to look at how we do this. We also need to have a current updated database we can add to as and when we recruit more volunteers.

## Strengthen ties to Battersea and the RSPCA

- We understand the value with working in partnership with large well established animal charities. We can follow their lead and advice to improve the mental and physical welfare of our rescue animals until they have found their forever home.
- We remain grateful to our local branch of the RSPCA for their help and support.
- Battersea and being part of the ADCH have helped and continue to help to improve our standards in animal care and welfare. They do this in a variety of ways from training through to setting minimum standards.
- We want to use this partnership to continue to improve our own practice. There are areas where we can improve this partnership:
  - Accessing more training opportunities
  - Feral cat programme
  - Working dogs
  - Exchange of animals to improve their chance of getting a forever home

## Patronage and Corporate Sponsorship

- At present we do not have a Patron. As we move forward we need to address this as they can be key to promoting the values and ethos of the charity. We have to consider who we can approach whose values match ours.
- We continue to remain grateful to our current corporate sponsors and our sponsorship co-ordinator. However this is an area we can grow as the benefits of corporate sponsorship, to a small charity such as ours, are vast especially in a time where the market is saturated with charities looking for funds.
- However this takes time and commitment and we are hoping that when we are able to find funds for a marketing assistant this will be part of their job role.

## Advocating the Value of Rescue Animals

- St Giles Animal Rescue is now a well known brand both within Somerset and other areas. Part of this is our social media presence and we need to use this voice to advocate for animals.
- We want to expand our re-homing presence and ensure that every animal is placed in an appropriate forever home.
- We want to expand our foster carer service who often help in advocating for an animal. This also means we can take in more animals in need of a rescue space.
- We need to continue to improve our operations in terms of accepting and re-homing animals, husbandry and space management and welfare standards.
- We need to use our social media presence to promote our animals in need of a home.
- To develop and deliver effective education programmes to enable successful re-homing and animal ownership.
- Develop a successful advice service to help clients when they have re-homed or fostered animals to reduce animal adoptions failing.

## Inclusivity, Equality, Diversity and Inclusion

***We will embrace inclusivity, diversity and inclusion and make it a core value of our charity***

- Our rescue team deal with hundreds of clients during the year. We believe we can deliver even better customer service.
- We will also prioritise inclusivity. We are aware of how important working with other charities is and we would like to use our expertise to help other animal charities in our local area. We will also continue to take animals from other charities or pounds when we have space.
- We need to be more inclusive in how we communicate, how we provide services and how we recruit volunteers. We need to make sure we reflect and recruit with all socio-economic groups.
- Staff need to have equality and diversity training.

## Our Green Agenda

***As a Charity we are conscious of the impact we have on our environment and the ways we could improve our impact***

We need to encourage our partners St Giles Animal Centre to:

- Consider transitioning to vehicles that are less polluting.
- Increase recycling.
- Move to more renewable energy sources.
- Use more animal friendly products including compostable bags.
- Develop a green agenda policy reflecting current concerns about our environment.
- When running events, ensure that we use environmentally friendly products and practices.

## Policies and Procedures

***We need to ensure that our policies and procedures are current and meet recognised standards***

- We need to make sure that all policies are in place to ensure best practice.
- We need to review these policies on an annual basis to make sure they remain current.
- It is no good having policies if they are not being adhered to so we need to liaise with St Giles Animal Centre to ensure best practice is being carried out. If not how can this be improved?