

Strategic Plan 2026-2027





Animal Care Australia operates for the benefit of all Australians who keep animals, regardless of species, scale, or affiliation, including individual pet owners, carers, hobbyists, breeders, and community organisations.

This Plan sets out basic information on Animal Care Australia Incorporated. It provides information on the direction, objectives and business of the organisation.

It is intended that this Plan will operate as a living document, which will be improved upon as needs or responding strategies arise.

We encourage all stakeholders (applicants, associations, and members) to feel comfortable in raising issues regarding this Plan, with a view to clarifying policy to improve the administration of the organisation.

Document development:

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Introduction

Animal Care Australia operates for the benefit of all Australians who keep animals, regardless of species, scale, or affiliation, including individual pet owners, carers, hobbyists, breeders, and community organisations.

This Plan sets out basic information on Animal Care Australia Incorporated. It provides information on the direction, objectives and business of the organisation.

Overview

Business Plan Element	Overview
Mission / Vision	Animal welfare organisation representing pet owners, caretakers & breeders; promoting responsible care, improving animal welfare to reduce or prevent the suffering of animals.
Strategic Goals	Education, advocacy, consultation with government, achieve higher welfare standards.
Target Audience	General public, animal clubs, hobbyists, carers, breeders, and other persons who keep animals in captive care.
Funding Sources	Membership fees, donations, sponsors.
Activities	Public campaigns, member engagement, policy reviews, educational resources.
Operational Model	Volunteer-led committee with species representatives.

Core Mission & Purpose

Animal Care Australia Inc is a national not-for-profit animal welfare organisation in Australia. Its primary mission is to:

- **Prevent and relieve the suffering of animals** through education, advocacy and engagement.
- Advocate for **responsible animal care and ownership** and to **promote high welfare standards**.
- Serve as **the peak animal welfare body** representing animal keepers, carers and ethical breeders.

Our core values:

Wisdom. Animal welfare is best advanced through objective, species-appropriate understanding, not through anthropomorphic interpretations of animal behaviour. As the animal care experts Animal Care Australia has confidence in decision-making with good judgment while keeping perspective when consulting with governments and their advisors.

Accountability. Animal Care Australia continually calls for greater accountability, fairness and justice within the structures and ethos of those responsible for ensuring the welfare needs of animals are being met. That is why campaigns like our 'animal care is welfare' calling for an Animal Welfare Commission is so important.

Trust. Animal Care Australia are guided by science-based evidence and best practice, rather than ideology, in all aspects of our work. Because of this, governments, departments and our members have trust in the information provided by us.

Growth. Ongoing social and regulatory change requires Animal Care Australia to continually assess and refine its work. Growth is achieved through critical evaluation, learning, and evidence-based improvement, for the benefit of all Australians who keep animals. Maintaining emotional, spiritual, and physical development is one part of growth, but unlike other organisations it is our position that anthropomorphising change does not help our animals – it harms them.

Curiosity. Animal Care Australia believes education is the most effective means of achieving improved animal welfare outcomes and relieving the suffering of animals. Our Committee and Team have the willingness to explore and learn and to share that knowledge with everyone.

Compassion. Compassion for animals is central to improved welfare outcomes and stronger communities. Through responsible pet ownership, people develop empathy,

respect for life, and a sense of responsibility that benefits animals and contributes to the broader social good. Our future generations will rely on the ability to own pets and experience the compassion and value for a life that their pets can instill.

Purpose:

Animal Care Australia's primary purpose is preventing or relieving the suffering of animals through education and advocacy.

Animal Care Australia advocate for responsible pet ownership and acknowledgement of society's need for a human-animal bond.

Animal welfare, which forms the basis on which we operate, is the physical and mental state of an animal in relation to the conditions in which it lives and dies.

Animal Care Australia believe an animal experiences good welfare if the animal is healthy, comfortable, well nourished, safe, is not suffering from unpleasant states such as pain, fear and distress, and is able to express behaviours that are important for its physical and mental state.

Animal Care Australia focusses on a **strategic framework and mission-driven operational model** for achieving welfare outcomes.

Strategic Pillars and Objectives

Animal Care Australia has five Strategic Pillars under which our objectives are formed, as follows:

1. Education & Public Awareness

This is a large proportion of Animal Care Australia's "*marketing and outreach*" effort to engage the public, with the goal to improve animal welfare outcomes in order to reduce and prevent the suffering of animals.

- Promote **welfare education over regulation** — prioritising training, responsible care practices and best-practice animal husbandry.
- Run public information campaigns such as responsible pet ownership, animal cruelty awareness, and emergency care tips.

2. Advocacy & Representation

- Represent all who keep animals (including specialist community-based animal care groups) at all levels of government.
- Engage with federal, state and local governments on policy and legislative reviews related to animal welfare.
- Provide expert advice to legislators to influence laws affecting companion animals.

3. Community Engagement & membership

- Animal Care Australia's **membership model** includes both organisations and individual supporters
- Members are the experts, they form the advisory groups for different animal species, contributing expertise and grassroots engagement.
- Social media, the website and Animal Care Expert Newsletter are primary sources for community engagement.

4. Policy & Welfare Standards Development

Continue to reduce and prevent the suffering of animals through advocacy and policy development.

To achieve a foundation for all advocacy and education of the general publication, Animal Care Australia:

- Develop, review and promote internal organisation policies and positions.
- Contribute to the development of **animal welfare standards and codes of practice** where possible.
- Seek to strike a balance between animal welfare and retaining rights of ethical breeders and hobbyists.

5. Funding and Sustainability

Animal Care Australia's current funding is similar to other advocacy-focused nonprofits:

- **Membership fees** from animal clubs and supporters.
- **Donations and sponsorships** — continue to actively seek sponsors to support operational costs.
- **Volunteers and committee governance** — all roles (including office bearers) are volunteer-driven.

Future access to government and private sector grants. To apply generally requires ACNC registration as a charitable organisation and optional DGR status.

Animal Care Australia is mission-driven, not profit-driven, and is sustained through community support and volunteer participation.

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Animal Care Australia does not function on a profit-seeking business model, rather it is a **mission-aligned sustainability model** emphasising community contributions and volunteer resources.

This Plan is to be implemented and enacted under the governance of relevant Animal Care Australia policies as recorded in the Animal Care Australia Operations Manual.