



STRATEGIC PLAN 2015 - 2019

Purely for dogs

Contributing to the wellbeing of individuals,
families and communities.

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Vision

‘Purely for dogs...
Contributing to the wellbeing of individuals,
families and communities’

Mission

Dogs Queensland provides the leadership to improve the health and happiness of dogs and their owners by improving the level of knowledge about dogs and the quality of breeding and dog management. There is an opportunity for all dogs to participate in a diversity of activities which celebrate their health, happiness and breeding qualities.

An increased membership, improved knowledge about dogs and improved resources enables members and affiliate clubs to promote responsible dog ownership, model positive behaviour, conduct high quality events, improve management and infrastructure and provide excellent support for all who participate in the diversity of activities in the dog world.

Dogs Queensland is the leading dog agency in Queensland and is recognised worldwide for its demonstrated capacity to educate the community and engage a high proportion of dog owners in activities to enhance the health and happiness of their dogs.

Dogs Queensland operates as a responsible corporate citizen, ensuring a balance of economic, social and environmental performance and sustainability in the way it operates internally and conducts itself in the public arena.

Guiding principles

In the way we work together and lead the organisation we expect the following principles to be applied.

Fairness and equity

- Equal access by all stakeholders to information, education and decision making processes
- Competent judging and transparency in judging outcomes

Autonomy

- The autonomy to carry out activities at club and state sites within the general framework of the vision, mission, ethics and regulations of Dogs Queensland and other relevant dog authorities

Consistency of standards and processes

- High standards for the way we work together and include each other in the activities of the dog world
- Excellent processes for the consistent, transparent and fair application of rules and codes of ethics
- High levels of governance and management within committees and the Dogs Queensland board and support of good governance in clubs

Betterment of our dogs and ourselves

- A strong approach to the improvement of dog health and happiness especially through the continuous improvement and application of breeding standards, owner conduct, judging quality and the promotion of environmentally responsible dog products
- Demonstrated positive attitudes and collaborative practices by all stakeholders in the dog world

Shared vision and inclusive practices

- Expect the agreed vision of Dogs Queensland to be shared by all members and staff
- Inclusive practices, good communication and collaborative approaches to reflect on and improve the vision and practice of Dogs Queensland.

Leadership commitment

As Board President of Dogs Queensland, it is vital that the Board look into the future and set priorities which will enable the organisation to become a proactive, vibrant, meaningful organisation and the leading authority on all canine activities in Queensland.

The activities will encompass the setting of breed standards, developing ethical behaviour and practices in canine breeding, the delivery of high quality and impartial judging against recognised standards, organising and conducting canine shows and public events, covering Conformation and all other canine sporting activities.

Dogs Queensland is a learning organisation and will continue to strive towards achieving excellence in all activities. We will continue to embrace our core activity of Conformation, whilst embracing, developing and supporting new and emerging canine sporting activities.

The achievement of excellence in breeding, showing, sporting and judging will be promoted and rewarded throughout the industry and to the general public.

Dogs Queensland will work co-operatively with government bodies, veterinary professionals, corporate sponsors and the wider public in all regions of Queensland to promote the activities, health and well-being of all dogs - pedigrees, pets and pals.

Dogs Queensland will be recognised as a responsible corporate citizen, by engaging in activities which promote, recognise and award responsible dog ownership and responsible dog owners.

Dogs Queensland will engage the wider community to embrace new ideas which involve dog owners, dog breeders, and pet lovers.

Dogs Queensland will recognise and reward the valuable contribution and the tireless work that many volunteers continually perform for the organisation.

Dogs Queensland will promote and facilitate canine activities by providing infrastructure for events, shows and sports.

The highly inclusive process of Strategic Planning has facilitated and formed our vision for the future and as President it is my role to work with the Board of Directors to ensure our future is secure and exciting.

Norma Zimmerle

**President of Dogs Queensland
On behalf of the Board**



Goals

Our members and stakeholders have a right to expect these outcomes:

- Breeding quality and the conduct of breeders meets and exceeds standards and ethics adopted by Dogs Queensland
- Clubs, members and volunteers receive excellent support to enable them to conduct themselves and their clubs according to standards and ethics adopted by Dogs Queensland and which meet community expectations.
- Education and training is accessible to all stakeholders and meets and exceeds national standards
- Governance and outstanding leadership provides excellent guidance, representation and decision making
- The quality of judging and the conduct of members in the judging process is exemplary
- Infrastructure and resources throughout Queensland are assessed and improved
- Membership is increased and retained
- The engagement and conduct of members is inclusive and welcoming
- Stakeholder and sponsor relationships are strong and more broadly based
- Promotion, publicity and public relations are successful in achieving enhanced resourcing, increased membership participation and improved public profile
- Shows and events are of consistently high quality and more diverse
- Business operations provide an increased source of sustainable income for Dogs Queensland

Factors supporting the achievement of goals and the vision and mission:

The capacity of Dogs Queensland to achieve its vision and mission is influenced by the following factors.

- A statewide network of committed, active, passionate and well skilled club organisers and volunteers
- Links with key stakeholders who have a capacity to collaborate with Dogs Queensland
- The existence of potential sponsors who have a capacity to support Dogs Queensland
- An acknowledgement of the need to engage with all dog owners, particularly those in both younger and older generations
- The significant and growing number of dog owners in Queensland
- Improved capacities in governance, promotion, engagement and management
- Improved capacity by Dogs Queensland to resource the necessary strategies identified in this plan

Strategic approach

Create easy and welcoming access by all to the 'dog world'

At Dogs Queensland we believe that our on-line outreach to members and the public needs to be user friendly, modern and focussed on the emerging aspirations of the community. Members will engage positively with new and potential members. Our face to face presence at Dogs Queensland events will be friendly, welcoming and inclusive. The dog magazine will be available in hard copy and on-line.

Build and keep our membership in ways which acknowledge changing attitudes in the community

We acknowledge that community attitudes and aspirations around dog ownership are changing and that an increasing number of people are more likely to participate if there is more emphasis on fun and improvement for them and their dogs. We will promote this in our outreach to the community.

While this will mean a retention of the need for quality pedigree dog breeding and showing it will mean an increased opportunity for dog owners of all pure breeds and cross breeds to engage in a broader range of dog events.

Interact dynamically with the wider public

We are more likely to achieve our goals of increased and satisfied membership if we promote the 'dog world' within the already established activities that go on in the community – in schools, neighbourhoods, petcare activities and the like. We also need to upgrade our web presence, social media strategy and traditional media connections. We need to be very welcoming and inclusive of other dog owners, especially new dog owners and exhibitors during shows and events.

Build a culture of participation and improvement

Dogs Queensland will retain traditional modes of dog showing while emphasising participation and improvement through appropriate judging protocols. There will be an increased emphasis on emerging formats for dog activities, especially for young people.

Create partnerships with key stakeholders

Dogs Queensland will engage at strategic levels with government, community and corporate entities with a view to adding value to what is already offered by Dogs Queensland. This will include services and significant sponsorship, thus enabling needed infrastructure to be acquired.

Relationships with the media, other dog and animal agencies, government and relevant stakeholders will be enhanced significantly. Our capacity to take action to uphold ethics and standards regarding dog breeding and dog ownership will be emphasised and improved.

Build our knowledge, skills and attitudes

All members will grow their skills and knowledge, whether as judges, organisers, administrators, staff, handlers, breeders, exhibitors or volunteers. This will entail higher levels of education and training. Exhibitors and handlers will attach more value to participation and dog health and happiness rather than to a reliance on award winning.

Build our capacity to communicate and interact using appropriate information technology

Our web capability will be improved so that virtually all activities in which members engage can be accessed, informed and managed on-line. This includes competition entries, payments, on-line purchasing, judging results, dispute resolution processes, non-confidential Board decisions and an increasing range of activities.

Promote Dogs Queensland in a way which builds our reputation as the 'go to' agency for dog related issues

Engaging with targeted generations of the community is vital to building our membership and promoting Dogs Queensland as an agency relevant to the needs of all dog owners, irrespective of the breed of their dog and the nature of their aspiration to be a responsible dog owner.



Goals, Strategies and Performance Measures

Goal (G),
Strategy (S)
Performance Measures (PM)

G1 Breeding quality and the conduct of breeders meets and exceeds standards and ethics adopted by Dogs Queensland.

- PM**
- Operational plan is completed by 30 June 2015 which guides the implementation of strategies
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this goal

S 1.1 Approved professional development and training is experienced by breeders annually.

- PM**
- Competencies for breeders are agreed by 31 October 2015
 - Curriculum is developed by 31 March 2016
 - All breeders participate in at least one program annually by the end of 2016 and thereafter

S 1.2 Apparent breaches of breeding codes are investigated by Dogs Queensland and appropriate accountable action is taken.

- PM**
- Monthly reports show 100% conformance of investigation of reported breaches
 - Annual report of breach investigations and outcomes is tabled by 31 December each year

S 1.3 The proposal that DNA testing for proof of parentage is provided, where contested by dog owners, is investigated.

- PM**
- Rules review on DNA testing is completed and a report is issued to members by 30 September 2015
 - Annual review is conducted of any action taken as an outcome of the report of 30 September 2015

S 1.4 The process for restricting the number of litters for each bitch is reviewed.

- PM**
- Review of issues relevant to breeding litter numbers is completed by 31 March 2016
 - Planning arising from the review is completed by 30 June 2016
 - Implementation of the litter management plan is started by 30 September 2016, reviewed annually

S 1.5 On-line services provide appropriate information on breeding.

- PM**
- On-line information on breeds and breeding is completed by an expert panel by 30 September 2015
 - Revised on-line information is posted to the website by 31 December 2015
 - On-line breeding information is reviewed annually

G2 Clubs, members and volunteers receive excellent support to enable them to conduct themselves and their clubs according to standards and ethics adopted by Dogs Queensland and which meet community expectations.

- PM**
- Operational plan is completed by 30 June 2015 and guides the implementation of strategies. The plan integrates with Goal 3
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this goal

S 2.1 High quality, user friendly on-line services are accessible to members and the public.

- PM**
- New Dogs Queensland website incorporating renewals and new membership is trialed by 30 April 2015
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 2.2 Support for effective club management and facility development is provided through both on-line and face to face training and staff support.

- PM**
- Marketing of the current service is included in Dog World and is on-line, by 30 June 2015
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 2.3 Accessible training is provided face to face and on-line.

- PM**
- Training working party is established by 31 July 2015
 - Review of training is completed and reported upon by 31 March 2016
 - Outcomes of the training report are implemented from 30 April 2016
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 2.4 Rules, regulations and codes of ethics are upheld in consistent, transparent and well communicated ways.

- PM**
- Quarterly reports show 100% conformance of investigations
 - Annual report of investigations and outcomes is tabled by 31 March each year
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy from 2016

G3 Education and training is accessible to all members and staff and meets and exceeds national standards.

- PM**
- Operational plan is completed by 30 June 2015 and guides the implementation of strategies. The plan integrates with Goal 2
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this goal

S 3.1 Nationally accredited competency based training is available for all paid and volunteer people.

- PM**
- Integrated Training Working Group is formed by 31 August 2015
 - Review of training is completed and reported upon by 31 March 2016
 - Outcomes of the training report are implemented from 31 May 2016.
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy from 2016

S 3.2 Education and training is available face to face and on-line in appropriate designated timeframes.

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 3.3 Staff engage in appropriate professional development activities at least annually.

- PM**
- Annual Staff Training Report identifies the level of engagement by staff in training

S 3.4 Education and training packages and activities are evaluated continuously and monitored by a group established for that purpose.

- PM**
- Working group reports on outcomes of review by 31 March 2016 and annually thereafter



G4 Governance and outstanding leadership provides excellent guidance, representation and decision making.

- PM**
- Operational plan is completed by 30 June 2015 and guides the implementation of strategies
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this goal

S 4.1 *All relevant interest groups are consulted and views taken into account in the decision making processes of the Dogs Queensland Board.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 4.2 *Directors are accountable for their role as decision makers on behalf of all members.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 4.3 *Leadership is developed through education and training.*

- PM**
- Director training is completed by 31 July 2015
 - Member and staff leadership development program is initiated by 31 January 2016
 - Programs are conducted annually for directors, club leaders and staff leaders

S 4.4 *Board directors adopt high levels of engagement with members and other stakeholders.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 4.5 *Use of a professional mediator/arbitrator is reviewed as a way of resolving conflicts.*

- PM**
- Current use of mediators is reviewed and reported on by 31 July 2015
 - Implementation of the outcomes of the mediator review begins in 30 September 2015

S 4.6 *Decision making across the organisation is inclusive and transparent.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy
 - Board meeting minutes and reports are available monthly on-line

S 4.7 *Dogs Queensland adopts sustainable practices to ensure long term social, economic and environmental capacity.*

- PM**
- Sustainability needs analysis is completed by 31 August 2015
 - Action plan for implementing sustainable practices is agreed by 31 October 2015
 - Review of sustainable practices is reported on by 31 March each year



‘Governance and outstanding leadership provides excellent guidance, representation and decision making.’

G5 The quality of judging and the conduct of members in the judging process is exemplary.

- PM**
- Operational plan is completed by 31 May 2015 and guides achievement of this goal and the implementation of strategies
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this goal

S 5.1 Judging training is competency based.

- PM**
- Review of judge competencies as relevant to national training standards is completed by 31 August 2015
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 5.2 Judging is conducted according to agreed guidelines and decision making processes and judging outcomes are explained when requested.

- PM**
- Outcomes of the annual stakeholder survey show 70% satisfaction rating regarding performance of this strategy

S 5.3 Participation and improvement is emphasised, with an investigation of the introduction of a process by which exhibitors are provided with specific feedback on the judging process.

- PM**
- Review is completed and reported upon by 31 March 2016
 - Lecture series for members is conducted by 31 March 2016
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 5.4 Judges are provided with high quality mentoring, education and professional feedback on performance.

- PM**
- Current processes for mentoring, education and providing feedback to judges are reviewed by 30 September 2015
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 5.5 Exhibitors, owners and handlers participate in their dog event in positive and inclusive ways, meeting ethical standards.

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 5.6 The use of a variety of judging techniques is trialled during judge training as a means of testing new ideas.

- PM**
- Review of options is completed and reported upon by 29 February 2016
 - Implementation of the review is started by 30 April 2016
 - Review of trial practices is reported on by 31 March each year



‘The quality of judging and the conduct of members in the judging process is exemplary.’

G6 Infrastructure and resources are assessed and improved.

- PM**
- Operational plan is completed by 30 June 2015 to guide the implementation of strategies. The plan integrates with other relevant goals 7, 9, 10 and 12
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 6.1 *The potential for increased revenue and improved service is investigated through an assessment of the possible relocation of the Dogs Queensland office to Durack, taking account of member needs, staff needs, resourcing needs and the long term benefit.*

- PM**
- Guidelines for the assessment are determined by 31 May 2015
 - Site Assessment Working Group is established by 30 June 2015
 - Full business plan on resources and facilities is completed by 31 December 2015 and provides clear direction to the organisation regarding siting of office, regional resourcing of infrastructure, income producing strategies, sponsorship and marketing

S 6.2 *Durack continues to be the showcase for Dogs Queensland activity and the need for enhanced infrastructure and income producing activity continues to be investigated for that site.*

- PM**
- Full business plan on resources and facilities is completed by 30 September 2015 and provides clear direction to the organisation regarding infrastructure at Durack

S 6.3 *High level sponsorship continues to be pursued to enable needed regional and central infrastructure to be acquired.*

- PM**
- Full business plan on resources and facilities is completed by 30 September 2015 and provides clear direction to the organisation regarding the resourcing of regional infrastructure and related sponsorship

S 6.4 *Asset assessment is undertaken statewide to determine the current state and value of infrastructure and resources and priorities for enhancing regional infrastructure.*

- PM**
- Full business plan on resources and facilities is completed by 30 September 2015 and provides clear direction to the organisation regarding the value of regional infrastructure and regional priorities

S 6.5 *Weather protection at Durack is reviewed with a view to improving conditions for all participants in events.*

- Full business plan on resources and facilities is completed by 30 September 2015 and provides clear direction to the organisation regarding weather protection at Durack

S 6.6 *Infrastructure and resources meet economic, social and environmental standards.*

- PM**
- Sustainability needs analysis is completed by 31 August 2015
 - Action plan for implementing sustainable practices is agreed by 31 October 2015
 - Business plan for Dogs Queensland is reviewed by 30 September 2015 to ensure inclusion of sustainability elements



‘Infrastructure and resources are assessed and improved.’

G7 Membership is increased and retained.

- PM**
- Operational plan is completed by 31 May 2015 to guide the implementation of strategies.
 - 90% of current members are retained annually
 - Overall membership is increased by 10% annually

S 7.1 Young people, older age groups and families are targeted as new members.

- PM**
- Family friendly guidelines for use by clubs and staff are established by 31 August 2015
 - Marketing plans for the target groups are prepared by 30 June 2015
 - Overall membership is increased by 10% annually for each category

S 7.2 Incentives are provided to owners of newly registered dogs.

- PM**
- Incentive package for new owners is approved by 31 December 2015

S 7.3 Local government authorities include modified Dogs Queensland membership as part of dog registration processes and pass on fees to Dogs Queensland to provide services to new dog owners.

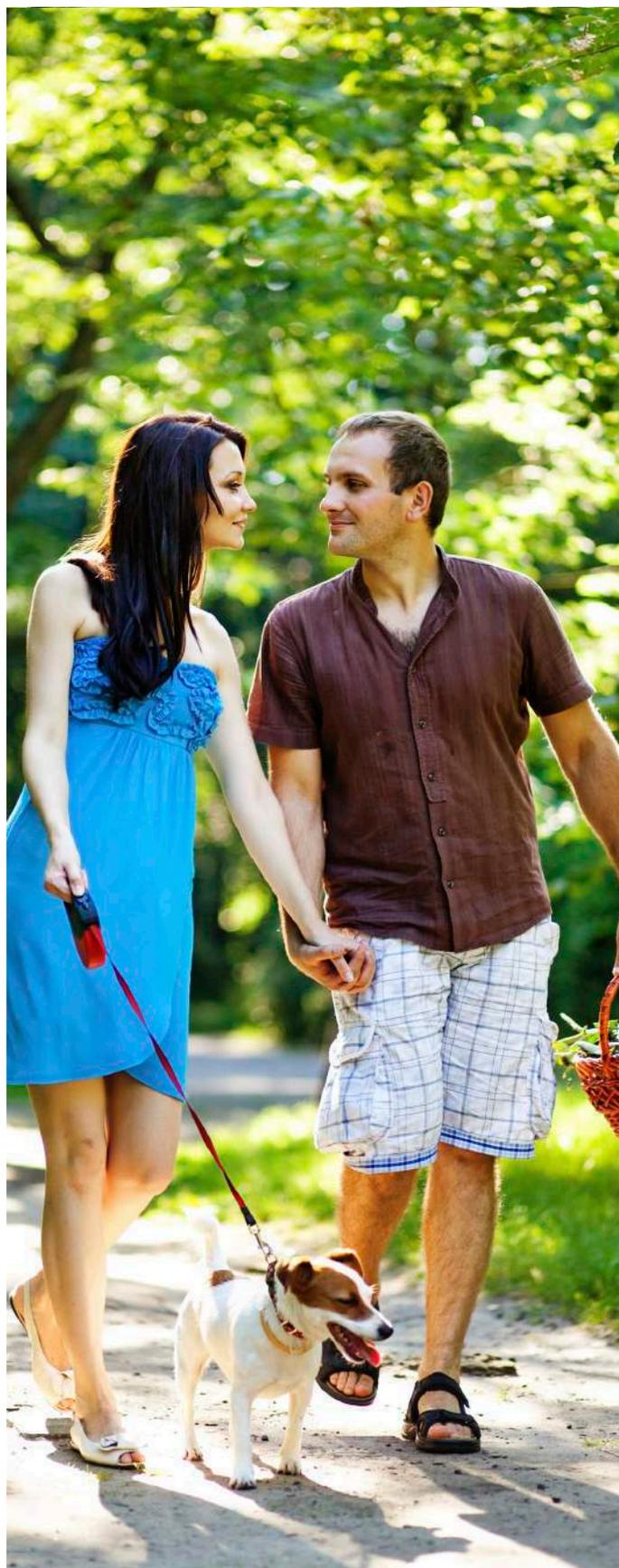
- PM**
- A minimum number of two Councils agree to the offer by 30 September 2015
 - A minimum eight councils agree to the offer by 30 September 2016

S 7.4 The concept that all members are members of clubs and all clubs are members of Dogs Queensland is investigated.

- PM**
- Concept review is reported on by 31 August 2015

S 7.5 Review of membership fees and services provides a guide to appropriate new fee structures.

- PM**
- Review is tabled for board consideration by 30 September 2015
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy



‘Membership is increased and retained.’

G8 The engagement and conduct of members is inclusive and welcoming.

- PM**
- Operational plan is completed by 31 May 2015 to guide the implementation of strategies
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 8.1 Social aspects of shows and events are emphasised.

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 8.2 New exhibitors are mentored by trained and approved members.

- PM**
- Mentor preparation guidelines are approved by 31 July 2015
 - Section for new exhibitors is uploaded to the website by 31 July 2015
 - 70% of clubs have an organised mentor program in place by 31 October 2015
 - All Clubs have an organised mentor program in place by 31 October 2015

G9 Stakeholder and sponsor relationships are strong and more broadly based.

- PM**
- Operational plan is completed by 28 February 2015 to guide the implementation of strategies
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 9.1 Relationships with government agencies operate at high levels both strategically and operationally.

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy
 - Leadership forums are conducted quarterly to progress high level issues, ideas and proposals

S 9.2 Significantly higher levels of sponsorship is acquired from a broader base of sponsors.

- PM**
- Number of contracted sponsors is increased by 20% by 31 December 2015
 - Sponsorship value is increased by 50% by 31 December 2015
 - Sponsorship is gained from outside the dog world, including bequests and sources promoting human wellbeing

S 9.3 Increased engagement with ANKC and other dog world authorities and animal authorities.

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy



‘The engagement and conduct of members is inclusive and welcoming.’

G10 Promotion, publicity and public relations are successful in achieving enhanced resourcing, increased membership participation and improved public profile.

- PM**
- Operational plan is completed by 31 May 2015 to guide the implementation of strategies
 - Outcomes of the annual stakeholder survey show 70% satisfaction rating regarding performance of this strategy

S 10.1 *Dogs Queensland website enables full service and information to members and the community.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 10.2 *A social media strategy includes a focus on statewide activity and club benefits.*

- PM**
- Social media strategy is approved by 31 August 2015

S 10.3 *Public awareness and engagement via community activities is enhanced significantly.*

- PM**
- Participation by the public and members in all Dogs Queensland events is benchmarked in 2015 and reported on by 30 April 2016
 - Participation by the public and members in all Dogs Queensland events is increased by 25% annually from 2016 to 2019

S 10.4 *Existing networks in education, recreation and the community generally are used as a platform for promotion.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 10.5 *The website enables restricted access to member information and open access to the public.*

- PM**
- Member and public sections of the website are completed by 30 June 2015

S 10.6 *Club based promotion through local community networks is strong.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

‘Promotion, publicity and public relations are successful in achieving enhanced resourcing, increased membership participation and improved public profile.’



G11 Shows and events are of consistently high quality and more diverse.

- PM**
- Operational plan is completed by 31 May 2015 to guide the implementation of strategies
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 11.1 *Shows and events emphasise participation and improvement. This emphasis is demonstrated in the way events are promoted, organised and judged.*

- PM**
- Guidelines for fun events involving handlers is completed by 31 October 2015
 - On-line forum for members enables ideas on participation in shows and events to be shared by all members to all members
 - Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 11.2 *The changing needs of the community are recognised through the increased organisation of broad-participation dog events.*

- PM**
- Creative Ideas Group is established by 31 July 2015
 - The number of broad-participation dog events increases by 20% by 31 March 2016 and 10% annually thereafter

S 11.3 *Breeding quality and pedigree continue to be a high priority.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy

S 11.4 *Review is conducted regarding the number of conformation shows required.*

- PM**
- Review is completed by 30 September 2015

S 11.5 *Shows are well promoted through multiple media.*

- PM**
- Outcomes of the annual stakeholder survey show a 70% satisfaction rating regarding performance of this strategy



‘Shows and events are of consistently high quality and more diverse.’

G12 Business operations provide an increased source of sustainable income for Dogs Queensland.

- PM**
- Operational plan is completed by 31 May 2015 to guide achievement of this goal and the implementation of strategies
 - Operation of new businesses provide a surplus by 31 March 2016

S 12.1 *Investigation is undertaken regarding the establishment of insurance and other service businesses.*

- PM**
- Full business plan on resources and facilities is completed by 30 September 2015 and provides clear direction to the organisation regarding income producing strategies

S 12.2 *On-line products and services are established to service the needs of members, clubs and the public.*

- PM**
- Full business plan on resources and facilities is completed by 30 September 2015 and provides clear direction to the organisation regarding on-line products and services

S 12.3 *Investigation is undertaken regarding the establishment of on-site businesses.*

- PM**
- Feasibility study is commissioned and completed by 31 July 2015
 - Full business plan on resources and facilities is completed by 30 November 2015 and provides clear direction to the organisation regarding on-site businesses



‘Business operations provide an increased source of sustainable income for Dogs Queensland.’



**For further information on the plans or activities of
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