



# Strategy 2022-2027





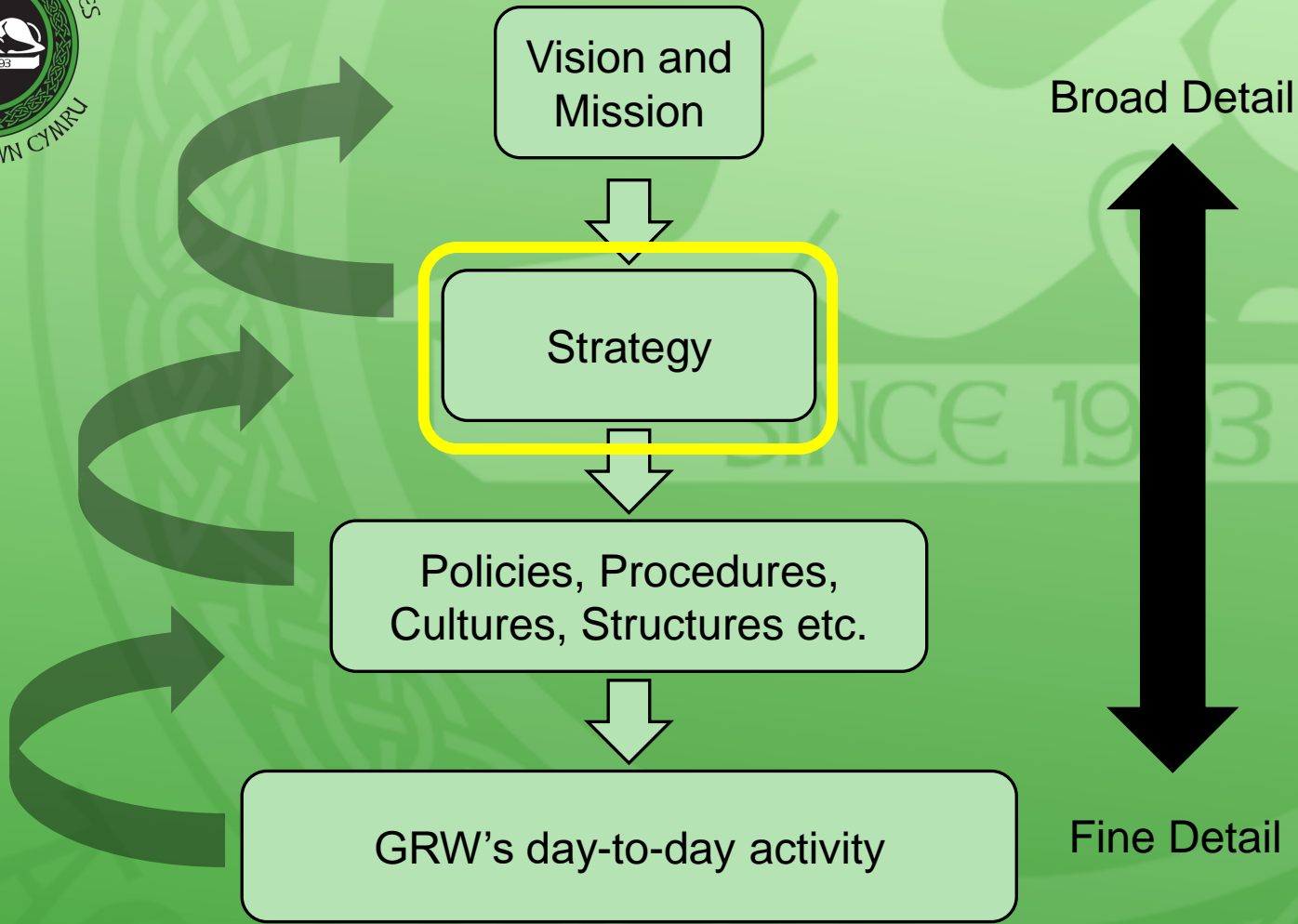
*GRW is now a well established medium-sized charity and in 2019 it was decided it was time to commission a review. The recommendations of this review were accepted by members at the 2021 AGM. Following the wishes of members, a Change Manager was appointed to work with Trustees and in March 2022 a new Vision and Mission was accepted at an Extraordinary General Meeting. This Strategy represents the next stage of GRW's journey. If you wish to know more please look on our website.*

Carolyn Graves-Brown, Chair

June 2022

# Introduction





Our Strategy is important because it sets out how we will carry out our Mission and achieve our Vision. It is also where we lay out our future goals and outline our values as a charity in more detail.

Strategy provides the link between our Vision and Mission and what we do on a day-to-day basis.



# Strategy



Our Vision and Mission are the basis for everything we do. Our Vision sets out where we are going, and our Mission explains how we will get there.

- ▶ Our Vision:
  - ▶ *Working for a Wales without greyhound racing, where every greyhound and lurcher has a home and receives the best possible care.*
- ▶ Our Mission:
  - ▶ *To improve the lives of greyhounds and lurchers by:*
    - ▶ *Rescuing, rehabilitating and rehoming greyhounds and lurchers*
    - ▶ *Supporting the movement to end greyhound racing in Wales*
    - ▶ *Raising awareness of the issues facing greyhounds and lurchers*
    - ▶ *Promoting greyhounds and lurchers as pets*

# Vision and Mission





As well as working towards our Vision and Mission, we have a set of shared values that act as our guiding principles.

**R** Respect - We treat others as we wish to be treated

**E** Ethics - We care about our social and environmental impact

**S** Self-Discipline - We act lawfully, honestly and safely

**C** Compassion - We care deeply about rescue, rehabilitation and rehoming, and act kindly and considerately to all we come into contact with

**U** Unity - We work collaboratively towards a common goal

**E** Excellence - We are sector-leaders in sighthound welfare, always striving to expand our knowledge and expertise, to deliver excellence in all that we do

# Our Values





## Rescuing, Rehabilitating and Rehoming Greyhounds and Lurchers

- What are GRW's goals for rescue, rehabilitation and rehoming?
- How should we conduct rescue, rehabilitation and rehoming?
- Do we want to expand our capacity for rescue, rehabilitation and rehoming?

## Advocacy

- How does supporting a ban differ from actively campaigning?
- Are there any activities we should avoid?
- What activity will we support?
- How will we offer our support?

## Raising Awareness

- How should GRW raise awareness?
- What topics should GRW be speaking about?
- Do we communicate these topics to the right audience?

## Funding

- How should GRW fund its activities?
- How can GRW continue to grow its fundraising?
- What are GRW's strategic financial goals?

## Organisational Effectiveness

- How effectively is GRW run?
- What kind of organisation does GRW need to be to achieve success?
- How can we make GRW more effective?
- What cultures are at play in GRW and do we want to see any changes?

Our Strategy is broken down into 5 different themes.

# Strategic Themes





## ▶ Our Goals:

- ▶ *To keep greyhounds and lurchers at the center of everything we do*
- ▶ *Maintain our high standards of rescue, rehabilitation and rehoming*
- ▶ *Work to reduce the need for rescue, rehabilitation and rehoming in the first place*
- ▶ *Broaden our pool of adopters to increase the number of dogs we rehome across the whole of Wales*
- ▶ *Strengthen our partnerships with other organisations*
- ▶ *Reduce the number of dogs returned to us to as low as possible*
- ▶ *Increase the number of dogs we can rehabilitate by working with experts in the field*
- ▶ *Develop a Wales-first focus, but understand that these issues are multi-national*

## ▶ Opportunities:

- ▶ Investing in the skills of our own staff
- ▶ Developing new and existing relationships with other organisations
- ▶ Providing more information to the public to encourage informed adoption

## ▶ Constraints:

- ▶ Limited finance
- ▶ Limited capacity of Hillcrest facility in its current state
- ▶ Relationships with industry
- ▶ Expectations of potential adopters

# Theme 1: Rescuing, Rehabilitating and Rehoming Greyhounds and Lurchers





## ▶ Our Goals:

- ▶ *Implement a sub-strategy for achieving changes in racing, bloodsports and other activities that have negative consequences for greyhounds and lurchers*
- ▶ *Provide support to activity that aims to:*
  - ▶ *End greyhound racing in Wales*
  - ▶ *End the import and export of greyhounds (except on welfare grounds)*
  - ▶ *End use of lurchers for cruel sports*
- ▶ *Promote a constructive, evidence-based and non-adversarial approach to advocacy*
- ▶ *Use our expertise and access to information to support other organisations with similar goals and values*
- ▶ *Provide information and advice to decision makers*
- ▶ *Increase public awareness of the issues surrounding greyhound racing*

## ▶ Opportunities:

- ▶ GRW could become sector-leading in advocacy
- ▶ Public opinion on animal welfare is changing (rise in Veganism/Vegetarianism, hunting ban, increased awareness of cruelty etc.)
- ▶ Welsh Government's current programme specifically includes a commitment to improve welfare around greyhound racing

## ▶ Constraints:

- ▶ Limited resources
- ▶ Legislation can be slow to change
- ▶ Advocacy requires niche expertise, especially in dealing with local or national government
- ▶ Some groups consider using animals for sport as 'traditional' or even an inherent right

# Theme 2: Advocacy







## ▶ Our Goals:

- ▶ *Encourage public perception of greyhounds and lurchers as pets and companions, as opposed to commodities or objects for entertainment*
- ▶ *Promote responsible dog ownership*
- ▶ *Develop and implement a sub-strategy for communications*
  - ▶ *Identify potential new audiences and target them through this sub-strategy*
- ▶ *Increase awareness of all the activity that GRW does to help greyhounds and lurchers*
- ▶ *Communicate the real cost of running GRW and justify these costs*
- ▶ *Operate a transparent and open GRW where appropriate information is available to those who want it*

## ▶ Opportunities:

- ▶ *Conduct research into historically-overlooked issues and raise awareness*
- ▶ *Use awareness raising to help dogs beyond GRW*
- ▶ *Use more supporting activities to raise awareness (e.g., therapy hounds)*
- ▶ *Specific awareness-raising events*

## ▶ Constraints:

- ▶ *Lack of interest in activity outside rehoming*
- ▶ *Some issues are complex and difficult to communicate to large audiences*
- ▶ *Limited understanding amongst some groups*

# Theme 3: Raising Awareness





## ▶ Our Goals:

- ▶ *Ensure financial sustainability across everything we do*
- ▶ *Focus on returns on investment: highest gains / least effort*
- ▶ *Establish a set of ethical values by which to assess income and partnership opportunities*
- ▶ *Develop a portfolio of income including shops, legacies, grants/trusts, 'giving from the living' and major donors*
- ▶ *Maintain 12 months of reserves to ensure financial resilience*
- ▶ *Build a 'supporter journey' that is clearly defined and encourages long-term engagement with GRW, including consideration of subscription models*
- ▶ *Assess feasibility of retail expansion*

## ▶ Opportunities:

- ▶ Rise in cost of living means people are more likely to buy from charity shops
- ▶ GRW has a unique brand as an all-Wales greyhound rescue charity
- ▶ Hillcrest has opportunities to generate its own income

## ▶ Constraints:

- ▶ Rise in cost of living means people are less likely to:
  - ▶ Donate to charity
  - ▶ Adopt dogs
- ▶ Limited resources

# Theme 4: Funding





## ▶ Our Goals:

- ▶ *Actively manage the growth of GRW and develop the charity's culture to support this*
- ▶ *Become a self-sustaining organisation that is not reliant on single individuals for business continuity*
- ▶ *Encourage shared values across the whole GRW family*
- ▶ *Build robust governance that supports our goals and protects our people*
- ▶ *Become a digital-first organisation and move away from paper-office practices*
- ▶ *Establish an open reporting culture where people feel empowered to talk about positives and negatives within GRW*

## ▶ Opportunities:

- ▶ Recruitment of a CEO to lead GRW into its next phase
- ▶ Our ongoing change programme
- ▶ Potential for development at Hillcrest
- ▶ Investing in the skills of our staff

## ▶ Constraints:

- ▶ Limited finance
- ▶ Limited spread of expertise
- ▶ Required investment in Hillcrest
- ▶ Trustee workload
- ▶ Limited number of trustees

# Theme 5: Organisational Effectiveness

