



Strategic Plan 2021 - 2024

Our vision

A South Australia where every pet has a loving home.

Our Mission

Connecting pets, people and community.

Our beliefs

- **Create opportunities**
We strive to give every healthy cat and dog a second chance.
- **Show compassion**
We treat all animals and people with warmth, passion, dignity and respect.
- **Be optimistic**
We focus on what's possible, staying positive, calm and realistic.
- **Share knowledge**
We share with each other and the community everything we know about best practice animal care.
- **Walk the talk**
We're trustworthy, transparent, honest and work hard to put our beliefs into action.



Our objectives

- **Best practice animal care, opportunities, treatment and rehabilitation**
All animals that come into AWL are given the best possible care, treatment and opportunity to find a loving home.
- **Improved cats' and dogs' lives in the community**
South Australians are given the information and help they need to be responsible pet owners.
- **Increased support of AWL's work**
South Australians know and care enough about our work to use our services more and increase their generous charitable support.
- **We're enabled to continue achieving our mission**
Our people, operations, systems and governance enable us to accomplish our mission now and in the future.

Priorities

Best practice animal care, opportunities, treatment and rehabilitation

- Ensuring each animal is given the best possible care, treatment and opportunity for adoption as efficiently as possible.
- Undertaking to every customer that bringing in or adopting a pet from AWL is convenient, straightforward and a first-class experience.
- Engaging with key partners to expand our capacity to care.
- Upgrading our dog kennels and adoption facilities to the same standards of excellence as our cat facility.
- Working with councils to lift reclaim rates for cats and dogs.

Improved cats' and dogs' lives in the community

- Offering more support to new and existing pet owners to help them be the best owners possible.
- Exploring opportunities for desexing more cats in the community.
- Promoting ways to enrich dogs' and cats' lives in the community.
- Engaging with the community to advocate for changes to legislation, codes of practice, standards and guidelines.
- Advocate for a unified approach to cat management legislation by state and local government.
- Supporting and encouraging people to live safely and well with cats and dogs.

Increased support of AWL's work

- Increase positive brand awareness of AWL's work, services and cause for support.
- Sharing stories with donors to enhance their engagement and motivate them to remain loyal supporters of AWL.
- Seeking out new supporters and customers through multiple channels aimed at diverse audiences.
- Creating engaging events and programs to nurture community fundraising.

We're enabled to continue achieving our mission

- Analysing and adapting commercial revenue streams to sustain AWL through a diverse and cost-effective portfolio.
- Attracting, retaining and developing skilled and passionate staff and volunteers.
- Capitalising on AWL's resources by employing effective governance methods, best practice policies, procedures and processes.
- Investing in our staff and volunteers to provide support, safeguard their wellbeing and create a positive culture in which everyone can excel.
- Consistently reporting on results to support operational effectiveness, and to inform decision making.
- Ensuring AWL achieve its objectives and drive improvements in a compliant manner.

Scorecards

- Number of healthy and treatable cats and dogs that are rehomed.
- Number of adoptions that are permanent successes.
- Customer net promotion scores from regular surveys.
- Progress on master plan for redeveloping kennels.
- Dog and cat reclaim rates.

- Positive changes to cat management legislation.
- Code of practice and inspections for shelter and pounds developed.
- Comprehensive business case developed for desexing opportunities.
- Positive engagement with, and outcomes from, educational programs.

- Number of customers using AWL services.
- Number of supporters in AWL's database.
- Fundraising revenue results.
- Attrition rates.
- Customer net promotion scores surveys.
- Outcome from community fundraising and events.
- Number of customers organisation-wide.

- Cases for business diversification identified.
- Results on commercial revenue as a total of operational income.
- Sufficient fulfilled and skilled staff and volunteers to service AWL programs.
- Staff and volunteer retention rates.
- Audit of governance, policies, procedures and processes.
- Independent cost recovery of non-core services.
- Robust financial analysis and reporting.
- Reliability and downtime reports on systems.