The Animal Welfare League of SA (AWL) has a rich and proud heritage of being a haven for abandoned, lost and surrendered cats and dogs. Our services have provided support and eased distress for thousands of South Australians who, for whatever reason, could not or did not care for their pets.

Today, the AWL provides a diverse range of programs and services across multiple sites, however our core reason for being remains the same; Connecting People, Pets and Community.

In our 2016-2017 Annual Report, some notable key achievements included:

- 4,018 adoptions
- 4,172 animals desexed
- 1,844 animals reclaimed
- 3,413 shelter animals microchipped
- 1,100 foster care placements
- Multiple off-site adoption facilities

These have been fantastic achievements and are testament to the contribution of so many including our Board, staff, volunteers, partners and the South Australian community. As CEO, I am proud that we have maintained a strong ongoing commitment to our core purpose; Connecting People, Pets and Community, and this will remain the central focus for this strategic plan.

So now, I am extremely proud to present an overview of the AWL 2018-2021 Strategic Plan. This document summarises key aspects of the Strategic Plan, and I would like to highlight some key components:

- **Our Vision** remains the care of our Strategic Plan; Connecting People, Pets and Community.
- **Our Purpose** was refined to say we improve the health and welfare of animals by encouraging a community that values the human-animal bond, to enrich the lives of people and their pets.
- **Our Values** were recreated as a result of feedback from staff, volunteers and stakeholders and are – Compassionate, Optimistic, Reliable, Resilient and Adaptable. Our values are now clearly defined so they can be embedded in our recruitment and recognition practices.
- **Our Strategic Pillars** of People, Pets and Community remain with a clearer identification of the strategic priorities under each topic.
- **Our Foundations** are designed to ensure we have the internal capability and capacity to deliver on our, and your expectations.

A major focus for us over the next few years will be the Wingfield redevelopment. As a leadership team and Board we are committed to ensuring this is delivered, to allow the AWL to continue Connecting People, Pets and Community.

I am genuinely excited about the potential for the AWL over the next few years. We have a rich heritage, an enthusiastic and capable team of staff, volunteers and partners, and we have the opportunity to deliver a purpose built new facility that will enable the AWL to service our wonderful community for another 50 years.

Thanks for your support and being part of the journey.

Richard Mussell
CEO, AWL

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**Our Vision**
Connecting People, Pets and Community

**Our Purpose**
We improve the health and welfare of animals by encouraging a community that values the human-animal bond to enrich the lives of people and their pets

**Our Values**
- Compassionate: We demonstrate care and understanding by listening and providing support
- Optimistic: We have a positive outlook and focus on what is possible
- Reliable: We consistently demonstrate integrity, transparency and professionalism
- Resilient: We are determined, energised and able to recover and refocus
- Adaptable: We are flexible in our approach and look for opportunities in change

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I feel part of the process! I had the opportunity to contribute, I feel as though I was heard and that volunteers are an important part of the AWL future.

Sharon, AWL Volunteer
Our Strategic Pillars

**People**
- **Encourage and support people to be informed and responsible pet owners**
  - Determine the AWL's position on breed descriptors
  - Expand current education and awareness program to regional locations
  - Develop a consistent knowledge base of information for dogs, cats, and smaller pocket pets (such as rabbits, birds, and guinea pigs)
  - Leverage technology to share our knowledge on dogs, cats, and pocket pets
  - Develop collaborative vet service model for targeted sections of the community
  - Develop and implement guidelines for expansion of service provision for supporting people in need
  - Develop an AWL database of resources to call on in natural disasters

**Pets**
- **Connect pets with caring and safe homes**
  - Ensure sufficient resources for animal treatment and rehabilitation, both in the short term where feasible and in Shelter redevelopment
  - Develop the AWL’s methodology and definition for capacity to care
  - Undertake research to identify animal behavioural innovation approaches
  - Review and develop the AWL’s Behavioural Assessment Guidelines and Standards
  - Embed animal behavioural innovation in the AWL’s approach
  - Review and incorporate global practices in reclaiming and rehoming
  - Develop organisation wide approach to microchipping
  - Develop plan to enhance relationship with off-site adoption partners
  - Identify opportunities for enhanced organisational capability

**Community**
- **Support the community in understanding the value of pets**
  - Development of local Government services at Wingfield
  - Develop a plan to assist the community with options to manage stray cats
  - Development of minimum standards for dog and cat management for local Government
  - Proactive involvement in dog and cat management plans and educational material with local Government
  - Undertake research on the social impact of the AWL and pet ownership
  - Implement opportunities for the AWL to promote dogs and cats within Aged Care, National Disability Insurance Scheme (NDIS) and other organisations
  - Expand, improve and re-invigorate the AWL’s Ambassador program

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**Communication**
Both internally and externally our focus for communication will be on the AWL brand, how we are bringing this to life and celebrating our collective achievements.

**Systems**
The focus for systems incorporates accreditation standards, processes, performance measurement and IT (software and hardware).

**Sustainability**
Sustainability for the AWL in this strategic plan includes the environment, our business services, revenue diversity and financial health.

**Culture**
Culture at the AWL is informed by how we bring our values to life. A range of initiatives will ensure that expectations are clear and support is provided to really live the AWL values.

**Facilities**
The Wingfield Animal Care Centre will be the core focus driven by standards of care and maximising utilisation of assets.

**Collaboration**
The AWL achieves outcomes by working with others. Our focus is on strengthening and enhancing the external relationships we have to create a united focus on delivering our vision.

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**Our Foundations**

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**What I’m really looking forward to is the professional development that will help me look after dogs and cats even better.**

Steve, AWL Staff Member

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**What we’re really pleased about is the opportunity to contribute to this strategic plan and the focus on encouraging responsible pet ownership.**

Andrew Lamb, Board Secretary
Dog and Cat Management Board

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**This strategic plan represents a significant milestone in the history of the AWL. I am really looking forward to the redevelopment facility and establishing a foundation for our next 50 years.**

Luci Zwareyce,
Chairman of the AWL Board

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