



By your side



Strategic Plan

2018 - 2021



People
Pets
Community

A forward from the CEO



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.

The AWL 2015-2017 Strategic Plan was focussed on consolidating our position and establishing a solid platform for future growth and service delivery. The development of the AWL 2018-2021 Strategic Plan included input from a range of stakeholders, evaluation of our operating and service performance and incorporated a specific focus on our redevelopment activities.

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:

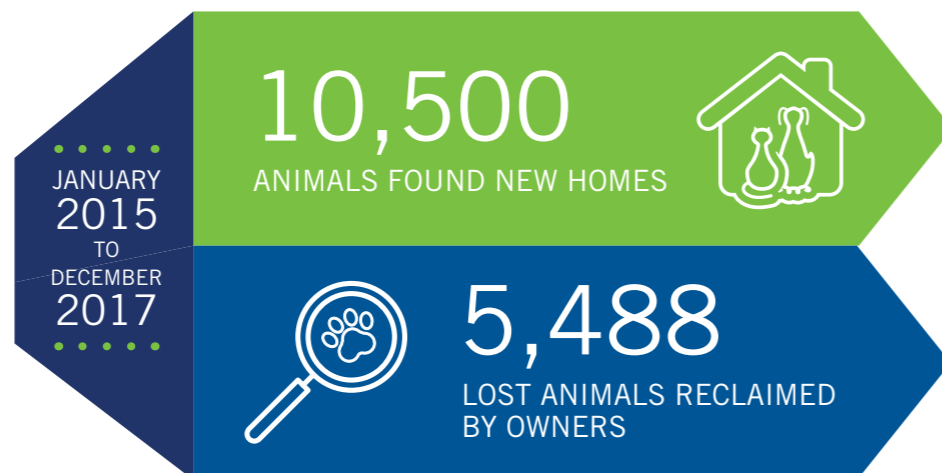
- **Our Vision** remains the core of our Strategic Plan; Connecting People, Pets and Community.
- **Our Purpose** was refined to say we improve the health and welfare of animals by encouraging a community that values the human-animal bond, to enrich the lives of people and their pets.
- **Our Values** 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



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



Bec & Zoe



By your side



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 Foundations

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.

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



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



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



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 Zwarycz, Chairman of the AWL Board





By your side

Animal Welfare League

Wingfield

1-19 Cormack Road
Wingfield SA 5013

P: (08) 8348 1300

F: (08) 8268 9545

E: contactus@awl.org.au
awl.org.au

Edinburgh North

4 Hewittson Road
Edinburgh North SA 5113
P: (08) 8256 0000

Facebook

[facebook.com/awlsa](https://www.facebook.com/awlsa)



Instagram

[@awl_sa](https://www.instagram.com/awl_sa)



Twitter

[@awlsa](https://twitter.com/awlsa)



ABN: 11 397 137 539

