

# Draft Companion Animals Management Strategy

2021 - 2025

**Prepared by:**

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in consultation with AlburyCity's  
Companion Animal Advisory Panel.



AlburyCity



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## **INTRODUCTION**

The NSW Companion Animals Act 1998 defines companion animals as domesticated dogs and cats and we recognise the important role these animals play within our community. The Act and the Companion Animals Regulation is the legislation that gives effect to the way local authorities manage dogs and cats. The main objective of the Act is to *provide for the effective and responsible care and management of companion animals*.

The Companion Animals Management Strategy 2021-2025 (CAMS) identifies key themes for effective companion animal management in the Albury Local Government Area and contains strategic actions to address each of these areas:

1. Companion animals
2. Our natural environment
3. Education and compliance.

The development of the Strategy has been undertaken in conjunction with our community and the Companion Animals Advisory Panel. Seventy-four responses were received in response to the 'Have a Say' engagement opportunity undertaken in December 2020 to mid-January 2021, and in summary found:

- the majority of respondents were aware of the registration, microchipping and desexing requirements of companion animals
- 43% of respondents had heard of the 'Keep Track of Your Best Mate' Program
- 80% of respondents felt that desexing rates would improve if the cost was reduced
- half of the respondents (or their companion animal) had been the victim of an attack from another companion animal – 44% of these were non-injury to person or animal and approximately 28% were rated high or extreme (serious injury or death).
- 72% felt owners not picking up after their dog was a problem in Albury
- of those that owned cats, 61% of respondents kept them inside at all time, 28% kept their cat(s) in at night
- approximately 80% of respondents felt that the impact of both feral and domestic cats on native wildlife was an issue in Albury
- the majority of the open comments related to keeping cats in at night and/or preventing cats roaming, to a lesser extent, the open comments spoke about dogs unrestrained /unleashed in public

AlburyCity recognises the importance of effective companion animal management for our community, our natural environment and for the welfare of animals. We encourage responsible pet ownership and will assist our community through ongoing education and compliance action as required.

## STRATEGY OBJECTIVES

No.	Objective	Performance Indicator & measure	CAMS Theme
1	To respond to companion animal issues in consideration of the annual adopted AlburyCity Compliance Priorities Program	<ul style="list-style-type: none"> <li>• CRM statistics</li> </ul>	1. Companion Animals
2	To educate the community on responsible companion animal ownership.	<ul style="list-style-type: none"> <li>• Less CRMs in relation to nuisance animals</li> <li>• Improved perception of responsible owners picking up after dogs</li> <li>• Identification of proactive opportunities for education</li> <li>• More bins for waste disposal</li> <li>• A reduction in animals impounded</li> <li>• Reduction in animals euthanised</li> <li>• Increase in animals returned to owners prior to impounding</li> </ul>	1. Companion Animals 2. Our Natural Environment 3. Education and Compliance
3	To promote and implement community education programs that offer affordable opportunities for microchipping, registration and de-sexing of companion animals.	<ul style="list-style-type: none"> <li>• Number of education programs</li> <li>• Reduction of impounded animals</li> <li>• Community satisfaction</li> </ul>	1. Companion Animals
4	To provide and promote dog exercise areas that meet community expectations and growth.	<ul style="list-style-type: none"> <li>• Increase in off-leash areas provided</li> <li>• Community engagement &amp; satisfaction with off-leash areas</li> </ul>	1. Companion Animals 2. Our Natural Environment 3. Education and Compliance
5	To improve community safety through prompt and effective response to dog attacks	<ul style="list-style-type: none"> <li>• Community satisfaction</li> <li>• Less dog attacks reported to AlburyCity for follow-up and compliance action</li> </ul>	3. Education and Compliance
6	To ensure that innovation and technology are core considerations in the delivery of companion animal services, strategies and projects.	<ul style="list-style-type: none"> <li>• Improved processes</li> <li>• Improved community participation</li> </ul>	1. Companion Animals 3. Education and Compliance

## **STRATEGIC ALIGNMENT**

This strategy supports the Community Strategic Plan 'Albury 2030' through the four themes; A Growing Economy; An Enhanced Natural Environment, A Caring Community and A Leading Community. The strategy will serve to meet community expectation and future direction of Albury's Community Strategic Plan through an annual action plan acknowledging community engagement outcomes and priorities.

This Strategy aligns with AlburyCity's Compliance and Enforcement Framework.

The CAMS outcomes also contribute to the strategic objectives of the AlburyCity Corporate Performance Strategy as outlined:

<b>Objective</b>	<b>Alignment with CAMS</b>
1. To provide clear corporate direction and organisational alignment	Corporate direction through strategic initiatives of Albury's Community Strategic Plan and adherence to annual Compliance Priorities Program
2. To provide a focus on the achievement of corporate goals and improved performance	The outcomes and strategic actions in Albury 2030 are supported and fostered through the provision of companion animal services.
3. To further develop our business operating model and processes	Improved business operations and innovative business improvements at the Albury Animal Management Facility.
4. To identify capability gaps for improvement that will enable success	Improved capability of our people through effective training, recruitment and service delivery as AlburyCity commences management of the Albury Animal Management Facility
5. To improve the effectiveness of our performance reporting and accountability	Ensuring CAMS strategic actions, KPIs and projects are reported through Pulse Corporate Planning and Reporting and align with Albury 2030 / Albury 2050

**AlburyCity Corporate Success Pillars:**

As a predominantly externally facing strategy, the CAMS will assist in the achievement of the six AlburyCity Corporate Success Pillars through the following alignment:

<b>Pillar</b>	<b>Alignment</b>
Community First	Improving community experience through education about responsible pet ownership
Engaged People	Internal communication between relevant stakeholders including Compliance, Environmental Management and Environmental Health.
Service Excellence	Ensuring projects are undertaken within the operational plan and CRMs are addressed offering a high level of customer service
Sustainable Finance	Seeking grant opportunities and partnerships in relation to companion animal projects
Enhanced Environment	Addressed through the strategy in particular in relation to community amenity, water pollution and native flora and fauna
Good Governance	Improving transparency of decision making and implementing structured support processes through the Compliance and Enforcement Framework and annual Compliance Priorities Program

## **GOVERNANCE**

### **Companion Animals Advisory Panel**

AlburyCity has a Companion Animals Advisory Panel (CAAP). The purpose of the CAAP is to work collaboratively toward the common goal of improving the welfare of companion animals by providing a link between AlburyCity and the community. The Panel is to inform Albury City Council policy in relation to companion animal matters.

The CAAP Terms of Reference were adopted by Council in 2020.

The CAAP contains a minimum of eight members representing a cross-section of the key stakeholders for companion animal management. This includes local vets, kennel clubs, the local RSPCA, rescue agencies and the animal management facility. AlburyCity officers attend the meetings in an advisory capacity and the panel is chaired by a nominated AlburyCity Councillor representative.

Membership is reviewed every two years from the acceptance of the Terms of Reference.



**Roles and responsibilities of CAAP members:**

- Assist in the development and communication of the Companion Animal Management Strategy (CAMS)
- Provide a link between the community, stakeholders and AlburyCity
- Provide advice to AlburyCity as subject matter experts
- Assist with ongoing education for pet owners and the community
- Provide input into the development of short-term objectives and actions in the CAMS

**Roles and responsibilities of Council Officers:**

- Provide administrative support and prepare updates to the panel on the progress of the CAMS on a quarterly basis
- Provide updates on any other operational or community issues in relation to companion animals
- Provide experience and advice of recommendations to the panel on any emerging and continual issues
- Council officers are responsible for the day to day operational duties for companion animal issues



## THEME ONE: COMPANION ANIMALS

### 1.1 Responsible pet ownership

The education and promotion of responsible pet ownership can assist with achieving the Plan objectives. We aim to encourage all pet owners within the local government area to be responsible for their pet's actions. This will be achieved through the use of education programs and enforcement procedures where necessary.

When thinking about owning a pet, consider appropriate pet selection, including ongoing costs, basic health and welfare, microchipping, registration, desexing, secure confinement, environmental factors, socialisation, training and the lifetime commitment. By choosing an animal most suited to your lifestyle and property constraints, nuisance behaviour can be minimised.

Responsible pet owners will:

- when at home, confine their animal in their yard to prevent negative impacts on public safety and the environment;
- when in public places, ensure that their dog is under effective control by means of a leash (except in leash free areas);
- keep their animals out of prohibited areas;
- ensure their animal is identified with a microchip, collar and tag to assist in returning the animal if it becomes lost;
- register their animal through Council or relevant authority;
- investigate and consider desexing their animal to minimise nuisance behaviour and the numbers of unwanted animals; and
- clean up after their animal and be aware of environmental factors.

### 1.2 Microchipping, registration and desexing

An integral component of the NSW Companion Animals Act 1998 is the permanent microchip identification and the recording of registration details through the [NSW Pet Register](#).

All cats and dogs, other than those exempted, must be registered by six months of age. The registration fee is a once-only payment, which covers your cat or dog for its lifetime in NSW, regardless of any changes in ownership. The microchip and registration process allows for lost or stray companion animals to be easily identified and returned to their owners as quickly as possible.

Importantly, when your animal is microchipped and registered, our Rangers will attempt to contact you using the recorded information which may avoid the need for your pet to be impounded and the associated costs.

The NSW Government encourages pet owners to desex cats and dogs at an early age. This helps to ensure pets stay healthy, are well behaved and do not have unwanted litters.

- Discounted registration fees apply to desexed dogs.
- [Annual permits](#) are required for owners of non-desexed cats, restricted dog breeds, and dogs



declared to be dangerous. Anyone registering a cat on the NSW Pet Registry will be informed that they must pay for an \$80 annual permit if their animal is not desexed by four months of age.

- Cats born before 1 July 1999 must be identified with either a microchip or a collar and tag with the cat's name and address or telephone number on it.
- Cats born after 1 July 1999 do not have to wear a collar and tag with contact details on it but must be microchipped and lifetime-registered (unless they are exempt).
- In addition to being microchipped, all dogs (except working dogs), have to wear a collar and tag showing the dog's name and your address or telephone number when outside its own property.



Greater education and community compliance can assist in increasing the numbers of registered and microchipped pets in our community. Our Rangers are called to assist with dogs and cats within the community and many are still not microchipped or registered as required. Being able to return an animal to its owner prior to impounding is our priority and made more difficult if the pet is not microchipped, registered or the owners fails to notify Council of any change of address details.

### **1.3 Cleaning up after your dog**

If your dog defecates in a public place or on someone else's property, you must remove the faeces immediately and dispose of them properly. There are specific bins and bags provided in all 'off-leash' areas, and regular bins can also be used for disposal. If you don't pick up after your dog, you or the person in charge of the dog at the time may be fined.

Create a good habit of always taking bags with you when you're walking your dog and if you're comfortable, offer someone a spare bag who has not picked up after their dog. The results of the community engagement conducted prior to the development of this strategy showed strongly that dog owners not picking up after their dog is a problem in Albury.

### **1.4 Albury Animal Management Facility**

From July 1 2021, Albury City Council will manage the day to day activity of the Albury Animal Management Facility (AAMF). The AAMF is located at 695 Mudge St, Hamilton Valley and the facility offers education and a caring and compassionate impounding service to the communities of Albury and Wodonga, Greater Hume Shire, Indigo and Towong Shires.

Legislation requires that animals must be impounded when an owner cannot be identified or contacted.

There are differing requirements under NSW and Victorian legislation. All impounded dogs and cats in NSW must be microchipped and lifetime registered before being released and impounded dogs and cats from Victoria must be microchipped and annually registered before being released.



## **1.5 Impounding Animals**

AlburyCity Rangers respond to community concerns and carry out patrols for stray or unidentified animals found in public places. We endeavor to return as many stray or lost animals to their owner as soon as possible.

If an animal is found and seized by Council Rangers the following process will be applied:

1. The animal is scanned for a microchip. If a microchip is located, the Ranger will source contact details from the NSW Companion Animals Register.
2. Contact with the owner is established and arrangements made to return the animal.
3. Where the owner cannot be contacted or identified the animal will be transported to the AAMF in accordance with the legislation. Further attempts are made to contact the owner. Owners are liable for the costs of impounding and sustenance fees while their animal is impounded.
4. Any animal displaying injury or illness will be assessed by a veterinarian prior to being impounded.

If an animal requires impounding from a shire other than Albury, where a service level agreement exists, the relevant Rangers transport the animal directly to the AAMF. Cost of impounding and sustenance fees also apply.

## **1.6 Animal Welfare**

Animal welfare is defined as providing appropriate nutrition, shelter, exercise and social interaction to enhance the physical and mental wellbeing of an animal.

The Royal Society for the Prevention of Cruelty to Animals (RSPCA) is the responsible authority in managing animal welfare issues throughout NSW. AlburyCity is actively involved in other aspects of companion animal management. Council officers work in partnership with the RSPCA to ensure that animal welfare issues are appropriately addressed.

## **1.7 Public Safety**

Companion animals play an important role in Australian society and culture. Through the CAMS we will improve community awareness of the importance for safety around companion animals.

Dog Attacks:

The NSW Companion Animal Act states that:

*If a dog rushes at, attacks, bites, harasses or chases any person or animal (other than vermin), whether or not any injury is caused to the person or animal—*

*(a) the owner of the dog, or*

*(b) if the owner is not present at the time of the offence and another person who is of or above the age of 16 years is in charge of the dog at that time—that other person, is guilty of an offence.*

Council officers have a number of options available to them under legislation when investigating a dog attack. The legislation provides a framework for determining the appropriate course of action, from warnings and education to prosecution, dangerous/menacing dog declarations and, if needed, destruction orders.

### **1.8 Off-Leash Areas**

The purpose of off-leash areas is to allow dogs to exercise freely where they can 'burn off' excess energy in a safe environment without being a nuisance to the general public. These areas also provide socialisation experiences with other dogs. By providing these opportunities, dogs are less likely to exhibit nuisance behaviour due to boredom and frustration when continually confined to their yard.

Where practicable, AlburyCity will provide off-leash areas for dogs.

As 2021, AlburyCity has five designated off-leash areas and all are sign-posted for easy identification and have waste disposal bags and bins provided.

- Oddies Creek Park – off Wodonga Place next to the Oddies Creek Adventure Playspace
- Alexandra Park – at the corner of Cadell Street and Keene Street
- Logan Road – on Logan Road between Fredericks Park and Bunton Park
- Poplar Drive Reserve – behind Heathwood Park
- Gordon Street Reserve – corner of Garoogong Road and Gordon Street.

The community engagement undertaken for this strategy in 2020/21 found that dogs off leash and out of control dogs in public areas outside the designated off-leash areas is still an issue in Albury.





### **1.9 Assistance animals**

Some companion animals are trained to provide assistance to people with a disability to help alleviate the effect of that disability. These assistance animals are not pets. They provide an important service that helps people to more fully participate in personal and public life activities with more confidence and independence.

An assistance animal in NSW is a dog or other animal that is either:

- accredited under a law of a State or Territory that provides for the accreditation of animals trained to assist a person with a disability to alleviate the effect of that disability; OR
- accredited by an animal training organisation prescribed by the Commonwealth; OR
- trained to assist a person with a disability to alleviate the effect of that disability, and, to meet standards of hygiene and behaviour appropriate for an animal in a public place.



This is based on how assistance animals are defined in Commonwealth law (Disability Discrimination Act 1992). Currently neither the Commonwealth nor NSW laws provide for the accreditation of assistance animals. A working dog cannot also be an assistance animal.

For more information, please visit the NSW Office of Local Government website:

[www.olg.nsw.gov.au/public/dogs-cats/responsible-pet-ownership/assistance-animals/](http://www.olg.nsw.gov.au/public/dogs-cats/responsible-pet-ownership/assistance-animals/)

## **2 THEME TWO: OUR NATURAL ENVIRONMENT**

The interaction and relationships of companion animals with the environment is an important consideration of the Companion Animals Act.

There are a number of environmental factors that need to be considered and management procedures identified and implemented to ensure sustainability and harmony for all areas of the community.

### **2.1 Community Amenity**

AlburyCity officers are regularly in receipt of complaints relating to barking dogs and roaming or fighting cats. Investigations into these complaints can result in extensive use of resources and a source of conflict amongst neighbours. Our Rangers can provide information and advice to encourage negotiation between neighbours. Where barking dogs are concerned, enforcement procedures may be initiated if Officers are satisfied that the behaviour unreasonably interferes with the peace, comfort or convenience of any person in any other premises.

Assistance in these matters can be provided by AlburyCity through the use of anti-barking collars. Council offers this service to assist animal owners to adjust nuisance barking by the delivery of a squirt of citronella from the collar. Noise from cats fighting, usually during night time hours is a less common complaint but is still a source of community noise complaint at times.

The Community Justice Centre (CJC) is an independent, government funded centre that specialises in settling neighbourhood disputes. Affected neighbours can seek to mediate a solution if cooperation with their neighbour can be established.

### **2.2 Water Pollution**

Companion animal faeces can be an environmental and public health issue in urban areas. Pollution of domestic yards, footpaths, parks and reserves by animal faeces and the consequent pollution of waterways by storm water run-off presents a number of challenges. Pet droppings contribute to phosphorous and other potentially harmful nutrients entering our waterways.

Diseases through parasites, protozoa and bacteria can be transmitted to people and animals via faecal material and contaminated storm water. There is also a potential risk for infections to be passed to humans and animals such as Hookworm and Roundworm. Eggs from these worms can remain dormant in the environment for up to one year. Animal faeces are a known contaminant in recreational waters with faecal coliform levels in waterways often rising during periods of rain.



### **2.3 Native Flora and Fauna**

Albury contains some of the most species-rich environments in the Murray and South West Slopes regions of New South Wales. Our natural areas are home to a number of endangered ecological communities and threatened species which are listed under state and commonwealth legislation. This includes the Box Gum Grassy Woodlands and unique Gilgai wetlands which support iconic threatened fauna like the Squirrel Glider, Grey-headed Flying-fox, Sloane's Froglet and numerous woodland birds such as the Speckled Warbler, Scarlet Robin, Turquoise Parrot and Regent Honeyeater.

Albury is in a challenging position where many of the high conservation value environmental areas interface with urban areas and growth corridors. This urbanisation continues to put increasing pressure on important natural values with the shifting and increasing urban interface into growth corridors. This is highlighted by key environmental areas such Nail Can Hill, Eastern Hill, Corry's Wood Bushland Reserve and the creek line corridors of Thurgoona which are all directly adjacent to existing and proposed developments. It is vital that feral animals and companion animal management strategies consider the protection of threatened and vulnerable species.

Cat management challenges in Albury are illustrated through enquiries and complaints about roaming cats and stray cats. From 1 July 2019 to 30 June 2020, AlburyCity received 430 community requests/complaints relating to cats. During the same time period, AlburyCity issued 134 cat traps to residents experiencing issues with roaming or stray cats. Cats roaming into high conservation natural areas that are home to a number of threatened species is an ongoing issue.

Another challenge lies within the education of the wider community about the impacts that cats have on native wildlife. More regular community education and information programs are necessary to encourage cat owners in particular to secure their animal inside during the night-time hours or in an approved cat enclosure.



### 3 THEME THREE: EDUCATION AND COMPLIANCE

#### 3.1 Compliance and Enforcement Framework

The compliance and enforcement framework sets the structure for the hierarchical decision-making required under state and local law. The NSW Ombudsman Guidelines underpin the AlburyCity Compliance and Enforcement policy and guide our response to community concerns and complaints.

Legislation relevant to the CAMS includes but is not limited to:

- NSW Local Government Act 1993
- NSW Companion Animal Act 1998
- NSW Impounding Act 1993
- NSW Environmental Planning and Assessment Act 1979
- NSW Protection of the Environment Operations Act 1997



### **3.2 AlburyCity Compliance and Enforcement Policy (CEP)**

The purpose of the CEP is to provide structure for consistency and transparency in decision-making. The CEP was adopted by Council in December 2019 and assists our officers in responding promptly, consistently and effectively to reports of alleged unauthorised activity. The consistency delivered through the CEP helps ensure accountability in assessing whether reports alleging unauthorised activity require investigation and whether compliance or enforcement action is warranted. Information within the policy provides pathways for dealing with confirmed cases of unauthorised activity and ensures Council makes compliance or enforcement decisions in an unbiased, consistent, balanced and impartial manner.

### **3.3 AlburyCity Compliance Priorities Program (CPP)**

Compliance priority programs are critical strategies for agencies that have obligations to manage law enforcement and compliance functions. AlburyCity reviews and adopts a Compliance Priorities Program to guide decision-making from January to December each year.

A CPP is a progressive way in which we approach our regulatory obligations proactively, it helps manage resources and will support transparent operational decision-making. This allows us to continue to meet our obligations and respond to all matters to meet the expectation of our community. The program is informed by statistics, engagement and resources available.

The adopted AlburyCity CPP does not interfere with our immediate response to development, actions, works, or activities that place people's lives at risk, or activities that cause or are likely to cause a significant risk of environmental harm or pollution.

### **Innovative education and management of companion animals**

We will continue to look for new ways to improve the way we educate and engage with our community. An example of this is our 2020 delivery of the Keep Track of Your Best Mate program. The Covid-19 pandemic led to the cancellation of the large community gathering usually used to engage with our community and partners for microchipping, registration and de-sexing advice and appointments. AlburyCity moved to an online and QR code registration method and a one-to-one service delivered by our Rangers. Smarter ways of working will also be considered in the design and redevelopment of the Albury Animal Management Facility which will consider innovative methods to create better experiences for our community and our companion animals.



#### **4 MONITORING REVIEW AND CONTINUOUS IMPROVEMENT**

AlburyCity aims to monitor review, and continually improve the implementation of the Companion Animals Management Strategy to provide efficient and sustainable management of companion animals.

Periodic reviews of statistical information will help to analyse the actions within the plan's objectives. These reviews will also inform the Compliance Priorities Program. Continuous improvement will ensure the long-term application of the AlburyCity Companion Animals Management Strategy.

As part of the monitoring and review process, it is proposed to provide Council with an annual report on effectiveness of the Plan. A complete review should be carried out at 5 yearly intervals.

#### **5 COMMUNITY ENGAGEMENT - RESULTS**

Engagement was undertaken with the Companion Animals Advisory Panel and the wider community throughout December 2020 and January 2021. Almost 100 representations were received in relation to the way we own, care for, manage and work with our companion animals. Specifically, in response to the on-line 'Have a Say' opportunity, the 74 responses found:

- the majority of respondents were aware of the registration, microchipping and desexing requirements of companion animals
- 43% of respondents had heard of the 'Keep Track of Your Best Mate' Program
- 80% of respondents felt that desexing rates would improve if the cost was reduced
- half of the respondents (or their companion animal) had been the victim of an attack from another companion animal – 44% of these were non-injury to person or animal and approximately 28% were rated high or extreme (serious injury or death).
- 72% felt owners not picking up after their dog was a problem in Albury
- of those that owned cats, 61% of respondents kept them inside at all time, 28% kept their cat(s) in at night
- approximately 80% of respondents felt that the impact of both feral and domestic cats on native wildlife was an issue in Albury

The majority of the open comments related to keeping cats in at night and/or preventing cats roaming, to a lesser extent, the open comments spoke about dogs unrestrained /unleashed in public.

## 6 APPENDIX 1 – OBJECTIVES AND ACTIONS TABLE

No.	Objective	Strategic Actions	Performance Indicator & measure
1	To respond to companion animal issues in consideration of the annual adopted AlburyCity Compliance Priorities Program	<ul style="list-style-type: none"> <li>Utilise AlburyCity statistics to ensure data driven decision-making</li> <li>Seek annual endorsement from AlburyCity Councillors</li> </ul>	<ul style="list-style-type: none"> <li>CRM statistics</li> <li>Annual program endorsed by Councillors</li> </ul>
2	To educate the community on responsible companion animal ownership.	<ul style="list-style-type: none"> <li>Consult with relevant stakeholders in the development of consistent messaging and engagement material</li> <li>Consider AlburyCity Communication Strategy to ensure wide range of tools to engage with community</li> <li>Use targeted communication to appropriate audiences</li> <li>Consider innovative approaches to information provision to community</li> <li>Measure progress through community satisfaction and use of statistical data</li> </ul>	<ul style="list-style-type: none"> <li>Less CRMs in relation to nuisance animals</li> <li>Improved perception of responsible owners picking up after dogs</li> <li>Identification of proactive opportunities for education</li> <li>More bins for waste disposal</li> <li>A reduction in animals impounded</li> <li>Reduction in animals euthanised</li> <li>Increase in animals returned to owners prior to impounding</li> </ul>
3	To promote and implement community education programs that offer affordable opportunities for microchipping, registration and de-sexing of companion animals.	<ul style="list-style-type: none"> <li>Ensure effective budgeting and promotion of events</li> <li>Use innovative approaches to improve compliance and responsible pet ownership</li> </ul>	<ul style="list-style-type: none"> <li>Number of education programs</li> <li>Reduction of impounded animals</li> <li>Community satisfaction</li> </ul>
4	To provide and promote dog exercise areas that meet community expectations and growth.	<ul style="list-style-type: none"> <li>Consider relevant Master Plans for inclusion of off-leash areas</li> </ul>	<ul style="list-style-type: none"> <li>Increase in off-leash areas provided</li> <li>Community engagement &amp; satisfaction with off-leash areas</li> </ul>
5	To improve community	<ul style="list-style-type: none"> <li>Improve communication and</li> </ul>	<ul style="list-style-type: none"> <li>Community</li> </ul>



	safety through prompt and effective response to dog attacks	notification of issues through innovative tools and improved coordination of response	satisfaction <ul style="list-style-type: none"> <li>Less dog attacks reported to AlburyCity for follow-up and compliance action</li> </ul>
6	To ensure that innovation and technology are core considerations in the delivery of companion animal services, strategies and projects.	<ul style="list-style-type: none"> <li>Think broadly and research best practice in managing and delivering companion animal services</li> <li>Report business improvements to allow replication of processes in other areas of the organisation and community</li> <li>Fully utilise the technology opportunities provided at AlburyCity</li> </ul>	<ul style="list-style-type: none"> <li>Improved processes</li> <li>Improved community participation</li> </ul>

