Glenfield Road Animal Shelter Independent Review

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Glenfield Road Animal Shelter,
Independent Review

With the completion of the new dog holding facility at the Glenfield Road Animal Shelter, Wagga Wagga City Council has taken a significant step forward in the care and management of companion dogs in the region. In purely physical terms the building is of a very high standard, well planned and well constructed. It is compliant with current and draft legislation and is an excellent facility that can act as the corner stone for a humane and progressive approach to companion animal management over the next decade or more.

The cat holding area is less well appointed, with the use of caging to confine the cats but is currently adequate to meet the requirements of the shelter. Similarly the grounds and office areas are of an adequate standard with only minor improvements required.

The physical infrastructure forms one pillar of a well functioning animal shelter but without appropriate management, staff and protocols, no shelter will perform well. Currently the shelter is understaffed with shelter duties occasionally taking second place to customer call-outs. The reliance upon inexperienced fill-in staff to cover gaps is problematic and the staffing situation has not been helped by the breakdown of the volunteer program with only a partial reintroduction of volunteer support. An additional staff member and some administrative support will be required over the next 12 months or more, to address key areas of facility management and to allow additional staff training.

The challenges to be addressed in the day-to-day running and management of the shelter include the creation of a comprehensive procedures and protocols manual to allow staff training, standardisation of animal care and quality assurance procedures. The task of writing the recommended protocols will require a substantial investment of time and some protocols are more urgently required than others. Staff and management should decide which are the most urgently required but I would suggest the following protocols as deserving of immediate attention; animal handling and housing, animal register/record keeping, disease control and hygiene, in-house staff training, euthanasia and deceased animal disposal.

Council has the expertise and resources to manage the majority of the tasks required to bring the Glenfield Road Animal Shelter up to a best practice standard, but in certain areas may require outside expert assistance. This is especially true in such areas as developing behavioural assessment checklists, disease and quarantine control, and management of animals with special needs.

Ideally a plan should be developed to ensure the recommended improvements and changes are implemented and resourced appropriately over the next 1 – 2 years. The Glenfield Road Animal Shelter can easily become a model facility showing the way forward in companion animal management in Australia.

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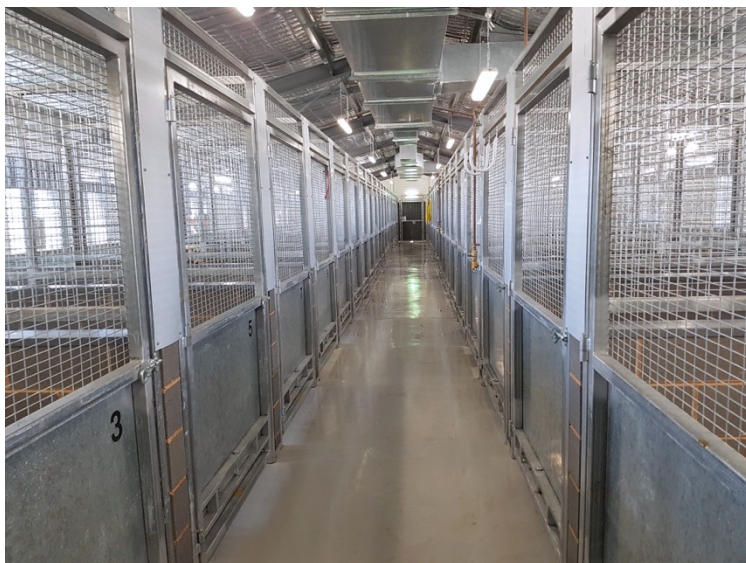
Scope;

<u>Physical infrastructure:</u>

1. Administrative Building
2. Fenced Compound
3. Animal Drop-off Boxes,
4. Dog holding Facility
5. Cat holding Facility
6. Vehicles
7. Sheds and ancillary or legacy buildings
8. Euthanasia areas
9. Food Storage Areas
10. Security

<u>Shelter management:</u>

1. Staff Management
   a. Workloads
   b. Permanent Staff
   c. Temporary Staff
   d. Contract Staff
   e. Volunteer Staff
2. Procedures and protocols
   a. Current Legislative Requirements
   b. Draft POCTA guidelines requirements
   c. Draft POCTA standards requirements
   d. Recommended Protocol Requirement

Physical Infrastructure

Summary

With the completion of the new dog holding facility at the Glenfield Road Animal Shelter, Wagga Wagga City Council has taken a significant step forward in the care and management of companion dogs in the region. In purely physical terms the building is of a very high standard, well planned and well constructed. It is compliant with current legislation. It is an excellent facility and can act as the corner stone for a humane and progressive approach to companion animal management over the next decade or more.

The cat holding area is less well appointed, with the use of caging to confine the cats but is currently adequate to meet the requirements of the shelter. The cat holding facility is not compliant if the draft POCTA standards are adopted. Similarly the administrative building is adequate for its current use, but will likely need renovation and expansion over the next three to five years. It too is compliant with the current legislation.

Current facilities

The Glenfield Road Animal Shelter consists of;
1. Administrative building
2. Fenced compound
3. Four animal drop boxes for out of hours use
4. Dog holding facility
5. Cat holding facility
6. Vehicles
7. Sheds and ancillary or legacy buildings
8. Euthanasia areas
9. Food Storage areas
10. Security

Administrative building

The current office building consists of one open plan area with workstations, a reception counter and ancillary rooms. There are four workstations for use by staff. The office is removed from the holding facilities by a distance of approximately 50 meters. There is no barrier between the office and the holding facility preventing escape of dogs or cats into the compound.

There is an additional workstation located in the dog holding facility that can be used for record keeping.

Legislative requirements:
There are no specific legislative requirements for office space, however office space must be adequate to allow the administrative requirements of the animal shelter to be performed as mandated by the various acts. The current administrative building fulfils these requirements.

Best Practice recommendations:
1. Based on current staffing levels the office area appears to be of adequate size but the current office area would benefit from a partition to allow some staff to work undisturbed during open hours when members of the public access the facility.

2. Add a large "Office" sign to the front of the building to allow easy identification by members of the public.

3. Office security could also be improved to make it difficult for aggressive members of the public to physically access staff.

Fenced Compound

The fenced compound is a large area approximately 60 m x 90 m adjoining the railway line on one side, bulky goods businesses on two sides and a waterway on the fourth side. The fence is constructed of colour bond steel to about 2.1 meters height and would likely prevent most dogs from escaping when the front gates are closed. During working hours the gate is left open to allow staff and visitor access.

Legislative requirements:
The current legislation; NSW Animal Welfare Code of Practice has no specific guidelines for fencing other than to recommend exercise areas for dog use (8.2.1) as an alternative to leash walking. As long as dogs are walked daily the facility is compliant with current guidelines.

The location of the establishment is also compliant with the NSW Animal Welfare Code of Practice (3.1).

The draft guidelines (POCTA act Draft; Part 4, 18, 2) recommend free exercise areas measuring more than 10 x 4 meters that are secure and safe. The pens are to be constructed within 5 years from enactment of the legislation (Part 4, 18, (1)). There are no pens of this type at GRAS.

Best practice recommendations:
1. Ideally the visitor parking area would be outside a fenced compound and the compound gates would be kept closed. This compound should include any areas where dogs are likely to be walked, e.g. between the office building and dog housing area or exercise areas, to and from vehicles and so on. This is to prevent accidental escape of dogs that manage to pull free of their handlers.

2. The fenced compound would prevent members of the public accessing the dog and cat housing facilities without first presenting themselves at the office. Currently it is not uncommon for members for the public to enter the animal housing facilities, as they do not immediately see the office area.

3. One to three dog exercise areas in line with the recommendations of the POCTA draft act (Part 4, 18, 2) would allow improved exercise possibilities for dogs and reduce the staffing required to exercise dogs.

Animal drop boxes for out of hours use

There are currently 4 out of hours drop boxes for placement of stray or surrendered animals. They are accessible 24 hours per day for members of the public and police to deposit animals. The drop boxes are fairly basic, being of brick and steel construction. They are easy to clean and animals should never be held here for more than about 12 hours as the boxes are checked every morning and any animals taken to the holding facility.

Legislative requirements:
There are no requirements for temporary holding pens under the current legislation.
The POCTA draft legislation does recommend the use of out of hours holding pens for emergency use (Section 4).

Best Practice Recommendations:
None

Dog holding facility

The dog holding facility is a recently completed building incorporating the suggested design features included in the relevant legislation. There are 40 pens that are easily cleaned, of appropriate size, heat and cooled, safe, secure, etc. The facility is well constructed and allows easy visual assessment of all dogs. It will be easy to manage and should fulfil requirements for the next 10 years or more.

Legislative requirements:
There are numerous requirements under the NSW Animal Welfare Code of Practice 3.2 – 3.10. The facility is compliant with all requirements.

The draft Prevention of Cruelty to Animals standards and guidelines 2014 expand on the current Animal Welfare Code and are more prescriptive about the requirements of an animal holding facility. The facility is compliant with the draft legislation (Part 4) except where outlined below.
   a. Isolation facilities, section 12 – **non compliant.** There is no separate area that allows adequate biosecurity to be implemented.
   b. Construction standards, section 13 - compliant,
   c. Lighting, section 14 – compliant,
   d. Ventilation, section 15 – compliant,
   e. Temperature, section 16 – compliant,
   f. Minimum cage requirements, section 17 outlined in table 1 – compliant,
   g. Exercise enclosures for dogs, section 18 – **non compliant**. There are no exercise yards constructed.
   h. Dog and cat treatment room, section 19 – compliant.
   i. Sleeping area, section 22 – compliant.
   j. Design for security, section 26 – compliant.
   k. Barriers to the exterior, section 27 – compliant.

Best practice recommendations:
The current facility is an example of best practice, but there are several alterations that would make some improvement to the functioning of the facility in physical term.
   1. Quarantine area – a separate area for sick dogs and cats would allow much better disease control within the facility. Many of the contagious diseases commonly encountered in a shelter environment are highly infectious and/or persistent in the environment. These include Canine Parvovirus, Parainfluenza, Bordetella, Coronavirus and so on. Parvovirus is the most problematic disease in a shelter setting and is difficult to control. One or two cages in a separate area of the dog holding facility would reduce the possibility of cross infection.

   2. A dishwasher could be a useful addition for the cleaning of dog and cat bowls on a regular basis.

   3. The covering of 2 pens is recommended to prevent the escape of dogs that are found to climb wire cages and escape into the facility.

Cat holding facility

The cat holding facility is a single large room containing 20 stainless steel cages. The building is physically separated from the dog-holding facility. The cages are easy to clean, secure and generally appropriate for short-term cat holding with the exception that they are too small to be considered ideal housing. The facility is well constructed and easy to maintain, is heated, cooled and secure. All cats can be visually examined and assessed by staff without difficulty.

Legislative requirements:
The cat holding facility is compliant with the NSW Animal Welfare Code of Practice 3.2 – 3.10.

As previously described, the draft POCTA standards 2014 are more proscriptive and the current cat holding facility is not compliant with the draft legislation (Part 4) in two areas.

a. Isolation facilities, section 12 – **non compliant.** There is no separate area that allows adequate biosecurity to be implemented.

b. Minimum cage requirements – **non compliant**. Section 17 table 2 floor area requirements are not met with a minimum area of $0.9m^2$ and a minimum height of 90cm suggested for cats not held longer than 14 days and kittens not held longer that 21 days.

c. Design for security, section 23 – **non compliant**. Cats are not given a suitable box in which to hide or sleep. Due to restricted cage space this is not currently possible.

Best practice recommendations:

1. While the current facility is adequate, the installation of more appropriate housing for cats would ensure future legislative requirements in addition to improving the welfare of cats held at the facility. There are a number of companies providing appropriate accommodation that give the cats more floor space and more height in which to perform their natural behaviours. In general these cat-housing units are not prohibitively expensive.

2. Quarantine area – a separate area for sick cats would allow much better control of disease, particularly airborne diseases such as cat "flu".

Vehicles

Council has three vehicles currently used to transport animals. They contain a holding cage separated from the cabin in which dogs and cats can be transported. The vehicles are air-conditioned, relatively easy to clean and appropriate for their intended use.

Legislative requirements:
Broad guidelines for the transport of animals are given in the NSW Animal welfare Code of Practice No. 5. More specific guidelines are given in the NSW Animal Welfare Code of Practice No 1 - Companion Animal Transport Agencies. Glenfield Road Animal Shelter vehicles are compliant with both these guidelines.

The Prevention of Cruelty to Animals draft standards section 33 (1) and (2) cover the transport of animals. Glenfield Road Animal Shelter vehicles are compliant with both these guidelines.

Best Practice recommendations;
None.

Sheds and ancillary or legacy buildings

There are a number of other buildings within the Animal Shelter compound that serve a variety of functions from equipment storage to functions unrelated to the operation of the Animal Shelter. With the exception of the decommissioned dog holding pens they are physically removed from the working areas of the Animal Shelter and are not included in this review.

The decommissioned dog holding facility is located south of the new facility. It is not particularly aesthetically pleasing and will require some work to maintain in acceptable condition, namely ensuring that it does not become a haven for vermin, overgrown with weeds or infested with spiders and insects.

Best Practice Recommendations:
1. The decommissioned dog pens currently form the southern boundary of what could be made to be a secure yard area where dogs could be exercised or interact with members of the public looking to rehome dogs.

2. Establish a "re-homing" area where members of the public can come into contact with prospective dogs in a more natural setting.

Whether council decides to remove the old building or incorporate it into a yard/re-homing area will not impact on the functioning of the Animal Shelter.

Euthanasia areas

The new dog housing facility includes a separate room in which the utilities are managed and housing a workstation. It is also currently used as a euthanasia room. Similarly the cat-housing complex has a separate room that can be used for humane cat euthanasia.

Legislative requirements:
The NSW Animal welfare Code of Practice No. 5 does not include guidelines on euthanasia areas.
The POCTA draft standards section 49 requires a separate area out of sight of other animals for humane destruction. The dog and cat housing facilities are both compliant with draft standards.

Best Practice:
1. Ensure humane euthanasia is performed in the rooms fit for this purpose away from the other animals.

2. Ensure all animals euthanased are bagged and stored in a freezer until disposal.

Food storage areas

Separate food storage areas are present in the cat and dog facility. They are vermin proof and appropriately placed in relation to the housed animals.

Security

Unfortunately Animal shelters are frequently broken into. The current physical barriers are adequate to deter most would be intruders with a high fence and lockable roller doors and entry doors. The addition of CCTV has further improved security by discouraging break-ins.

Legislative requirements:
The NSW Animal Welfare Code of Practice No. 5 section 3.10 outlines the minimum requirements for shelter security. GRAS is compliant with these requirements.
The POCTA draft standards section 26 outlines the requirements for shelter security and GRAS is compliant with these.

Best Practice Recommendations:
None.

Shelter Management

Physical infrastructure forms one pillar of a good Animal Shelter but without appropriate management, staffing and protocols, no shelter will perform well. Unfortunately management is also the most difficult aspect of running a successful shelter and requires a continued focus to be effective.

Staff Management

Workloads

There is one part time contractor and three full-time staff at the Glenfield Road Animal Shelter. The full time staff currently undertake a number of duties outside of routine shelter management and animal care. These external duties are primarily related to activities as animal rangers. Over the last 3 years the rangers responded to an average 1340 calls per year for a variety of reasons. This equates to around 5.3 calls per working day. Some of these calls will be fairly quickly dealt with but others will take several hours to manage. An approximation would suggest that **about 1.5 full time staff** members would be removed from the shelter daily to respond to calls and deal with the subsequent paperwork. This workload will vary and at times be substantially more and at other times less. Staff have indicated that customer requests currently take precedence over shelter duties meaning that the shelter is significantly understaffed when customer request levels are high.

The staffing situation has not been helped by the breakdown of the volunteer program with only a partial reintroduction of volunteer support. One volunteer now regularly assists with shelter animal care.

There are a number of consequences resulting from the current staffing levels;
- Difficulty in supervising, exercising and managing the housed animal population
- Difficulty in managing record keeping
- Reduced ability of staff to assist members of the public in re-homing animals
- Increased dependence on casual fill-in staff with inadequate training to cover busy periods
- Inability to find time to improve staff training and develop procedures and protocols
- Short opening hours – currently 3.25 hours per day and Saturday morning
- Staff overtime, fatigue and burn-out

Legislative requirements;
The current Code of Practice does not define staff requirements other than to require sufficient staff to ensure certain outcomes are met.

The draft Prevention of Cruelty to Animals Standards section 6 outlines minimum staffing numbers required for shelter functioning. One staff member is required per 20 animals and an additional staff member to perform routine shelter duties. This staff ratio is exclusive of other duties.

Glenfield Road Animal Shelter can house over 100 animals, which would require 3.5 full time staff to comply with the draft legislation in addition to rangers to attend the customer requests. It would be unusual, based on the figures for the last 3 years, for the shelter to house this many animals. Assuming an average stay of 9 days for dogs and 12 days for cats the average number of animals housed would be about 40 per day. This animal load requires 3 full time staff in addition to the ranger requirements giving a total staff requirement of about 4.5.

With the inclusion of annual leave, sick leave, training etc., the shelter is currently **not compliant** with the draft POCTA standards.

Best Practice recommendations;
1. Employ an additional full time staff member for a period of 12 months to;
   a. Assist in the daily running of the shelter
   b. Allow development of the Shelter procedures and protocols
   c. Allow time for training required to develop staff skill sets
   d. Allow the volunteer program to be prioritised and re-implemented

2. Quarantine 2 shelter staff from ranger duties to work within the shelter with the aim of ensuring management goals are met in the medium term (12 months).

3. Designate a staff member to act as volunteer coordinator.

4. Re-assess staffing requirements and the division of responsibilities in 12 months.

Staff Roles

There are currently four categories of staff involved with the day to day running of the Glenfield Road Animal Shelter. They are;

1. Permanent shelter staff whose role is the day to day running of the shelter in addition to the duties required as Council Animal Rangers.

2. Temporary staff (usually rangers) brought in to work at the shelter when permanent staff are on leave or otherwise unavailable.

3. Contractors currently performing shelter cleaning.

4. Volunteers (including foster carers) brought in to help in animal care.

Each category of staff has different requirements in terms of qualifications, training, supervision, performance management and responsibilities.

The NSW Animal Welfare Code of Practice does not outline requirements of staff except in terms of tasks and responsibilities (Section 2). The draft POCTA standards 2014 similarly define responsibilities and tasks but go further in defining training requirements and listing minimum required protocols. The draft POCTA guidelines 2014 part 2 recommends certain formal qualifications for relevant shelter staff.

Permanent shelter staff

Permanent animal shelter staff are responsible for the day-to-day management of the facility. In addition they are responsible for supervision of temporary staff, volunteers and contractors. The mandated regulatory animal management requirements under the NSW Welfare Code of Practice also fall under the responsibility of the permanent staff and in particular the team leader. The permanent staff are the backbone of the organisation and the success or otherwise of the shelter depends on their training, skills and commitment.

The staff training register includes several training courses related to dangerous dog handling and WHS involving dog handling, but nothing specific to animal management, animal behaviour and so on.

The current legislative framework does not require formal qualifications of shelter staff in any role. The Glenfield Road Animal Shelter permanent staff have significant experience managing the shelter but have no formal animal management or handling qualifications.

The staff do appear to be generally managing the facility well. It is assumed that more experienced shelter staff informally teach the skills required to manage the shelter but the lack of formal qualifications and formal ongoing staff training relevant to animal management is problematic. Effectively it prevents the implementation of quality assurance programs and leaves the facility unable to justify management practices when things go wrong. Quality assurance systems relevant to staff training is covered below in the protocols section.

Best Practice Recommendations:
1. Include formal animal management qualifications as a requirement when recruiting staff, particularly at the supervisory level.

2. Encourage current staff to undertake formal qualifications relevant to animal management and care such as a Cert IV in animal management.

3. Develop a formal training program for current staff in animal management and care. This can be a small series of modules covering relevant topics. Topics could include disease management, identification of sick animals, animal first aid, behaviour assessment of dogs and cats, record keeping and so on. Ideally staff would be canvassed for further suggestions on topics for training. Training could be delivered by internal staff where appropriate (e.g. record keeping) or external providers (e.g. behaviour, first aid, disease control etc.).

4. Include ongoing training as a requirement in job descriptions.

5. Continue the maintenance of the training register currently in use and add the training materials to the Animal Shelter procedure/protocol manual for future staff reference.

6. Create a set of modules covering basic training related to Shelter functioning which all staff must complete in a given time period.

Temporary Shelter Staff

Temporary staff are usually recruited for short periods from the pool of council rangers to cover periods when permanent staff are unavailable. Generally they should work under supervision of permanent staff and perform tasks appropriate for their level of animal handling experience and training. Inevitably temporary staff will not be familiar with shelter protocols and will not have the experience or training required to perform many of the tasks directly related to animal care.

Temporary staff do not currently hold any relevant qualifications and have not received any training relevant to animal management and care.

Best Practice Recommendations:
1. Temporary staff should be used as infrequently as possible.

2. Guidelines should be developed for the calling in of temporary staff including what tasks they are to perform and what supervision they require.

3. Temporary staff should be given induction training before working at the Animal Shelter.

4. Temporary staff that are regularly called in to cover Animal Shelter shifts should be included in in-house training in animal handling, animal care and occupational safety.

5. Continue the maintenance of the training register currently in use and add the training materials to the Animal Shelter procedure/protocol manual for future staff reference.

Contract staff - including veterinary

Currently contractors are used to clean the Animal Care Facility. Council staff noted that the contractor is responsive to feedback and that they are satisfied with the current level of service. The current system of managing contract cleaners seems to work but is an informal system dependent on the individuals involved and a more structured system is likely to reduce the potential for future performance, communication and safety issues.

Mechanisms need to be put in place to ensure adequate standards such as training, performance review and adherence to occupational health and safety, are maintained.

Best Practice Recommendations:
1. A written induction manual, this document should be developed to clearly define the tasks, responsibilities and roles of contractors within the Animal Shelter. This document can be based on the temporary staff induction manual. Supervision and complaints handling should be clearly defined, as should council privacy regulations and the use of social media.

2. A short practical induction training session should be developed to cover WHS protocols, basic animal handling and record keeping. This can be a modification of the training session used for volunteer induction.

3. A contractor performance management protocol should be developed to ensure timely and relevant feedback to contractors.

4. A contractor feedback protocol should be developed to accept recommendations or suggestions from contract staff, ideally on an annual and ad-hoc basis.

Volunteer staff

Volunteer staff are currently utilised to assist staff in the day to day running of the Animal Shelter. Their role is primarily the exercise of dogs and socialising of dogs and cats to improve their likelihood or rehoming. Volunteers are not intended to replace permanent staff, their primary function is to improve the standards of care possible within the Animal Care facility.

Currently volunteer staff are inducted with a generic volunteering handbook provided by council. This handbook covers basic council policy, privacy issues, supervision and generic OHS issues amongst other things. It does not include any training or information relevant to tasks performed at the Animal Shelter.

Best Practice Recommendations:
1. Create a role of "Volunteer Co-ordinator" whose role is to liaise with volunteers and ensure they are correctly inducted, trained and supervised. The coordinator also acts as point of contact if volunteers have concern or problems they would like to discuss.

2. A written induction document should be developed in addition to the current council volunteer handbook to clearly define the tasks, responsibilities and roles of volunteers within the Animal Shelter. Supervision and complaints handling should be clearly defined as should council privacy regulations and the use of social media.

3. A short practical induction training session should be developed to cover WHS issues, basic animal handling protocols, record keeping and shelter protocols.

4. A volunteer feedback protocol should be developed to performance manage volunteers when required. Feedback should be sought at least annually and is in addition to contact with the volunteer coordinator.

5. Add the training materials to the Animal Shelter volunteer procedure/protocol manual for future reference.

Procedures and Protocols

Written procedures and protocols are vital tools in quality assurance systems. They serve four main purposes;
   a. To give staff a written reference on how to perform tasks in order to improve adherence to WHS protocols and to ensure tasks are performed correctly.
   b. To form the basis of training materials when inducting new staff or training and retraining existing staff.
   c. To ensure the management and functioning of the enterprise is regularly reviewed and improved when the protocols are reviewed.
   d. To help identify breaches or problems when they occur and to manage those issues against a clearly defined framework.

The current protocols form a basis for the Glenfield Road Animal Shelter manual (procedure and protocol manual). They include some of the basic functions of the shelter but are primarily focused on administrative tasks. Currently much of the day to day functioning of the Shelter is not defined in a protocol or procedure and has been taught to new staff by existing staff, or through the application of "common sense". While this informal system can be effective, it leaves management largely blind to what is actually occurring at the facility and very dependent upon one or two key staff for training and continuity. The loss of key staff or misunderstandings by staff can lead to serious systems failures.

Legislative requirements:
   The current legislation (NSW Animal Welfare Code of Practice, Prevention of Cruelty to Animals Act) does not define any required protocols. The legislation defines outcomes, for example, that animals must be fed, protected, kept clean and so on. As a result the current system is compliant with the legislation as it stands as long as the required outcomes are achieved. However the current system does not document how the outcomes are to be achieved or support staff in obtaining the required outcomes. As a result it is difficult for the Glenfield Road Animal Shelter to demonstrate that it is compliant with the legislative standards and to ensure that it does so.

   As a minimum, protocols must be developed which address each of the current outcomes listed in the code of practice. The table (1) sets out what is required under the legislation and lists protocols that should be created to ensure compliance.

The Prevention of Cruelty to Animals draft guidelines 2014 and the Dogs and Cats in Animal Shelters draft standards 2014 do list protocols required for animal shelter management in addition to outcomes.

Table 2 sets out what is required under the draft guidelines. Should these draft guidelines become law they will be legally enforceable. For more detail refer to the draft legislation.

Table 3 sets out the requirements of the draft standards For more detail see the draft legislation.

Table 4 sets out the recommended best practice protocol requirements.

Table 1 – Outcomes listed in NSW Animal Welfare Code of Practice for which protocols are required.

Section	Area Covered	Detailed outcome	Protocol Required
2.1	Animal care	Provision of accommodation and equipment which suits the physical and behavioral requirements of the animals held	Behavioral Assessment
2.1	Animal care	The protection of animals from people, other animals or adverse environmental conditions	Animal Housing
		Provision of sufficient space for animals to stand, move around freely, stretch fully and rest	
		Protection of animals as far as possible from disease, distress and injury	
		Provision of sufficient quantities of appropriate food and water to maintain good health	Animal Feeding
		Provision of prompt veterinary or other appropriate treatment in cases of illness or injury.	Veterinary Care
		Maintenance of hygiene of the premises and health of the animals held.	Shelter Cleaning
		Supervision of daily feeding, watering and inspection of animals held to ensure their wellbeing.	Animal Supervision
	Staff supervision	Supervision of staff, whether working full or part-time and whether or not working for fee or reward	Staff Supervision
	Record keeping	Collation and maintenance of relevant records	Record Keeping
4.1	Cleaning and disinfection	Housing and exercise areas must be kept clean so that the comfort of animals can be maintained and disease controlled.	Shelter Cleaning
		Faeces should be removed at least once daily.	
		Kennels and associated housing or exercise areas should be cleaned daily, and disinfected at least once each week, before new dogs or puppies are introduced and after an outbreak of infectious disease.	
		Cat housing should be cleaned daily and working surfaces disinfected weekly, before new cats are introduced and after an outbreak of infectious disease.	
		Cleaning and disinfecting agents should be chosen on the basis of their suitability, safety and effectiveness. Some common disinfectants, particularly those derived from or containing coal or wood tar products, are toxic to cats. Pine oil, phenol, cresol and chloroxylenols are such products, and must be avoided where cats are kept. Manufacturer's instructions for the use of cleaning and disinfecting agents must be followed, since too dilute a solution may be ineffective and too concentrated a solution may be toxic.	
		After cleaning, animal housing areas should be left dry. Kennels and cat runs should be dried with a mop or squeegee.	
4.2	Pest Control	Pests, including fleas, ticks, flies, lice, mosquitoes and wild rodents, must be controlled.	Pest Control
		Chemicals used for pest control must be registered where required under the Pesticides Act and used only in accordance with manufacturer's instructions.	
		Because dogs and humans may be adversely affected by pest control agents, expert advice should be sought before pest control operations are carried out.	
4.3	Waste Disposal	1 Droppings, bedding, food wastes and animal bodies must be disposed of promptly and hygienically and in accordance with the requirements of the local government authority	Waste Disposal

		Use of a trade waste service for collection and disposal of wastes is preferred. Wastes should not be incinerated on site.	
4.4	Care of Animals	Cats must be provided with litter trays.	Animal Care
		Sufficient depth of suitable litter material, such as commercial cat litter, sawdust, shavings, sand or shredded paper, is to be provided. Litter should be checked, scooped and replenished or changed. All litter must be changed at least once a week, when trays should be washed and disinfected. Fresh litter must be provided for new cats when they are admitted for boarding.	
5.1	Care of Animals	Animals are to be protected from distress or injury caused by other animals.	Animal Housing
	Identification	All animals must be identified.	Animal Identification, Record Keeping
		The following information must be recorded relating to each animal admitted for boarding: a description of the animal including: Sex, breed or type, colour, age, distinguishing features, the animal's condition and preferably weight on arrival, any collars, leads or belongings brought in with the animal	
	Care of Animals	Collars or leads which are likely to become entangled and endanger the animal should be removed on admission.	Animal Housing
		Cats should not be kept in the same cage or run as dogs,	
		Cats should preferably be housed singly except in the case of compatible cats from the same household	
		Where cats are housed in groups, additional floor area per cat is required than when cats are housed singly, and increased attention is needed to prevent disease.	
		Dogs should preferably be housed singly or in compatible pairs	
		Dogs which should be housed singly include: bitches with puppies, very aggressive dogs, old or frail dogs	
6.1	Disease Prevention	Animals known or suspected to be suffering from an infectious disease should not be admitted for boarding.	Quarantine, Vaccination, Veterinary Care
6.2	Health Checks	Each animal shall be checked at least once daily to monitor its health and comfort.	Animal Supervision
		The person checking the animals should note whether each animal: is eating, is drinking, is defecating, is urinating, is behaving normally, is of normal appearance, is able to move about freely, has a normal coat.	
		Any changes in health status should be reported promptly to the animal boarding establishment manager.	Record Keeping, Animal Supervision
6.3	Veterinary Care	The animal boarding establishment manager should establish liaison with a veterinary surgeon who is able to attend to any animals in his or her care, and is also able to advise on disease prevention measures.	Veterinary Care
		Veterinary attention must be sought by the animal boarding establishment manager or their nominee for any animal showing any of the following conditions: runny nose, runny discharging or inflamed eyes, repeated sneezing, coughing, vomiting, severe diarrhoea, especially if bloodstained, lameness, inability to stand or walk, bleeding or swelling of body parts (other than the vulva of a female on heat), weight loss, extreme lassitude, no appetite, apparent pain, fits or staggering, bloating of abdomen, inability to urinate or defecate.	Veterinary Care
6.4	Isolation	Facilities must be available either at the animal boarding establishment or at veterinary premises for isolation of animals that are suspected or have been diagnosed as having an infectious disease.	Quarantine

6.5	Euthanasia	Euthanasia should be considered where an animal becomes seriously ill or injured during boarding and where it is recommended by a veterinarian who has examined the animal.	Euthanasia
		Euthanasia should only be performed by a veterinarian.	
7.1	Food	Animals must receive appropriate, uncontaminated and nutritionally adequate food according to the accepted requirements for the species, breed and age. The food should be in sufficient quantity and of appropriate composition.	Animal Feeding
		A variety of foods should be supplied. Canned and dry foods will form the staple diet in most cases, but fresh meat and fish may tempt fussy eaters.	
		Pregnant and lactating animals require approximately twice the amount of food required normally.	
		Adult dogs and cats should be fed daily. Pregnant and lactating animals, pups up to 6 months of age, and kittens up to 8 months of age should be fed twice daily.	
		Food should be prepared hygienically and served in clean, unspillable containers.	
		Food should be stored appropriately, with dry food kept in a rodent-free place and fresh meat kept refrigerated.	
		Food containers should be preferably non-chewable and non-spillable. They must be readily accessible, positioned to avoid spillage and contamination by urine or faeces, and must be cleaned at least daily.	
		Uneaten food should be removed and disposed of promptly so that it does not spoil or attract vermin.	
		Cats should be monitored for the first 3-4 days after admission to check that they are eating.	
7.2	Water	Fresh water must be available at all times.	Animal Watering
8.	Exercise	Dogs must have the opportunity for exercise to: allow them to urinate and defecate, give them contact with humans and, if appropriate, with other dogs, allow them to be checked over, let them stretch their limbs.	Exercise Animal Supervision
		Exercise can be provided by: allowing dogs access to an exercise area for at least 10 minutes twice daily, walking dogs on a lead for at least 10 minutes twice daily. Very active or old dogs may require more or less exercise than specified. Dogs should not be walked on busy roads, but preferably confined on the premises for safety reasons.	
8.3	Cat housing	Cats must have sufficient room to enable them to stretch and to move about freely.	Animal Housing
		Cats should be checked daily for normal posture and mobility.	Animal Supervision
9.	Transport	Animals should be transported in the shortest practicable time. They must not be kept in parked vehicles in the sun or in hot weather unless adequate ventilation and shade is provided.	Transport
		Any vehicle especially designed or regularly used for transporting animals should: protect animals from injury, have non-slip floors, provide easy access and operator safety, protect against extremes of temperature, protect against unauthorised release of animals, be easy to clean and disinfect, be supplied with clean, secure cages or carry baskets for cats or very small dogs, and with separate compartments or partitions for larger	
		Transport cages should permit an animal to turn around, but otherwise be small enough to avoid trauma during transport.	

Note the list below sets out protocols required to document that the Animal Welfare Code of Practice can be met and is NOT an exhaustive list required for the adequate functioning of the shelter. A more detailed list of protocols is set out in table 4.

Animal Feeding	- Cat feeding including type and amount of food, food storage, frequency of feeding
	- Dog feeding including type and amount of food, food storage, frequency of feeding
Animal Housing	- Cat housing protocol, bedding, litter, size of cage
	- Dog housing protocol, shared runs, puppies, bitches with pups and pregnant bitches, aggressive dogs, timid dogs
Animal Identification	- Minimum required data set and record keeping
Animal Supervision	- Includes frequency of animal supervision, what to look for, record keeping
Animal Watering	- Animal water availability
Behavioral Assessment	- Cat behavioral assessment checklist, dog behavioral assessment checklist
Euthanasia	- Euthanasia indications, euthanasia protocol
Exercise	- Exercise protocol dogs, exercise protocol cats
Pest Control	- Control of rodents, control of insect pests
Quarantine	- Quarantine cats, dogs
Record Keeping	- Minimum record keeping standards inc' frequency and data required, animal related data, client data, staff data
Shelter Cleaning	- Procedure for cleaning dog and cat runs/cages, general facility cleaning procedure, frequency of cleaning, use of litter trays
Staff Supervision	- Supervision of volunteer, contract and temporary staff
Veterinary Care	- Guidelines for seeking veterinary attention, guidelines for veterinary animal management advice
Waste Disposal	- Disposal of food waste, animal waste, deceased animals
Transport	- Transport protocols

Table 2; Prevention of Cruelty to Animals Draft Guidelines 2014.

Section	Area Covered	Outcome	Protocol Required
2	Staff management	Recommended qualifications, Volunteer coordinator	Staff Qualifications Volunteer Management
3	Quality Management systems	Requirements of the animal register, Public access, Written protocol review, Data analysis to review management	Record Keeping, Public Access, Quality Assurance System,
5	Animal Management	Microchip reading, Animal housing, animal compatibility, Animal monitoring, Enrichment, Animal capture techniques, Management routines, Feeding methods, Cleaning techniques to avoid disease transmission, Waste disposal, Pest control advice, Animal transport.	Animal Identification, Animal Housing, Animal Supervision, Animal Capture, Shelter Management Animal Feeding, Shelter Cleaning, Waste Disposal, Pest Control, Transport
6	Health Standards	Biosecurity, Illness recognition and management, Behavioural assessment,	OHS, Animal Supervision, Quarantine, Veterinary Care, Behavioural Assessment
7	Re-homimg	Rehoming groups, Media and internet presence, Staff training for rapid re-homing or animal return, Animal and new owner matching, Rehoming problem animals, Information to new animal owners, Post rehoming support which may be offered.	Re-homing Partnerships, Media Use, Staff Training, Animal/Owner Matching Problem Animal Rehoming, New Owner Information, New owner support
8	Foster care	Foster care agreements, Foster care co-ordinator, Foster carer information	Foster Care Agreement, Foster Care Management, Foster Care Information
9	Humane	Sedation guidelines,	Euthanasia

	destruction	Use of firearms, Shared decision making on animal euthanasia	

Note the list below sets out protocols required to document that the Prevention of Cruelty draft guidelines 2014 can be met. A more detailed outline of the protocol recommendations is set out in Table 4.

Animal Management
- Animal Capture,
- Animal Feeding,
- Animal Housing,
- Animal Identification,
- Animal Supervision,
- Behavioural Assessment,
- Pest Control
- Quarantine,
- Euthanasia

OHS
- Includes a number of OHS specific protocols to the Animal Shelter

Quality Assurance Systems
- Record Keeping

Re-homing
- Animal/Owner matching
- Media use
- New Owner Information,
- New Owner Support
- Partnerships with External Groups,
- Problem Animal Rehoming,
- Public Access to Facility

Shelter Management
- Shelter Cleaning,
- Waste Disposal,

Staff Management
- Foster Care Management, Foster Care Agreement, Foster Care Information
- Minimum Qualifications for Roles,
- Volunteer Management
- Staff Training

Transport
- Transport Protocols

Veterinary care
- Veterinary Management Advice
- Veterinary Care of Individuals and Groups,
- Veterinary Contract

Table 3: Prevention of Cruelty to Animals Draft Standards 2014. Recommended outcomes and listed protocols (below):

Section	Area Covered	Detailed outcome	Protocol Required
5	Staff Management	Staff training requirements, Staff supervision.	Staff Training, Staff Supervision
6	Staff Management	Staff numbers	Staff Numbers
7	Staff Management	Staff training	Staff Training Register Staff Training Requirements
8, 9, 10	Quality Management System	Animal register requirements: minimum data	Animal Register, Record Keeping
11	Quality Management system	Written procedures including access, training and management, (see list below for procedures included in Part 3, 11)	Procedure Review, Staff Training, Procedures Required
12	Disease Management	Isolation facility	Quarantine, Veterinary Care
18	Exercise of Animals	Exercise requirements	Exercise Dogs, Cats
19	Treatment Room	Treatment room cleaning and availability	Shelter Cleaning
20	Group Dog Housing	Numbers of dogs to be held together	Animal Housing
21	Special Housing Requirements	Housing for animals with special needs	Animal Housing
22	Sleeping Areas	Sleeping areas	Animal Housing
23	Cat Housing	Cat housing	Animal Housing
25	Disease Management	Prevention of disease transmission	Quarantine
26, 27	Animal Security	Security	Animal Security
28	Emergency Management	Emergency management plan	Emergency Plan, Staff Training
29	Animal Management	Animal identification, Animal protection, Dog exercise, Environmental enrichment,	Animal Identification, Animal Management, Exercise,
30	Animal Management	Behavioural assessment	Behavioural Assessment
31	Food and Water	Food and water availability and feeding,	Animal Feeding
32	Cleaning	Cleaning and hygiene	Shelter Cleaning, Disease Control,

			Quarantine
33	Transport	Vehicle cleaning and transport recommendations	Transport
34	Animal Assessment	Animal health assessment, Recording of behavioural or health observations	Animal Supervision, Record Keeping,
35, 36	Veterinary Practitioner	Arrangements with the veterinary practitioner, Veterinary treatment	Veterinary Agreement, Veterinary Care
37	Parasite Control	Parasite control	Shelter Cleaning, Parasite Control Veterinary Care
38	Isolation of Animals	Isolation of infective animals	Quarantine, Veterinary Care, Shelter Cleaning, Disease Control
39	Re-homing	New owner requirements, Animal requirements, Procedures before rehoming animals	Re-homing, opening hours to maximise animal contact chances
40	Re-homing	Suitability of new home	Re-homing
41	Information to Owners	Information to be given to new owners	Re-homing Information
42 - 48	Foster Care	Foster care agreements and requirement, Emergency veterinary care for foster carers	Forster Care Agreement, Foster Care,
49 - 53	Humane Destruction	Location of humane destruction, Scanning before destruction, Method of destruction, Who may perform destruction,	Euthanasia

Note the list below sets out protocols required to document that the Prevention of Cruelty draft Standards 2014 can be met. A more detailed outline of the protocol recommendations is set out in table 4.

Animal Management	- Animal Feeding
	- Animal Housing,
	- Animal Identification,
	- Animal Security,
	- Animal Supervision
	- Behavioural Assessment
	- Disease Control
	- Exercise Dogs, Cats
	- Quarantine
Euthanasia	- Euthanasia Protocol
Foster carers	- Forster Care Agreement,
	- Forster Caring Guidelines,
	- Forster Care Veterinary Support
Shelter Management	- Parasite Control
	- Shelter Cleaning
Staff Management	- Training, Training Register,
	- Staff Numbers
	- Staff Supervision
Record keeping	- Animal Register
Quality management systems -	- Emergency plan,
	- Procedures Required
	- Procedure Review,
	- Record Keeping
Re-homing	- Re-homing Information
	- Opening hours
Transport	- Transport Protocol
Veterinary Contractor	- Veterinary Agreement,
	- Veterinary Care

Best Practice Recommendations:
Annexure 1 sets out a comprehensive list of the protocols required to ensure a robust quality assurance system for the Glenfield Road Animal Shelter. It is a synthesis of the requirements of the current NSW Animal Welfare Code of practice, the POCTA draft guidelines and the POCTA draft standards with the addition of several other protocols. Where these protocols already exist, it is recommended that they be reviewed to ensure they are complete and up to date.

Table 4: Best Practice: Recommended Protocols

Protocol Area	Protocol subsection	Specific Protocol	Notes
Animal Management	Animal Care	Cat Feeding	Including type and amount of food, food storage, frequency of feeding, complete and balanced diet, special needs animals
		Dog Feeding	Including type and amount of food, food storage, frequency of feeding, complete and balanced diet, special needs animals
		Dangerous Animal Handling	How, by whom and how to avoid injury to staff and animal, feral cats, aggressive cats, aggressive dogs, timid animals, behavioural signs of aggression
		Exercise Dogs	Where when and by whom, animal compatibility, frequency, Include how much exercise (>20min/day ideally), cat access to exercise area if possible
		Exercise Cats	Where when and by whom, animal compatibility, frequency, cat exercise area if possible
		Grooming Protocol	Which animals are to be groomed, clipped, when, how and by whom
		Water Availability	Continuous availability, bowls, frequency of changing
	Animal Housing	Cat Housing Protocol	Bedding, litter, size of cage, box to hide in
		Dog Housing Protocol	Shared runs, aggressive dogs, timid dogs, dog matching, dog size, sex, on-heat dogs
		Special Needs Animal Housing	Puppies/kittens, bitches with pups and pregnant bitches, pregnant queens, queens with kittens, sick animals, distressed animals
	Animal Security	Escaped Animal Protocol	Safe recapture, OHS, recording, review
		Prevention of Animal Escape	Double barriers, self closing gates, roofed enclosures
		Public Access	Animal and public safety
	Disease Control and hygiene	Assessment of Animal Health Upon Admission	Checklist of specific signs to assess includes; general well being, skin, eyes, ears, mouth, nose, signs of diarrhoea
		Cattery cleaning protocol	Use of litter trays, frequency of cleaning, precise protocol including cleaning products and disinfectants, washing of food and water bowl, use of a dishwasher
		Kennel cleaning protocol	Frequency of cleaning, precise protocol including cleaning products and disinfectants, washing of food and water bowl, use of a dishwasher
		Quarantine Cleaning	How quarantine areas are cleaned to prevent disease spread, no shared implements, disinfectants, cleaned last
		Quarantine Transfer In and Out	When animals are placed into quarantine, when can they be removed

	Animal Supervision	Behavioural Assessment Protocol	Should be performed by trained staff member, ideally some one qualified to do so, a cat and dog specific checklist would be a good stop gap measure, results recorded in register, performed upon admission.
		Daily Animal Assessment Protocol	Record changes in animal state to the register; includes eating, demeanour, illness signs, weight-loss, recording of abnormal findings, food intake, water intake
	Euthanasia	Euthanasia Decision Making	Indications, ideally two people involved
		Euthanasia Protocol	Includes "routine" euthanasia and emergency euthanasia, microchip check, record keeping, how it is done and by whom.
	Animal Capture	Dog and Cat Capture Protocol	Use of catching poles, dart guns, safety considerations
Occupational Health and Safety	Animal Handling	Safe Handling of Dogs	Approaching dogs, considerations for aggressive and nervous dogs, injured dogs
		Safe Handling of Cats	Considerations for aggressive and nervous cats, injured cats, feral cats
	First aid	First-aid Protocol Staff	First-aid officers, first-aid kit
		First-aid Protocol Animal	Veterinary treatment requirements, animal first aid administered by staff, staff safety considerations, handling injured animals, first-aid kit.
	Chemical safety	Use of Chemical Cleaners and Disinfectants	Personal protection equiprment, MSDS information, Animal safety, ventilation requirements, contact times
	Personal safety	Dealing with Members of the Public	Personal video monitoring, conflict resolution, calling police, record keeping
		Wet/slippery Surfaces	Footwear, warning signs, minimising risks, avoiding
		Emergency Plan	Fire emergency, flooding, break-in, mass animal release, etc
Quality management systems	Protocol Management	Review Protocol	Regularity of protocol review (2 years), who reviews, which reviewed, protocols required, register of reviewed documents
		Policy for Ongoing Animal Management in the WWCC Area	Research data, review of shelter data, identification of trends, areas of increasing concern
Re-homing	Rescue Groups	Partnerships with External Groups Protocol	Rescue groups, RSPCA, when they are involved, which animals are to be released, written agreements
	Facilitating re-homing	Media Use	Newspaper, web-site, social media, other media
		Public Access to Facility	Open hours, animal contact guidelines, supervision, assistance by staff
		Animal/Owner Matching	Guidelines for re-homing, e.g animal age, temperament, size, children, owner experience, room, housing, behavioural assessment etc.
		Problem Animal Rehoming	Special needs animals guidelines for re-homing, physical problems, temperament problems, which should not be re-homed
		New Owner Information	Availability of support, veterinary care, handouts for new owners

			covering feeding, water, behaviour, exercise requirements and so on.
	Foster Care	Foster Care Agreement	What is expected, support provided, veterinary support, responsibilities, minimum requirements and responsibilities
		Foster Care Induction	Information given to foster carer, evaluation of suitability and which animals can be fostered
Shelter Management	Administrative Protocols	Animal Register	Minimum data includes species, age, breed, distinguishing features, microchip, health and behaviour assessment, collars etc, location found, impound nr., animal information collected whilst in care should be recorded to the register.
		Receiving Dogs and Cats	Identification of individual dogs and cats, council paperwork, microchipping etc.
		Releasing Dogs and Cats	Identification of individual dogs and cats, council paperwork, microchipping etc.
		Procedure for Managing an Unusually Large Number of Dogs and Cats	Overflow planning, staff planning
	Pest control	Control of Insect Pests	How and when performed, with input required by vet and exterminator
		Control of Rodents	How and when performed, with input required by vet and exterminator
	Shelter Cleaning	General Facility Cleaning Procedure,	Frequency of cleaning, precise protocol including cleaning products and disinfectants.
Staff Management	Job Descriptions and Requirements	Minimum Qualifications for Various Shelter Roles	Formal qualification requirements, experience, expected minimum in-house training requirements
		Performance Management	Performance reviews, regularity, topics covered, feed back from staff, goal setting, frequency, people present, recording, etc.
		Procedure for Dealing with Staff Shortages in Both Short and Long Term Staff	Plan for short term staff coverage and departure of key personnel
	Staff training	Record keeping of Staff Training	Continue current record, add goals or required training to list
		Requirements for In-house Training	Frequency, topics covered, attendance, who is to attend.
	Staff Supervision	Supervision of Volunteers	Volunteer coordinator role, regular staff roles
		Supervision of Contract Staff	Who coordinates, when, how
		Supervision of Temporary Staff	Who coordinates, when, how
		Foster Carer Roles and Responsibilities	Who foster carers report to, how often, feedback mechanisms from foster carers, responsibilities of foster carers, responsibility of council
	Staff Feedback	Feedback Protocol	How staff can make suggestions to management verbally or in writing, how this is followed up, record keeping, permanent, temporary and contract staff

	Vision/Mission Statements	Formal GRAS vision/mission statements, Goals statement	Required to give staff an overall understanding of what the shelter is aiming to achieve and what its goals are
Transport	Transport	Dog and Cat Transport	Procedure for transport, animals NOT to transport, special conditions,
		Cleaning of Vehicles	Detailed guidelines
Veterinary Care	Veterinary Care	Seeking Veterinary Advice	Guidelines for veterinary animal management advice
		Seeking Veterinary Care	When, by whom, emergency situations, sick animals, injured animals, distressed animals, euthanasia
		Veterinary Contract	Formal contract, requirements, pricing, availability
Waste Management	Waste Disposal	Disposal of Food Waste	Guidelines for disposal
		Disposal of Animal Waste	EPA guidelines, solid waste disposal, liquid waste management
		Deceased animals	Council disposal guidelines, agreement with CSU, all animals to be bagged before storage or disposal

The above protocol list is intended to be relatively complete but will certainly be modified as staff and management identify specific needs. Some of these protocols will overlap with current broader WWCC protocols, particularly in the area of HR management and OHS. As consequence a definitive OHS and HR protocol list was not suggested, only protocols specific to the shelter that may not yet exist.

The task of writing the recommended protocols will require a substantial investment of staff time and some protocols will be more urgent than others. Staff and management should decide which are the most urgently required but I would suggest the following areas as deserving of first attention;
1. Animal Handling
2. Animal Housing
3. Animal Register/Record Keeping – improving the quantity and quality of information captured by use of a centralised database (currently available but not fully used)
4. Disease Control and Hygiene
5. In-house Staff Training (esp temporary staff)
6. Deceased Animal Disposal

<u>Conclusion</u>

A coordinated approach will be required over the next few years to implement the changes and improvements recommended in this review. I would suggest that some thought be given to the details of what and how changes are implemented. This will require consideration of which areas are to be addressed first, the resources available for the various tasks and the time frame council wishes to adopt. Ideally a formal plan will be drafted with targeted goals and time lines. The creation of the protocols and procedures manual in particular is a large task that will require significant time.

This review has found many positive aspects of the Glenfield Road Animal Shelter and while there are many recommendations for changes and improvements, it is important to not to lose sight of the substantial improvements that have been made over the last few years. Hopefully the next 1 – 2 years will see a continuation of the progress with the development of better procedures, protocols and management systems. The Glenfield Road Animal Shelter is capable of becoming a model facility showing the way forward in humane companion animal care.

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Jacob graduated from Sydney University in 1990 and worked in mixed practice for two years before buying his own practice in South West Sydney with his wife and fellow veterinarian.

The practices grew to become a group of practices, and after 15 years they were sold when Jacob and his family moved to Denmark for two years.

A surgical residency at Charles Sturt University enticed him back to Australia in 2008. Jacob passed his Board exams in 2013 and moved to Canberra in 2014 to take up a surgical specialty position.

Jacob and family live on a few acres out of Canberra where they keep chickens, fruit trees and whippet called Sally.