



Greater Shepparton City Council **Domestic Animal Management Plan**

Version 1.0
Adopted 7th October 2008



**GREATER
SHEPPARTON**

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SUMMARY

The Greater Shepparton City Council Animal Management/Local Laws Unit operates within the Sustainability and Environment Department which is located within the Development and Infrastructure Directorate. The unit has adopted a proactive approach to animal management through adoption of **four** state government Act/orders or decisions by the Council:

1. A requirement for all cats that are registered to be de-sexed
2. The introduction of a cat curfew
3. Micro-chipping of all domestic animals
4. Compliance with declared dangerous dog legislation.

This plan applies to domestic animals, specifically dogs and cats, under the Domestic Animals Act 1994.

The Plan follows the template plan provided by the Department of Primary Industries.



Local Vet Clinic Open Day, Rangers in attendance re: Responsible Pet Ownership

1. INTRODUCTION AND CONTEXT OF THIS PLAN

PURPOSE OF THIS DOMESTIC ANIMAL MANAGEMENT PLAN

This plan was developed to ensure that the Greater Shepparton City Council complies with Section 68A of the Domestic Animals Act 1994, which requires a council to develop a Domestic Animal Management Plan. The Plan will allow the Council to undertake a consistent approach to animal management issues throughout the municipality and will raise the profile of the Animal Management/Local Laws Unit within the municipality by providing a strategic planning focus to the activities undertaken by the unit in relation to management of animal management. It is expected that over the life of the Plan there will be measurable improvements in animal welfare, responsible domestic animal ownership and compliance with relevant legislation.

PROCESS APPLIED IN DEVELOPING THIS PLAN

This Plan was developed by a focus group comprising Cr. Chris Hazelman (Chair), Senior Constable Grant Jones (Vic Police), Mr. Steven Moore (Bureau of Animal Welfare – Department of Primary Industries), Ms. Kerry O’Sullivan (dog owner and resident), Dr. Geoff Withers (Shepparton Veterinary Clinic), Mr. Guy Gorman (Inspector – RSPCA), Mr. Mark Eade (GSCC - Supervisor – Animal Control/Local Laws) and Mr. Greg McKenzie (GSCC - Manager Sustainability and Environment). In developing the Plan the group had access to relevant Council and other records and data which were analysed to determine the outcomes of this Plan.

The staff members of the Unit are very supportive of this Plan and look forward to the successful attainment of the objectives outlined herein.

GREATER SHEPPARTON CITY COUNCIL – DEMOGRAPHIC AND MUNICIPAL PROFILE

Area	2,421 sq km
Population	58,150 (2001 Census)
Population growth since 2001	1.78%
Median age	36
Median individual income	\$426 per week
Median household income	\$1,063 per week
Median housing loan repayment	\$1,083 per month

- The top 5 countries of birth are Australia (83%), Italy (2%), United Kingdom (2%), New Zealand (1%) and Turkey (1%)
- The top 5 languages spoken at home are English (85%), Italian (3%), Arabic (1%), Turkish (1%) and Greek (0.5%)

- 3% of the population are of Indigenous origin
- 30% of residents aged 15 and over have completed Year 12 or equivalent
- 69% of households either own or are in the process of buying their home
- 21% of residents aged 15 and over undertake voluntary work
- 52% of households have internet connection

The major towns in Greater Shepparton City Council are Shepparton, Mooroopna and Tatura.

Localities in Greater Shepparton

Arcadia; Ardmona; Boxwood; Bunbartha; Byrneside; Caniambo; Congupna; Cooma; Coomboona; Cosgrove; Cosgrove South; Dhurringile; Dookie; Dookie College; Gillieston; Girgarre East; Gowangardie; Grahamvale; Harston; Karramomus; Katandra; Katandra West; Kialla; Kialla East; Kialla West; Kyabram (locality, not town); Kyabram South; Lancaster; Lemnos; Major Plains; Marionvale; Marungi; Merrigum; Moorilim; Mooroopna; Mooroopna North; Mooroopna North West; Mount Major; Murchison; Murchison East; Murchison North; Nalinga; Orrvale; Pine Lodge; Shepparton; Shepparton East; Shepparton North; St Germaines; Stanhope South; Stewarton; Tallygaroopna; Tamleugh North; Tatura; Tatura East; Toolamba; Toolamba West; Undera; Violet Town; Waranga; Wyuna; Zeerust.

Source: Greater Shepparton City Council Economic Development Department

Greater Shepparton City Council's population is expected to increase to 81378 by 2031. This represents a current annual increase of approximately 1.3% reducing to around 0.8% by 2031. This rate of increase is above the projected state average. The expected number of households in 2031 will be 36682. The population is expected to age with the current number of people over 60 years of age making up 18% of the total population. This will increase to 28% of the total population by 2031.

The municipality is a major fruit and vegetable processing centre with large food facilities located in or in close proximity to Shepparton. Dairying is also a major agricultural activity with a number of major milk processors operating in the local area.

Source: Victoria in Future 2004 – Department of Sustainability and Environment

DOMESTIC ANIMAL STATISTICS AND DATA

	GSCC	Like Councils (Ave)
Population	58150	
Area	2421sq.km.	
No. of EFT Authorised Community Rangers (Animal Management)	2.75#	
Hours training per officer annually	120	26
No. of Registered Dogs	7636	
Estimated Dog (owned) Population	10467*	
No. of Registered Cats	2478	
Estimated Cat (owned) Population	6978**	
No. of Registered Declared Dogs	18	
No. of Prosecutions Completed	15	6
% of Successful Prosecutions	100%	50%
No. of Impoundments (dogs)	1019	
% of dogs returned to owner	35.1%	37%
% of dogs rehoused	10.4%	19%
% of dogs euthanased	54.5%	44%
No. of impoundments (cats)	816	
% of cats returned to owner	4.2%	7%
% of cats rehoused	5.8%	20%
% of cats euthanased	90%	73%
Dogs per 1000 households	340	425
Cats per 1000 households	111	150
% of dogs with reduced registration fees	80%	
% of cats with reduced registration fees	95%	
Community Rangers per 1000 households	0.123	0.17
Total No. of households	22420	
Animal complaints per 1000 households	71	
Animal complaints as % of animals registered	14.40%	
Dogs Barking as % of animals registered	1.24%	
Dogs at Large as % of animals registered	4.24%	
No. of complaints per staff member	578	
Infringements Issued	66	
Registered Domestic Animal businesses	10	

includes 0.5 casual officer

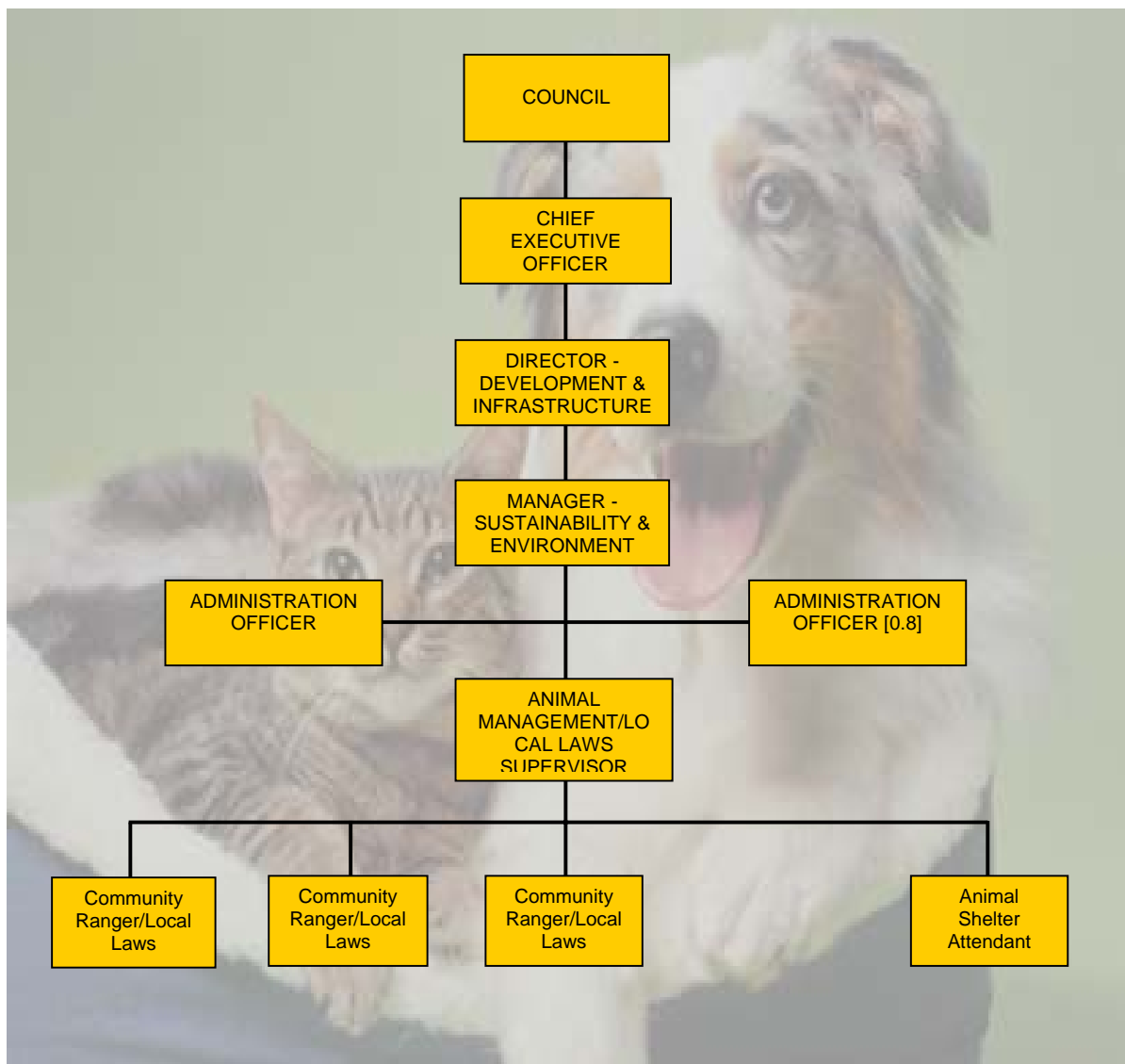
All GSCC data relates to the 2006/07 financial year.

- 63% of Australian households own some type of pet (53% owning a cat or a dog);
- National average is 18 dogs per 100 people and 12 cats per 100 people;
- Victoria's average is 18 dogs per 100 people and 12 cats per 100 people;
- Therefore, with Shepparton's human population being 58,150 the calculation is:
 - For dogs, $(58150/100)*18 = 10,467*$ estimated dog population;
 - For cats, $(58150/100)*12 = 6978**$ estimated cat population.

Source: Australian Companion Animal Council Inc. – Contribution of the Pet Care Industry to the Australian Economy. 2006. 6th Edition

GREATER SHEPPARTON CITY COUNCIL – ANIMAL MANAGEMENT STAFFING AND OPERATIONAL STRUCTURE

ANIMAL MANAGEMENT / LOCAL LAWS STRUCTURE



CURRENT PROGRAMS AND SERVICES – SERVICE LEVELS

Community Rangers undertake a variety of services associated with animal management. The Council employs a system of registration of domestic animals that utilizes an identification tag inscribed with the registration number. This tag is replaced annually. Each year for the last two years a successful door knock has been undertaken by a designated Authorised Community Ranger visiting door to door in urban areas to check registration compliance.

The Council offers a response to domestic animal complaints within 0.5 hours of receiving a call during working hours. After hours response times can sometimes be longer due to only one officer generally being available, however Community Rangers will be in response within 15 minutes of a call after hours. Routine street patrols are carried out daily often in conjunction with other tasks. When problems of wandering animals are advised patrols are carried out on a regular basis. Bike patrols along community pathways have been a recent innovation that has been implemented by Community Rangers.

The Council operates its own animal shelter during office hours but is available by appointment at other times. The capacity of the animal shelter is:

- 40 dog pens (incorporating separate re-housing provisions)
- 20 cat pens (incorporating separate re-housing provisions).

The animal shelter is operated in accordance with the Shelters and Pound Code of Practice. The Council is proud of the manner in which its shelter is operated.

Community Rangers attend 4 micro-chipping days per annum with two organised by the Council (in conjunction with Microchips Australia and the Victorian Canine Association) and two by other organizations. Community Rangers also attend neighbourhood watch sessions and meetings of other organizations when requested to talk about responsible domestic animal ownership.

Community Rangers respond to animals at large on Council managed roads. This service is operated 24 hours per day with many requests coming through Victoria Police (D24). Community Rangers often liaise with Victoria Police in regard to potential crime scenes where requests are made to attend animals that may hinder the police in the performance of their duties.

Community Rangers are authorized under the Prevention of Cruelty to Animals Act where the majority of complaints attended are in relation to domestic animals in cases utilising legislation under both Acts.

The data bases relied upon by the animal management unit are contained within the Pathway property system (animal registrations and infringements). Complaints received are either identified through MERIT (telephone calls) or TRIM (written correspondence). This ensures that an audit trail for complaints is kept.

The overall work environment for animal management is currently reactive to the needs of the community. It is the wish of the members of the unit to be more proactive in how the Council projects responsible animal ownership and management.

The Council is committed to the training and development of all its employees to improve productivity and efficiency, to ensure competitiveness, to achieve Corporate objectives, to improve service delivery to residents, and to provide enhanced career opportunities, job satisfaction and job security for all staff. Training and development will also facilitate and encourage the development of highly skilled, motivated and flexible employees able to meet the changing expectations and demands of the community.

The Rangers must hold the following qualifications:

- Certificate IV – Statutory Compliance
- Certificate IV – Animal Control and Regulation

Community Rangers also undertake regular extensive training programs to enable them to carry out their tasks in Animal Management and to be aware of industry changes that impact on service delivery.

The unit operates within an annual operating budget set each year by the Council. For the 2006/07 financial year the annual budget for the unit was;

Expenditure:

Animal Management	\$585700
Local Laws	\$ 40700
Fire Prevention	\$ 7500
Animal Shelter	\$ 83000

Total Expenditure \$716900

(note: all salaries and oncosts are in animal management)

Income:

Animal Permits and Fines	\$ 23220
Animal Registrations	\$380000
Animal Shelter	\$ 75000
Local Laws permits and Fines	\$ 65000

Total Income \$543220

Stakeholders of the unit for Domestic Animal Management purposes include:

- Domestic Animal Owners
- Domestic Animal Businesses
- Veterinarians
- Victoria Police
- RSPCA Staff
- Department of Sustainability & Environment Staff
- Parks Vic Staff
- General Public
- Internal Council departments

Program/Service	Service Level
Identification and Registration	10114 p.a.
Identification and Registration- door knock campaigns	yearly cycle
Domestic animal complaints	Response within 0.5 hours
Dangerous Dogs complaints	Response within 0.25 hours
Routine street patrols	daily
Animal Shelter Open	38 hour's p/week
Micro-chipping Events	4 per year
Education Events	6 per year



2. STATEMENT OF PURPOSE

The COUNCIL PLAN and Strategic Resource Plan 2006 -2010 (Adjusted 2007) has the following Vision and extract from the Strategic Intent:

Vision

The Greater Shepparton community's strategic planning vision is set out in Greater Shepparton 2030 and states, "Greater Shepparton 2030: the regional centre distinguished by the range of its sustainable achievements".

The following statement is an extract taken from the Strategic Intent:

"This Council Plan is focused on making Greater Shepparton a safer, friendlier more liveable and more prosperous community, while trying to retain the current high standard of services and facilities we enjoy. The Council's role in this will range from advocating on the communities behalf, through to directly funding the delivery of services and the construction of infrastructure and amenities. We are committed to consulting widely and doing our best to ensure Greater Shepparton is a great place in which to work, play and live."

Within the Council Plan there are a number of Key Strategic Objectives one of which is Community Life. The direction and themes within the Community Life Key Strategic Objectives are shown below:

Direction

Enhancement of social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve livability through a diverse range of community services.

Themes

Ensure an equitable distribution of community health and social services; provide a diverse range of education and learning options; increase the range and accessibility of recreation and open space options and promote development which provides a safe and accessible environment.

The Plan also has the following strategies, key performance indicators and targets;

Strategies	Key Performance Indicators	Targets
Increase the number of animals rehoused from the Council Animal Shelter	Increase rehoused animal numbers by 5 per cent	June 2008
Increase animal registrations to improve levels of community safety	Increase number of animals registered by 10 per cent	June 2008

Customer First Commitment:

The Greater Shepparton City Council is committed to providing responsive and reliable service to its customers. This customer first commitment aligns with the Council Plan and outlines what our customers can expect when they contact the Council. It explains a customer's rights when dealing with Council and provides methods of contact. We will strive to provide service excellence through

- informed professional guidance,
- listening to and understanding our customers needs,
- developing skills and motivated staff
- strengthening relationships between staff and the customer and
- ongoing evaluation, reporting and continuous improvement.

Risk Management:

The Councillors, executives, managers and staff of the Greater Shepparton City Council are committed to the identification and management of all risks associated with the performance of Council functions and the delivery of Council services. Refer to Council's risk management policy for further information.

Occupational Health and Safety:

The City of Greater Shepparton will conduct its business in a manner that contributes to the health and well being of its employees, and ensure the safety of employees, contractors and the public.

The City of Greater Shepparton is **committed** to:

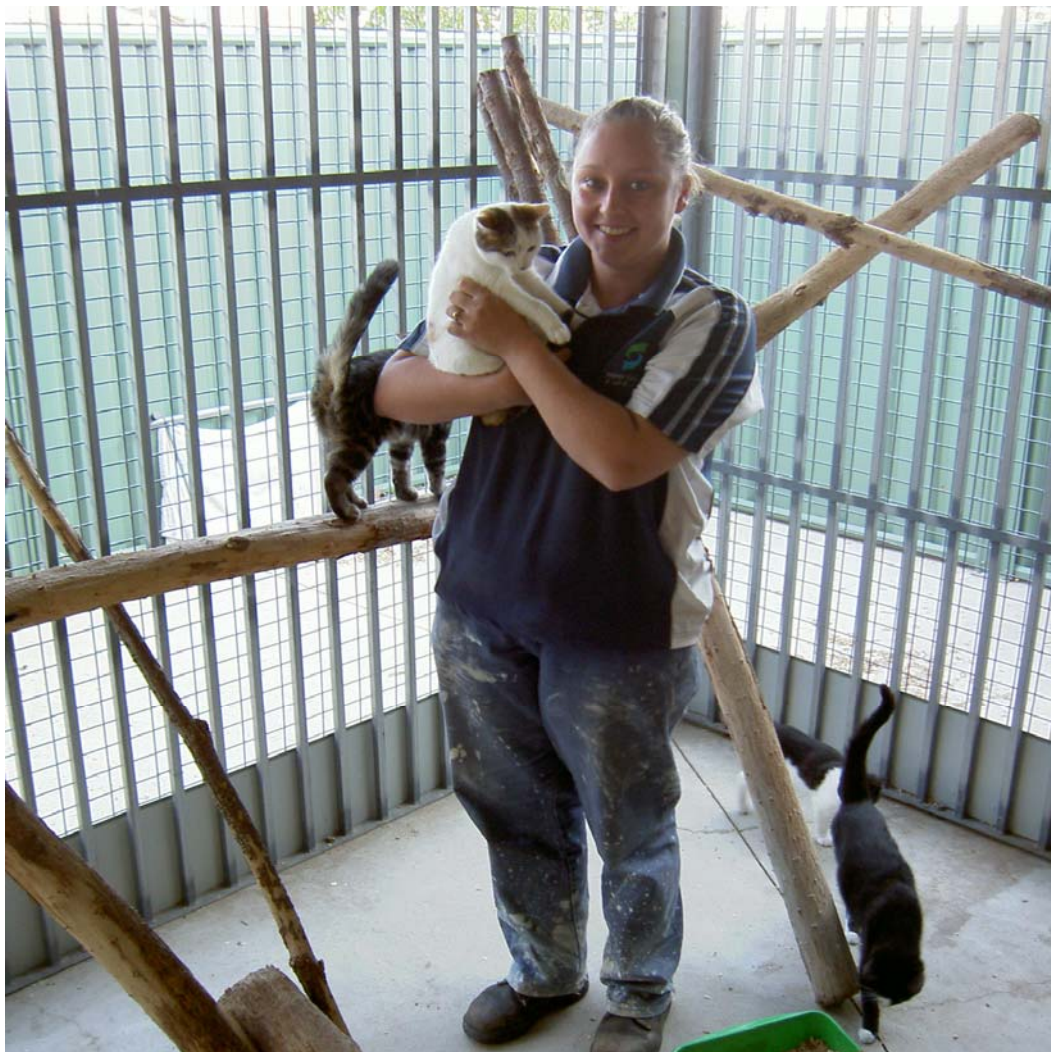
- providing a safe and healthy work environment to prevent injury and illness
- the identification and quick resolution of health and safety issues in the workplace
- consultation and cooperation between management and employees to resolve workplace health and safety issues
- establishing and providing resources to support an Occupational Health and Safety Committee and Health and Safety representatives
- educating staff with respect to OH & S issues and training staff in safe work practices
- providing appropriate safety equipment, clothing and protective gear to prevent accidents and injuries
- regularly monitoring the health and safety of employees who work in high risk areas, especially providing hearing and eyesight testing on a regular basis
- development a work place based rehabilitation program to assist injured employees to return to the workforce as soon as possible after an injury or illness
- encouraging a consultative approach between all parties to improve health and safety performance.

Best Value:

The unit is required to be assessed for best value on an annual basis. See appendix B.

Complimentary to the above the core purposes of the Greater Shepparton City Council's animal management services are:

- To create an environment where people and pets can peacefully coexist within the community;
- To proactively inform and educate the community about the needs of companion animals and promote responsible pet ownership;
- To proactively ensure that the needs of the wider community are reflected through Council's domestic animal management policies;
- a scheme to protect the community and the environment from feral and nuisance dogs and cats;
- a registration and identification scheme for dogs and cats which recognises and promotes responsible ownership;
- the identification and control of dangerous dogs;
- a registration scheme for domestic animal businesses which promotes the maintenance of standards of those businesses; and
- matters related to the boarding of dogs and cats.



Cat Rehouse area Shepparton Animal Shelter

3. STRATEGIC DIRECTIONS FOR DOMESTIC ANIMAL MANAGEMENT

3.1 OFFICER TRAINING AND DEVELOPMENT

3.1.1 The objective for this section is that all staff involved in animal management, including administration functions, have the knowledge and skills necessary to undertake their work.

3.1.2 Greater Shepparton City Council Community Rangers undertake regular training in the following aspects of animal management;

- All Community Rangers have completed or are undertaking Certificate IV – Government Statutory Compliance
- Participation in OH&S procedure development
- Ongoing training in conflict resolution and mediation
- Training in internal Information Technology systems
- Attendance at regional group meetings comprising other Councils
- Attendance at seminars held by Bureau of Animal Welfare – generally covering changing legislation issues
- Firearm training annually
- Participation in appropriate OH&S generic training
- All Community Rangers have completed or are undertaking Certificate IV – Animal Control and Regulation
- Administration staff undertake training in appropriate data base management software

3.1.3 Greater Shepparton City Council Community Rangers will continue to undertake training opportunities shown above where considered necessary. An analysis of staff requirements will be undertaken on an annual basis taking into account workloads at peak times and statutory obligations. It is expected that with the increase in population of the municipality, the increase in community expectation in animal management services and a more proactive approach in carrying out tasks associated with animal management there will be a need to increase available resources to respond to these changes.

3.2 ENCOURAGING RESPONSIBLE PET OWNERSHIP – COMMUNITY EDUCATION

3.2.1 The objective for this section is to encourage people to manage pets in a way that protects the health and welfare of the animal, maximizes the companion benefits of their pet and minimizes potential for nuisance or harm to others.

3.2.2 Greater Shepparton City Council's current community education programs include;

- Up to date web site information on responsible pet ownership
- Identification of lost animals and animals for rehoming on web site

- Attendance in public areas promoting responsible pet ownership, registration and micro chipping
- Attendance at neighbourhood meetings to explain animal management functions including responsible pet ownership
- School visits when requested
- Regular radio interviews on “Cogs on Air” to reinforce responsible animal ownership
- Advertorials in local newspapers about responsible pet ownership
- Signage and installation of litter bags and bins
- Education of public about animal shelter processes
- Compulsory desexing of cats from 10th April 2008

3.2.3 It is envisaged that these education programs will continue and that they will be further complimented by:

- An annual open day to be held at the Council’s Animal Shelter
- Non residential working animals will be subject to periodical checks for registration.
- Development of appropriate pamphlets for education on animal ownership issues
- Expand signage and installation of litter bags
- Undertake education patrols in high animal use areas
- Undertake annual community survey
- Through the annual community survey determine issues that may impact on unit resourcing.

3.3 IDENTIFICATION AND REGISTRATION

3.3.1 The objective for this section is to maximize the number of registered and identifiable domestic animals.

3.3.2 Greater Shepparton City Council’s current identification and registration activities include:

- Seasonal advertising on local television about need to renew registrations
- Regular radio interviews on “Cogs on Air” to reinforce responsible animal ownership
- Forwarding of renewal registration data to known animal owners
- Follow up of non registered animals from renewal registration information
- Annual door knock campaign in selected urban areas of municipality
- Participation in State Government’s Pet Registration Scheme
- Compulsory registration of domestic animals at 3 months of age
- Compulsory micro chipping of dogs and cats at first registration from 1st May 2007
- Offer of free registration for animals under 3 months of age
- All Community Ranger’s issued with individual microchip scanners

- Provide information about registration process and fees on Council's web site

3.3.3 The above activities will be continued in an on-going capacity. Non residential working animals will be subject to periodical checks for registration.



Council presence at Millions Paws Walk

3.4 COMPLIANCE AND ENFORCEMENT – LOCAL LAWS AND ORDERS

3.4.1 The objective for this section is to maximize compliance with domestic animal laws, orders and regulations both state and local.

Greater Shepparton City Council's current activities in this area include:

- Ensure compliance by animal owners with legislation
- Enforcement of requirements of Council Local Law relevant to domestic animals:
 - Keeping of dogs and cats in residential areas
 - Control of dog under leash
 - Noise complaints
 - Deposit of animal excrement in public places
- Cat curfew – 24 hour
- Provision of information on Council web-site

3.4.3 The above activities are on-going and will be complimented over the life of this plan. The identification of leash free areas throughout the municipality will be developed.

3.5 DOMESTIC ANIMAL BUSINESSES

3.5.1 The objective for this section is to work in partnership with domestic animal businesses to achieve Council's domestic animal management goals.

Greater Shepparton City Council's current activities in regard to Domestic Animal Businesses include;

- Renewal of registration of Domestic Animal Businesses
- Respond to complaints about Domestic Animal Businesses

The above activities are ongoing and will be complimented over the life of this plan. Specifically Community Ranger's will ensure that each business is inspected as part of the annual renewal of registration and ensure compliance with the Code of Practice.

3.6 DECLARED DOGS

3.6.1 The objective of this section is to minimize the risks of dog attack to the community from dangerous dogs.

3.6.2 Greater Shepparton City Council currently has 18 registered declared dogs. Currently Community Ranger's undertake a reactive response to dog attacks resulting in dangerous dogs being declared after an attack. Community Ranger's ensure that conditions placed on dangerous dog owners are complied with. An up to date register of dangerous dogs as required by legislation is also maintained. In response to community concerns about dog attacks, the Domestic Animals Act 1994 was amended in December 2001 to impose requirements on certain restricted breeds of dogs. "Restricted Breed" dogs are defined as those dogs

prohibited from being imported by the Commonwealth Customs (prohibited imports) Regulations 1956.

3.6.3 The above activities are ongoing. Community Ranger's will inspect non-residential premises for the keeping of and compliance with dangerous dog legislation.



Examples of declared Dangerous Dogs and Restricted Breed (Pitbull Terrier)

3.7 DOG ATTACKS

3.7.1 The objective of this section is to minimize the risks of dog attack to the community from dogs for both attacks on humans and animals.

3.7.2 Community Rangers currently respond to all dog attacks that are reported to the Council. Many dog attacks occur as a result of the interface between urban and rural properties with attacks on livestock being a regular problem. In such instances Community Rangers endeavour to identify the dogs responsible resulting in destruction of the offending animals or declaration of dangerous dogs. Media releases are used to alert animal owners of the presence of dog attacks when these instances occur.

3.7.3 Community Rangers will continue to investigate complaints received in relation to dog attacks. Responsible pet ownership education will be promoted as shown at 3.2.3.

4 PERFORMANCE MONITORING AND EVALUATION

4.1 OUR PERFORMANCE MONITORING AND EVALUATIONS PROCESS

Extensive records are maintained by council Community Rangers and these are regularly compared to other large provincial councils, neighbouring councils and statewide averages through statistics compiled and supplied by Bureau of Animal Welfare, Department of Primary Industry and from other Councils. The Council undertakes a continuous improvement review each year.

KEY PERFORMANCE INDICATORS

Key Performance Indicator	Target	Current
1. Dog registration rate (% registered/estimated population)	80%	72.9 %
2. Cat registration rate (% registered/estimated population)	39%	35.5%
3. Enforcement success rate (% successful prosecutions/total prosecutions)	100%	100%
4. Animal complaints per 1000 households	80	71
5. Dog rehousing rate as per CIR	111	106
6. Dog Euthanasia (%of total dogs euthanased/total dogs impounded)	50%	54.5%
7. Dog Reclaimed (%of total dogs reclaimed/total dogs impounded)	37%	35.1%
8. Cat rehousing rate – total numbers as per CIR	50	47
9. Cat Euthanasia (%of total cats euthanased/total cats impounded)	85%	90.%
10. Cat reclaimed (%of total cats euthanased/total cats impounded)	5%	4.2%
11. Domestic Animal Business Compliance rate (numbers registered/number compliant/number of audits)	100%	N/A
12. Send animal registration renewals by 1 st week of March	1 st week of March	1 st week of March
13. respond to emergency nuisance animal complaints in a timely manner	30 minutes	30 minutes

REVIEW CYCLE/DATE FOR THIS PLAN

This plan will be reviewed annually by the Sustainability and Environment Manager and the Supervisor Animal Control/Local Laws, in consultation with the Director, Development and Infrastructure, and will be presented for approval to the Council and subject to the scrutiny of the residents of the Greater Shepparton City Council community via an annual survey.

The Plan will undergo a major review every three years.

APPENDICES

A: ACTION PLAN

OBJECTIVE 3.1 Officer Training and Development:

The objective for this section is that all staff involved in animal management, including administration functions, have the knowledge and skills necessary to undertake their work. (NB: This Action Plan is linked to planned actions/initiatives in section 3.1 of this Plan Template)

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
O.H. & S. Procedure development	Participate in development of relevant O.H. & S. procedures	All Community Ranger's and administration staff (where appropriate)	2008-2010	Time commitment from staff	\$0
Conflict Resolution training/mediation	Undertake regular training in conflict resolution and mediation	All Community Ranger's and Administration staff	Every two years	Time commitment	Training generally supplied by corporate
Training in information technology systems	Undertake necessary training to understand Council's systems	Administration staff and Community Ranger's (where appropriate)	As needs identified	Time commitment from staff and availability of training areas	\$12000 per annum
Legislative and Industry Training	Attendance at seminars etc held to update staff on legislative and Industry changes	All staff as appropriate	2008-2010	Time commitment	\$1500 per annum
Firearm Training	Undertake firearm training annually	Community Ranger's	Annually	Time commitment	\$3000 per annum

O.H.& S. training	Undertake relevant training	All staff	2008-2010	Time commitment	\$1500 per annum
Workload analysis	Undertake an analysis of workloads including at peak times	Manager Sustainability & Environment	Annually	Time commitment	\$0
Certificate IV – Government Statutory Compliance and Animal Control and Regulation	All Community Ranger's to undertake relevant training	All staff	Upon commencement – On going employment subject to successful completion	12 months	\$7000 at staff turnover
Increase resources to respond to changing needs	Increase human resources as required following analysis of service need	Manager Sustainability & Environment and Supervisor Animal Control/Local Laws	Annual review	Annual	\$70000 per annum

OBJECTIVE 3.2 Encouraging Responsible Pet Ownership – Community Education

The objective for this section is to encourage people to manage pets in a way that protects the health and welfare of the animal, maximizes the companion benefits of their pet and minimizes the potential for nuisance or harm to others.

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
Web site development	Ensure website information is up to date and relevant	Animal shelter attendant and administration staff	Animal Shelter – daily animal control - Every 3 months	Time commitment	\$0
Public relations for responsible pet ownership	Attendance at public areas, meetings schools, radio etc. to explain benefits of responsible pet ownership	All Community Ranger's and Manager Sustainability & Environment	When opportunities arise and particularly around pet registration times	Time commitment	\$1000 per annum
Preparation of written material about responsible pet ownership	1. provision of signage for use at animal shelter and remote sites. 2. preparation of pamphlets for responsible animal management 3. preparation of advertorials for local newspapers	Manager Sustainability & Environment and Supervisor Animal Control/Local Laws	Annually	Time commitment and printing of written material	1. \$5000 per annum 2. \$15000 per annum 3. \$5000
Provision of litter bag and bins	Place and manage litter bags and bins at strategic locations around urban areas of the municipality	Manager Sustainability & Environment and Supervisor Animal Control/Local Laws & Community	2008-2010	Provision of bins, bags and time to manage	\$10000 per annum

		Ranger's			
Community Survey	Conduct annual community survey	Manager Sustainability & Environment	Annual	Time and printing	\$7500 per annum
Compulsory cat desexing	Provide information and implementation of cat desexing requirement	Manager Sustainability & Environment	From April 2008	Time and printing	\$1500



OBJECTIVE 3.3 Identification and Registration

The objective for this section is to maximize the number of registered and identifiable domestic animals.

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
Animal Registration	Seasonal advertising in local media about need to renew registrations	Supervisor Animal Control/Local Laws Manager Sustainability & Environment	March through to June each year	Time commitment and advertising	\$4000 per annum
Animal Registration	Renewal of registration forms forwarded to owners annually with follow up notices in May each year	Supervisor Animal Control/Local Laws Administration staff	January to March each year including follow ups in April – May each year	Printing, time commitment and costs of data base update	\$20000 per annum
Animal Registration	Annual registration checking process	Supervisor Animal Control/Local Laws	April to June each year	Contract cost	\$40000 per annum
Animal Registration	Participate in State Government Pet Registration Scheme	Supervisor Animal Control/Local Laws	When required annually	Time commitment	\$2.50 per dog & \$1.50 per cat (2008 - \$27400)
Animal Registration	Compulsory microchipping and registration of domestic animals. Free registration to animals under 3 months of age.	Supervisor Animal Control/Local Laws	January to April each year	Time commitment	\$0
Animal Identification	Provisions of microchip scanners to all Community Ranger's	Supervisor Animal Control/Local Laws	Once off provision	Already provided	

Animal Registration	Update of information about registration on Council Web-site	Administration staff	Update every three months	Time commitment	\$0
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Registration Checks, Bike Path Patrol.



Impounded Livestock

OBJECTIVE 3.4 Compliance and Enforcement – Local Laws and Orders

The objective for this section is to maximize compliance with domestic animal laws, orders and regulations both state and local.

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
Local Law compliance	Ensure response to complaints about domestic animals in urban areas dealt with in a consistent manner	Supervisor Animal Control/Local Laws & Community Ranger's	On going	Time commitment	\$0
Local Law compliance	Enforce cat curfew	Supervisor Animal Control/Local Laws & Community Ranger's	On going	Time commitment	\$0
Local Law compliance	Update of information about local laws on Council Web-site	Administration staff	Update every three months	Time commitment	\$0
Local Law Compliance	Investigate the development of off leash areas for dogs	Supervisor Animal Control/Local Laws	To be developed by December 2009	Time commitment	\$0



Example of impounded livestock Officers have to deal with, Camel Kialla area, Bulls Toolamba area

OBJECTIVE 3.5 Domestic Animal Businesses

The objective for this section is to work in partnership with domestic animal businesses to achieve Council's domestic animal management goals.

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
Domestic Animal Business	Renewal of registration for Domestic Animal Businesses	Supervisor Animal Control/Local Laws Administration Staff	April to June annually	Time commitment	\$0
Domestic Animal Business	Response to complaints about Domestic Animal Businesses	Supervisor Animal Control/Local Laws & Community Ranger's	On going	Time commitment	\$0



Domestic Animal Business Open Day Community Rangers in attendance re: Responsible Pet Ownership

OBJECTIVE 3.6 Declared Dogs

The objective of this section is to minimize the risks of dog attack to the community from dangerous dogs.

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
Dangerous Dog compliance	Ensure owners of dangerous and menacing dogs are compliant with regulations and requirements placed on them	Supervisor Animal Control/Local Laws & Community Ranger's	On going	Time commitment	\$0
Maintenance of dangerous dog register	Ensure register is kept up to date	Supervisor Animal Control/Local Laws	On going	Time commitment	\$0
Restricted Breed Dogs	Monitor existing restricted breed dogs and investigate reported cases	Supervisor Animal Control/Local Laws & Community Ranger's	On going	Time commitment	\$0

OBJECTIVE 3.7 Dog Attacks

The objective of this section is to minimize the risks of dog attack to the community from dogs for both attacks on humans and animals.

Program/Service Objective	Actions	Who is responsible	When	Resources required	Cost
Dog attack response	Ensure timely response to any dog attack report	Supervisor Animal Control/Local Laws & Community Ranger's	On going	Time commitment	\$0
Web site development	Ensure website information is up to date and relevant for issues associated with dog attack	Animal shelter attendant and administration staff	Animal Shelter – daily animal control - Every 3 months	Time commitment	\$0
Public relations for responsible pet ownership	Attendance at public areas, meetings schools, radio etc. to explain benefits of responsible dog ownership and the need to reduce dog attacks and how this can best be achieved.	All Community Ranger's and Manager Sustainability & Environment	When opportunities arise and particularly around pet registration times	Time commitment	See actions for 3.2
Preparation of written material about responsible pet ownership	1. provision of signage for use at animal shelter and remote sites. 2. preparation of pamphlets for responsible animal management including information relating to dog attacks 3. preparation of advertorials for local newspapers in respect to dog attacks	Manager Sustainability & Environment and Supervisor Animal Control/Local Laws	Annually	Time commitment and printing of written material	See actions for 3.2

Appendix B
1. Continuous Improvement Report

GREATER SHEPPARTON
GREATER FUTURE



Greater Shepparton City Council

Local Laws/Animal Control

Continuous Improvement Report

August 2007



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Greater Shepparton City Council

Local Laws/Animal Control – Best Value Review

1. CONTEXT STATEMENT

To assist in the good governance of the municipality the Local Government Act 1989 empowers Councils to enact Local Laws for specific issues. These local laws generally prescribe what is required of people in going about their day to day affairs and living within a community, with specific emphasis placed on the issues that the local law deals with. They assist the Council to manage issues that may arise between neighbours or may have an impact on the local environment. In some cases the local laws will complement State Legislation.

There are also certain Regulations and Acts of Parliament that the Council has responsibility for enforcing that can have an impact on local residents. Companion animal ownership is a very important example of where State Government Acts and regulations require people to undertake certain responsibilities to protect and enhance the local community.

To enable fair and equitable assessments of issues that arise from time to time the Council has a Local Laws/Animal Control unit to manage the process. The officers assist residents in understanding what their responsibilities are and to enforce regulations where necessary.

2. CURRENT SERVICE PROFILE

2.1 Service Aims and Objectives

The 2006/2010 Council Plan identifies a number of strategic objectives. There are two objectives that have relevance to the operations of the Local Laws/Animal Control unit. They include;

Community Life – to enhance social connectedness, physical and mental health and well being, education and participatory opportunities in order to improve liveability and a greater range of community services

Environment – conservation and enhancement of significant natural environments and cultural heritage.

2.2 Service Activities & Responsibilities

The Local Laws/Animal Control section has responsibility of ensuring compliance with and enforcement of the following Acts, Regulations and Codes of Practice as outlined below:

Acts, Regulations and Codes of Practice:	Tasks Performed:
<p>Local Government Act 1989</p> <ul style="list-style-type: none"> • Local Law No 1 – Environment • Local Law No 2 – Consumption of Liquor in Public Places • Local Law No 7 – Asset Protection for Council Land, Public Places and Building Sites 	<ul style="list-style-type: none"> • Ensuring appropriate permits are issued under the Council's Local Laws and compliance with the conditions placed upon those permits • Responding to complaints from residents that fall within the jurisdiction of the Council's Local Laws and ensuring compliance with those Local Laws (in some instances 24 hour response) • Responding to calls for livestock on roadways (24 hours response to Council managed roadways) • Liaising with police and other agencies in the performance of the above duties
<p>Domestic (Feral and Nuisance) Animals Act 1994</p> <ul style="list-style-type: none"> • Code of Practice for the Management of Dogs and Cats in Shelters and Pounds • Code of Practice for the Operation of Boarding Establishments • Code of Practice for the Operation of Dog Training Establishments • Code of Practice for the Operation of Breeding and Rearing Establishments • Code of Practice for the Operation of Pet Shops 	<ul style="list-style-type: none"> • Registration of companion animals (dogs and cats) and animal establishments • Responding to complaints about domestic animals (24 hour service) • Managing Council's pound facility including the rehousing of animals and euthanasia of animals • Liaising with police and other agencies in the performance of the above duties
<p>Environment Protection Act 1970</p>	<ul style="list-style-type: none"> • Litter management
<p>Country Fire Authority Act 1958</p>	<ul style="list-style-type: none"> • Fire Prevention – inspection of residential blocks for fire management including follow up where necessary • Issuing of fire permits for burning off during season • Preparation of Municipal Fire

	Prevention Plan <ul style="list-style-type: none"> • Conduct and management of Municipal Fire Prevention Committee meetings
Impounding of Livestock Act 1994	<ul style="list-style-type: none"> • Respond to calls of livestock on Council managed roads (24 hour service)
Prevention of Cruelty to Animals Act 1986	<ul style="list-style-type: none"> • Administer legislation in accordance with authorisations • Assist and liaise with RSPCA Officers in cases of animal cruelty when required • Euthanase animals when required

2.3 Relevant Service Area Statistical Data

Attachment 2 provides a comprehensive overview of the following key service area activities for the 2006-07 financial year:

	Numbers for year	% of Total
Euthanised dogs	555	54.5% of dogs impounded (odi)
Claimed dogs	358	35.1% odi
Re-housed dogs	106	10.4% odi
Euthanised cats	735	90.1% of cats impounded (oci)
Claimed cats	34	4.2% oci
Re-housed cats	47	5.8% oci
Pound attended enquiries	4080Est	48.6% of pound contacts (opc)
Phone calls	4320Est	51.4% opc

Other relevant data includes:

Total dogs registered for year	7636
Total cats registered for year	2478
Animal infringements issued	128
Local Laws Permits issued	229
Special Events Permits	90
Local Laws Infringements	355
Fire Permits Issued	12

2.4 Service Users

Direct service users vary greatly. Local laws officers and administrative staff have regular contact with those persons and businesses that require

permits for activities that are covered by the Local Laws and animal control legislation. Users of the core services of the unit includes:

Core Function of the Local Laws/Animal Control unit	Users
Animal Registrations	General public, customer service officers, RSPCA, Police, Pet Shops, Animal Breeding Establishments and Bureau of Animal Welfare
Animal Infringements	General public, RSPCA, Police, Solicitors and Bureau of Animal Welfare
Pound	General public, customer service officers, RSPCA, Police, veterinarians and Bureau of Animal Welfare
Local Laws Permit applications	General public and businesses
Local Laws Infringements	General public, Solicitors, Police, customer service officers
Fire Prevention	CFA, Municipal Fire Prevention Committee, property owners, Fire Brigades and Other Municipalities
Litter Enforcement	General public, Environment Protection Authority, Parks Victoria, Department of Sustainability & Environment, Council staff

2.5 Service Resources

The Local Laws/Animal Control unit forms part of the Sustainability and Environment Department which is located within the Development and Infrastructure Directorate. The unit operates from the Greater Shepparton City Council Welsford Street Office as well as the Wanganui Road Pound.

The resources of the section include the following:

- Personnel
 - The unit has 6.8 full time positions and one officer on a short term employment agreement. The structure of the unit is shown at Attachment 1.
- Vehicles & Equipment
 - 4 Utilities fitted with appropriate caging
 - Heavy duty livestock trailer
 - Animal handling equipment for each vehicle
- Buildings & Land
 - Animal Pound including:
 - 26 dog pens and 14 rehousing dog pens

- 12 cat cages and 7 rehousing cat cages
- lock up shed for storage of seized goods
- stock yards for livestock holding including 3 holding paddocks
- lock up yard for abandoned vehicle storage

2.6 Service Unit Costs

The tasks that are carried out by the section can be extremely diverse in their nature and it is therefore very difficult to assign precise unit costs to these tasks. They can also vary immensely with the time each one takes to follow through to a natural conclusion.

The recurrent budget for the financial year 2007/08 is:

Expenditure	\$707400
Income	\$543220

A further breakdown of the recurrent expenditure budget is shown below:

Animal Control	\$584700
Fire Prevention	\$7500
Local Laws	\$44700
Pound Operations	\$70500
(salaries, oncost and plant are included only in animal control)	

Income will be received from the following sources:

Cat Registrations	\$60000
Dog Registrations	\$320000
Local Laws – Fines & Fees	\$88220
Pound Operations	\$75000

3. SERVICE SCOPING

3.1 SWOT Analysis

The review team and the Local Laws/Animal Control unit undertook a detailed analysis of all related aspects as outlined in Attachment 4.

3.2 Current Service Levels and Possible Future Demands

The current service levels for the unit are under pressure continually. The number of phone calls received by the unit is easily the highest within the Council and this places great demand upon the staff both administratively and operationally. When staff are absent (either sick, annual leave or away at training/meetings) it creates a major concern on service response levels. This is also exacerbated at times of the

year when other tasks are required to be undertaken eg: dog and cat registrations and permits required under Council's local laws.

The administrative tasks required to update databases to ensure accuracy are very time consuming and these coupled with the telephone calls places great strain on the administrative position. This has been largely alleviated with the provision of another administration officer working 80% in the unit and 20% in Health and Sustainability & Environment. Allowance has been made for the employment of an Officer for three month periods from April 07 to perform door to door companion animal registrations.

A Local Law to manage the requirements of the Roadside Management Plan is also a possibility in the future. Legislation relating to companion animals is also continually changing and generally requires further regulation particularly in relation to dangerous dogs. An example of this is the legislative requirement for all dogs and cats to be microchipped prior to registration. At certain times of the year (late spring and late summer/early autumn) the unit is required to issue burning off permits to farmers. Depending on the season these permits can number more than 300. Officers now respond to certain Local Law issues outside normal hours which is expected to lead to an increase in costs.

3.3 Service Provision

Assessment of existing and potential alternative service provider options

It is considered inappropriate to have enforcement duties undertaken by others as it can lead to misinterpretation and misrepresentation of the requirements of local laws and the relevant legislation that we operate under. Many pounds throughout the state are operated by other service providers (RSPCA), however, this Council's pound is one of the few within the state that are complying with the State Government Code of Practice for the Management of Dogs and Cats in Shelters and Pounds. It is believed that this is something that is required by the local community to continue. There is also no evidence to prove that the service being provided by the Council can be provided more cheaply by another provider.

3.4 Benchmarking

Investigations into possible benchmarking opportunities revealed that comparable regional centres have different structures to that existing at Greater Shepparton. For example, there is no consistency with regard to the roles and responsibilities of animal control/local laws staff. It was considered that benchmarking, as such, would not provide meaningful comparisons or could even produce misleading outcomes. However, it was agreed to undertake a comparison of

annual animal registration fees with comparable size and neighbouring municipalities for benchmarking purposes and the result of this is shown at Attachment 5.

4 KEY PERFORMANCE INDICATORS

<i>Indicator</i>	<i>Measure</i>	<i>Target</i>
Increase dog & cat registrations by 10%	Numbers of dogs and cats registered	10% greater number by 30 th June 2008
Increase animal rehousing by 5%	Numbers of dogs and cats rehoused	5% increase by 30 th June 2008
Development of Domestic Animal Management Plan (DAMP)	Council adoption of DAMP	Adoption of Plan by 30 th June 2008
Prepare and send animal registration renewals in a timely manner	Date the registration renewals are sent out to animal owners	Send animal registration renewals by 1 st week of March 2008
Prepare and send Local Law permit renewals in a timely manner	Date the permit renewals are sent to business owners	Send permit renewals by 31 st May 2008
Inspect residential blocks for compliance with fire prevention requirements	Number of blocks that have been inspected	Inspect all blocks prior to the implementation of Fire permits in early summer.
Respond to emergency nuisance animal calls in a timely manner	Number of merit requests	100% completion of merit requests
Respond to local laws calls in a timely manner	Number of merit requests	100% completion of merit requests

5 REVIEW OF PREVIOUS FINDINGS AND RECOMMENDATIONS

5.1. Quality and Cost

5.1.1. Best on Offer

It was recommended that further consideration be given to ways of improving efficiency in particular. In this regard, reference should be made to the “issues’ and “possible solutions” response sections from the internal survey

Of the specific issues that were raised in the internal survey the following has been implemented which addresses the concerns listed;

1. Employment of extra administrative assistance to spread the workload.
2. Local Laws after-hours response for specific issues eg burning off (smoke, offensive smoke, chimneys etc) and recreational vehicles on Council land.
3. Building site cleanliness (Local Law No 7) – some initial work has been undertaken including a substantial education process of all local builders. An officer is to be employed for a three month period during 2006/07 to specifically tackle building site issues under Local Law No. 7.

It was strongly recommended that due consideration be given to the issues raised under Section 8.4 of this report, particularly those which may have potential exposure for Council.

During the year an administration position was created with a 75% requirement for Local Laws/Animal Control. This has assisted in alleviating many of the issues referred to in Section 3.2 of this report.

5.1.2 Value for Money

It was recommended that this survey be conducted on a regular eg: annual basis and that the results be reviewed when assessing fee levels for Greater Shepparton animal owners as part of the annual budget process.

This survey was used to assist in determining the level of animal registration fees for the 2007/08 budget.

5.1.3 Key Performance Indicators

It was recommended that an appropriate regime of Key Performance Indicators be developed from existing formal and

informal performance measurements (refer section 8.3) and responses to the internal survey relating to this matter (refer Attachment 6).

Key Performance Indicators have been developed and approved by the Director Development & Infrastructure taking into account the matter referred to above.

5.2 Responsiveness to User Needs

It was recommended that further consideration be given to the issues raised during the focus group meeting (refer Attachment 7).

Consideration has been given to some of the issues raised during the focus group meeting. For example during the 2005/06 fire season residential blocks were inspected, where possible, with local Brigade captains. The compulsory micro-chipping of companion animals was raised and it is likely that legislation will require this from 2007.

It was recommended that similar focus group meetings be held on a regular, eg: annual basis, to ensure ongoing service responsiveness.

It is intended to hold another focus group meeting in November 2006.

5.3 Accessibility

It was recommended that all service access issues be reviewed at least on an annual basis, taking into account matters raised by primary service users such as pet owners at large, property owners and representatives who participate in the focus group meetings.

Service access issues have been considered since the last review and examples include;

- Re-assessment of pound opening times at weekends
- Undertaking local laws call outs for specific issues.
- During March and April of 2006 an advertising campaign on local television was undertaken which saw a substantial increase in the number of visitors to and telephone calls taken at the pound. Unfortunately this did not necessarily equate to an increase in the number of reclaimed or rehoused animals.

5.4 Continuous Improvement

It is also recommended that a commitment to a culture of continuous improvement be reinforced by inclusion of key performance indicators in the annual performance requirements for Local Laws/Animal Control staff.

Some of the Key Performance Indicators have been included in the annual performance requirements of unit staff, with an intention to

include the balance of the Key Performance Indicators into staff annual performance requirements as the opportunities arise.

5.5 Consultation Reporting

Ongoing consultation is considered to be an integral part of a sustainable Best Value culture for Greater Shepparton City Council. Such consultation will be used to inform the annual Continuous Improvement Program. Full details of the annual Continuous Improvement Program will be available as part of the Continuous Improvement Annual Report, which is available for public inspection and/or accessible via the Council website. All ratepayers will be alerted to the availability of this information through advice distributed with annual rate notices.

A copy of this report will be made available for public inspection and will be accessible via the Council web site.

REVIEW TEAM

The Local Laws/Animal Control Best Value Review Team is comprised of the following;

Greg McKenzie – Manager Sustainability and Environment
Mark Eade – Supervisor Local Laws/Animal Control
Brendan Gosstray – Manager Leisure Services
Dannielle Thorne – Customer Service Officer
Ron Heddle – Works Officer Infrastructure
Gerard Leddin – Building Inspector

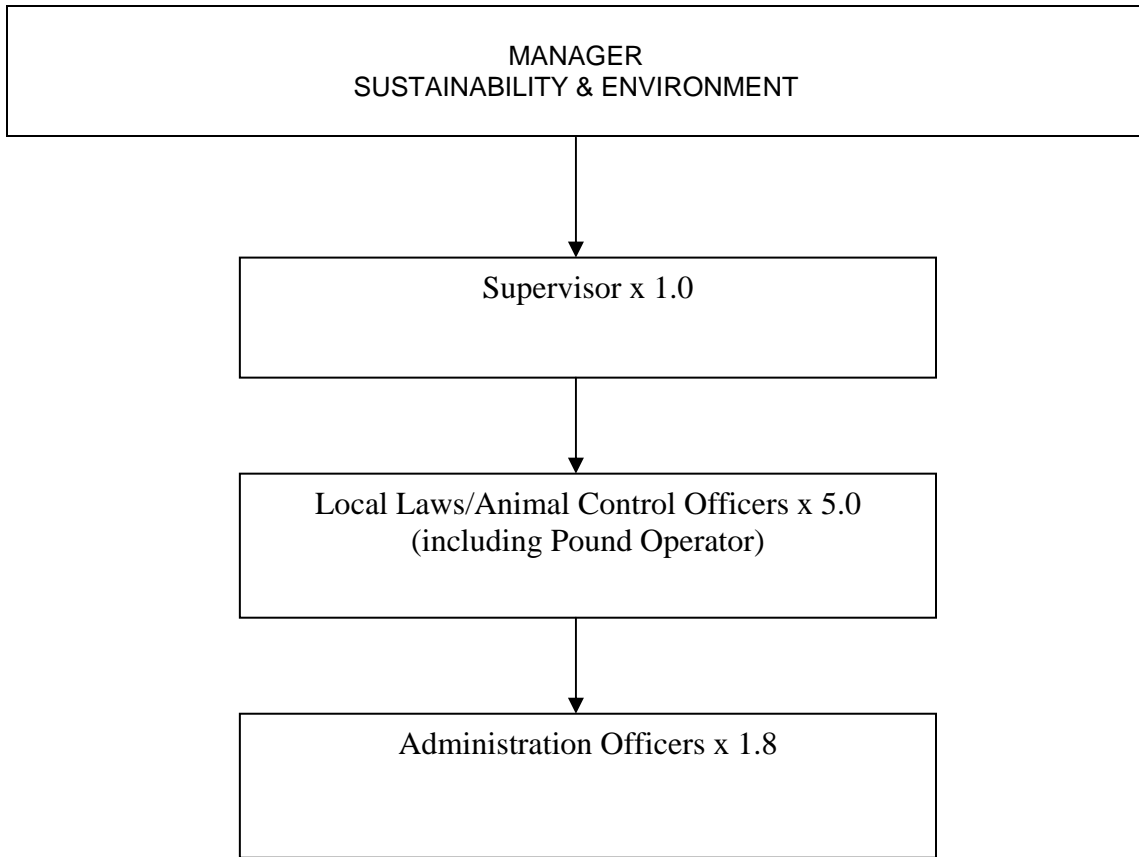
REVIEW PROGRAM

The review program is shown at Attachment 3 – and includes responding to the Best Value principles of;

- Quality & cost
- Responsiveness to users needs
- Accessibility
- Continuous improvement
- Consultation
- Reporting

Attachment 1

Local Laws/Animal Control Unit Staff Structure

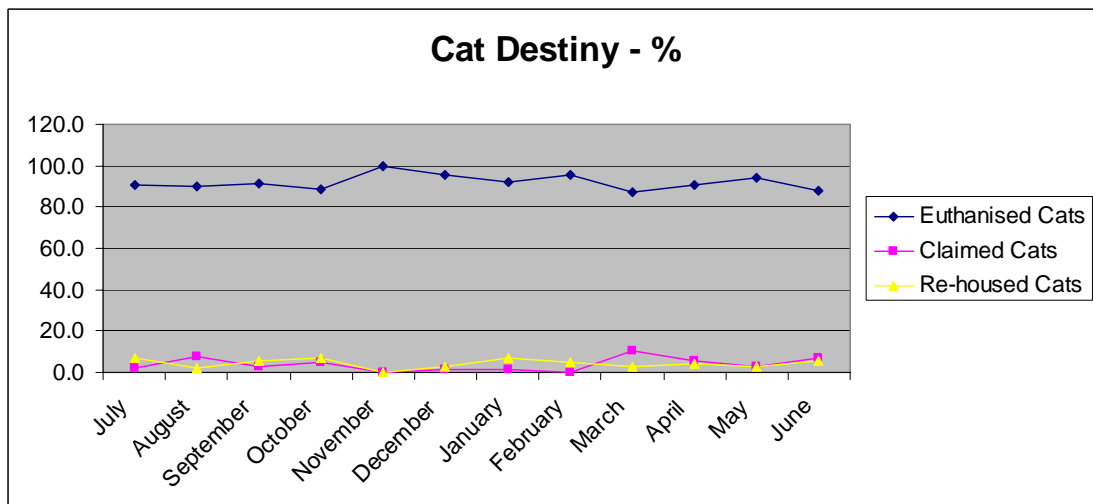
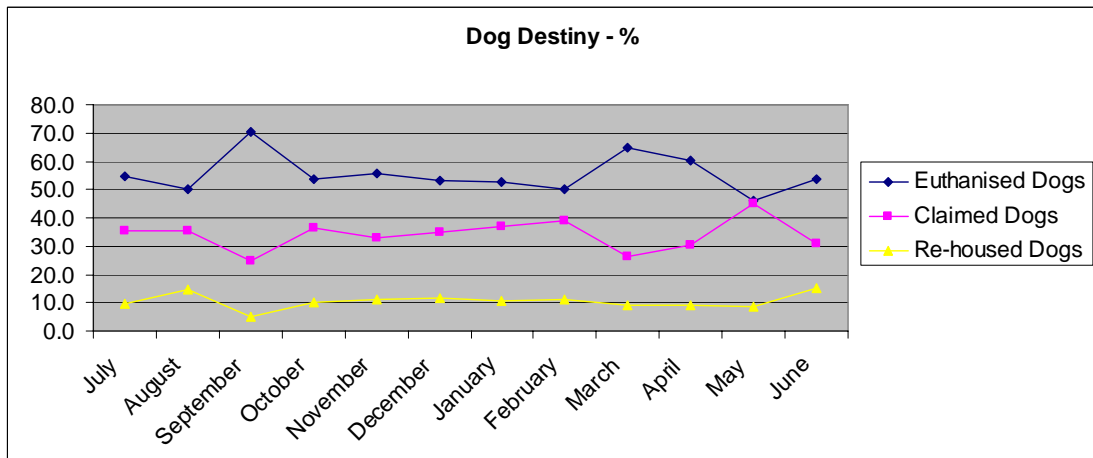
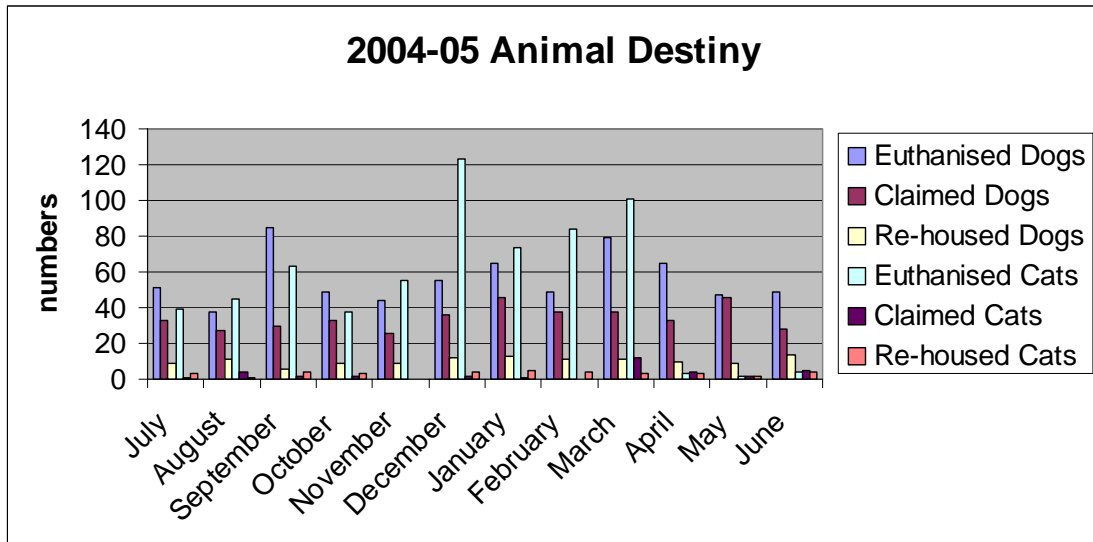


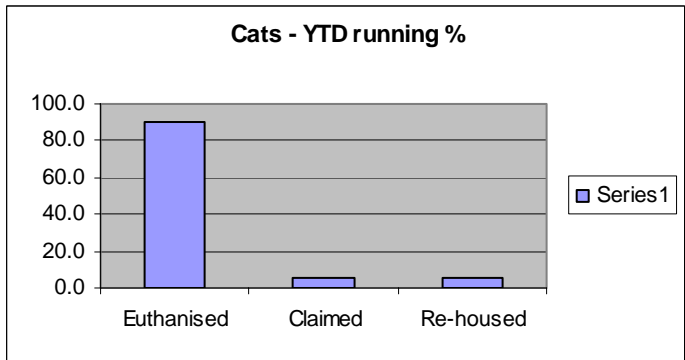
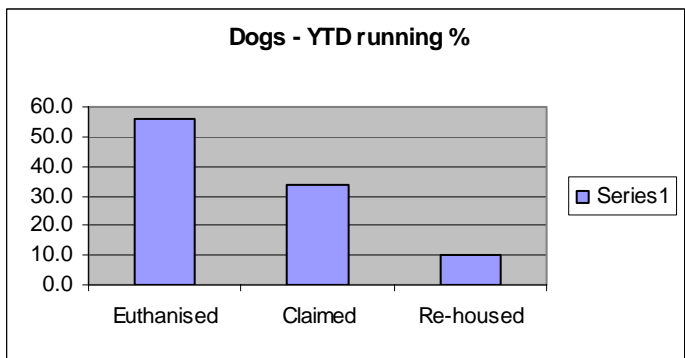
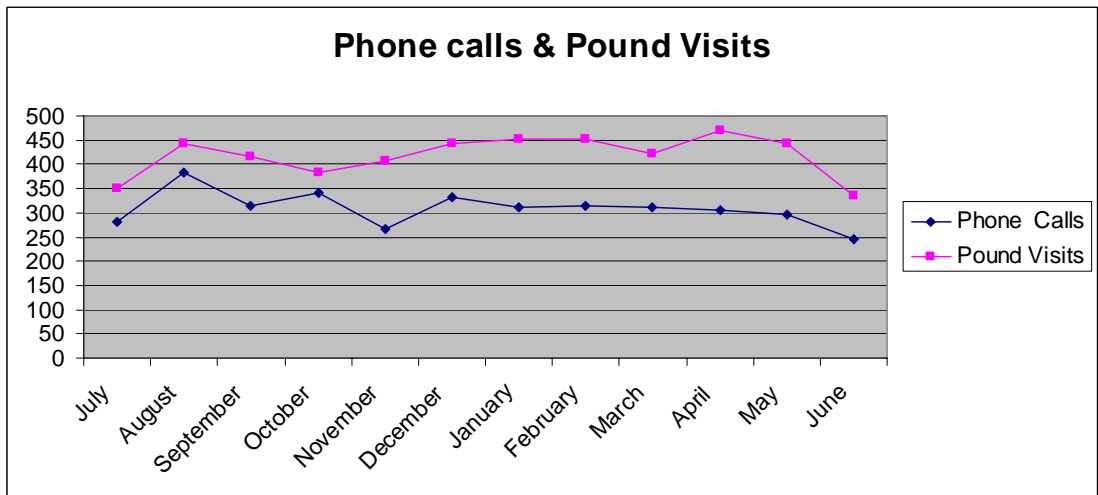
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Attachment 2

POUND STATISTICS

Pound Statistics for 2004-05



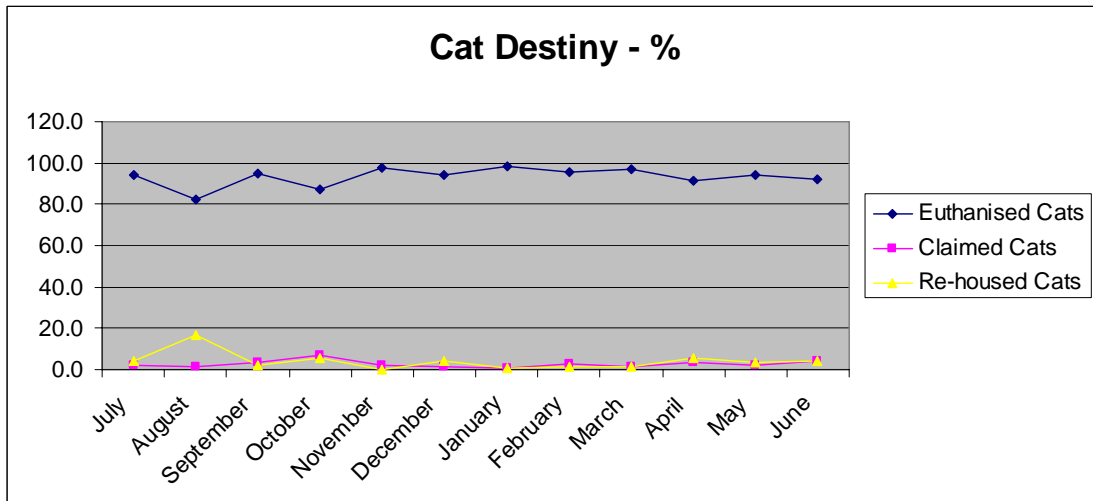
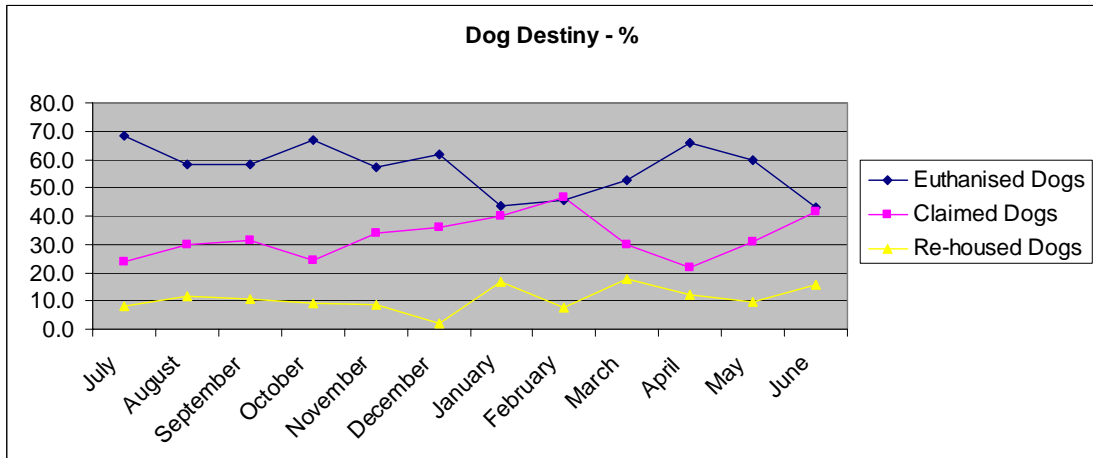
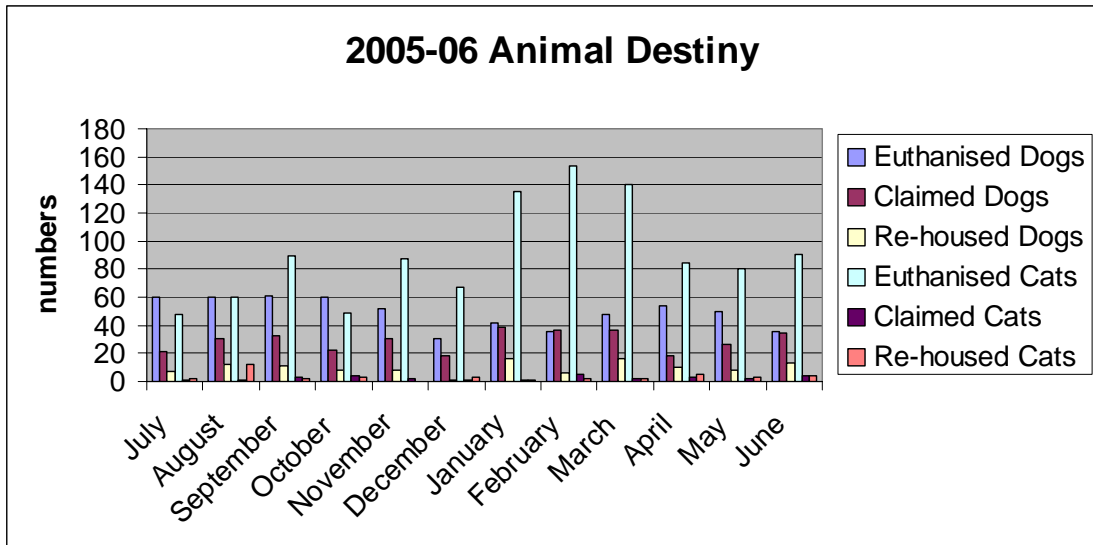


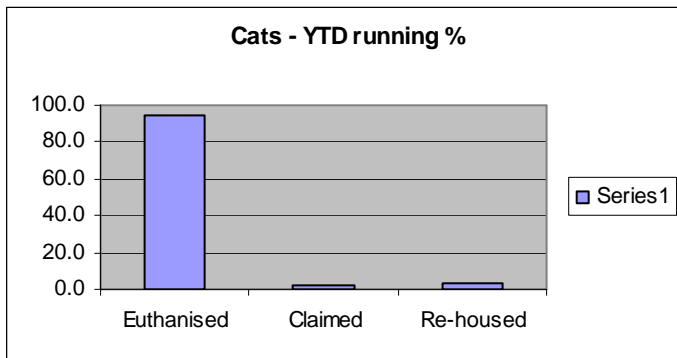
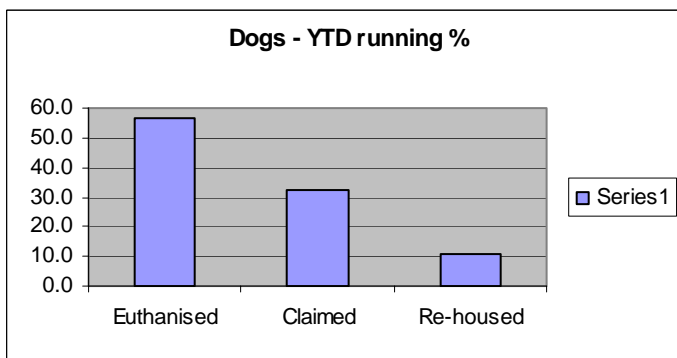
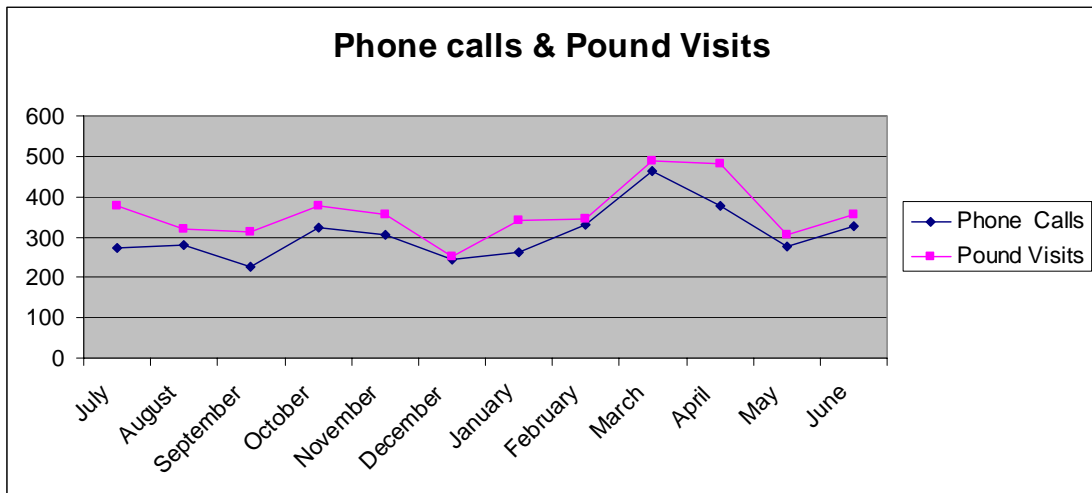
**Pound Statistics for
2004-2005**

Year to date - numbers

Month	Euthanised	Claimed	Re-	Euthanised	Claimed	Re-
	Dogs	Dogs	housed	Cats	Cats	housed
			Dogs			Cats
July	51	33	9	39	1	3
August	38	27	11	45	4	1
September	85	30	6	63	2	4
October	49	33	9	38	2	3
November	44	26	9	55	0	0
December	55	36	12	123	2	4
January	65	46	13	74	1	5
February	49	38	11	84	0	4
March	79	38	11	101	12	3
April	65	33	10	3	4	3
May	47	46	9	2	2	2
June	49	28	14	4	5	4
	676	414	124	631	35	36

Pound Statistics for 2005-06



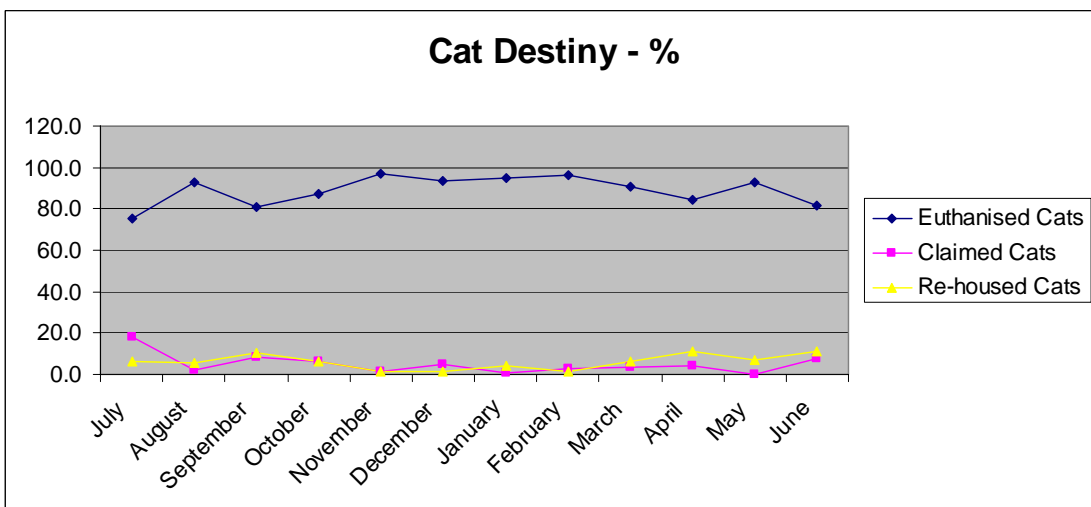
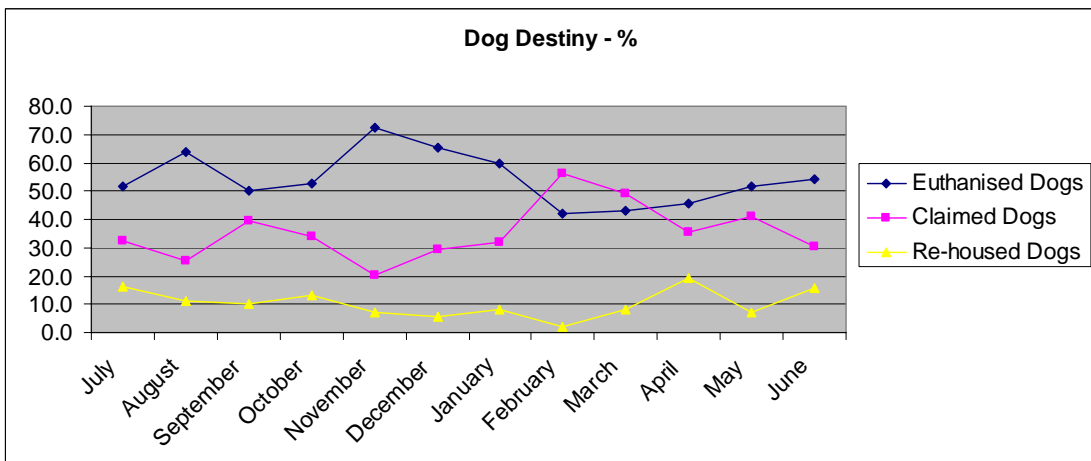
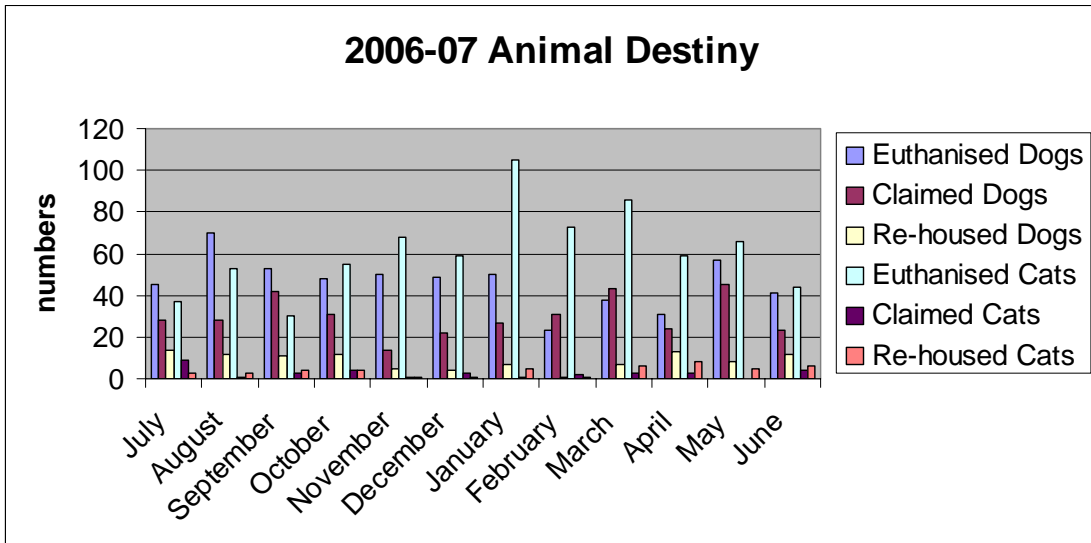


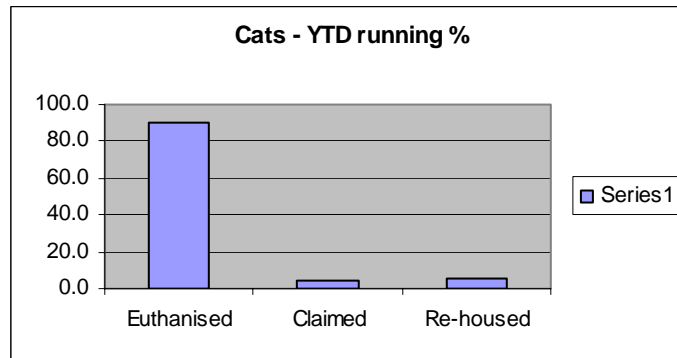
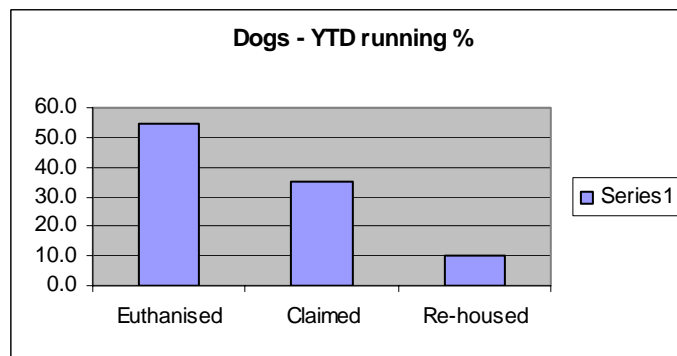
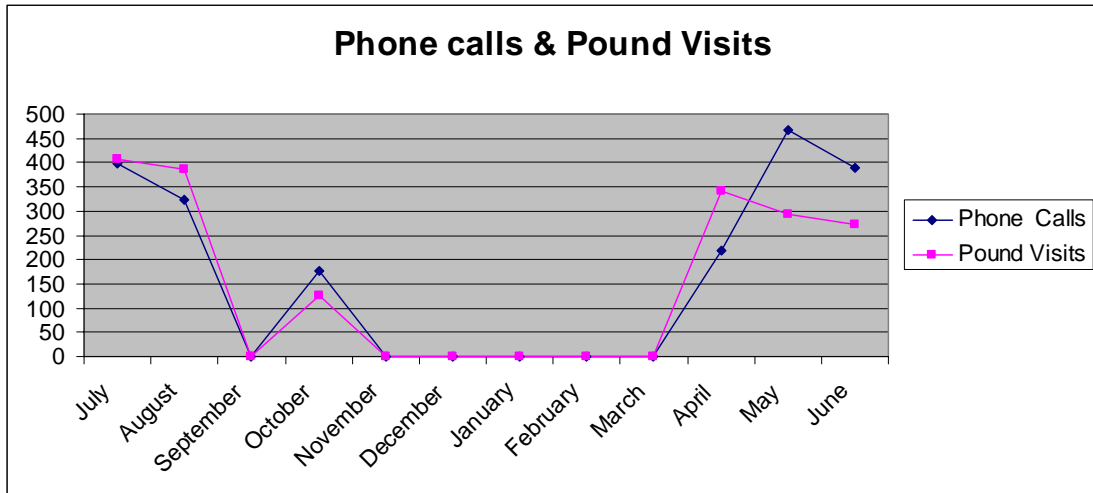
Pound Statistics

Year to date - numbers

Month	Euthanised Dogs	Claimed Dogs	Re- housed Dogs	Euthanised Cats	Claimed Cats	Re- housed Cats
July	60	21	7	48	1	2
August	60	31	12	60	1	12
September	61	33	11	89	3	2
October	60	22	8	49	4	3
November	52	31	8	87	2	
December	31	18	1	67	1	3
January	42	39	16	135	1	1
February	36	37	6	154	5	2
March	48	37	16	140	2	2
April	54	18	10	84	3	5
May	50	26	8	80	2	3
June	36	35	13	91	4	4
	590	348	116	1084	29	39

Pound Statistics for 2006-07



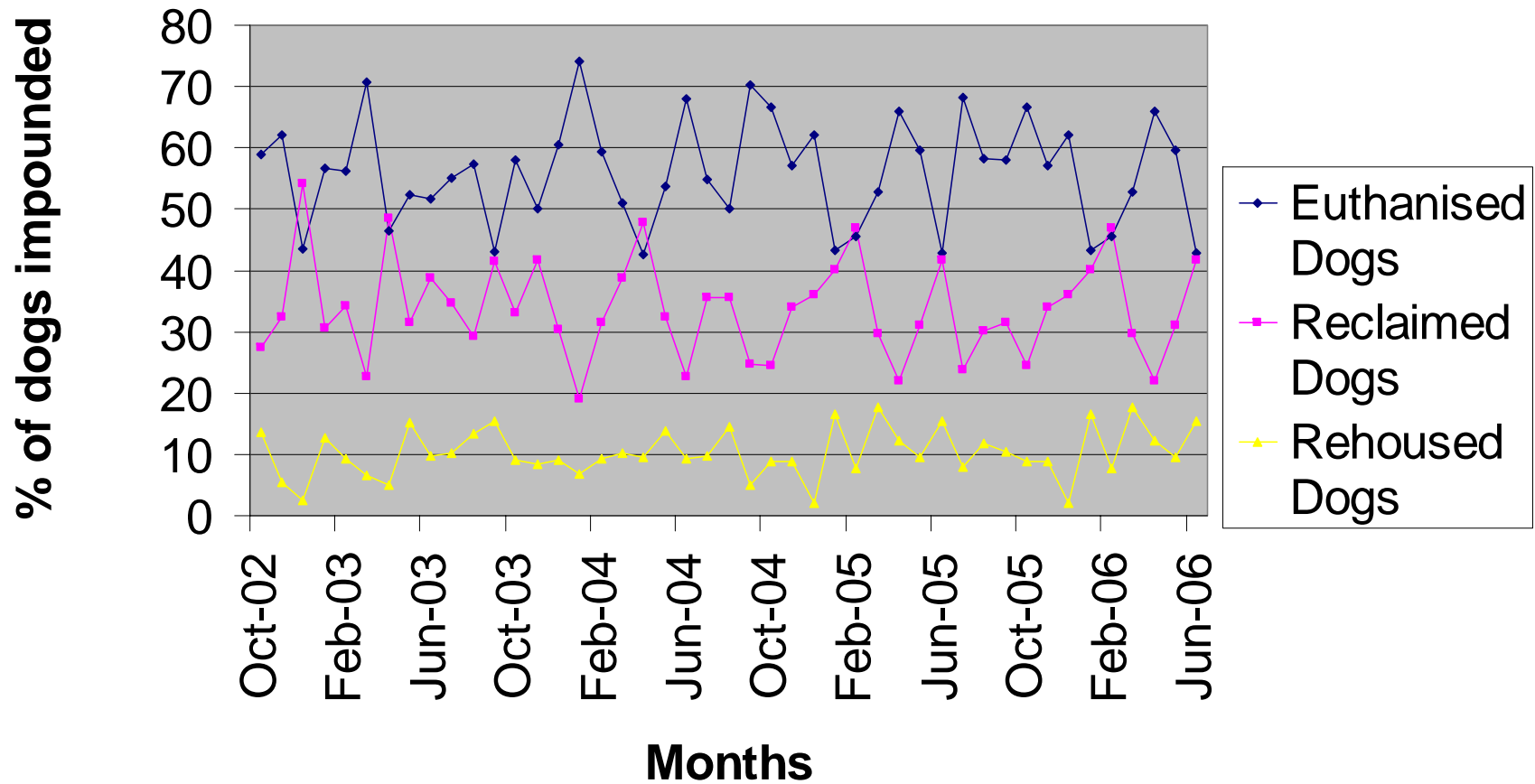


Pound Statistics

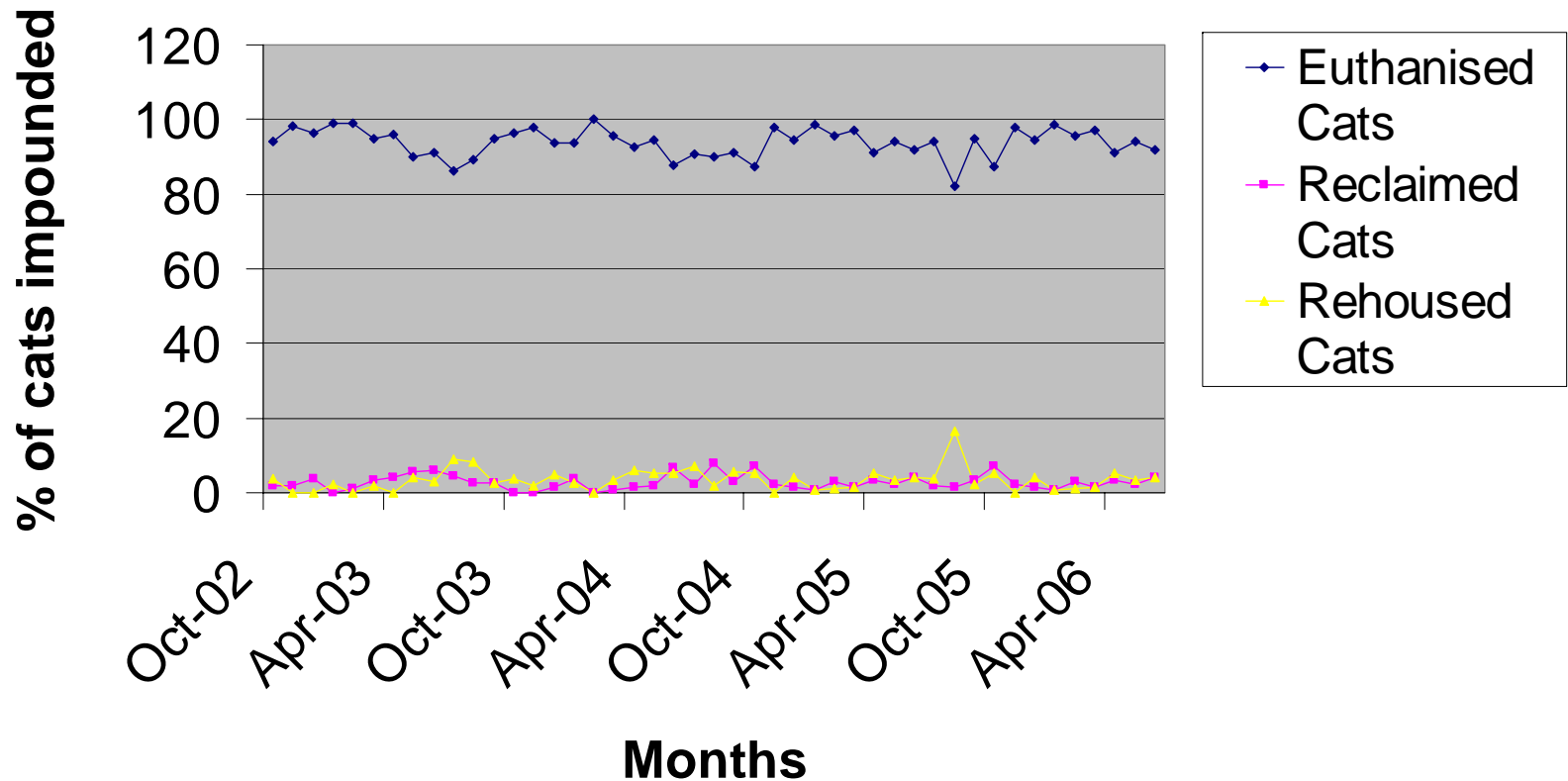
Year to date - numbers

Month	Euthanised Dogs	Claimed Dogs	Re- housed Dogs	Euthanised Cats	Claimed Cats	Re- housed Cats
July	45	28	14	37	9	3
August	70	28	12	53	1	3
September	53	42	11	30	3	4
October	48	31	12	55	4	4
November	50	14	5	68	1	1
December	49	22	4	59	3	1
January	50	27	7	105	1	5
February	23	31	1	73	2	1
March	38	43	7	86	3	6
April	31	24	13	59	3	8
May	57	45	8	66	0	5
June	41	23	12	44	4	6
	555	358	106	735	34	47

Dog Destiny % since pound opening



Cat Destiny since pound opening



Attachment 3

Overview of Review Program

OBJECTIVES

- To assess the strengths and weaknesses of the existing Local Laws/Animal Control activities with a view to introducing improvements for both internal and external users.
- To develop associated performance measures and reporting mechanisms in support of ongoing service assessment and improvement.
- To respond to the requirements of the Local Government Act.

ACTIONS AND TIMELINES

2.1 Establish Best Value Review Team

2.2 Develop Context Statement and Current Service Profile

- 2.2.1** Aims and objectives of existing service
- 2.2.2** General description of activities/locations/staffing levels/budget etc.
- 2.2.3** Identify users of the service, both internal and external
- 2.2.4** Details of available statistical data relevant to service area
- 2.2.5** Cost analysis, where possible and meaningful

2.3 Scope Service

- 2.3.1** Undertake SWOT analysis of current service
- 2.3.2** Consider options for stakeholder consultation
- 2.3.3** Identify possible Key Performance Indicators (KPI's)
- 2.3.4** Assess current service levels and possible future demands
- 2.3.5** Assess existing and potential alternative service provider options
- 2.3.6** Consider possible relevant benchmarking opportunities

2.4 Prepare an Action Plan detailing:

- 2.4.1** Objectives of review
- 2.4.2** Actions
- 2.4.3** Timelines
- 2.4.4** Key Milestones
- 2.4.5** Consultation Process
- 2.4.6** Resources Requirements

2.5 Seek EMT approval for Action Plan

2.6 Undertake Review – to respond to Review Objectives including Local Government Act requirements as detailed hereunder:

- Quality and Cost
 - Best on Offer – includes benchmarking and development of quality standards
 - Value for Money – includes development of cost standards
 - Community Expectations and Values – includes consultation
 - Affordability and Accessibility – the balance of affordability with accessibility
 - Local Employment – opportunities for growth or retention
 - Partnerships (optional) – other agencies or departments
 - Environmental Impact (optional) – potential benefits of approach
 - Key performance Indicators – can be built around quality and cost standards
- Responsiveness to User Needs – demonstrate service is responsive to user needs
- Accessibility – demonstrate access exists for those for where the service is intended
- Continuous Improvement – demonstrate how Continuous Improvement will be supported
- Consultation – must demonstrate regular community consultation
- Reporting – must demonstrate regular reporting to community

2.7 Prepare Best Value Report, incorporating relevant recommendations, covering key aspects of this review including:

- Service Improvements
- Adoption of Key Performance Indicators (KPI's)
- Responsiveness to User Needs
- Service Accessibility
- Continuous Improvement
- Consultation and reporting in achievement against KPI's

2.8 Submit draft report to Best Value Review team for consideration/comment

2.9 Final report to be endorsed by Best Value Review team as having met review objectives

2.10 Report to be presented to Executive Management Team and Council and subsequently made available for public inspection

Attachment 4

Local Laws/Animal Control

SWOT Analysis

The following SWOT analysis was prepared by the following at a meeting held on Monday 20 August 2007 :

Greg McKenzie, Mark Eade, Dianne Traynor, Heath Robison, David Pickford, Michael Coventry and Andrew German.

Strengths:

- Increase in work procedures
- Pound facilities; quality and presentation of Pound
- Combined Local Laws – more precise
- Relationships with other agencies/organizations eg Police, CFA, RSPCA & Vets
- Establishment of a Liaison Officer with Shepparton Police
- Authorisations – range enabling Officers to deal with many issues
- Staff Resources – experience and skills
- Early registration program and desexing program
- Firearm training
- Guidelines for Use of Firearms by Local Laws Officers
- Microchipping Days
- Communication/Understanding between Customer Service and Animal Control
- Doorknocking – increasing awareness, number of registrations, number of permits.

Weaknesses:

- Lack of registered animals
- Payment to State Government of part of registration fee
- Information Technology knowledge and resources
- Legal processes frustrate staff – ticket/Court process
- Lack of recognition of department in Council plan
- Lack of written procedures
- Resources not sufficient to cover all requirements of the section
- Last resort referrals – demarcation issues
- Public knowledge of Animal Control and Local Laws eg Outdoor fires
- OH & S – safety issues of not enough staff to go two (2) up on calls

Opportunities:

- Increase incidence of rehousing and reclaiming of animals that are impounded
- Increase registration of animals
- Increase training of staff – lead to better processes
- Review administration support – payment options
- More information on the website about Animal Control and Local Laws issues
- Dog lease areas – determine areas in urban environment
- B-Pay option for registrations
- Improve image and identity of the unit
- Changing legislation may lead to new opportunities for the section
- Domestic Animal Management Plan

Threats:

- Changing legislation may require further requirements with no increase in resources
- Political influence on regulatory matters
- Cracks in Pound building
- Move from Welsford Street main office

Attachment 5

Comparison of pet owner fees with comparable/neighbouring Councils for 2007/2008 financial year

Council	Dog	Dog Pensioner	Dog Reduced	Dog Pensioner Reduced	Cat	Cat Pensioner	Cat Reduced	Cat Pensioner Reduced
Shepparton	\$75.00	\$37.50	\$25.00	\$12.50	\$60.00	\$30.00	\$20.00	\$10.00
Wodonga	\$90.00	\$45.00	\$30.00	\$15.00	\$81.00	\$40.50	\$27.00	\$13.50
Bendigo	\$98.00	\$49.00	\$31.00	\$15.50	\$72.00	\$36.00	\$22.00	\$11.00
Moira	\$67.50	\$35.00	\$27.50	\$15.00	\$66.00	\$33.50	\$26.00	\$13.50
Strathbogie	\$60.00	\$30.00	\$20.00	\$10.00	\$60.00	\$30.00	\$20.00	\$10.00
Campaspe	\$84.00	\$42.00	\$28.00	\$14.00	\$84.00	\$42.00	\$28.00	\$14.00

2. Extract from Government Gazette for compulsory cat desexing

660 G 14 3 April 2008

Victoria Government Gazette

CENTRAL GOLDFIELDS SHIRE COUNCIL

Appointment of Local Public Holiday

Notice is given that the Council of the Central Goldfields Shire, in accordance with section 7 (1) of the **Public Holidays Act 1993** has appointed Monday 3 November 2008, being Maryborough Harness Pacing Cup Day, as a public holiday throughout the municipal district of the Shire.

MARK W. JOHNSTON
Chief Executive Officer

GREATER SHEPPARTON CITY COUNCIL

Compulsory De-sexing of Cats

Pursuant to Section 10A (1) of the **Domestic (Feral and Nuisance) Animals Act 1994**, the Council, at a meeting held on 5 June 2006, resolved that all cats registered with the Council after 10 April 2008 be desexed unless exempt under Section 10B of the **Domestic (Feral and Nuisance) Animals Act 1994**.

ROBERT F. LAING
Chief Executive Officer

In accordance with section 8A(3) of the **Planning and Environment Act 1987**, the Minister for Planning authorised the Warrnambool City Council as planning authority to prepare the Amendment. The Minister also authorised the Warrnambool City Council to approve the Amendment under section 35B of the Act.

The Amendment affects land at Lot 1 on Title Plan 15808, being 40 Brown Street, Allansford.

The Amendment proposes to:

- rezone the land from Rural Living Zone (RLZ) to Low Density Residential Zone (LDRZ); and
- apply the Design & Development Overlay 4 to the land.

You may inspect the Amendment, any documents that support the Amendment and the explanatory report about the Amendment, free of charge, at the following locations: during office hours, at the office of the planning authority, Warrnambool City Council, Civic Centre, 25 Liebig Street, Warrnambool 3280; and at the Department of Planning and Community

3. Extract from Government Gazette for compulsory cat curfew

3300 G 50 19 December 1996

Victoria Government Gazette

**Livestock Disease Control Act 1994
(No. 115)**

**APPROVED AGENT
Notice Under Section 94**

The Commissioner of State Revenue has revoked the Declaration published in the Government Gazette No. 19 of 23 February 1983 of Michael Terrence Murnane trading as Mt Murnane & Co. (CS No. 127) in the register for the purposes of Part 6, Section 94 (2) of the Livestock Disease Control Act 1994 with effect from 19 November 1996.

Dated 2 December 1996

CHRISTOPHER GAHAN
Principal Animal Health Officer

**Domestic (Feral and Nuisance) Animals Act
1994**

**GREATER SHEPPARTON CITY COUNCIL
Order Under Section 25**

Council by Order under Section 25 of the Domestic (Feral and Nuisance) Animals Act 1994 has resolved that cats are prohibited from being at large outside the premises of the owner at any hour during the day or night within the municipality of the Greater Shepparton City Council.

This Order will come into effect the day it is printed in the Government Gazette.

RAY BURTON
Acting Chief Executive Officer

**Drugs, Poisons and Controlled Substances
Act 1981**

Part 1 of Chapter 1 and Parts 1 and 2 of Chapter 2 of the Poisons Code will be amended to the extent that earlier incorporated by reference material, being the Standard for the Uniform Scheduling of Drugs and Poisons (SUSDP) No. 10, as amended by SUSDP No. 10 Amendment Nos 1, 2, 3 and 4 and SUSDP No. 11 Amendment No. 3, Part A, will be amended, varied, remade or superseded to the extent necessary by the incorporation by reference of SUSDP No. 11 as amended by SUSDP Amendment Nos 1 and 3, Part A.

The date fixed for the amending, varying, remaking or superseding material to take effect is 21 December 1996.

The Poisons Code may be inspected free of charge during normal business hours at the Department of Human Services, Public Health Division offices situated at Level 1, 115 Victoria Parade, Fitzroy 3065, Contact—Duty Pharmacist, Drugs and Poisons Unit, telephone 03 9412 7557 and Level 2, 555 Collins Street, Melbourne 3000, Contact—Public Health Legislation Officer, telephone 03 9616 7167.

A copy of the Code may also be obtained from the above offices. A copy of the Standard for the Uniform Scheduling of Drugs and Poisons, including amendments, may be obtained from the Australian Government Bookshop situated at 190 Queen Street, Melbourne 3000, telephone 03 132447.

ROB KNOWLES
Minister for Health