

3 March, 1998

### Animal Welfare Strategic Options

Tom, at tomorrow's Advisory Board meeting I will be proposing a workshop with AB members to discuss your strategic options. Subject to their agreement I let you know.

In the meantime I have been through your latest draft and make the following comments.

#### General comments

Trust; Ownership and Governance Accountability (Dec 97) sets out what should be contained in a strategic option paper:

- outline the understanding of the business environment
- detail the capabilities of the business
- provide strategic options

Can we reformat to follow these guidelines - it could well be we have all the information in your existing draft although I feel we need to expand on 1<sup>st</sup> and 2<sup>nd</sup> bullet points.

#### Overall options.

Why haven't we considered a LATE?

A LATE does not attract donations nor is it a valid organisation in terms of things like corporate fund raising for charities.

What is the difference between a charitable trust and trust? As above.

#### Preferred Option

Point 5. What does this mean?

Funds provided by the trust to Animal Welfare Services can be used to fund any animal welfare related activity. E.g. education work, reduced cost (or even free) desexing for animals belonging to general public. Under the terms of the Dog Control Act 1996 any funds collected under the act may be used only for the purposes of the act. Funds sourced from the trust could be used for any animal welfare related initiatives.

Point 6. Would a Trust objective be to minimise dog reg. Fees?

Not specifically (that would be a business unit objective) but by subsidising the operation (i.e. funding all animal welfare related aspects) the trust contributions would provide Council with the option to reduce dog registration fees because costs would be reduced due to the trusts contributions. Another option might be to keep dog reg fee levels up and invest more dollars in dog control And/or specific dog control projects.

Could we project an expected outcome re dof reg. Fees?

How long is a piece of string? If a trust was financial enough then the positive financial impact on all aspects of the operation could be significant. I.e. a trust could fund ( I believe) at least 50 % of the operation. Any such impact would depend upon the success of the trust in collecting moneys.

Please forward another copy of MODEL: Integrated Animal Welfare Trust (no details re bottom right circle). Which could explain my confusion over relationship between proposed Trust and AWS.

I have redone the model in "visio" which you probably don't have on your computer so I'll get a paper copy to you as soon as I am able.

### Preferred Option Detail

#### Organisation

re membership of Board of Trustees. I refer you to Trust: Ownership and Governance Accountability (December 97). Page 20 of that paper deals with appointments and specifically excludes Council's employees and elected representatives, therefore we need to change.

How would the relationship between Administration Head interface with you as Manager as Manager?

Symbiotic relationship. It would be to the mutual benefit of these two positions to assist each other and maintain a healthy collaboration. Funds going to the trust will in part be generated from the good will and direction which Animal Welfare Services has established in the community. These two positions would to whatever extent feed off each other in order to promote the interests of both organisations (AWS and Trust).

#### Summary

I hope this is helpful - please ring if you need further assistance

Regards