



## **Auckland Council Animal Management Annual Report**

**2014/15**



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## Executive Summary

The 2014-15 year has seen a significant change in the activities and actions of the Animal Management unit. In addition to bringing the remainder of the region's services in-house, investing in modern mobile dispatch technology and more evenly spreading services across Auckland, this year saw the development of the unit's first long term strategic plan.

The year has focussed on regionalising the service, and consolidating the new efficient and consistent processes and policies for the delivery of Animal Management. With business improvement always a priority, the unit has found modern ways to utilise technology for a more customer-centric and efficient service.

There has also been a focus on the future; setting a vision and strategy for becoming a more proactive, enabling service and delivering more value to the community through better collaboration and communication.

The Animal Management unit enters 2015-16 with a clear purpose and vision, and this year will see the first phases of that strategy come to fruition. Continual business improvement, through technology and staff culture and development, will be core focus areas this year, as well as increasing community partnerships and the value of Animal Management to Aucklanders.

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# 1. INTRODUCTION

## 1.1. Purpose

Section 10A of the Dog Control Act 1996 requires each territorial authority to report on its dog control policy and practices, and provide specific statistical information.

This report acts as a medium for this information, and an update on the progress and processes of the Auckland Council Animal Management unit.

## 1.2. Background

## 1.3. Regional team

From November 1 2014, Auckland Council began running, for the first time, a single regional Animal Management Unit (AM). The new, in-house model includes field and shelter services, supported by a regional Dispatch team as well as dedicated advisors and project managers to aid the continuous improvement of AM.

The first year of this new model will see a focus on the embedding the new model, leading towards a more future-focussed service, moving away from a mainly reactive to a more proactive, preventative and enabling approach.

## 1.4. Auckland Council Policy on Dogs 2012

The Auckland Council Policy on Dogs 2012 provides a single vision and guidance for Animal Management which:

- Aims to keep dogs as a positive part of Auckland life.
- Prioritises compliance and enforcement activities to include:
  - registration and micro-chipping of dogs,
  - de-sexing of uncontrolled dogs,
  - seizure and holding of dogs that threaten public safety,
  - classification of dangerous and menacing dogs, and
  - ensuring compliance with the requirements of classification.
- Identifies the nine key focus areas as Policy Statements, around which this report is based:
  - Responsible dog ownership
  - Dog welfare
  - Community education
  - Dog safe access
  - Registration
  - Dog safe communities
  - Bylaws
  - Funding

- Monitoring.

### **1.5. Arrangement of the Report**

Following an introduction to the background of the Animal Management department and services, the report utilises the key focus areas named as Policy Statements in the Auckland Council Policy on Dogs 2012, to summarise the 2014/15 year.

Each policy statement is addressed in regards to the achievements and activities of the 2014/15 year, and with projected plans for these focus areas over the 2015/16 year.

The structure of this report follows the similar arrangement of the three previous annual reports, to allow ease of assessing the success of each of our Policy Statement aims.

### **1.6. Animal Management Team**

#### **1.7. Our Purpose**

They ensure that dogs and other animals are sufficiently controlled to prevent harm to the public or public amenity.

This helps to fulfil the overall purpose of the Licensing and Compliance Services Department, of protecting the public of Auckland from nuisance and harm, as well as improving, protecting and promoting the health of the public of Auckland.

#### **1.8. Team services**

These goals are achieved via a number of services:

- Information and education relating to dog control and management
- Incentives
- Dog registration
- Dog access to public places
- Dog incident prevention (including finding unregistered dogs and the classification of, and enforcement of restrictions on, menacing and dangerous dogs)
- Complaint response (including aggression, roaming and noise complaints)
- Shelter services (including lost and found, adoption and micro-chipping).

#### **1.9. Animal Management Structure**

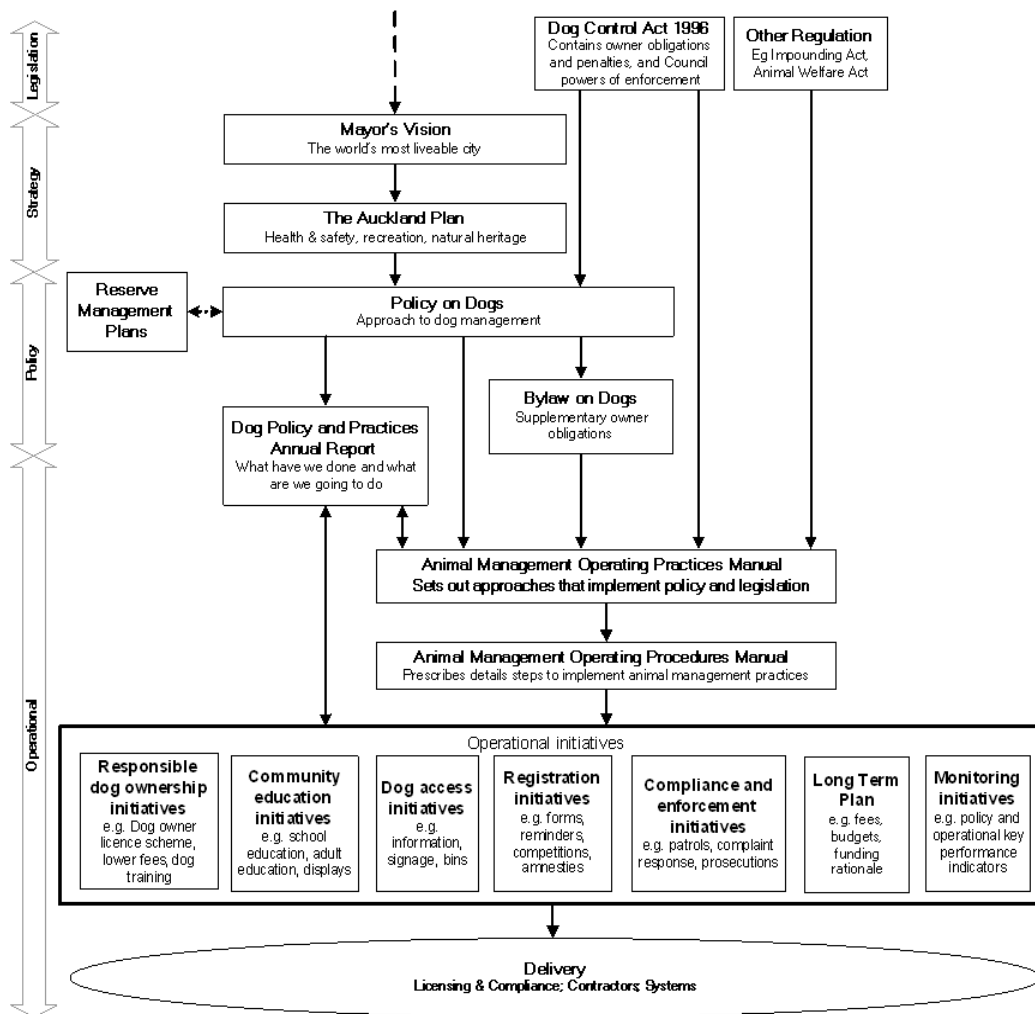


Figure 1: Animal Management Process Chart

Animal Management manages Waiheke Animal Shelter, Great Barrier Animal Shelter, Henderson Animal Shelter, Silverdale Animal Shelter and Manukau Animal Shelter. Each of these shelters is responsible for the care of impounded animals, managing animals currently the subject of legal prosecutions, and the management of other animals that end in the shelter either by owner surrender or being found wandering at large, and not claimed.

There are also four teams of AMOs: North-West, Central-West, Central-East and South. These areas refer to an AMO's 'home base' but their boundaries are fluid and all officers will attend requests for service in whichever area they can be of most assistance.

These teams are responsible for the field services of the department, including but not limited to reactive response to complaints about animals at large or causing nuisance, ensuring compliance with the Dog Control Act 1996, encouraging responsible dog ownership and registration of dogs by presence in public areas and proactive campaigns, as well as community education regarding animal management.

### **1.10. Animal Management: One Team**

On 31 October 2014, the contract with Animal Control Services Limited for the provision of Animal Management services in the south and central Auckland regions expired. Council took the opportunity to gain operational efficiencies by bringing the services in-house, and deliver service improvement strategy through the in-housing project.

This project was collaborative and consultative, and has enabled many of the successes of the 2015 calendar year to date. It may be one of the most significant accomplishments of the year, and will deliver the ability to drive continued improvement. With all services now in-house, Auckland Council Animal Management is now the largest animal control unit in the southern hemisphere.

With 104 staff, five shelters, 46 fit-for-purpose vehicles, a Compliance Specialist and mobile dispatch technology, the aim is to deliver the *best* service, as well as the biggest.



## **2. POLICY STATEMENT ACTIVITIES-**

### **Auckland Council Policy on Dogs 2012**

#### **2.1. Responsible Dog Ownership**

“Proactively promote the responsible ownership of dogs, including care and control around people, protected wildlife, other animals, property and natural habitats.”

##### **2.1.1. Achievements:**

- 30,583 dog owners holding a Responsible Dog Owner (RDOL) licence, ensuring these owners are fully aware of their responsibilities as a dog owner. This is almost 2000 more than the previous year, with another 1000 applications processed but declined due to Auckland Council recognising the need for further education or experience of the owner prior to issuing a licence.
- Presence of Auckland Council Animal Management Officers at events such as Pets Picnic in the Park, Teddy Bears Picnic and Auckland Pride Day, to increase public awareness and knowledge of animal management.
- Presence at the Auckland Pet and Animal Expo 2014 and Eukanuba National Dog Show 2014.

##### **2.1.2. Planned Activities:**

- Continued presence at the various animal-related community events.
- Review and re-design of the RDOL programme, to offer more value to customers and council alike.
- Delivery and promotion of community desexing campaigns, including the marketing of the advantages of desexing, and reduced cost surgeries. Partnership with welfare organisations such as SPCA and HURRAH will be key to the success of this initiative.
- Collaboration with New Zealand Companion Animal Council, the New Zealand Kennel Club and the New Zealand Institute of Animal Control Officers and other organisations for the promotion and enablement of responsible pet ownership.

#### **2.2. Dog Welfare**

“Proactively promote the welfare of dogs.”

##### **2.2.1. Achievements:**

- Capital investment in the creation of six new, large exercise yards at Manukau Animal Shelter, allowing increased exercise and stimulation for dogs in the shelter. A fenced-off area for potential adopters to spend time with shelter animals has also been completed.

- Community and staff involvement in the build of a new enrichment area of Henderson Animal Shelter, to allow dogs improved mental stimulation of offer potential adopters a pleasant environment with their chosen dog.
- The development of stock yards, fencing and race at Silverdale Animal Shelter, to allow Auckland Council to hold larger stock.
- 51% of impounded dogs were returned to their owners, and a further 403 dogs were adopted from the shelters. 3942 dogs were euthanased during the year, 56% of which were menacing breeds.
- Over 98% of adoptable dogs were adopted this year, up from 95% last year. This is a testament to the dedication of the team to rehoming every adoptable dog possible.
- Development and implementation of an MOU with SPCA Auckland, clarifying roles and responsibilities for dogs in Auckland. A number of other successful collaborative endeavours with the SPCA have been undertaken this year, and the relationship between the two organisations is extremely positive and cooperative, with open communication channels at both the management and field staff levels.

#### **2.2.2. Planned Activities:**

- Strive towards adoption of 100% of adoptable dogs.
- Implementation of a Competency Framework shelter staff to ensure all staff are fully trained and equipped for their roles with appropriate development opportunities.
- Increased emphasis on the classification and disqualification of dog owners as part of the graduated enforcement model.
- Implement a council-supported desexing campaign to reduce the number of unwanted dogs, and eventually help reduce the number of euthanasias in shelters.
- Deliver attractive adoption campaigns based on innovative and successful overseas models. Examples include a Walk Your Human programme and an 'adoptathon' to help increase adoption rates and help Aucklanders recognise Auckland Council is an ideal place to adopt a dog.

### **2.3. Community Education**

"Increase public awareness on how to be safe around dogs (target children, families and people working in the community).

#### **2.3.1. Achievements:**

- 2014-15 reaped the benefit of a fixed term Education Advisor for Animal Management, to investigate and begin the implementation of best practice methods of engaging and educating communities.
- Clarification of the key focus areas for Animal Management's strategy for education.

- Over 2500 children have been directly reached by these visits. Continuing sessions held at schools in regarding 'How to stay safe around dogs', from preschools to year nine classes.
- Delivered online capability for members of the public, schools or organisations to request an education visit, to enable access to as many people as possible.
- Significant involvement in the Eukanuba Dog Show 2014, a Kennel Club event with over 10,000 visitors.
- Information on iKnow has been reviewed and improved, in collaboration with frontline customer service teams
- Online webpage content is being reviewed and incrementally improved, with a small increase in site visits and satisfaction already noted.

### **2.3.2. Planned Activities:**

- Improve opportunities to work with community groups and existing channels into local areas, such as Local Board communications, welfare and religious groups, to help engage 'hard to reach' communities.
- Continued presence at public events such as Auckland Pet and Animal Expo, Pets Picnic in the Park, Teddy Bears Picnic, Wag'n'Walk and Auckland Pride Day.

## **2.4. Dog safe access**

"Provide dog owners with reasonable access to public places and private ways in a way that is safe to everyone."

### **2.4.1. Achievements:**

- A total of 37,479 Requests for Service relating to Animal Management, of which 11,805 were Priority One (P1) calls.
- 96% of the P1 were responded to within one hour. This means that an officer was on site and investigating within an hour, though all of these calls aim to have an officer dispatched – and where appropriate, have made contact with the complainant – within 10 minutes of receiving a request for service. The actual figure for this target is likely higher than indicated by the systems, due to a training gap in the reporting of this target when the new technology was introduced. No genuine drop in customer service was noticed during this period; only a statistical anomaly in the reports.
- The continued review of dog access time and areas will be by local boards in collaboration with the local communities. New beaches and parks, as per the list below, were confirmed in late 2014.

Period	Local Board Area / Regional Park	
01 Sep 2013 - Oct 2014	<ul style="list-style-type: none"> <li>• Kaipātiki</li> <li>• Hibiscus and Bays</li> <li>• Orākei</li> </ul>	<ul style="list-style-type: none"> <li>• Maungakiekie-Tāmaki / Puketāpapa (Onehunga Foreshore only)</li> </ul>
01 Sep 2014 - Oct 2015	<ul style="list-style-type: none"> <li>• Albert-Eden</li> <li>• Devonport-Takapuna</li> <li>• Rodney</li> <li>• Puketāpapa (Monte Cecilia Park)</li> </ul>	<ul style="list-style-type: none"> <li>• Upper Harbour</li> <li>• Waiheke</li> <li>• Waitākere Ranges</li> <li>• Waitematā</li> <li>• Orakei (selected places)</li> <li>• Kaipatiki (Shoal Bay)</li> </ul>
01 Sep 2015 - Oct 2016	<ul style="list-style-type: none"> <li>• Franklin</li> <li>• Great Barrier</li> <li>• Henderson-Massey</li> <li>• Howick</li> <li>• Māngere-Ōtāhuhu</li> </ul>	<ul style="list-style-type: none"> <li>• Manurewa</li> <li>• Maungakiekie-Tāmaki</li> <li>• Ōtara-Papatoetoe</li> <li>• Papakura</li> <li>• Puketāpapa</li> <li>• Whau</li> </ul>
01 Sep 2016 - Oct 2017	<ul style="list-style-type: none"> <li>• All regional parks</li> </ul>	

## 2.5. Registration

“Identify the owner of every dog.”

### 2.5.1. Achievements:

- The annual dog registration project was a success this year with a total of 100,199 registered dogs in the Auckland region as at 30 May 2015. This equates to 91% registration rate of known dogs. While this percentage is lower than in previous years, it shows significant advancement in the identification of dogs previously unknown to council, enabling the follow up and enforcement action to be taken in the 2015-16 period. With all shelters near capacity for much of the year, in addition to the changes occurring over the year, the proactive identification of unregistered dogs has been less of a priority in 2014-15 while essential, community safety functions were prioritised. However, proactive activities with resume in full force in 2015-16.
- The central hub system of registration enabled coordinated annual registration renewal across the regions, and was found to be convenient and efficient for customers in keeping with our customer centric values.
- Dog registration was made easier by the implementation of EFTPOS facilities in the field. AMOs now have access to mobile payment options, enabling registration fees to be taken on the spot.
- Registration capabilities were also offered at the Auckland Pet and Animal Expo, to increase numbers and encourage compliance.

- New technologies were utilised this year to improve uptake of registration renewals during July and August. Text message reminders were extremely successful, and self-service kiosks were available in many service centres.

#### **2.5.2. Planned Activities:**

- Successful delivery of the annual dog registration renewal process, in conjunction with the roll out of NewCore for the North and West areas. NewCore going live shortly before renewal period will create a significant opportunity to showcase Animal Management ability to offer exceptional customer service irrespective of periods of significant change and challenge.
- A targeted proactive campaign, to help increase registration rates in target areas and identify unknown dogs.

## **2.6. Dog safe communities**

“Through encouragement, compliance and enforcement to the fullest extent necessary to ensure public safety and comfort, to change the attitudes and behaviours of irresponsible dog owners, and where appropriate to penalise irresponsible dog ownership.”

#### **2.6.1. Achievements:**

- Auckland Council has identified and classified a total of 45 Dangerous dogs and 2988 menacing dogs (86% of which are breed-related classifications). Having these dogs registered and council aware of their whereabouts helps to ensure adequate monitoring and control can be enforced on these dogs and their owners.
- 67 dog owners are classified as Probationary, meaning they are not allowed to acquire dogs, and 9 people are classified as Disqualified, whereby Animal Management can enforce the removal of all dogs in their care.
- 4,521 infringement notices issued. 2,200 of these were for failure to register a dog.
- A total of 9,432 dogs impounded.
- 137 people were prosecuted for breaches of the Dog Control Act.
- Implementation of new regional Operational Policy, Processes and Procedures Manual.
- Development and implementation of a Competency Framework for AMOs, ensuring all staff are properly trained and supported to keep Aucklanders safe, and to provide opportunities for development for more advanced staff.
- Appointment of a new Compliance Specialist role to ensure best practice of investigations, best practice compliance with legislation and ensure a consistent approach across the region.
- A review of various options for improving dog safety education in schools.
- Formalised educational sessions for community workers such as nurses and meter readers, on how to safely enter private properties with dogs.

### **2.6.2. Planned Activities:**

- The implementation of new dog safety in schools programme, with modern, professional and consistent messaging across Auckland schools.
- Increased partnerships with external organisations with an interest in keeping children safe from dogs, such as ACC and medical professionals.
- Further develop relations with HNZC to enable increased awareness, monitoring of and education about dog related issues in vulnerable areas.

## **2.7. Bylaws**

“That broaden owner obligations to minimise dog aggression and nuisance not already covered in legislation.”

### **2.7.1. Achievements:**

- Local Boards continue to make decisions relating to locally appropriate beach and park access for dogs, in consultation with the local communities.
- Bylaw for animals other than dogs was issued for consultation, deliberated and approved.
- Implementation of consistent field service and dog control strategies across the region.

### **2.7.2. Planned Activities:**

- AM will work with Local Boards to determine how best to ensure public awareness of, and compliance with, new access rules.

## **2.8. Funding**

“Ensure adequate funding to maintain acceptable level of services to achieve this policy.”

### **2.8.1. Achievements:**

- Royal Canin now provide over 1400kg per month of free dog food.
- Established vital informal relationships for future development of sponsorship and partnership opportunities.

### **2.8.2. Planned Activities:**

- Seek further sponsorship, in line with council guidelines.
- Investigate and develop new revenue streams, to allow the continued improvement of service of Animal Management
- Save money by eliminating process waste, with the roll out of the Kaizen Lean business improvement model across Animal Management.

## 2.9. Monitoring

“Gather information to measure success.”

### 2.9.1. Achievements:

- The implementation of mobile dispatch technology has significantly improved Animal Management’s capacity to measure success. GeoOp, the dispatch system, allows the capture of information relating to RFS response times, AMO efficiency, travel time, ‘hot-spot’ areas and a huge number of other meaningful statistics. These are being used to measure efficiency and find trends, and will offer more as it develops and a larger chronological database of activity is developed.
- More robust measurement of shelter statistics has also been implemented, allowing consistent reporting across the sites.

### 2.9.2. Planned Activities:

- Work is underway to improve shelter data systems to allow greater visibility and communication across the three mainland shelters.

## 3. Other activities

### 3.1. Achievements:

- The animal shelters have been consistently busy over the year, with an average of two days per month over 100% capacity. Despite this pressure, the shelters have improved the percentage of adoptable dogs adopted.
- There have been multiple good news stories regarding Auckland Council Animal Management in the media. Examples include Purina’s Pound Pups, multiple newspaper articles involving Animal Management activities and an increased positive presence on social media. Stories such as the return of dogs that had been missing for up to three years, and the sheltering of abandoned and neglected dogs, help the public to recognise the good work that Animal Management does. This helps build community trust, enhancing the ability to engage and enable previously hesitant communities.
- Auckland Council has continued its support of the Samoan Canine Control Act, by assisting with training, resources, materials and advice. Rochelle Deane, as an AM Team Leader, along with other team members have visited Samoa to provide expert advice on a number of occasions, and has been asked to speak about the initiative at the Local Government New Zealand conference in August 2015. A small number of AMOs have also assisted in the Samoa, and many of the shelter and field staff were involved in the training and orientation of the Samoan Canine Control team when they visited Auckland.
- The development of Animal Management’s first Strategic Plan. This document sets out the objectives, key focus areas and targets for Animal Management over

the next 3, 5 and 10 years. This will help maintain focus on core goals and essential activities, and help engage the staff and the public in Animal Management's key drivers.

- Animal Management has invested in the development of its staff, with multiple in-house and external training and development opportunities presented over the year. The implementation of the Competency Framework and increased emphasis on empowerment and business improvement has helped achieve a staff engagement score of 71%, compared to 54% the previous year.

### **3.2. Planned Activities**

- The key themes of 2015-16 year will be enabling communities, and collaboration.
- There is a drive towards utilising resources, communications and relationships that already exist in the community, and together delivering a better service than we could do alone. This will include partnering with commercial organisations, welfare organisations, local boards and community groups to bring about positive change.
- The delivery and implementation of the 2015-2025 Strategic Plan will also help drive the direction of Animal Management, ensuring all activities are striving towards a shared vision. This document will set out key activities, priorities and targets for the next phase of Animal Management, and help guide the team towards a world class future.
- Animal Management will also be placing significantly more emphasis on the importance of desexing this year, in efforts to stem the flow of dogs entering the shelters. Planned activities include targeted educational marketing, supporting welfare group initiatives, encouraging and, where appropriate, enforcing the desexing of impounded dogs and contributing towards a community campaign.



## 4. SUMMARY

2014-15 has been a year of significant change in Animal Management. This has enabled many leaps forward in customer service and supported a number of new initiatives in efficiency and working smarter. As with any major change, there were a small number of apparent reductions in service from the previous year, including enforcement options such as prosecutions and classifications and the percentage of known dogs registered, while the business concentrated on maintaining public safety during the transition. While there is also an apparent reduction in response times to RFS, a large proportion of this is systems related, and no actual reduction in customer service was noted, nor were there any complaints by customers. For this reason, Animal Management is confident that service was maintained and even improved over the period of change, and the 2015-16 year will see these new initiatives truly take hold and deliver their full potential.

With the new Dog Management Operational Strategy detailing the vision for the future of Animal Management, the next year will see many of these strategies begin to develop and formalise. With an increased commitment to partnerships, community enablement and customer self-service options, 2015-16 is set to really embed the future direction of Animal Management.

## 5. APPENDICES (Key Data 1 July 2014 – 30 June 2015)

### 5.1. Registration-related Data

	North-West	South	Central-East	Central-West	Total	2013-14
Dogs registered	31750	19676	32602	16171	<b>100199</b>	100756
Known dogs					<b>109840</b>	105095
% Known dogs registered					<b>91%</b>	96%
RDOL holders					<b>30583</b>	28632
<b>Classifications</b>						
<b>Probationary</b>	17	10	20	20	<b>67</b>	66
<b>Disqualified</b>	1	2	3	3	<b>9</b>	9
<b>Menacing</b>						
By breed	154	1197	711	508	<b>2570</b>	705
By deed	91	102	184	41	<b>418</b>	76
Combined	245	1299	895	549	<b>2988</b>	196
<b>Dangerous</b>	12	17	11	5	<b>45</b>	45

### 5.2. Request for Service Data

	North-West	South	Central-East	Central-West	Total	2013-14
<b>P1 RFS</b>	2712	4035	2806	2252	11805	16472
% Responded within 1hr					<b>96%</b>	98
<b>Non-priority RFS</b>	6507	6856	6566	5745	25674	19785
% responded within 24hrs					<b>91%</b>	98.5
<b>Total RFS</b>	9219	10891	9372	7997	37479	36257

### 5.3. Compliance Data

	North-West	South	Central-East	Central-West	Total	2013-14
<b>Prosecutions</b>						
Number of people prosecuted <i>(note that there may be more than one charge in many of the prosecutions)</i>	27	35	43	32	137	210
<b>Infringements</b>						
18/ Wilful obstruction of dog control officer or ranger		6	25	11	42	41
19(2)/ Failure or refusal to supply information or wilfully providing false particulars			5	4	9	16
19A(2)/ Failure to supply information or wilfully providing false particulars about dog		1		1	2	1
20(5)/Failure to comply with any bylaw authorised by the section	69	232	46	142	489	1496
23A(2)/ Failure to undertake dog owner education programme or dog obedience course (or both)					0	0
24/ Failure to comply with obligations of probationary owner					0	0
28(5) /Failure to comply with the effects of disqualification					0	0
32(2)/ Failure to comply with the effects of classification of dog as dangerous dog		1	2		3	0
32(4)/ Fraudulent sale or transfer of dangerous dog					0	0
33EC(1)/ Failure to comply with effects of classification of dog as menacing dog	9	41	93	62	205	190

33F(3)/ Failure to advise person of muzzle and leasing requirements			1		1	0
36A(6)/ Failure to implant microchip transponder in dog			1		1	1
41/ False statement relating to dog registration					0	0
41A/ Falsely notifying death of dog					0	0
42/ Failure to register dog	75	754	1033	338	2200	3203
46(4)/ Fraudulent procurement or attempt to procure replacement dog registration label or disc				1	1	1
48(3)/ Failure to advise change of dog ownership			2	1	3	2
49(4)/ Failure to advise change of address			4	1	5	7
51(1)/ Removal, swapping, or counterfeiting of registration label or disc					0	1
52A/ Failure to keep dog controlled or confined	56	128	658	73	915	206
53(1)/ Failure to keep dog under control	152	131	198	147	628	455
54(2)/ Failure to provide proper care and attention, to supply proper and sufficient food, and to provide adequate exercise					0	0
54A/ Failure to carry leash in public	2		1		3	1

55(7)/ Failure to comply with barking dog abatement notice	3	2	4	1	10	16
62(4)/ Allowing dog known to be dangerous to be at large unmuzzled or unleashed			1	1	2	0
62(5)/ Failure to advise of muzzle and leashing requirements					0	0
72(2)/ Releasing dog from custody			2		2	1
<b>Total</b>	<b>366</b>	<b>1296</b>	<b>2076</b>	<b>783</b>	<b>4521</b>	<b>5638</b>

#### 5.4. Shelter Data

	Henderson	Silverdale	Manukau	Total	2013-14
<b>Impounded</b>	2072	2546	4745	<b>9432</b>	7373
<b>% returned to owner</b>	59.3	62.8	37.9	<b>51</b>	49
<b>% adopted</b>	9.5	19.7	5.5	<b>9.2</b>	7
<b>% euthanased</b>	25	26	58.2	<b>42</b>	41

*\*note that columns may not add to 100% as dogs are moved between shelters, so their impoundment may not be recorded against the same shelter as their outcome*

	Silverdale	Henderson	Manukau	Total
<b>Average utilisation (%)</b>	69	76	79	75
<b>Average days per month over 100% capacity</b>	1	2	3	2
<b>Average days per month over 75% capacity</b>	5	8	18	11
<b>Highest days per month over 100% capacity</b>	9	7	12	5
<b>Highest days per month over 75% capacity</b>	25	28	26	18