

Greyhound Rescue Wales

Annual Report of Activities



Registered Charity: 1152650 Company Number: 8411721

May 2015 to June 2016

For presentation to Greyhound Rescue Wales Annual General Meeting 12.06.16.

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Greyhound Rescue Wales

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The Aims of Greyhound Rescue Wales (Extract from GRW Articles of Association)

4. Objects:

4 (1) For the benefit of the public, principally but not exclusively in Wales and its environs (hereinafter called the area of benefit), to promote the welfare and relieve the suffering of greyhounds and greyhound cross breeds (lurchers) in need of care and attention, and in particular to provide and maintain rescue homes or other facilities for the reception, care and treatment of such animals.

4 (2) To promote humane behaviour towards animals by providing appropriate care, protection, treatment and security for greyhounds and greyhound cross breeds which are retired, unwanted, or in need of care and attention by reason of sickness, poor circumstances or ill usage, and to educate the public in matters pertaining to animal welfare in general and the prevention of cruelty and suffering among animals.

Foreword

This report describes the work carried out by Greyhound Rescue Wales (GRW) to meet its objects between May 2015 and June 2016. The report is a co-operative effort in that each section has been written by the individuals with responsibility for that particular area of work. The process of production therefore closely reflects the way in which GRW carries out its work.

Greyhound Rescue Wales has continued to increase the scale and scope of its activities through 2015-2016. An important step this year has been the extension of our retail operations into a fourth shop in Cardiff. This was a significant investment in the strategy and was based on the success of the other shops. The shops provide a regular income stream and that has allowed us to further expand our employees at Hillcrest.

We continue to be amazed by the volume of work done by our volunteers, without which the Charity could not function. Volunteers give up their time to do a whole host of tasks and the work of everyone has led to a record number of dogs being homed and very few returned because of the care with which they are placed.

Greyhound Rescue Wales became a Company Limited by Guarantee in February 2013 and has made purchases, entered into contracts and employed people to conduct crucial tasks and roles. It has been a focus of this last year that the Charity has become more businesslike, ensuring that data, systems, processes, procedures and policies are in place to run effectively and within the law. Our Budget Plan 2016/17 is for £250,000 turnover, a huge difference from the £40,000 turnover of 4 years ago - we are no longer a small organisation!

This rate of success and expansion is due to the work of a great many people, working as a team. I would like to take this opportunity to thank every single person who has contributed in any way. We could not have done it without you and we look forwards to consolidating our work next year.

Lindsay Jackson (Chair)

1.0. Rescue Operations

1.1 - Dogs Rescued and Re-homed

Rescue Team

Rescue figures are collated monthly and an up to date review of the statistics below is instantly available for any defined period through the use of our online database.

2015

During the calendar year January 1st to December 31st 2015 GRW rescued 175 dogs and re-homed 165.

2016

During the calendar year January 1st to May 24th 2016 GRW rescued 46 dogs and re-homed 46.

Dogs in our care (as of 24th May 2016)

At this date, we have 32 dogs in our care, fairly representative of our normal numbers at any time. 18 are housed at Hillcrest, 4 at Swiss Valley and 10 are in foster homes.

1.2 The Rescue Team.

Rescue Team

The Rescue Team was formed in November 2011 and comprises: Angie Webb, Sandra Wynne, Brad and Paula Evans and Beth Richardson. The team is supported by Andy Jackson notably with I.T. and information resources. We bring a range of skills and each have our own roles within the team, though there is plenty of debate and overlap. Requests for us to take dogs from trainers or potential adopters generally come to us via our 0300 number or the website. The contact forms are emailed to the Rescue Team and a member of the team makes the initial contact with the owner or potential adopter. In the case of a dog needing to come into our care we will speak to the owner, gauge the urgency, and add the dog to our list. With potential adopters we will answer their questions and arrange a home visit if appropriate.

Sandra's main role is to care for the dogs at Hillcrest. Sandra hosts potential adopters and offers advice on their choice of dog based on her assessment of the dog's character. Sandra also takes on the aftercare of dogs once placed in the home. Offering advice and support with any teething problems the new owner encounters.

Angie's role includes coordinating neutering, vaccinations and any other vet treatment necessary for our dogs. Angie also liaises with other rescues based in Ireland, Wales and England. We have no shortage of black males with a high prey drive on our waiting list. However, we also have a waiting list of homes wanting cat friendly greyhounds or lurchers.

Our main strength is that there is almost always, at least one member of the team available to deal with an issue.

The majority of communication is via email, this makes for an efficient use of our time.

We've been in daily contact since day one, we know each other very well and though we disagree from time to time our motivation is the dogs welfare, it's what binds us.

1.3 Working in Partnership.

Rescue team

We work in partnership with organisations including 4 branches of Dogs Trust and GRWE, particularly the Devon and Cornwall branches. We also list dogs available with Hope Rescue, Four Paws, Bridgend Dogs Trust, RSPCA Llys Nini and Welsh Poundies. Occasionally we transport dogs to ARC near Portsmouth if we have too many lurchers.

These rescues choose to work with us because we give them dogs that they're able to home and they trust our assessment. For the Dogs Trust this generally means young failed racers or lurchers with a low prey drive.

Devon and Cornwall GRWE use a small number of boarding kennels for their dogs. They may have a home offer for example for an old, housetrained greyhound and not have a suitable dog. If we have one in our care, rather than leave the dog in kennels, we meet a volunteer from GRWE and the dog goes straight into a home. This is great for the dog and creates space for another one.

Again most communication takes place via email and the Rescue Team manage the logistics.

1.4 Kennelling arrangements (other than Hillcrest).

Rescue Team

The majority of greyhounds available for homing are kennelled at Hillcrest.

Dogs coming into our care generally come to Angie at Swiss Valley though this has needed to be more limited during 2016.

We keep spaces at Balas Cottage kennels in Pyle. It's a useful drop off point for dog owners and as we're regularly taking dogs down the motorway to other rescues we can stop off on the return journey and collect the dog. Logistically it works well. It also allows us the flexibility to use temporary kennel space in emergencies.

1.5. Foster homes.

Rescue Team

Some of our dogs are cared for by foster carers. During the last year GRW has had an average of about ten foster homes active at any one time. Typically a foster carer will look after one, or a sequence of dogs, and will then decide to take a well-earned break. Foster homes perform an invaluable role to complement Hillcrest, Swiss Valley and commercial boarding. Dogs may be placed in a foster home for a variety of reasons: they may need special care for an injury, or they may have behavioural issues that need to be addressed. It takes a special kind of experienced foster carer to look after dogs like these. However, some dogs who have no special needs but have been in kennels a long time are also placed in foster homes as are others who are almost ready for homing and just need the experience of living in a home for a short while.

All foster carers are entitled to a basic allowance to pay for the dog's food and they receive support from experienced GRW volunteers and staff. Foster Carers are also involved in assessing a dog's behaviour and temperament using the purpose designed GRW "scorecard". This is a great help in matching a dog to the right home.

We have a small number of dogs in long term foster care. These are dogs that have very special needs and need to remain in a stable environment as they will almost certainly never be rehomed.

We are attempting to establish "Super" foster carers to help us with our 'long stay' dogs with behavioural difficulties. These carers will be fully funded by GRW.

1.6 Valleys Stadium Initiative.

Rescue Team

For some time the Rescue Team have wanted to do more for the dogs at the Valleys Track which is the only greyhound track in Wales. We were hampered by our long waiting list of dogs and our existing work load which means we just don't have the time to attend race nights and promote the work of GRW. However, when a known and respected retired trainer asked for help in rehoming his own dogs we saw an opportunity. This trainer knows the dogs, owners and trainers at the track. Like us, he has a genuine desire to help the greyhounds that are at risk of destruction. With his knowledge we can more accurately gauge which dogs need our help the most. More than this he has offered to pick up any unwanted dogs on race night and hold the dog until we can arrange for it to come into our kennels. He has become a trusted intermediary between GRW and the track. We have also established good relationships with Summerhill Veterinary Practice in Newport and St James Veterinary Practice in Swansea who have been extremely supportive of this welfare initiative and to whom we are very grateful. These relationships have also allowed us to offer a safety net for dogs that are injured on race night. At the time of writing we

have five track dogs in our care after sustaining fractures to their legs. Our aim is to strengthen and develop our links with the track so that every retired and injured dog gets the chance of life in a home.

1.7. North Wales

Beth Richardson

New volunteers with a specific interest in rescue work have become active in North Wales over the past 12 months. Working closely with the rescue team, we now regularly match and send dogs North to be adopted. Sometimes we can move dogs who are on our waiting list in North/Mid Wales straight into new homes in the area; sometimes they will also be adopted in South Wales.

It was also agreed in 2015 that the North/Mid Wales regions would be combined as we deal with a smaller volume of dogs. This has enabled us to work closely together and make the whole process more fluid and flexible. The number of dogs that we take into rescue in the North/Mid region and place in Hillcrest/Swiss Valley remains extremely low as the whole point of increasing operations further North was never to create an extra burden on the rescue. We are typically able to place dogs with a suitable local rescue; offer behavioural support to keep the dog at home or offer our homed from home service. We are still light on foster carers and typically rely on Andy and Lindsay Jackson, who also manage a number of adoptions and transport runs for the region. Increasingly this has been done by other volunteers and we hope to develop this in 2016-2017.

We have now established good connections with local rescues; as North Wales is very well served by rescues, it often makes sense for us to refer adopters to a local rescue if they have special circumstances such as a number of other dogs, cats, children etc...

As a general snapshot in time, from June 2015 to May 2016 we have completed adoptions for eleven Greyhounds and six Lurchers. We had two returns; both were adopted quickly, one in Mid Wales and one in South Wales. We have one Greyhound in the North we successfully did a homed from home to South Wales and one dog waiting in our region to be homed from home currently.

1.8. Behavioural advice and support.

Kerry Sands

Kerry Sands is GRW's Behaviour and Training Consultant, who heads up the Behaviour Working Group and works alongside the Hillcrest Team of staff and volunteers, to establish a programme of core training and behavioural enrichment for all the dogs in our care. Kerry is involved in behavioural assessment as well as designing and setting up training plans for newly arrived hounds, to assist with their transition from racing dog to companion animal. Kerry also works intensively with the long-term hounds, offering specialist behavioural modification programmes for those with challenging behaviours or specialist rehabilitation needs.

At the time of writing, we have 3 lurchers in our care with specialist behavioural needs and a number of longer-term resident greyhounds (generally large black males). In April 2016, the Behaviour Working Group launched a Super Fostering Scheme – an innovative scheme which offers specialist training and behavioural support to ‘super fosterers’ of these dogs, who all deserve a life with a loving family of their own.

Kerry also provides specialist online, email, telephone and if necessary, one-to-one support to GRW members who have adopted one of our dogs, to ensure we do all we can to support new adopters and maximise the chances of dogs staying in their forever homes. In the past 6 months, there has been an increased demand for this service, most likely linked to the increased numbers of dogs generally being rehomed by GRW.

In the past year, a number of dog training, off lead play and sighthound awareness events have been introduced to the suite of organised activities offered to adopters of GRW dogs. These offer on-going advice, support and socialisation opportunities for adopters and their respective adoptees, which is an important facet of rescue dog rehabilitation and on-going healthy dog interaction. Oh Do Behave! is GRW’s training initiative, which was created by the Hillcrest Team and continues to be co-ordinated by Hillcrest staff and volunteers. A number of ‘Sighthound Playdate’ specialist off lead play events have taken place for members and supporters of GRW, and we continue to work in partnership with Action Petz Bridgend, to be able to offer these important (and fun) events.

A new Oh Do Behave! series of events will begin in the summer of 2016, which offer more structured training for GRW adopters and their dogs. These events, called ‘Walk, Train and Play’ are designed to be educational in nature and offer sighthound-specific training activities using only positive reward-based methods. For this venture, we are excited to be utilising the newly refurbished and fully enclosed Cooper’s Field for supervised off lead play, in addition to Patch’s Patch (our structured training zone for lead work) and the ménage for group exercises. Our first session will take place on 26 June and is already fully booked. All Oh Do Behave! events are designed to raise awareness of the needs of sighthounds as companion dogs, skill up our community of adopters and raise important funds for on-going training and behaviour activities for long term Hillcrest hounds.

2.0. Hillcrest Sanctuary

Purchase and adaptations

Alain Thomas

Hillcrest Cottage, Garnant, previously a smallholding was purchased for use as a Sanctuary in August 2013.

A part-time (two day a week post) has been created to assure essential maintenance work at Hillcrest and protect this crucial asset. Larger scale repairs are undertaken as needed by external contractors.

A planning application is being prepared to consolidate the use of the fields as an extensive exercise area for the dogs in our care. This new resource will make a significant improvement to the already high quality of life of our hounds.

A feasibility study is being commissioned to increase the capacity of Hillcrest from about 16 to 24 dogs in line with existing planning permission. This will increase the range of dogs available for homing at any one time offering more choice to prospective adopters and hopefully contributing to an increase in dogs being homed.

2.2. Hillcrest Staffing

Lindsay Jackson

During this last year, it has become quite clear that our very able Sanctuary manager, Sandra Wynne was unable to take her entitlement to two days a week off work and found getting cover for vacations was almost impossible. The routine of looking after the dogs and the kennels as well as the house, vets visits, home checks, handovers and the rest was too much for one person and two days from Becky Jones, our highly valued neighbour at Hillcrest. The Trustees made the decision to increase the staffing at Hillcrest by another two days a week and additionally to employ a person with specific skills in behaviour. Becky Jones has opted to focus on her own business and resigned from her post, so we have two new and very capable Sanctuary Assistants in Sue Lewis and Jon Baker.

We are always on the lookout for volunteers to help at Hillcrest, but the roles are demanding and need to be undertaken every day. We are aware that few people can make that kind of commitment, but welcome enquiries from any interested parties.

2.3. Accommodation (SW)

Sandra Wynne

Accommodation.

There is now an Assessment Area in the house, with a bed, chair, radio and television, where the dogs can come and spend some quality one to one time in a home environment. The dogs play with enrichment toys and spend time chilling with a member of staff or volunteer. There is always soothing classical music playing in the background.

There is also a Training Area in the grounds called Patch's Patch . This is a small enclosed area where the dogs can receive one to one training away from the distractions of the other dogs. As it is only used for training the dogs know they have to be focused when they go to the training area.

We have recently enclosed our field for the dogs to have a wonderful run and sniff. This along with the paddock and ménage ensure that the dogs get regular physical and mental stimulation.

We have a Behaviourist who visits 2 days a week to work specifically with our special needs dogs. Kerry also helps with the initial and ongoing assessments of all the dogs in our care. Kerry will also help with follow ups when the dogs go to their forever homes.

Kerry has also done some Training events for dog and owners at Hillcrest, which have proved popular and useful. Kerry has been a very exciting and valuable addition to the Hillcrest Team.

2.4. Operations (SW)

Sandra Wynne

The Best Friends Project

Alain Thomas

The Best Friends Project is an innovative inter-generational venture run by the Llanelli based Centre for Business and Social Action (CBSA) in partnership with Greyhound Rescue Wales with funding from The Big Lottery.

Best Friends recruits young people who might otherwise not be in education, employment or training and involves them in visiting older people in the community along with pet dogs. The young people are given training in how to interact safely with dogs. This is provided by Greyhound Rescue Wales' Training and Behaviour Consultant and other staff at Hillcrest Sanctuary. CBSA provides support and training in interpersonal skills to the young people to prepare them for the visits. Adopters of greyhounds and lurchers from GRW are able to have their dogs assessed by the Training and Behaviour Consultant to ensure they are suitable as visiting dogs after which they and their owners accompany the young people.

The preparatory work was completed by March 2016 and visits began in May. Greyhound Rescue Wales members and their dogs, along with other dog owners, are now accompanying the young people on a programme of visits to care homes, and community groups across south west Wales. Recruitment also continues in order to enrol more dogs and their owners to the scheme. An innovative and

mutually beneficial aspect of recruitment saw our dogs visiting Swansea University to mix with students as part of the University's Study Aid 16 programme to help students experiencing stress at exam time.

GRW volunteers who take part in this scheme have seen a visible change in the confidence and social skills of the young people involved. Participants who were very shy at the start of the programme are now interacting confidently with the older people they visit. GRW's dogs and volunteers are proud to be an essential part of this ground-breaking scheme that brings benefits to all involved and helps to profile our hounds as the great pets that they are. The Project will run for another two years

2.5 Volunteer Involvement (SW)

Sandra Wynne

. Volunteer Involvement .

The Sanctuary continues to have a small team of dedicated volunteers who help to enrich the lives of the dogs whilst in our care at Hillcrest. All volunteers receive training from Kerry, so that all the dogs receive consistent and positive treatment.

Adhering to our philosophy of giving our dogs " the life they deserve " we always promote positive reinforcement with praise and treats.

Our dogs continue to attend St. Collections and Organised events wearing their red " I need a home " vest.

3.0. Regional Operations

3.1. Mid Wales

Andy and Lindsay Jackson

Activity this year continues to be centred around raising awareness of GRW in the Mid Wales area, fundraising and supporting north Wales activities. This has been through three street collections in Welshpool, one in Newtown and a show stand at the Guilsfield Show (where GRW dogs were "Best Brace" winners for the second consecutive year). The 'Great Greyhound Walk" was run for the second year in Welshpool and we were asked to make a presentation to the Welshpool Rotary Society.

We have managed to foster a number of dogs and assist in the rehoming of dogs in Mid and North Wales. There continues to be an upturn in interest and visibility in the Mid Wales Region where we have managed to re-home a growing number of dogs.

For 2016 we have a similar programme of street collections already in place. Our major difficulty continues to be the highly rural nature of the region and the large distances involved in covering the region.

3.2. North Wales (BR)

With more people coming forward to volunteer and become involved I am proud to say that the North region is going from strength to strength. However, due to the sad loss of Jennie-Ann Street before Christmas 2015 our region is a lot quieter this year as Jennie and Graham were so active at organising fundraising events and motivating us. Due to increased adoptions in the far North on the coast and Anglesey, we have a great volunteer base there. We hope to be more active going forwards in 2016-2017.

Having worked closely with Pets at Home stores in the region GRW have been fortunate enough to be awarded substantial donations from the companies "Support Adoption for Pets" fundraising drive with the promise of more donations later in the year. We have Chester, Rhyl and Wrexham Holt Road supporting GRW as their nominated charities. We are holding a number of collections in these stores this year and will support them again at any in store events and raffles.

We were definitely challenged by the weather in 2015 and our dog show was no exception. We are hosted a Fun Dog Show at Alyn Waters in July 2015. This was well attended by a number of local charities, rescues and small businesses. We also had free micro chipping from the Dogs Trust.

Despite the weather related challenges we organised and attended a number of new venues such as Mold and Llangollen for street collections, Rossett Village Festival, The Pet Hut in Wrexham and Charlies in Welshpool; all of which were successful for us. We have also undertaken a couple of successful rummage sales in Ruabon and Chirk.

In September 2015 we organised the Last Hope Walk in Llandudno. This was formerly the "Great Greyhound Sunday" event in Llandudno. It was rebranded as 'The Last Hope Walk' to fundraise for this vital cause and tie in with a walk on the same day in South Wales. The event was a huge success and over £1,000 was raised. The Mayor of Llandudno Town Council attended the event as did Finleys Pet Services offering grooming, nail clipping and treats.

The North is taking part in the Great British Greyhound Walk again this year (now renamed The Great Global Greyhound Walk) at Wepre Park, Deeside by Neil Waters (2015 was held at Alyn Waters, Wrexham) and at Guilsfield, Mid Wales organised by Andy and Lindsay Jackson. Both walks look set to be a great success and great publicity for the dogs.

3.3. South East Wales

Jonathan Baker/Stephen Tom

South East Wales 2015/16

The year since June 2015 has been a year of great success, important change and exciting plans.

Continued street collections in Abergavenny, Monmouth, Cardiff, Newport, Bridgend, Cowbridge Porthcawl, along with numerous events, store and supermarket collections, resulted in fundraising from these events alone raising £7,700. This is down to the amazing team of committed volunteers who, once again, did us proud and turned up week after week in all weathers!

The highlight of 2015 was of course, The Greyt Midsummer March – a 55 mile walk from Brecon to Cardiff, which was undertaken by myself and a dedicated band of sponsored volunteers. A tough challenge in three days, which in the end resulted in a fundraising total of just over £6,000! Giving us a total of over £13,700 for the region - amazing!

The 2016 fundraising season got underway on April, with collections in Cardiff, Newport, Bridgend and Llantrisant. As I write this (May 25th) £1800 has already been raised in the region. I have handed over the fundraising duties to Stephen Tom, who has already done a brilliant job in organizing the team, and getting collections underway. Here's to another great year for the South East Wales region.

3.4. South west Wales

Jonathan and Claire Price

The focus in the SW area this past year has been to consolidate the great progress made during early 2013 which were our first few months as co-ordinators.

Between June 2013 and 2014 we have held 7 street collections and attended 8 shows/events. The geographical spread of these ranges from Neath in the East to Pembroke in the West and most places in-between.

The monies raised also varies greatly from just over £60 at a Xmas craft fair with one dog (Tilly!) through to the Swansea November street collection at £1150 with lots of dogs.

Our volunteer numbers have steadily increased and this we feel is down to a number of key reasons. Firstly as we have Hillcrest in our patch it has given people a focus for GRW and allowed us to benefit from that increased involvement. Secondly the two Volunteer gatherings we have held at Hillcrest have allowed us to recruit new help by allowing people to really see how those hours spent holding a collection bucket pay off.

Luckily over the past month we have been partnered with Support Adoption for Pets (a charity offshoot of Pets at Home) through the Fforestfach store in Swansea. This has entailed 3 meet and greet collection events at the store where we have had great volunteer help and the eventual proceeds of a month long raffle ticket campaign. We are on course for somewhere over £700, fingers crossed! We have had great support from the staff at the store and will be hoping this becomes a regular (annual) partnership.

The highlight for us this past year has been the sheer generosity of the Welsh public at all the events we have held, and in particular the amazing amount raised at the November street collection in Swansea. We really did feel we were going to be counting all night!

There are a handful of issues we want to develop over the coming year in the SW area;

To develop our media presence and engagement in order to raise our local profile given we have a large number of events planned for the remainder of the year. Maybe media 'templates' would help?

To hold more Volunteer gatherings and walks to broaden our volunteer base.

To develop the event booking system for the SW area to allow and encourage local volunteers to hold/attend shows etc. in their local patch.

3.5. Last Hope Walk and Last Hope Fund

Jonathan Baker

In 2015 there were two walks for Last Hope – one at Cosemeston Park near Cardiff, and one in Llandudno in North. Together these walks raised over £1500 for the fund. Both events were brilliantly attended with lots of new faces

A massive thank you goes out to everyone involved in making these events happen. This money is used to help save the lives of dogs that would be put to sleep due to their injuries they received through racing. The fund has saved the lives of countless dogs, and so far this year six dogs have been saved.

The fund currently stands at **£ LINDSAY TO INSERT FIGURE**.

4.0. Retail Operations

Lindsay Jackson

This year has seen the opening of our fourth GRW charity shop in Cardiff. The three existing GRW charity shops in Llandysul, Ruthin and Blackwood continue to be successful and income received from them outstrips their costs. Both Llandysul and Ruthin shops are run completely by volunteers and we are extremely grateful for all their hard work on our behalf.

Blackwood shop opened October 2014 with 1 part time paid staff member and a team of volunteers. We are pleased that the shop is exceeding expectations with regards to donations received and to income for GRW. Very positive feedback has been received on all aspects of the shop.

The Albany Rd., Cardiff shop opened April 2016, 4 weeks ahead of the originally planned schedule. Judith Badcock and Jon Trew (Vice Chair) did an amazing job in getting everything together – builders, sign writers, shop fittings, donations, managers and volunteers in a very speedy and efficient manner. The shop is staffed by 2 part time paid staff members and a team of volunteers. It is a large retail space and whilst so far there are fewer donations than in Blackwood, it is still early days. Again there has been lots of positive feedback on all aspects of the shop and its sales are exceeding the targets set.

Judith Badcock oversees the running of the two shops, transferring stock weekly between the stores to ensure a fresh offering is available and there is a colour coded scheme which prevents stock being transferred twice. Both shops have the same recyclers that collect on a weekly basis in order that goods unable to be sold are used in an appropriate manner. Both shops are ticking along nicely with a good working relationship between them.

GRW has been learning a lot through the development of these shops and the original case was for six shops working together. We are in the process of looking for further premises in the south because there are some economies of scale to be gained from having further shops. But the main thing is to have the right location and the right staff in place, so are prepared to wait for the right opportunities to present themselves.

4.4. Merchandise

Steve Tom

Taking over as the GRW merchandiser earlier in the year has been an interesting journey!

I'm grateful to GRW members for supplying me with their "wish list". This has been a useful tool when working out what items members want to see on the web shop and what they don't.

The web shop now contains a variety of items and, while working with Cozies I aim to add at least one new item a month.

The web shop is working extremely well and seems very popular with our members. I have also noticed that a number of orders are coming in from areas outside of Wales.

I accept that there has been a few issues with delivery times but steps are being put in place to rectify these issues.

Christmas cards will be available again this year on the web shop and in our shops and the very popular calendar will be produced by Jon and Rachel again so get your picture perfect hounds ready.

5.0. Income Generation

5.1. Sponsor a Dog and Sponsor a Kennel (AJ)

Andy Jackson.

The Sponsor a Dog (SAD) and Sponsor a Kennel (SAK) scheme continue to assist GRW in raising funds for dogs that will never be re-homed as well as to contribute to the overall income to support Hillcrest.

SAD and SAK has grown slowly throughout 2015-16 and has been assisted by the very real presence of Hillcrest where most of our dogs are to be found. The need for regular revenue means that we are always in need of sponsorship of these two schemes.

5.2. Monthly lottery / Monthly dog show (AJ)

Andy Jackson

The monthly lottery is a prize draw through a monthly £1 contribution which buys one entry into the draw. Instead of a number, members register the names of their current or past dogs. The names of three dogs are drawn each month and they share just under 50% of the total takings for the month in prize money. The balance contributes to GRW funds.

The number of members' entries has grown steadily, though a number of contributors were lost on the closing of our 'old' monthly dog bank account. The operation of the 100 Club has been taken over by Rob Moffitt for 2016. The monthly dog show is always looking for new entries and this can be done via our web site at: <http://greyhoundrescuewales.co.uk/promote/>

5.3 'Make a Difference' Scheme

The 'MaD' scheme was introduced in November 2016 and is intended to promote regular income through bank standing order donations. Aimed at a minimum contribution of £4/month, being 'MaD for GRW' provides:

- A 'Family Membership' of GRW
- Our twice yearly magazine Greyhound Express
- Automatic membership renewal for as long as the standing order is in place.

We encourage new adopters to join this scheme as well as established members and whilst limited in its response has nevertheless provided a valuable regular income stream.

2012 to 172 at the end of May 2014. The monthly dog show is always looking for new entries and this can be done via our web site at:

<http://greyhoundrescuewales.co.uk/promote/>

5.3 Grant Applications

Grants

Alain Thomas

Four successful grant applications were made during the last 12 months with a total value of £13000.

Greyhound Rescue Wales is grateful to: the Jean Sainsbury Charitable Foundation, The Pettifor Trust, the Petplan Charitable Trust and Support Adoption for Pets, for their generous support.

6.0. Communications

6.1. Website

(AJ)

Andy Jackson

The GRW web site continues to be a major element in continued success in the efficient marketing, running and income generation for GRW. All of our current processes can be accessed via the new site, including all forms of contacting us, requesting to home or re-home a hound, sponsorships, documents, news, what's on and our web shop.

A number of developments have been included in the web site during the year. including the ability for us to post video portraits on dog's profiles, the addition of an auction facility and the long awaited ability to be able to register and login to the site. We are currently investigating with our merchandise suppliers, the expansion of the web shop facility to a more 'e-commerce' based operation to streamline the process, improve efficiency and comply with Royal Mail commercial postage requirements.

In 2016-17 we will continue to hone our operation and development of the web site to enhance our 'reach' out to our members and supporters.

GRW have two Facebook pages – Our “Main” Facebook page, where we post our news and updates, and our “Supporter” group page, where much of the daily greyhound 'banter' takes place. Both of these areas have shown significant growth during the year and continue to provide a vital route for 'instantaneous' message sharing.

These pages have proved an essential, popular and exciting place for us and our supporters to share stories, photographs and news, and also for people to seek advice and guidance, and of course to report on the loss of any beloved hounds that have passed away.

Facebook has also given us the chance to raise funds through direct appeals to our supporters. We raised money to buy the agility equipment for the sanctuary. We used it to start our appeal for the Last Hope Fund, and it has proved to be a very successful way of appealing for this type of help.

Facebook has proven invaluable to us as a tool to help find homes for dogs – particularly “special” cases who need a special home or foster home. Numerous dogs have been helped in this way through each appeal being shared far & wide by our supporters.

Our Twitter feed continues to provide further routes into the social media world and is run by Claire Price

Social Media

GRW have two Facebook pages – Our “Main” Facebook page, where we post our news and updates, and our “Become a supporter” group page, where YOU post your stories alongside our news and appeals.

Our main page now has almost 2400 “likes” and our group page has over 2500 members.

As always, these pages have proved an essential, popular and exciting place for us and our supporters to share stories, photographs and news, and also for people to seek advice and guidance, and of course to report on the loss of any beloved hounds that have passed away. There is a real “community” feel to these pages - it is wonderful to see so many people getting on with each other and sharing their stories and advice.

On a personal note I want to thank all who helped me through the loss of my Greyhound, Gabe, back in March. The support and love I felt through the GRW Supporters page was overwhelming. So many people changed their profile photo to Gabe, I saw his face everywhere I looked and the whole thing really was a huge comfort – so thank you everyone who was involved. The positive power of social media really shone through!

All regional coordinators have used Facebook extensively to promote events, recruit volunteers and report their successes. It has been a great place to hold “online” events, such as auctions and calendar competitions, raising funds through direct appeals to our supporters. It was invaluable for promoting the progress of the intrepid team whilst they were on their epic trek across South Wales in June – enabling the team to post “live” updates from their adventures in the wild...

Facebook has proven invaluable to us as a tool to help find homes for dogs – particularly “special” cases who need a special home or foster home. Numerous dogs have been helped in this way through each appeal being shared far & wide by our supporters.

2016 sees the formal introduction of Twitter into the GRW social media circus! Claire Price is now running our Twitter account which will no doubt prove to be a useful additional tool for us to promote our news and events.

Let’s hope that our presence on social media in the coming year continues to be as exciting, original. Informative and engaging as ever!

6.3. National Telephone Line 0300 0123 999 (AJ) Andy and Lindsay Jackson.

The 0300 national call line is a key route into GRW and has a key role to play in the co-ordinated collection and dissemination of information. All calls to the 0300 number are logged on our web site and this feature is currently being used internally within the Rescue Team to manage the homing process in an efficient and timely manner. The 0300 web logging is also available for 'self-referral' by those who might have alternately used the landline number.

In the period June 2015-May 2016, 1083 calls were made to the 0300 number with 30+ hours spent in answering these calls. Our service providers also email any voice mail left directly to GRW so no call is missed. We also have a a dedicated direct line service for trainers to contact the Rescue Team using the same facilities.

6.4. Mail Chimp/Survey Monkey

Andy Jackson

Mail Chimp is our electronic newsletter that is emailed to all supporters for whom we have an email address. This has taken the form of "News from the Chair" during the past year and is a rapid way of reaching out to nearly 900 registered members. The system provides us with easy to use features that makes this system a way of rapidly getting messages directly into member's inboxes. It also provides us with very detailed analysis of our 'reach' to our subscribers. We will continue to enhance this process during the coming year.

Survey Monkey is a similar system that allows us to make simple surveys of our email membership list. We have undertaken our first 'customer satisfaction' survey in May 2016 to assist us in assessing our Key Performance Indicator (KPI) targets.

6.5. Greyhound Express (AR)

Amanda Rees

Greyhound Express: The charity newsletter, which is posted to all its members, has continued to be produced twice a year. 1000 are printed every March and September. The aim is to raise awareness of the charity and its work and to keep members informed, e.g. rescue work, rehoming figures and promotional events. It is also used as a tool to help recruit volunteers and when necessary to assist in public relations, promoting networking with supporting organisations. It is a full colour, A4, 12-page publication. Its most recent change in March 2014 was to bring its corporate identity in line with recent developments, in accordance to the GRW branding guidelines.

6.6. Information and Publicity ????? Amanda Rees and Andy Jackson

Work has been completed to develop information leaflets to GRW's branding guidelines. We have two main leaflets: "About our Work" and "Hillcrest". Leaflets now reflect the corporate identity of the charity, in line with guidelines and other communication platforms, such as the website and other publications. New leaflets are created as the needs of the charity change, or dictate.

The "Welcome and Adoption pack" for adopters of a dog from GRW, bringing together all the information previously contained in a number of separate leaflets is now given to all new adopters of GRW hounds. It is also available to view or download at <http://greyhoundrescuewales.co.uk/grw-documents/>.

6.7. Media Work

We continue to work on all avenues via mainstream newspapers, including promotion of events and individual appeals of special hounds looking for homes. Contacts for our stories are building up covering the whole of Wales. So, it's onwards and upwards towards the next year as we build upon our media successes from this year.

6.8. Advertising

Paid-for advertising has now been removed from all previous outlets. In the age of technology it is felt that this is a media for which the returns do not warrant the expenditure.

7.4. Membership (AJ)

Andy Jackson.

During the year the membership database continues to be checked and updated. The database contains all supplied information about members, their form of membership, dogs, adoptions, fosters, renewals and provides a report of homings and, dogs in our care for any period.

All dogs are logged into this system as they are taken in and updated when adopted, linking the membership record to the dogs record. We can now check at an instant any dog that has been found - this has already proved to be invaluable with lost hounds. We are also able to create lists for our regional co-ordinators of members in their area, build accurate mailing labels for Greyhound News. Most importantly, the information is no longer at risk of being compromised by changing personnel and is available to all those with access at any time.

We continue to have some gaps in our historical information and try to harvest this through mail out letters accompanying Greyhound Express distribution.

For the Spring/Summer mail out we undertook a major user update process in line with the new requirements of the microchipping regulations which came into effect in April 2016. The new legislation requires that all dogs should be microchipped and registered to their 'keeper' at the address where they reside and that any change to this information is the responsibility of the 'keeper', not GRW.

GRW is now able to reference the registered keeper of any dog that is registered with Petlog (the largest database and one that GRW uses to chip any dogs) and to transfer the 'keepership' at the point of adoption free of charge.

GRW is also required to register all dogs in our care. This has resulted in a need for new procedures and data recording to ensure that GRW are compliant.

As of May 2016 we had 976 registered individual member records with 119 of these being double members.

GRW Membership Location Maps by Postcode



South and Mid Wales



North and Mid Wales



6.9. Public Affairs and campaigns

Greyhound Rescue Association Ireland (GRAI)

Alain Thomas

GRW has continued to support the development of the Greyhound Rescue Association of Ireland (GRAI) through participating in regular planning meetings via telephone. The vast majority of greyhounds racing in the UK are bred in Ireland and GRW sees it as important to support efforts to promote welfare and regulate the greyhound industry within Ireland. We believe the best way to do this is by supporting a reputable organisation within Ireland itself. GRAI has focused its efforts on raising awareness within Ireland on the plight of greyhounds in that country. Good impact has been achieved through news releases which were published in the Irish National Media and in the north of the country. The GRAI Facebook page and website are both regularly updated and are attracting large numbers of visits from within Ireland and across Europe. GRAI has once again organised its highly successful; “Walk for Greyhounds” in Dublin to promote greyhounds as family pets. This year the walk co-incides with the “Great Global Greyhound Walk”. The GRAI walk has attracted support from many celebrities including Ricky Gervais. GRAI is currently seeking to register as a charity. In May 2016 GRW issued a joint press release with GRAI and Greyhound Rescue West of England (GRWE) for the first time, calling for a cap on the numbers of greyhounds being bred.

7.0. Co-ordination

7.1. Aims, objectives and strategy (LJ)

In recent years GRW’s objectives and strategy have been directed towards making the best possible use of the legacy of the late Lee Frank. Most recently the focus has been on implementing the findings of the Legacy Working Party which was set up to recommend as to the best use of this legacy. The two main recommendations of this group were to purchase a property for use as a Sanctuary and to develop a chain of charity shops. Both have now been implemented; the sanctuary is operational and the charity shop numbers are slowly increasing.

A sustained level of effort is required to develop and maintain Hillcrest and to support the development of a chain of charity shops. GRW must therefore ensure it retains the capacity to do this; more employees, more systems, more policies and more daily transactions and activities mean greater requirements for people to take on roles within the organisation.

GRW is now a business in every sense of that word and the focus of this year’s work has been on the implementation of the Business Plan and working to the Budgets and Income Targets for each area of the operation. We were very pleasantly surprised that the projections made last year were near the actuals at the end of the financial year in February 2016. This has given us the confidence to repeat the

exercise and set the Business Plan and Budget Plan for 2016/17 to the tune of some £250,000. A long way from the £40,000 of 5 years ago!

Our priorities for 2016/17 will remain to:

- Ensure the welfare of the dogs in our care
- Keep Hillcrest Open
- Pay the salaries of our staff
- Diversify our roles and responsibilities to a wider base of volunteers.

7.2. Structure and management arrangements (LJ)

The existing management structure for GRW as approved by the GRW Executive Committee, remains in place. Activities are organised under five “Directorates”: Physical Resources, Human Resources, Communications, Rescue Operations and Administration. A voluntary Director is in charge of each area of activity, with some part time paid staff in crucial roles and volunteers taking on some roles within each directorate. We run an ongoing campaign for more volunteers to take on responsibility for tasks, some of which require little time, some rather more.

These arrangements are intended to make the voluntary management of GRW more effective and sustainable by identifying roles more clearly and sharing responsibilities among a greater number of office holders. It is not inconceivable that there will be the need for a paid Business Manager in the future if GRW continues to expand its activities.

7.3 Business Plan, Budget Plan (LJ)

Much Trustee time towards the end of the financial year was devoted to the updating of the Business Plan 2015 to 2020 and production of the new Budget plan for 2016/17.

Part of the Business Plan was the Key Performance Indicators – the ways in which GRW can measure its success against criteria. There is an analysis of how well the Trustees believe they have done in 2015/16 at Section 7 below.

GRW maintains its reserves in the bank and Building Society, but it is not good business practice to use this capital for revenue purposes (day to day activities), so each of the Directorates has been given a budget figure of expenditure and an income target to achieve again in the 2016/17 financial year. This should again enable GRW to balance the books over the year without having to touch the reserves.

Our reserves have been again boosted by some legacies left to GRW in wills following the bereavement of friends of GRW and from collections made at funerals. In most cases, GRW has been able to name a dog after the deceased member and made a request to the adopter to keep that name. A story about these Memorial Dogs is included in Greyhound Express from time to time.

7.4 Development of procedures

Andy Jackson

With the employment of further staff, the increase in the number of shops, the major expansion of the required budget and legislative changes, it has become increasingly important to ensure that GRW processes, procedures and information are widely available.

During the year Nicky Chappell has written a number of policies to ensure we are compliant with good practice for a responsible organisation. All such policies and our key procedures are freely available via our web site.

The business documents and critical information of GRW continues to be stored in our documents area of our web site. This safeguards this data from potential loss through changing personnel.

GRW continues to strive to be as transparent as possible through its open approach to communication and information sharing.

7.5 Incidents and Complaints (LJ)

GRW is very fortunate in the volunteers that it has working on its behalf so the number of complaints received is minimal - just 1 in 2015/16. This was resolved amicably by following the procedures for handling complaints. The complainant is kept informed of what is happening and evidence is collected from all those involved. This evidence is reviewed and should GRW be at fault in its procedures or ways of working, then changes are made. GRW is a learning organisation and because we are mainly volunteers, then things can go wrong.

Incidents too are rare and there is a clear method of reporting incidents involving dogs especially. There have been five incidents involving dogs and procedures have been tightened up as a result of each.

A volunteer has taken on the responsibility for handling complaints and developing our policies. As policies are written, they are being added to the website for all to see, beginning with the statutory policies that every Company must have in place. This is inevitably 'Work in Progress'

7.3. Personnel Management (LJ)

Lindsay Jackson

Work is ongoing for the development of systems and processes for the management of Personnel employed by Greyhound Rescue Wales. We have had to move significantly as an organisation now we have these new responsibilities as employers and it has been a steep learning curve for all of us. We are very fortunate that our employees are very effective and have been patient as we learn together!

We have clear systems now for the appointment of fixed term and permanent employees, for induction and the ongoing professional development of our staff, as well as for the management of grievances and complaints. We have taken professional advice about contracts of employment and have a developing Staff Handbook.

We will need to continue to work in this area as the number of people we employ increases and we face the opportunities and challenges that this presents to a mainly volunteer organisation.

7.4. Membership (AJ)

Andy Jackson.

During 2013 the whole membership database was checked and updated and, as part of our technical developments, turned into an online system. Currently this system is only available to executive members or members who have a reason and need to access information. The new database contains all supplied information about members, their form of membership, dogs, adoptions, fosters, renewals and provides a report of homings and, dogs in our care for any period. All dogs are logged into this system as they are taken in and updated when adopted, linking the membership record to the dogs record. We can now check at an instant any dog that has been found - this has already proved to be invaluable with lost hounds. We are also able to create lists for our regional co-ordinators of members in their area, build accurate mailing labels for Greyhound News. Most importantly, the information is no longer at risk of being compromised by changing personnel and is available to all those with access at any time.

We still however have some gaps in our historical information and we continue to try to harvest this through mail out letters accompanying Greyhound Express distribution. In 2014 we aim to try to update our 'lost' information on dogs.

As of February 2014 we had 926 registered individual members of varying categories. We continue in 2014-15 to make our 'Stand up for Greyhounds and Lurchers' appeal which aims at increasing our membership base.

7: Performance Monitoring

7.1.1: Impact on Greyhound and Lurcher Welfare

KPI 1: Number of greyhounds/lurchers rescued. This includes those homed directly by GRW and transferred to another rescue. The historical figure of 100 dogs rescued per year is the measure of "success" with a differentiation between those homed directly and those transferred to another rescue.
Measurement – our records

2015/16 - For the financial year March 2015 to February 2016, the total cost of rescue was £35,417 to include the costs for: Swiss Valley, travel, fostering, behaviour support, kennelling (Balas), equipment and veterinary fees. This does not include costs for running or staffing Hillcrest. The total number of dogs homed in the same period was 152 making the average cost per dog homed £233

7.1.2: Cost effectiveness

KPI 2: Total cost per greyhound/lurcher rescued:
Measurement = Total expenditure divided by number of dogs rescued. No other major dog charity publicizes this figure so it is an indicator for internal purposes and trusted friends only.

KPI 3: Proportion of income spent on "Rescue" as opposed to "Administration"
Measurement = our records.

2015/16 - For the financial year March 2015 to February 2016, the total expenditure on "Administration" was £24,249 and £212,073 on "Rescue" (the total expenditure of GRW less the "Administration" costs. This means that the proportions expended were: "Administration" 11.4% and "Rescue" 88.6%

7.1.3 Broader Social and environmental Impact

KPI 4: GRW seeks to maximise the positive impact deriving from its work to the community and the environment.

This is a new field of operation for GRW and we are in the process of developing appropriate KPI's.

To this end GRW will monitor relevant activities and gather case studies to illustrate the impact of its work.

Once a sufficient number of case studies have been collated GRW will review these together with its own monitoring records and any relevant information which may be available from partner agencies, and use this information to identify appropriate KPI's.

2015/16 - **Impact on volunteers:** The benefits of volunteering are well documented and broadly recognised and they include growth in confidence, development of skills, greater self-worth and increased employability.

A case study was provided in Greyhound Express of two volunteers Sue Lewis and Greg Hayward (Issue 7, Autumn/Winter 2015) who described how their lives had been transformed through volunteering for GRW.

Most volunteers will not have benefited to the same extent as Sue and Greg from volunteering but they represent how some volunteers may potentially benefit in a transformative way. It is also reasonable to assume that most people who volunteer

for GRW will derive some benefit from the experience. Indeed, many GRW officers and members will be able to bring to mind examples of people they know who have described how they have benefited from volunteering. It is proposed to capture information about the extent and impact of volunteering within GRW, in a more systematic way.

7.1.4 Sustainability

Achieving financial sustainability along with that of volunteer provision.

KPI 5: Financial: Income v Expenditure. Achieving a balance of income against expenditure through managed activities (not reserves or legacies).
Measurement = our records

2015/16 - For the financial year March 2015 to February 2016 and taking into account all transactions across all budget areas GRW income was £204,834 and expenditure £204,512. This represents a working surplus of £322

KPI 6: Human: All key posts identified, all functions filled by different individuals, all roles functioning effectively
Measurement = our records.

2015/16 – Of the 50 volunteer posts identified last year, 12 are fully occupied by volunteers. The rest are filled by Trustees or no-one. Whilst this is the case, then there is a continuing risk of roles not functioning effectively.

This includes that of the greyhounds and lurchers that come into our care and the employees and volunteers who work on our behalf

KPI 7: Satisfaction levels of adopters and volunteers
Measurement = customer satisfaction surveys

See Appendix 4

KPI 8: Quality of care (dogs' mental and physical well-being while in our care, efficacy of assessment procedures and behavioural work)

Number of dogs returned from a home for reasons other than an unforeseeable change in family circumstances.

Measurement = our records

2015/16: During 2015/16 there were 4 dogs returned

Appendices:

Appendix 1: Trustees as at 25.05.2016

Lindsay Jackson (Chair)
Jon Trew (Vice-Chair)
Andy Jackson (Treasurer & Director of Communications))
Carolyn Graves-Brown (Secretary & Director of Administration)
Alain Thomas (Director of Physical Resources)
Angie Webb (Director of Rescue)
Rachel Philip (Auctions & Raffles)
Jonathan Price (SE &SW Regional Coordination)
Bethan Richardson (North and Mid Wales Regions)
Donna Wright (co-opted) (Director of Human Resources)
Stephen Tom (co-opted)
Louisa Tom (co-opted)

Resigned During Year

Sarah Marsh
Kerry Sands (co-opted)

Appendix 2: Dates of Meetings of Trustees

2015–16

Meetings were held on a Sunday between 11am and 4pm at Builth Wells

26th July 2015
27th September 2015
22nd November 2015
24th January 2016
20th March 2016
15th May 2016

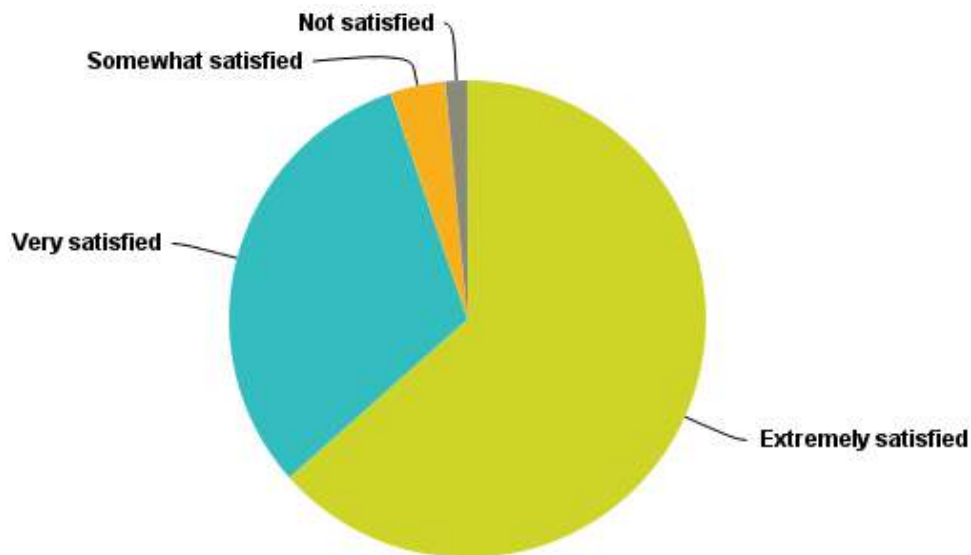
Appendix 3: Trustees Attendance at Meetings 2015–16.

	26/7/15	27/9/15	22/11/15	24/1/16	20/3/16	15/5/16	
Andy Jackson	✓	✓	✓	✓	✗	✓	5/6
Lindsay Jackson	✓	✓	✓	✓	✓	✓	6/6
Carolyn Graves-Brown	✓	✓	✓	✓	✓	✓	6/6
Sarah Marsh	✓	✗	✗	✗	resigned		1/4
Rachel Philip	✓	✗	✓	✓	✓	✗	4/6
Jon Price	✓	✓	✓	✓	✓	✗	5/6
Bethan Richardson	✓	✗	✓	✓	✓	✓	5/6
Kerry Sands (co-opted)	n/a	✓	✓	resigned as contracted by GRW			2/2
Alain Thomas	✓	✓	✓	✓	✓	✓	6/6
Jon Trew	✓	✓	✓	✓	✗	✓	5/6
Angie Webb	✓	✓	✓	✗	✗	✗	3/6
Donna Wright (co-opted)	n/a	✓	✗	✗	✗	✗	1/5

Appendix 4: Customer Satisfaction Survey Results (KPI 7)

As one of our key performance indicators (KPI7) we asked supporters and members how satisfied they are with Greyhound Rescue Wales. On 16th of April using the programme Survey Monkey we sent out 696 emails to members and supporters asking them to complete a short survey of ten questions on how they thought we were doing. Less than half 44% (309) opened the email and of those 138 completed the survey.

To the question “Overall how satisfied are you with the performance of Greyhound Rescue Wales?” **95.7%** of those who responded said they were either **extremely, or very satisfied**.



Answer Choices	Responses
Extremely satisfied	63.43% 85
Very satisfied	31.34% 42
Somewhat satisfied	3.73% 5
Not satisfied	1.49% 2
Not satisfied at all	0.00% 0
Total	134

As part of the survey we asked various demographic questions which included the respondents age and sex. We also asked if they were an employee. There were no significant variation in the responses based on these factors.

However there was some misunderstanding about the question which asked whether they were a member or support. Some people presumed supporter meant someone one who made regular financial donations to the charity, whereas it was meant to identify someone who was a lapsed or former member, or supporter from another associated organisation.

Summary

Overall the satisfaction rate with Greyhound Rescue Wales is very high. Slightly lower levels of satisfaction were recorded when we asked more specific questions. However the positive response rate never dropped lower than 85%, with respondents answering either 'extremely or very satisfied,' or "very or extremely well". The full report can be downloaded from http://greyhoundrescuewales.co.uk/wp-content/uploads/2016/05/KPI7_GRW2016.pdf