Paws and People Consultancy Ltd provides independent welfare assessment, practical improvement planning and ongoing support for dog shelters and rescue organisations. This proposal explains how the assessment process identifies priorities, strengthens team capability and supports measurable, sustainable improvements in dog welfare.

About Steve Goward

Director and Lead Consultant

Steve Goward founded **Paws and People Consultancy Ltd** after more than 25 years working within dog welfare and shelter environments, including experience supporting shelters and rescue organisations in different countries. His work has focused on improving dog welfare, developing shelter teams, supporting volunteers and promoting practical approaches to behaviour and welfare management.

Having worked directly with shelters worldwide, of varying sizes and resources, Steve understands the challenges organisations face when balancing operational demands with the emotional and physical welfare needs of dogs.

Areas of Expertise

- Dog shelter welfare assessment
- Dog behaviour in shelter environments
- Staff and volunteer development
- Welfare-centred operational systems
- Shelter culture and organisational improvement
- Leadership support and mentoring
- International shelter consultancy

Why Independent Welfare Assessment Matters

Many welfare challenges develop gradually and become accepted as part of daily shelter life.

An external assessment provides:

A Fresh Perspective

Independent observation can identify opportunities and welfare concerns that may not be apparent to people working within the environment every day.

Prioritisation

Limited resources mean shelters cannot do everything at once. Assessment helps organisations identify which changes are likely to have the greatest welfare impact.

Evidence-Based Planning

Using structured observations and welfare indicators allows organisations to move from assumptions to measurable improvement.

Team Engagement

Involving staff and volunteers in the assessment process helps create ownership of improvement plans and increases long-term success.

Measurable Progress

Regular reassessment provides an opportunity to demonstrate welfare improvement and monitor progress over time.

Our Shelter Welfare Improvement Framework

Step 1 - Observe

Understanding how dogs experience daily shelter life through direct observation of routines, interactions and environmental conditions.

Step 2 - Assess

Evaluating key operational areas using a structured welfare assessment framework.

Step 3 - Prioritise

Using traffic-light ratings to identify immediate concerns, improvement opportunities and areas of good practice.

Step 4 - Plan

Developing practical recommendations and achievable actions that suit the organisation's resources and goals.

Step 5 - Support

Providing ongoing mentoring, coaching and review support to embed meaningful change.

Assessment Domains

The assessment framework reviews eleven core areas of dog welfare and shelter operations:

1. Arrival and Intake
2. Feeding Procedures
3. Cleaning and Husbandry
4. Dog Movement Around Shelter
5. Exercise and Enrichment
6. Group Housing
7. Volunteer and Visitor Interactions
8. Veterinary Procedures
9. Noise Management
10. Rest and Recovery
11. Staff and Volunteer Safety

Understanding the Scoring System

Welfare Scores

Score	Description
5	Excellent
4	Good
3	Adequate
2	Poor
1	Critical Concern

The scoring system helps identify strengths and opportunities while creating a consistent measure of welfare standards.

Traffic Light Priorities

🔴 **Red** - Immediate action required

🟠 **Amber** - Improvement needed

🟢 **Green** - Maintain good practice

These ratings help leadership teams focus resources where they are most needed.

Assessment Deliverables

Following each assessment, organisations receive:

✅ Executive Welfare Summary

✅ Welfare Traffic-Light Dashboard

✅ Assessment Scores by Area

✅ Population Welfare Snapshot

✅ Priority Welfare Risks

✅ Strengths and Good Practice Review

✅ Immediate Actions (0-30 Days)

✅ Improvement Actions (1-3 Months)

✅ Long-Term Recommendations

✅ Follow-Up Support Options

Example Training Topics

Dog Behaviour in Shelter Environments

Understanding canine communication, stress indicators and emotional wellbeing.

Low-Stress Shelter Management

Reducing fear, frustration and conflict through improved daily routines.

Volunteer Development

Building confident, knowledgeable volunteers who contribute positively to welfare outcomes.

Leadership and Organisational Development

Creating a culture of continuous welfare improvement.

Welfare Assessment Skills

Teaching teams how to assess and monitor welfare using structured observation tools.

Continuous Improvement Cycle

Assess → Prioritise → Train → Implement → Review → Reassess

This cycle allows shelters to measure progress, maintain standards and continue improving welfare outcomes over time.

Engagements can be tailored to the organisation's size, priorities and available resources. The next step is an initial discussion to confirm scope, timescale, access requirements and the most appropriate combination of assessment, training and follow-up support.

A detailed quotation will be provided once the scope of the engagement has been agreed. It will set out the assessment activities, deliverables, timetable, professional fees, travel or accommodation costs where applicable, payment terms and the period for which the quotation remains valid.

The Welfare Assessment Summary Tool presents headline findings through a concise welfare dashboard and traffic-light reporting system, enabling leadership teams to identify strengths, immediate concerns and priority actions. The Welfare scoring Legend, shows how ratings are decided upon. The Full shelter welfare assessment framework, gives detailed understanding of the shelters strengths and challenges.

Appendix A - Welfare Assessment Summary Tool

Incorporate excerpts from Shelter Group Summary Welfare Assessment showing the welfare dashboard and traffic-light reporting system.

Appendix B - Welfare Scoring Legend

Include the scoring guide, priority framework and population welfare indicators from Scoring Legend. [Scoring Legend.docx | Word]

Appendix C - Full Shelter Welfare Assessment Framework

Include the assessment categories and audit methodology from Shelter Group Full Welfare Assessment Checklist v4.



Animal Welfare Consultancy - Expert Support for Shelters