THE

4 PAW FRIEND STANDARD

OPERATIONS | ANIMAL WELFARE | COMPLIANCE

Our commitment to exceptional dog care, professional conduct and responsible operations.

01 THE COMPANY 02 LICENCE AND LAW 03 OUR SERVICES 04 THE SLOTS 05 THE ROUND 06 VEHICLES
07 CLIENT HOMES 08 APP AND TRACKERS 09 EMERGENCIES 10 STANDARDS 11 THE FUTURE



EDITION 4 · NOVEMBER 2026 · 4PAWFRIEND LTD · COMPANY 16217519

BEFORE YOU READ ANYTHING ELSE

The standard

Eight things make this company different from every other dog walking outfit in South London. They are not slogans. They are what we hold ourselves to every day, and they are the first things we check when a day goes wrong.

A written code of conduct

This SOP. Every walker is taken through it, signs the checklist at the back before their first solo round, and is held to it afterwards.

Fully branded, head to toe

Branded vehicles and a branded uniform on every walker. A client knows who is at their door and the public knows who is in the park.

A tracker on every walk

A numbered tracker assigned in the app at collection and released at drop-off. If a dog slips a lead we have a location, not a search party.

Photos and video of every walk

Not a group shot at the end. Each dog, out on the walk, uploaded before the walker leaves the park.

Two timestamps on every job

Collected and dropped off, recorded at the door as it happens, never written up later from memory.

An email on every booking

Confirmation, reference number, the named walker, the price and the payment link. Sent before the work happens, not after.

WhatsApp and app notifications

The client is told when their dog is collected, when it is out and when it is back home. They never have to ask us where their dog is.

Licensed walkers

Every walker holds the licence for the borough they work in and walks to their own permitted number of dogs. Never the company's number. Their own.

No client of ours is left in the dark

Every client knows who has their dog, when it was collected, where it was walked, what it did and the minute it got home — because the system tells them without them having to ask. That is not a claim about how we would like to work. It is a record, and it can be produced for any dog on any day. Where a step in that chain cannot be done — a phone fails, a dog will not settle for a photograph, an emergency takes priority — the walker records why, and the client is told. The record is what we stand behind, including on the days it shows an exception.

ISSUE, AUTHORITY AND REVIEW

Document control

This is a controlled document. It is issued by the Director of 4PAWFRIEND LTD, reviewed on a fixed cycle, and reissued with a new edition number whenever it changes.

Document	The 4 Paw Friend Standard — Operations, Animal Welfare, Compliance
Edition	Edition 4
Date of issue	12 November 2026
Issued and approved by	Joe McDonagh, Director
Applies to	Every person who walks, handles, transports or cares for a dog on behalf of this company, including the Director
Supersedes	All previous editions and all previous written instructions, which are withdrawn
Review cycle	At least annually, and after any significant incident
Next review due	November 2027, or earlier if an incident requires it
Company	4PAWFRIEND LTD, company number 16217519
Registered office	Flat 15 Penelope House, Gosling Way, London SW9 6JJ

Issued by

Joe McDonagh

JOE McDONAGH

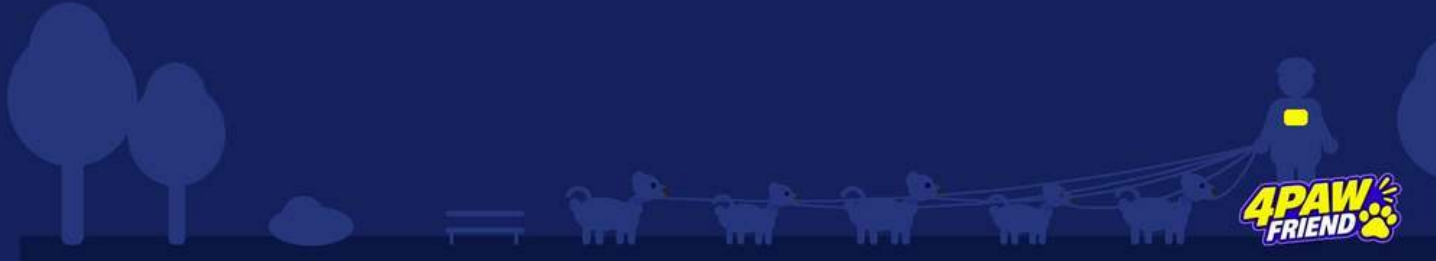
Director, 4PAWFRIEND LTD · 12 November 2026

What signing this document means

Every walker signs the checklist and the declaration at the back of this Standard before their first solo round, and signs again at each reissue. Signing means the document has been read and worked through, not skimmed. If something in it is wrong, or cannot be done on a given round, that is to be said before it is signed and not afterwards.

COUNT THEM OUT. COUNT THEM BACK IN.

Out loud, every time the doors open and every time they close. It takes five seconds and it has never once been the thing that went wrong.



WHAT IT IS, AND WHAT IT IS NOT

How this document is to be read

This is an operating standard that this company wrote for itself. It is not a warranty, and it is not a promise that nothing will ever go wrong.

What this document is

The standard we hold ourselves to. We wrote it and we publish it voluntarily. Much of what is in it goes well beyond anything our licence or the law requires. We would rather be measured against a high bar we set ourselves than a low one somebody else sets for us.

What this document is not

It is not a contract with a client, not an undertaking given to any authority, and not a guarantee of outcome. Nothing in it creates a duty this company does not already owe, and nothing in it should be read as accepting that a duty exists where the law says it does not.

Dogs are animals, not machinery

We work with living animals, on public roads, in public parks, in all weathers, among other people and other people's dogs. Almost nothing on that list is inside our control. A standard can describe how we prepare, how we behave and how we respond. It cannot describe what will happen.

Judgement comes before procedure

If following a step in this document would put a dog, a person or a walker at risk, the walker stops and rings the office. That is the right answer every time. Nobody here has ever been in trouble for stopping.

A recorded departure is not a breach

Where a walker departs from a step, the reason is recorded at the time, in the app, in their own words. A recorded, reasoned departure is compliance with this standard. What is not acceptable is departing from it quietly.

This document changes

It is reviewed after any significant incident, and at least once a year. A change made after an incident is an improvement. It is not an admission that what went before was wrong.

The test we ask to be measured against

No operator in this industry, however careful, goes a year without an incident. The question is never simply whether something happened. It is whether it was reasonably foreseeable, whether reasonable steps were taken to prevent it, how it was handled at the time, whether it was recorded honestly, and what changed afterwards. That is the test this document is built to meet, and it is the test we invite.

WHO RUNS THIS COMPANY

From the Director



JOE McDONAGH · DIRECTOR

I have spent most of my working life on the other side of a licensing inspection.

Before this company, I spent twenty-seven years in head of compliance roles. I ran over twenty-seven nightclubs around the country, and the work was the same every week: licence conditions, capacity, incident logs, staff training records, and sitting across a table from a licensing officer or a police licensing sergeant explaining how a thing was run.

So I know what it is to be the person being inspected, and I know what a good operator looks like on paper and what a bad one looks like. A business that cannot produce its records is a business that is guessing, whatever it tells you.

That is why this document exists and why it is as long as it is. It is not marketing and it was not written for a shelf. It is the standard every walker here signs before their first solo round, and it is what I would have wanted to be handed if I were the person inspecting us.

Where we have fallen short, I would rather be told. Where we can be better, we will be. And where something in here is wrong, I want to know, because a standard nobody checks is not a standard.

What I ask of every person who works here

Read it. Sign it. Work to it. And if you cannot do something in it on a given day — because of the weather, the traffic, or a dog that is not right — ring the office and say so. Nobody here has ever been in trouble for stopping. People have been in trouble for pressing on.

JOE McDONAGH
Director, 4PAWFRIEND LTD · Company number 16217519

CLEAN DOG. CLEAN VAN. CLEAN SPACE BEHIND YOU.

Every bay wiped, every mess bagged, every bowl rinsed. The state of your vehicle is the plainest thing anybody can judge this company on.

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EVERY DOG COMES BACK BETTER THAN IT WENT OUT.

Exercised, watered, toileted, dried off and settled. If a dog goes home wet, muddy or wound up, the walk is not finished yet.

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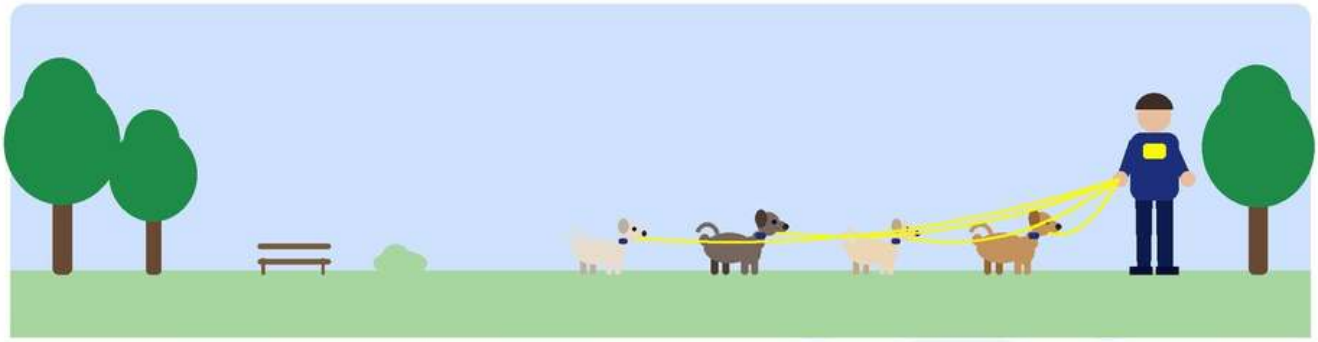
01

The company

Who we are, what this job is, and the systems it runs on.

Who we are and what the job is

4 Paw Friend is a South London dog walking company. We collect dogs from their own homes, walk them in local parks, and bring them home the same day.



That is the whole job, and it is worth being precise about it, because people outside the company often assume we do more than we do. We are dog walkers. Collection, walking and return is what this SOP covers and what every walker here is trained to.

What a walker actually does

1. Collects dogs from their own homes, to a time arranged with the client.
2. Transports them safely in a company vehicle to a park or open space.
3. Walks and exercises them on foot, under control, for the time the client paid for.
4. Returns them home the same day, dried off and settled.
5. Records the whole round in the staff app as it happens.

You represent the company in public

Most of your day is spent in parks in front of other people. How you handle the dogs, how you speak to the public and how you leave a space behind you is the company's reputation. Assume you are being watched, because you are.

SAY WHAT HAPPENED — GOOD OR BAD.

The same day, factually, in the app. Nothing ever got worse by being reported early, and nothing got better by being left until tomorrow.

What we are responsible for

People think dog walking is taking a dog to a park. The walking is perhaps a third of it. The rest is responsibility, and it does not pause between the front door and the park gate.

Welfare

A legal duty of care under the Animal Welfare Act 2006 for every dog, for every minute it is with us. Not a preference — a duty.

Safety

Of the dogs, of the public and of ourselves. Most of our work happens in front of other people, including children.

Handling

How a dog is led, lifted, loaded and introduced. Almost every incident in this trade comes back to handling.

Transport

Moving animals in connection with a business is regulated. A vehicle is part of the dog's day, not a cupboard between walks.

Security

Keys to more than a hundred homes, and what we see inside them. Held by number, never by address.

Record

A written, timed, photographed record of every dog on every day — produced for a client, an insurer or a council officer on request.

The three lines this company runs on

	WHAT IT MEANS IN PRACTICE
NEVER RUSH A DOG	Not into a vehicle, not out of a door, not along a pavement. A rushed dog is a frightened dog, and a frightened dog is the one that slips its lead.
CLEAN DOG. CLEAN VAN. CLEAN SPACE BEHIND YOU.	The dog goes home dry and clean, the vehicle is wiped between blocks, and no park we use is worse for us having been in it.
EVERY DOG COMES BACK BETTER THAN IT WENT OUT	Exercised, watered, settled and content. If a dog comes home wound up, wet or hungry, something in the round went wrong.

This is not a hobby business

4PAWFRIEND LTD is a registered company with employees, vehicles, insurance, a council licence and public responsibilities. Every person reading this is the company as far as a client, a passer-by or a licensing officer is concerned.

KNOW EVERY DOG ON YOUR ROUND.

Its name, its habits, what frightens it, what it cannot eat and who it does not get along with. Learn it before you walk it, not halfway through.



We build systems

Most dog walking is run out of a notebook and a phone. This company is run on systems it built itself, and that is the single biggest difference between us and almost everybody else doing this job.

CLIENT
What the client touches

iPhone, Android or web
The same account on the App Store, Google Play and any browser.

Register the dog
Vet, medication, consent to group walking, consent to off lead, access notes. Nothing is assumed.

Book and pay
Live prices, live capacity, a reference number, a confirmation email and a payment link.

See the day
Collection and drop-off times, and a photograph of their dog on the walk.

OFFICE
What the office runs

The run sheet
The day built in advance — who walks what, in what order, at what time, against a daily capacity.

Capacity and permissions
Daily limits, service permissions and licence tiers enforced by the system, not by memory.

Pricing and invoicing
Every job priced as it is booked, and the invoice built from the record rather than written up later.

Alerts
The office is notified when a booking lands, when a dog is collected, and the moment anything goes wrong.

WALKER
What the walker carries

The daily vehicle check
Signed, timed and location-stamped before the engine starts. No check, no keys.

Collect and Drop Off
Tapped at the door as it happens. Two timestamps on every job, never written up from memory.

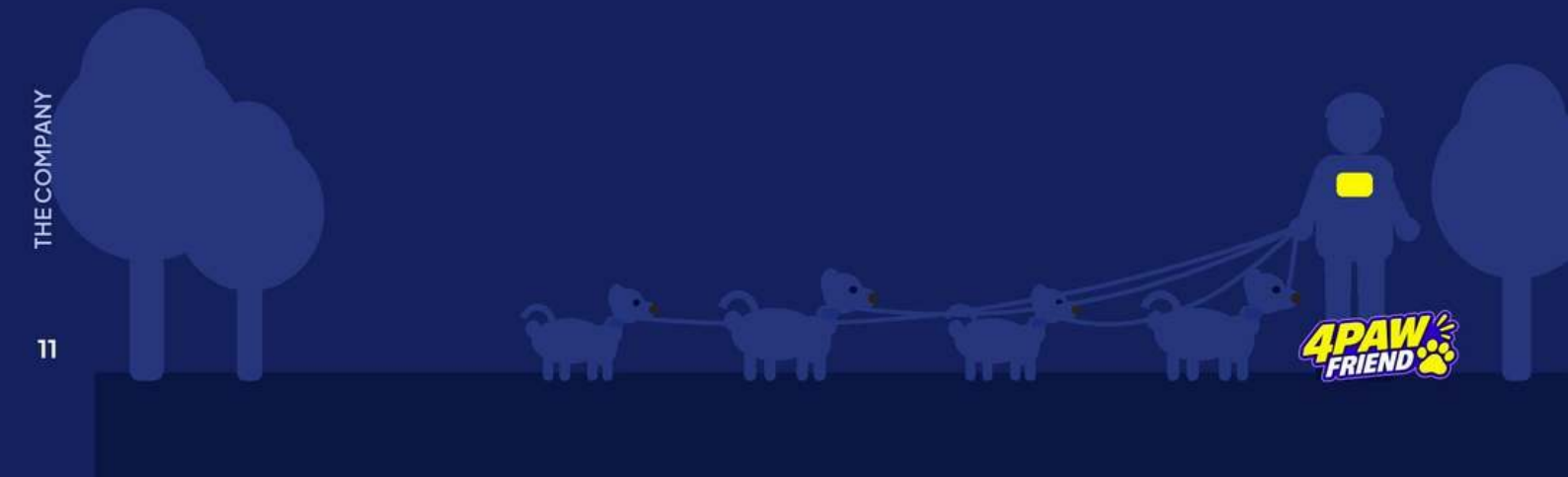
A tracker on every dog
Assigned at collection, released at drop-off. A location instead of a search party.

Alert Joe Now
One tap sends the walker's name, the time and the location. Every incident is on record.

EVERY ACTION TIMESTAMPED · EVERY DOG PHOTOGRAPHED · ANY DOG, ANY DAY, PRODUCED ON REQUEST

WATCH THE QUIET ONE AS CLOSELY AS THE LOUD ONE.

A dog that lags, stops, pants hard or hides away is telling you something.
Shorten the walk, get water into it, and say so when you get back.



Why the systems matter

Not because software is impressive. Because a system does three things a good memory cannot.

It enforces the rule

A dog that needs a permission cannot be booked without it. A day that is full cannot be overbooked. A walker cannot be given more dogs than the round allows. The limit is in the system, not in somebody's head on a wet Tuesday.

It records at the moment, not

Collect and Drop Off are tapped at the door as they happen. A vehicle check is signed before the engine starts, with the time and the location stamped on it. Nothing is reconstructed later from memory.

It can be produced

Any dog, on any day: who collected it, at what time, where it was walked, a photograph of it on the walk, when it got home. For a client, for an insurer, or for a council officer, on request.

BUILT BY US	WHAT IT REPLACED
A client app on the App Store and Google Play, and the same account in any browser	Phone calls, texts and a diary
Registration that captures vet, medication, consent to group walking and consent to off lead	Asking the owner at the door and hoping to remember
Live pricing, live capacity and a reference number on every booking	Quoting from memory and finding out later the day was full
A staff app carrying the round, the key numbers and the access notes	A printed sheet with a client's address on it
A signed, timed, location-stamped vehicle check	A walk round the van, if there was time
A numbered tracker assigned to every dog at collection	Calling a dog's name and hoping
One-tap incident reporting with the walker, time and location	Finding a number while something is going wrong
An invoice built from the record of what actually happened	Working it out at the end of the month

This is what we mean by a standard

A standard that lives in a document is a hope. A standard that is enforced by the system people use every day is a standard. That is why this SOP keeps pointing at the app — the written rule and the thing on the screen are meant to be the same rule.

ON TIME, EVERY TIME.

A client plans their whole day around your window. If you are running late they hear it from you before they have to ask. Late with no word is the one thing a client never forgets.

What we never do

Never over the number

Never more dogs than the walker's own licence permits, and never more than six off lead under any circumstances.

Never left longer than a doorstep

Dogs wait in the vehicle while you work a door — that is the job. Locked, ventilated, in sight, and the shortest time possible. Never for anything else.

Never off lead where it is not allowed

Off lead only where it is permitted and recall is proven. On lead on every pavement, path and road.

Never handed to a stranger

A dog goes back to its owner or a person the owner has named. Nobody else, whatever they tell you.

What we do not sell

- We do not run a daycare premises.
- We do not take a dog we have not met at a meet and greet.

If a client asks for something we do not do

Say so plainly and tell the office. Never agree to something off the books to keep a client happy — it is the company's licence on the line, not just yours.

NEVER RUSH A DOG.

Not into a vehicle, not out of a door, not along a pavement. A rushed dog is a frightened dog, and a frightened dog is the one that slips its lead.



02

Licence and law

The law, the licence, the guidance and the numbers — and which of them is which.

What the law actually requires

Four different things get called "the rules". They do not carry the same weight and they are not enforced by the same people. Know which is which, because the answer to "who says so?" matters.

WHAT IT IS	THE DOCUMENT	WHAT A BREACH MEANS
An Act of Parliament	Animal Welfare Act 2006 — the duty of care owed to every animal in your charge.	A criminal offence. Prosecution, an unlimited fine, imprisonment and a ban on keeping animals.
Regulations	The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 — which animal businesses must hold a council licence.	Running a licensable activity without a licence is a criminal offence.
Your council licence	Lambeth's professional dog walking licence terms and conditions, which you accepted on application.	Lambeth may revoke the licence with immediate effect. No refund, and you stop walking that day.
Statutory guidance	DEFRA guidance to local authorities on licensed animal activities. Councils inspect against it.	Not an offence in itself, but it is the yardstick an officer will measure us against.
Professional best practice	Canine and Feline Sector Group — Professional Dog Walkers' Guidelines (2024).	No legal force. It is what a court or an insurer would call "what a competent professional would have done".

The five welfare needs — the duty behind all of it

Section 9 of the Animal Welfare Act 2006 puts a legal duty on anyone responsible for an animal, including temporarily. While a dog is in your charge, these are yours:

- A suitable environment — including a safe vehicle and a safe place to walk.
- A suitable diet — for us, that means fresh water on every round.
- The ability to behave normally — to walk, sniff, move and rest.
- To be housed with, or apart from, other animals as appropriate — which is why we choose who walks with whom.
- Protection from pain, suffering, injury and disease.

"I was in a hurry" is not a defence

The duty is on the person responsible for the animal at the time. On a round, that is you — not the office, not the owner and not the client who booked a tight slot.

SOURCES CHECKED FOR THIS PAGE

- **Animal Welfare Act 2006** sections 4 and 9.
- **SI 2018/486** Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018, Schedule 1.
- **CFSG** Professional Dog Walkers' Guidelines, 2024 edition.

Your Lambeth licence, condition by condition

These are the conditions of the licence itself, in Lambeth's own numbering. Every one of them was accepted on application, so none of them is open to interpretation on a wet Tuesday morning.

COND.	WHAT THE LICENCE SAYS	WHAT THAT MEANS ON YOUR ROUND
3.1	The Licensee and any Dog Walkers must be approved by the Authority.	The company holding a licence does not cover you. You are approved by name, or you do not walk in a Lambeth park.
3.2	Minimum age 18 on application.	No exceptions, including for a trial shift.
3.3.2	Current public liability insurance, minimum £2 million (£5 million preferred), valid throughout the licence period.	It must cover every walker. If cover lapses, the licence condition is broken that day.
3.3.2	A current risk assessment and health and safety method statement, signed and dated.	Ours is in section 10 of this SOP. You sign it before your first solo round.
3.7	Identification armband and photo ID must be worn at all times while walking, and returned at the end of the licence.	Worn, not carried. A lanyard in a pocket is the same as no ID to an officer doing a spot check.
6.3	All dog faeces must be placed in bins.	A Penalty Notice for Disorder can be issued if an officer sees otherwise. Carry more bags than you think you need.
6.7	No walking in the restricted areas listed in Appendix I, or where temporary restrictions are signposted.	Read the signs on the gate. Restrictions change for events and for ground works.
6.11	No money or fees may be collected from clients while in the parks.	Never take cash in a park. It goes through the office, every time.
6.12	Promotional material only to people who ask for it.	No leafleting, no cards on windscreens, no approaching dog owners to sell.
6.13	Not more than six dogs per dog walker.	Six is the ceiling for a walker licensed to six. Your own tier may be lower, and then yours is the number.
6.14	Walkers work independently. Where walkers meet they must stay in the open, keep moving, and never have more than six dogs off lead at once.	Two walkers standing still with twelve dogs is the single easiest way to lose a licence.
6.20	Clients' dogs must not be left in vehicles while a walking session is being conducted.	Once the session is running, dogs are with you, not in the vehicle. Collection and drop-off are covered on the vehicles pages.
6.21	Dogs must remain on a lead in car parks.	Lead on before the door opens. Off only once you are inside the park and clear of vehicles.
9.1	Lambeth may revoke the licence with immediate effect for a breach, for bringing the Authority into disrepute, or for a breach of the byelaws.	Where a breach can be put right, there are seven days from written notice to do it.

SOURCES CHECKED FOR THIS PAGE

- **Lambeth Council** Terms and conditions for professional dog walking registration and use of parks — the version published by Lambeth in July 2024, read in full on 11 November 2026.

CLEAN DOG. CLEAN VAN. CLEAN SPACE BEHIND YOU.

Every bay wiped, every mess bagged, every bowl rinsed. The state of your vehicle is the plainest thing anybody can judge this company on.

Dog numbers — the rules that do not bend

6	4	0
THE LICENSED CEILING, PER WALKER	THE NUMBER CFSG RECOMMENDS	EXCEPTIONS TO YOUR OWN TIER

Three separate numbers, and all three apply

THE NUMBER	WHERE IT COMES FROM	HOW BINDING IT IS
Six dogs per walker	Lambeth licence condition 6.13, and DEFRA's statutory guidance, which states that a dog walker may walk no more than six dogs at the same time.	Absolute. A seventh dog is a breach of the licence, however short the walk and whatever the reason.
Your own licence tier	The tier you applied and paid for — two, four or six dogs. It is printed on your own photo ID.	Absolute, and it overrides the company. If your tier is two, your number is two.
Four dogs	CFSG Professional Dog Walkers' Guidelines: it is recommended that no more than four dogs are walked at any one time.	Guidance, not law. But it is what a court or an insurer would treat as the competent standard, so six is never automatic.

Two things DEFRA requires that walkers forget

- The owner must consent to their dog being walked with other dogs. It is on the profile. If it is not there, the dog walks alone until it is.
- Dogs must be familiarised with each other beforehand. That is what a meet and greet and a first short pairing are for — not a formality.

When two walkers meet

Keep your groups separate and keep moving. If dogs mix while you speak, the combined group still never exceeds six off lead, and you separate again immediately. Two walkers do not pool groups so one can take a break — ever.

If in doubt, put them on lead

Nobody at this company has ever been disciplined for having dogs on lead. Walkers have been disciplined for the opposite.

SOURCES CHECKED FOR THIS PAGE

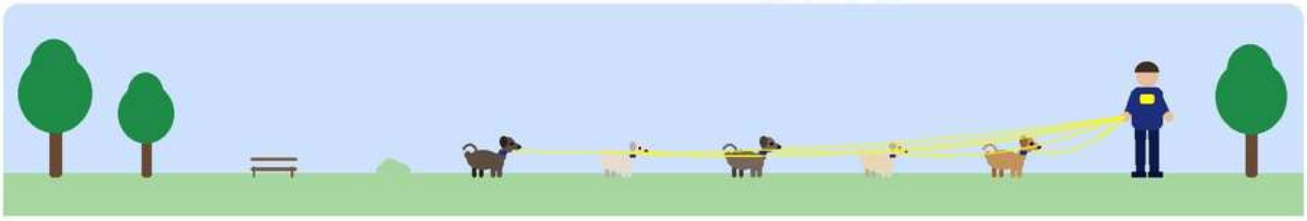
- **Lambeth** licence conditions 6.13 and 6.14.
- **DEFRA** Dog day care licensing: statutory guidance for local authorities, paragraph 7.2.
- **CFSG** Professional Dog Walkers' Guidelines 2024, group walking.

EVERY DOG COMES BACK BETTER THAN IT WENT OUT.

Exercised, watered, toileted, dried off and settled. If a dog goes home wet, muddy or wound up, the walk is not finished yet.

The parks we use

Lambeth names, park by park, where commercial dog walking is permitted, where it is not, and where dogs must be on a lead. This list is taken from Appendix I of the licence.



AREA	WHERE WE MAY WALK COMMERCIALLY	ON LEAD WITHIN THEM
Waterloo and Vauxhall	Archbishop's Park, Hatfields Open Space, Lambeth Walk Open Space, Old Paradise Gardens, Pedlars Park, Vauxhall Park, Vauxhall Pleasure Gardens.	Vauxhall Park Lavender Garden. Plus the standard exclusions below.
Kennington and Brixton	Kennington Park, Max Roach Park, Rush Common, Slade Gardens.	The standard exclusions below.
Brockwell and Herne Hill	Brockwell Park, Ruskin Park, Hillside Gardens, Holmewood Gardens, Loughborough Park, Elam Street Open Space, Wyck Gardens.	Ruskin Park: the enclosed area around the bandstand and pergola. Palace Road Nature Gardens.
Clapham and Larkhall	Clapham Common, Larkhall Park, Agnes Riley Gardens.	The standard exclusions below.
Streatham and Norwood	Streatham Common, Norwood Park, Streatham Vale Park, Tivoli Park, Valley Road Playing Fields.	Eardley Road Sidings, Knights Hill Woods, Unigate Woods.

On lead in every park, without being told

Playgrounds. Paddling pools, water play and pond areas. Enclosed picnic areas. Walled gardens. All sports facilities. All external cafe areas. These are excluded or lead-only everywhere, in every Lambeth park.

Myatt's Fields Park is NOT permitted

Lambeth lists Myatt's Fields Park as a park where commercial dog walking is not permitted. It is not on our round and it must not be used. The same applies to Kennington Green, Cleaver Square, Trinity Gardens, Grafton Square and the other sites Appendix I excludes.

Check the borough before you add a park

Not every green space near our rounds is in Lambeth. Tooting Common sits largely in Wandsworth, and a Lambeth licence does not cover you there. If a park is not on this page, do not use it until it is signed off and the right borough licence is in place.

SOURCES CHECKED FOR THIS PAGE

- **Lambeth** licence terms and conditions, Appendix I — excluded dog walking areas. Lambeth note the list is not exhaustive and that temporary restrictions are signposted.

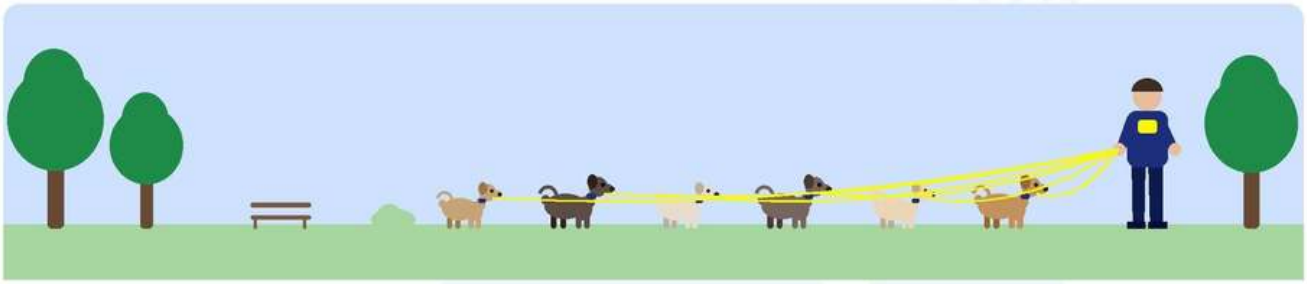
03

Our services

Every job we sell, what it includes, and the standard it is held to.

Group walks

Our core service. A small, settled group of dogs, collected from their homes and walked together in a local park.



WHAT IT IS	DETAIL
Group size	Up to six dogs off lead, per walker — and never more than your own licence permits.
Collection	From the client's own home, at an arranged time, by a named walker.
The walk	On foot in a licensed park. Dogs on lead to and from the vehicle and on any road.
Included	Collection and drop-off, fresh water, paws and coat dried, mess cleared, a photo of every dog.
Return	Home the same day, dried, settled and secured.

Matching the group

Groups are built, not thrown together. Dogs are matched on size, energy and temperament, and a new dog joins a group only after a meet and greet and a settling period. If a dog is not right for a group, say so — it is not a failure, it is the job.

ALWAYS

- Keep the group tight and together
- Check in on the quietest dog as often as the loudest
- Lead up early if the park gets busy

NEVER

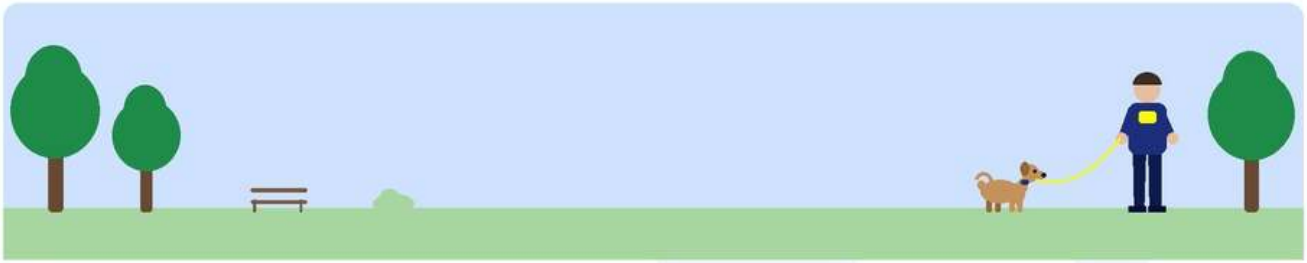
- Never add a dog to a group to fill a round
- Never let two groups merge beyond six
- Never walk a dog you have not been introduced to

SAY WHAT HAPPENED — GOOD OR BAD.

The same day, factually, in the app. Nothing ever got worse by being reported early, and nothing got better by being left until tomorrow.

Solo walks

One dog, one walker, no group. For dogs that cannot or should not be walked with others.



Who a solo walk is for

Nervous or reactive dogs

Dogs that find other dogs stressful, or that have a history of reacting. A solo walk removes the trigger entirely.

Puppies and seniors

Young dogs still learning, and older dogs who need a slower pace and more rest.

Recovery and medical

Dogs on restricted exercise, recovering from surgery, or with a condition that needs watching.

One-to-one attention

Owners who simply want their dog to have the walker to itself for the whole walk.

How a solo walk is run

- One dog only. A solo walk never quietly becomes a pair.
- The dog travels alone in the vehicle, in its own secured bay.
- Lead work unless the owner has confirmed recall and the location allows it.
- The same records as any other walk: times, photo, notes, tracker.
- If the dog is reactive, choose a quiet park and a quiet time. Do not take it to Clapham Common at midday to save a drive.

A solo walk is a safety decision, not an upsell

If a dog in a group is struggling, say so and let the office move it to solo. A dog that is being managed rather than walked is a bite waiting to happen.

KNOW EVERY DOG ON YOUR ROUND.

Its name, its habits, what frightens it, what it cannot eat and who it does not get along with. Learn it before you walk it, not halfway through.

Home visits and feeding visits

A thirty minute visit to the dog in its own home. Food, water, toilet break, company and a check that everything is as it should be.



PART OF THE VISIT	WHAT YOU DO
Arrive	Knock or ring first. Wipe your feet. Call the dog by name as you come in.
Feed	Exactly the food, amount and bowl the client has specified. Nothing else, no treats from your own pocket unless agreed.
Water	Old water out, bowl rinsed, fresh water down.
Toilet	Out to the garden where there is one, or a short lead walk where the client has asked for it.
Company	The rest of the visit with the dog — play, brushing, or simply sitting with it. Not on your phone.
Check	Eyes, appetite, toileting, mood. Anything different goes in the notes.
Leave	Lights and doors as you found them. Door pushed to check it is locked. Time logged at the door.

A visit is not a quick look in

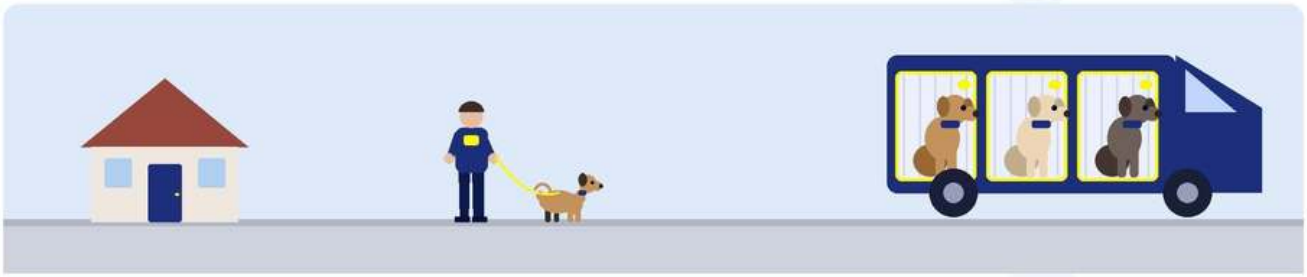
The client is paying for thirty minutes and the app records when you arrived and when you left. A ten minute visit logged as thirty is the fastest way to lose this job.

WATCH THE QUIET ONE AS CLOSELY AS THE LOUD ONE.

A dog that lags, stops, pants hard or hides away is telling you something.
Shorten the walk, get water into it, and say so when you get back.

Pet taxi

Transport only. Vet, groomer, family, or the airport — the dog travels with us and nobody else.



How it works

1. Collect from the home exactly as any other job: lead on inside, one bay, door checked.
2. Drive directly. A pet taxi is not an excuse to add a stop, and never a park detour.
3. Hand over only to the named person or practice on the job. If nobody is there, ring the office — do not leave the dog with reception unless the job says so.
4. Wait where the job says to wait. Dogs are never left in the vehicle while you wait.
5. Return the dog home, settled, and log the time.

At a vet or groomer

- Take the dog in on a lead, never carried unless it cannot walk.
- Give the practice the dog's name and the owner's name only. You do not discuss the owner's business.
- If the practice asks you to consent to treatment, you cannot. Ring the office, who rings the owner.
- Collect any paperwork and medication and hand it to the owner or the office — never leave it in the van.

You are not the owner

You cannot agree to treatment, you cannot agree to costs, and you cannot sign anything on an owner's behalf. Ring the office every time.

ON TIME, EVERY TIME.

A client plans their whole day around your window. If you are running late they hear it from you before they have to ask. Late with no word is the one thing a client never forgets.

Meet and greets

Every new dog starts with a free meet and greet, at the client's home, before it ever joins a round.

Why we always do one

- We see the dog in its own home, calm, before we ever handle it on a street.
- We find out what it is actually like — not what the booking form says.
- The client meets the person who will be handling their dog.
- We can say no. Not every dog suits a group, and it is far better to find that out on a sofa than in a park.

What to cover

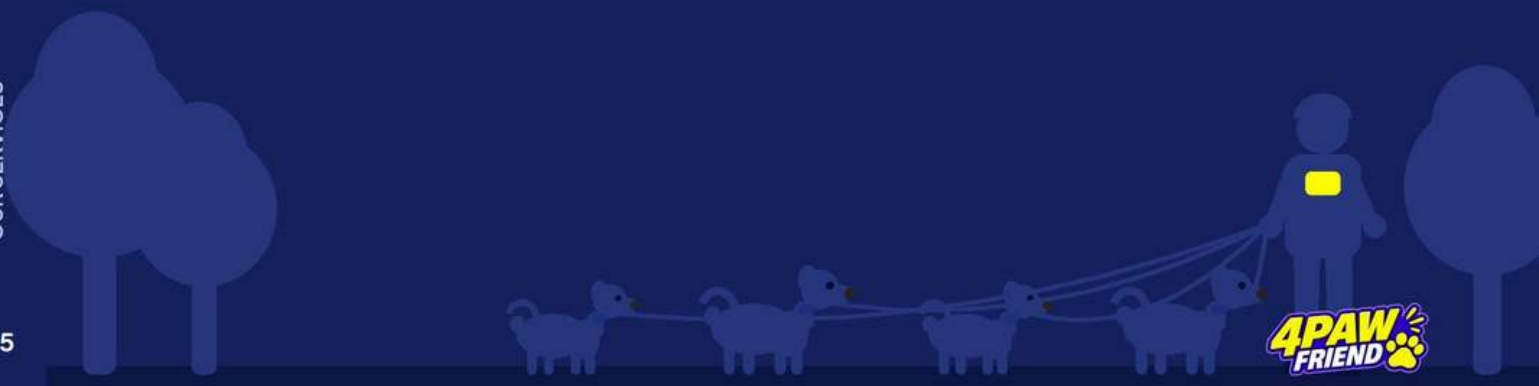
ASK ABOUT	WHY IT MATTERS
Recall	Decides whether the dog can ever be off lead with us.
Other dogs	Decides group or solo, and which group.
Triggers	Bikes, buggies, men in hats — whatever it is, we need it written down.
Health	Conditions, medication, allergies, what it may and may not eat.
Equipment	Their harness or ours, and whether their lead is safe.
The home	Where the dog waits, where the lead lives, how the door works.

Write it up the same day

Everything from a meet and greet goes into the dog's record while you still remember it. The next walker only knows what you wrote down.

NEVER RUSH A DOG.

Not into a vehicle, not out of a door, not along a pavement. A rushed dog is a frightened dog, and a frightened dog is the one that slips its lead.



How a client joins us

Every client we have is on the app. If someone stops you in the park and asks about us, this is exactly what you tell them.

Download on the **App Store**

GET IT ON **Google Play**

Or use it in any **Web Browser**

1

Get the app

Search 4 Paw Friend on the App Store or Google Play, or open the website. All three are the same account.

2

Register the dog

Name, breed, age, vet, feeding, medication, behaviour notes, and the address and access details we collect from.

3

Meet and greet

We come out and meet the dog before it ever joins a group. Nothing is booked until that has happened.

4

Book and pay

Pick the service, pick the dates, confirm. The price is shown before they confirm and the payment link follows.

What you say if you are approached in a park

1. Be polite and stop what you are doing. You are the company in that moment.
2. Give the company name and tell them to search 4 Paw Friend on the App Store, on Google Play, or to go to 4pawfriend.co.uk.
3. Tell them a new dog is met first, before it ever joins a group.
4. Do not quote a price, do not take a booking, and do not take money. Everything goes through the app so it is recorded.
5. If they want to speak to someone, give them the office number and tell the office the same day.

Why it all goes through the app

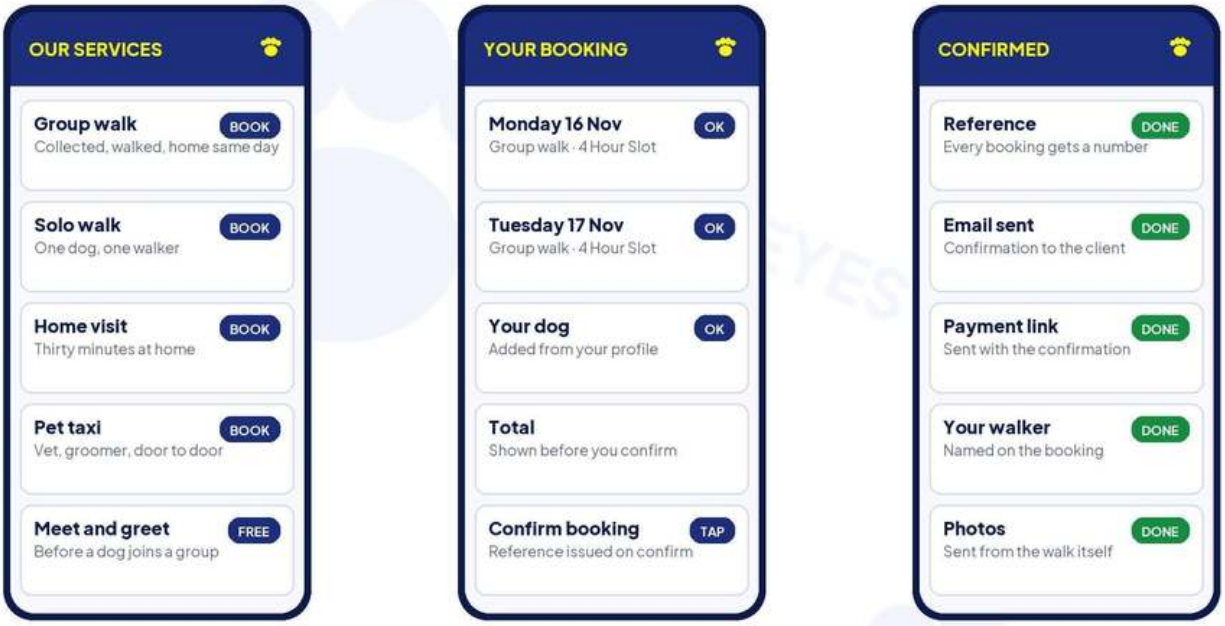
A booking made in the app has a reference number, a price, a named walker, a dated record and a confirmation to the client. A booking agreed at a park gate has none of that. Book it in the app and it is on record for everybody.

COUNT THEM OUT. COUNT THEM BACK IN.

Out loud, every time the doors open and every time they close. It takes five seconds and it has never once been the thing that went wrong.

What the client sees — click, book, pay

The same three screens every client uses. Worth knowing, because clients ask you about them and you should be able to answer.



What every client gets, on every booking

- A reference number, a named walker and a confirmed date before anything happens.
- The price on screen before they confirm — nothing is added afterwards.
- A confirmation email, and a payment link that matches the booking.
- Photographs from the walk itself, sent to them through the app.
- A record they can look back at, which is also the record we can show the Council.

OFF LEAD IS EARNED, NEVER ASSUMED.

The owner's consent on the profile, and recall you have seen with your own eyes. If you are not certain, the lead stays on. Nobody here has ever been pulled up for keeping a dog on lead.

Beach trips

A few times a year we take a group to the coast for the day. It is the best thing we do and the one with the most that can go wrong.



Before the day

- Every dog is already a settled, known dog on our rounds. No new dogs on a beach trip.
- Owner consent in writing for the trip, the travel and the water.
- Group numbers within licence, with the same six dog ceiling per walker.
- Tide times checked and written down before you leave.

On the beach

1. Leads on until you are off the road and on the sand, every time.
2. Headcount out loud every fifteen minutes, and after any excitement.
3. Water: only dogs with proven confidence, only shallow, never in a current, never out of their depth.
4. Fresh water offered constantly — salt water and sand dehydrate a dog fast.
5. Shade and rest between runs. Sand reflects heat badly.
6. Rinse every dog down before it goes back in the vehicle. Salt and sand cause sores.

A beach trip is a long journey, and the law notices

Moving animals in connection with a business is covered by the Welfare of Animals (Transport) (England) Order 2006. Journeys of 65 km or less are exempt from transporter authorisation; a journey over 65 km is not. The South Coast is further than that from South London, so a beach trip is not run until the authorisation position has been confirmed and, if needed, an authorisation is in place.

Photos on a beach trip

Clients wait all year for these pictures, so take plenty. The same rule still applies: never a photograph showing more than six dogs together, and nobody else's children in the frame.

04

The slots

What a 4 Hour Slot is, what a 6 Hour Slot is, and what to say when a client asks.

The 4 Hour Slot explained

A 4 Hour Slot is a four hour window, door to door, that contains around two hours of walking. It is not four hours of continuous walking, and it was never sold as that.

This matters, so read it properly. A round is not one walker standing in one park for one fixed hour. A round is a sequence: collect, travel, walk, settle, clean down, secure, collect again. The walking happens in blocks across the window, and the dogs in the vehicle change as the round moves.

PART OF THE SLOT	WHAT IS HAPPENING	ROUGHLY
Collections	Driving between homes, going in, leads on, into the vehicle, secured.	Across the window
Travel	Getting the group to a park, and between parks where needed.	Between blocks
Walking	Dogs out on foot, exercised, toileted, watered.	Around two hours
Clean down	Paws and coats dried, water offered, crates checked, mess cleared.	After every block
Returns	Home, inside, settled, door secured, app updated.	Across the window

What we tell clients — and what you say too

A 4 Hour Slot is four hours door to door with around two hours of walking inside it. We do not promise a fixed hour in a fixed park, because a round pinned to the clock is a round that rushes dogs. That is the honest answer, and it is the one on our website.

LEAVE EVERY HOME EXACTLY AS YOU FOUND IT.

Lights, doors, gates, bowls, towels, muddy floors. You are inside somebody's home while they are out at work. Behave like it.

A 4 Hour Slot, hour by hour

A worked example of an 8am slot, so you can count the two hours of walking off the page. This is an average day, not a timetable.

TIME	WHAT IS HAPPENING		WALKED SO FAR
08:00	Collect — first dog. Leads on inside, one bay at a time.		
08:15	Collect — second dog.		
08:20	**WALK — first block**	30 min	0:30
08:50	Back to the vehicle. Paws dried, water offered, bays wiped.		
09:00	Collect — third dog.		
09:15	Collect — fourth dog.		
09:20	**WALK — second block**	30 min	1:00
09:50	Clean down and secure. Mess bagged, dogs settled, headcount.		
10:00	Collect — fifth dog.		
10:15	Collect — sixth dog. Group complete, within licence.		
10:20	**WALK — short block with the full group**	15 min	1:15
10:35	Water, settle, headcount out loud.		
10:50	**WALK — the full walk that finishes every slot**	45 min	2:00
11:35	Dried off, checked over, back into bays.		
11:45	Drop-offs begin — every dog home within 10 minutes of each other.		
11:55	Slot ends. App and run sheet complete.		
TOTAL WALKING IN THE SLOT			2:00 — two full hours

This is an average, not a fixed timetable

No two days run the same. The dogs change every day, the collection order changes with them, and we hold no contracts with clients — bookings are made day to day. What does not change is the shape: around two hours of walking inside the four hour window, and the last 45 minutes kept for a full walk.

Two rules that hold every single time

The last 45 minutes of a slot are always a full walk, never a short one squeezed in before the returns. And every dog on the round goes home within ten minutes of the others — no dog sits in a vehicle waiting while the rest are dropped.

The 6 Hour Slot explained

A 6 Hour Slot is a six hour window, door to door, that contains around three hours of walking across the day.

It works the same way as the four hour slot, with more of it. The longer window gives a dog a second proper outing rather than one long one, which suits older dogs, young dogs and anything that tires quickly.

How the six hours are used

- Around three hours of walking in total, split into blocks rather than one go.
- A proper rest and water break between blocks.
- More collections and returns than a four hour slot, so more time in transit.
- The same clean down after every block — a longer day is not a looser standard.

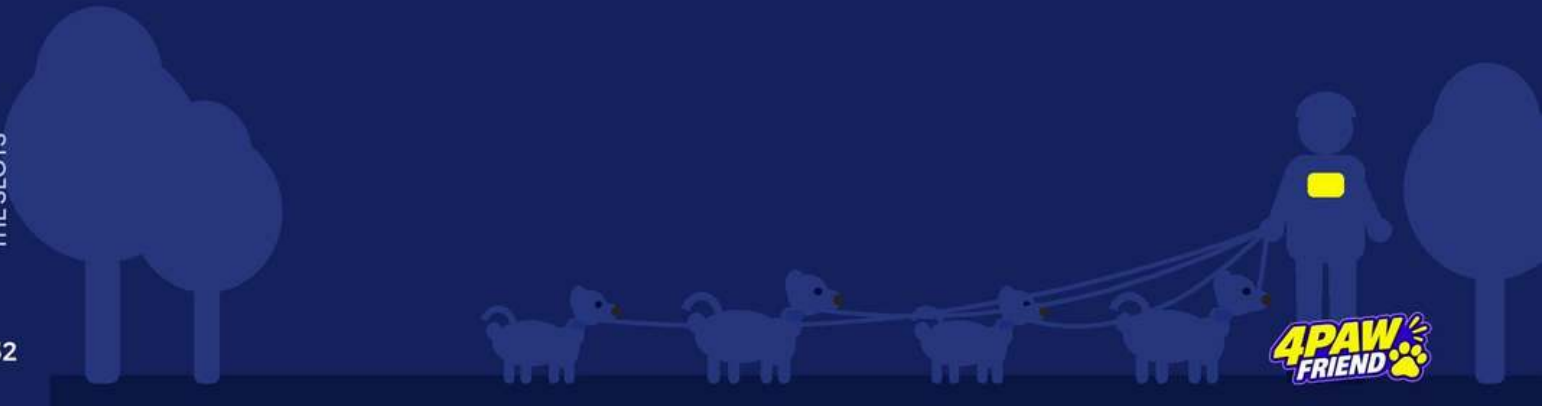
SUITS	WHY
Dogs with energy to burn	Two outings tire a dog better than one long slog.
Older dogs	Shorter blocks with rest between are kinder than one long walk.
Dogs alone a long day	The window covers more of the client's working day.
Dogs building confidence	Short, positive outings beat one overwhelming one.

Both slots are sold by the window, not the stopwatch

Never tell a client their dog gets a guaranteed number of minutes in a guaranteed park. Tell them the window, tell them roughly how much of it is walking, and tell them they will see the photos. Then make sure they do.

BE THE POLITEST PERSON IN THE PARK.

To clients, to the public, to other walkers, to anyone who stops you. People remember how you spoke to them long after they have forgotten the dogs.



05

The round

Your whole day, from picking up the keys to locking the vehicle at night.

A day on the round

Ten stages, in this order, every day. Times move with traffic and with the dogs. The order does not move at all.

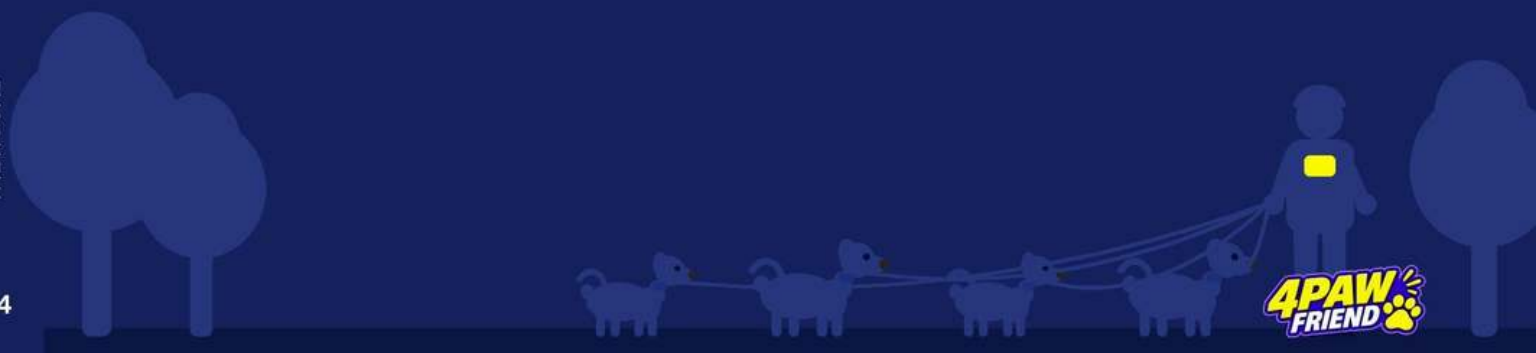
01	02	03	04	05	06
KEYS AND KIT Counted against the run sheet	VEHICLE CHECK Signed before the engine starts	COLLECTIONS Logged at the door	THE WALK Two hours on the ground	CLEAN DOWN Before the next block	HOME Settled, watered, logged

1. Vehicle check before you leave. Fuel, tyres, crates, water, leads, towels, bags, first aid kit. Signed off in the app.
2. Open your round in the app. Read it. Note the pickup and drop-off times and the key numbers before you set off.
3. First collections. Lead on inside the house, dog out, into the bay, bay closed, door checked, app updated.
4. Travel to the park. Dogs stay secured and the vehicle stays locked and attended.
5. Walk. Dogs on lead until you are off the highway and inside the park.
6. Photos during the walk, not after. One good photo per dog, every walk.
7. Clean down. Paws, coats, water, mess cleared, bays wiped.
8. Next block. Collections, walk, clean down, as the round requires.
9. Returns. Dog inside, settled, door secured, app updated with the time.
10. End of day. Vehicle emptied and cleaned, bowls washed, any incident reported before you go home.

The app is the record
The app record is what the office and the client both work from. Update it as you go, at the door, not from the sofa at nine o'clock.

KNOW EVERY DOG ON YOUR ROUND.

Its name, its habits, what frightens it, what it cannot eat and who it does not get along with. Learn it before you walk it, not halfway through.



Before you leave

The round starts before the engine does. Five minutes here saves an hour later, and it is the part a walker rushing out of the door always skips.

KEYS
Vehicle keys and every client key on your round, counted against the run sheet.

PHONE
Charged, with a cable in the vehicle. It is your round, your camera and your alarm.

LEADS
One per dog plus two spares. Check every clip closes fully.

WATER
Fresh water for the whole round, a spare bottle and a bowl.

CLEAN KIT
Towels, waste bags, disinfectant spray, blue roll.

FIRST AID
The dog first aid kit. Sealed and in date.

TRACKERS
Enough charged trackers for every dog on the round.

RUN SHEET
Open in the app before you set off, not at the first door.

Count the keys before you drive, not at the door
A missing client key found at 8am is an inconvenience. The same key missing on a doorstep at 8.40 with three dogs in the vehicle is a ruined round and a phone call to a client at work.

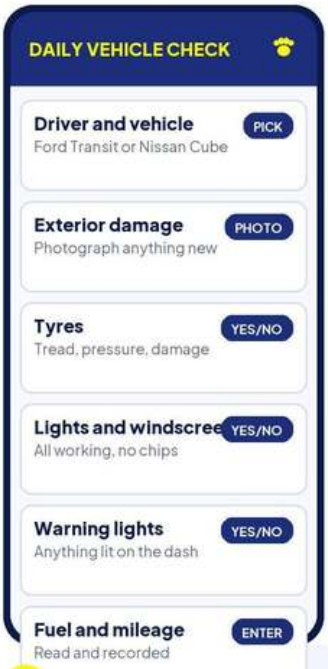
WATCH THE QUIET ONE AS CLOSELY AS THE LOUD ONE.

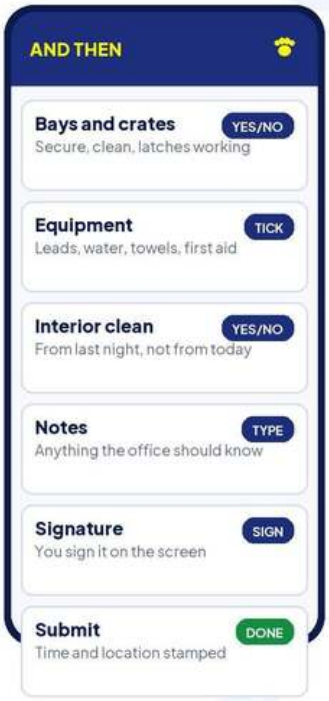
A dog that lags, stops, pants hard or hides away is telling you something. Shorten the walk, get water into it, and say so when you get back.



The daily vehicle check

Every company vehicle is inspected and signed for before it moves. It takes three minutes, it is done on your phone, and it is a legal record.





Why we keep it

- It is dated, timed and location stamped, and you signed it. That is what protects you if a fine, a scratch or a complaint lands on a vehicle you drove.
- Photographs of damage mean nobody argues later about when it happened.
- Anything you flag goes straight to the office the moment you submit it.
- A vehicle with an unsafe tyre, a warning light or a broken latch does not go out. We would rather lose a morning than explain an accident.

book.4pawfriend.co.uk/vehicle-check
Bookmark it on your phone home screen. No check, no keys — and a check filled in from the sofa afterwards is worse than no check at all, because it is a signed record of something you did not do.

ON TIME, EVERY TIME.

A client plans their whole day around your window. If you are running late they hear it from you before they have to ask. Late with no word is the one thing a client never forgets.

On the road

You are driving a signwritten vehicle full of other people's dogs. Everything you do at the wheel is visible, and it is attributed to us.



WHAT	THE STANDARD
Speed	Under the limit, always. A signwritten van doing 36 in a 30 is a photograph somebody sends to the Council.
Your phone	In a cradle or out of your hands. Never held, never at a red light, never for a photo of a dog.
The load	Every dog in its own closed bay before you move. Nothing loose in the back, nothing on a seat.
Ventilation	Set before you load, checked at every stop. The back of a van heats faster than the cab.
Braking	Early and gentle. A hard stop throws a dog against a crate door.
Route	Known roads, sensible order. Do not improvise a shortcut with a full vehicle.
Parking tickets	Yours to avoid and yours to tell us about the same day.

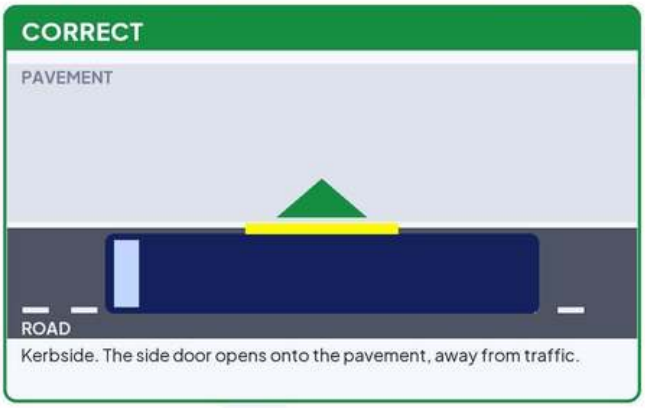
If you are in a collision
Stop. Dogs stay in their bays unless the vehicle is unsafe. Tap Alert Joe Now, exchange details, photograph everything, and do not discuss fault with anybody at the roadside.

NEVER RUSH A DOG.

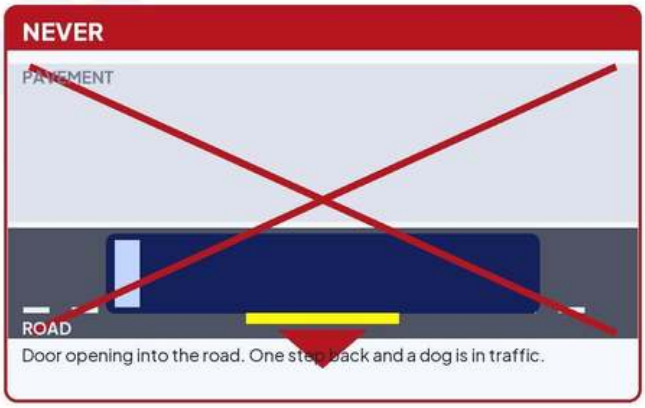
Not into a vehicle, not out of a door, not along a pavement. A rushed dog is a frightened dog, and a frightened dog is the one that slips its lead.

Where and how you park

Where you stop decides whether the next sixty seconds are routine or the worst thing that has happened to us.



Kerbside. The side door opens onto the pavement, away from traffic.



Door opening into the road. One step back and a dog is in traffic.

Every stop

1. Park so the side door opens onto the pavement, never into the road.
2. Legally. Not on a crossing, not on a zig-zag, not blocking a dropped kerb or a driveway. A ticket is bad; a complaint to the Council about our parking is worse.
3. Close enough to the door that you can see the vehicle from it.
4. Handbrake on, engine off, keys on your person, vehicle locked — every time, even for thirty seconds.
5. In shade when the weather is warm, and move the vehicle rather than leave it sitting in sun.
6. Never on a kerb in a way that tips the bays, and never half on a pavement where a pushchair cannot pass.

COUNT THEM OUT. COUNT THEM BACK IN.

Out loud, every time the doors open and every time they close. It takes five seconds and it has never once been the thing that went wrong.

Reading the dog in front of you

A dog tells you what it is about to do long before it does it. Almost every incident this company has ever had was visible for ten or fifteen seconds before it happened, and nobody was looking.

RELAXED



WALK ON.

- Loose, curved body
- Tail low and swinging
- Ears neutral, soft eye
- Mouth open, easy pant

ALERT



WATCH. DO NOT REACT.

- Weight forward, very still
- Tail high and stiff
- Ears pricked forward
- Hard stare at something

ANXIOUS



MAKE SPACE NOW.

- Head and body lowered
- Tail low, half tucked
- Ears back, white of the eye
- Lip licks, yawns, turning away

FEARFUL



STOP. GIVE DISTANCE.

- Crouched, weight back
- Tail tucked under the belly
- Ears flat to the skull
- Trying to get away or hide

What you do about it

WHAT YOU SEE	WHAT YOU DO
A dog goes still and stares at another dog	Break the line of sight. Turn, move, put yourself between them. Do not call the dog — move it.
Lip licking, yawning, turning the head away	That dog is asking for space. Give it space before it has to ask louder.
Tail high and rigid, weight on the front feet	Arousal, not friendliness. Shorten the lead and increase the distance.
Crouching, tucked tail, trying to get behind you	The dog is frightened. Stop, drop your pace, let it come to you. Never drag a frightened dog forward.
Hackles up, hard stare, lips drawn back	The last warning you will get. Separate immediately and calmly, and report it in the app the same day.

A growl is information, not disobedience

A dog that growls is telling you it is uncomfortable rather than biting you. Never punish a growl. Punish it often enough and you get a dog that bites with no warning at all — and that is how people get hurt.

OFF LEAD IS EARNED, NEVER ASSUMED.

The owner's consent on the profile, and recall you have seen with your own eyes. If you are not certain, the lead stays on. Nobody here has ever been pulled up for keeping a dog on lead.

Lead work, and off lead

The lead is the single piece of equipment between a dog and a road. How you hold it is not a matter of preference.

CORRECT ✓

Dog at your side, slack in the line, the loop over your thumb and the lead closed in your palm. You can shorten it in one movement.



NEVER ✗

Dog out in front taking the strain, the lead bar-taut and wrapped round your wrist. You cannot shorten it and you cannot let it go.



Off lead is earned, never assumed

1. The owner has consented to off lead walking, and it is on the dog's profile. No consent, no off lead — whatever the owner said at the door last week.
2. You have seen the recall yourself, on a long line first, in that park.
3. The area permits it. On lead on every pavement, path, road and car park, and in every lead-only area listed in section 02.
4. The dog is wearing a tag with the owner's details and a company tracker.
5. If any one of those four is missing, the lead stays on. There is no fifth test and no judgement call.

Equipment

- Fixed leads only on the round. No extendable leads — they give you no control at distance and they cut hands when a dog bolts.
- Check every clip closes fully before the dog leaves the house. A worn trigger clip is how a dog ends up loose.
- A dog that backs out of a collar wears a harness, not a tighter collar. Tell the office so the profile is updated the same day.
- Two spare leads and a slip lead in the vehicle, always.

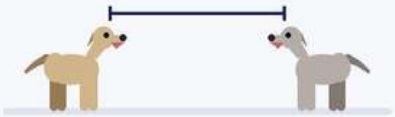
Never wrap a lead round your hand or wrist

A dog that bolts takes your fingers or your shoulder with it, and you cannot release what you cannot unwrap. Loop over the thumb, lead closed in the palm, slack in the line.

Putting a group together

Dogs are not interchangeable and a group is not just the dogs who happen to be booked. Who walks with whom is a decision, made in advance, and it is the single biggest thing we control.

1 PARALLEL, APART



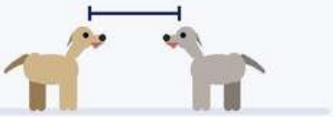
Both on lead, walking the same way with a good gap between them. Nobody is introduced yet — they are only sharing air.

2 CLOSE THE GAP



Shorten the distance only while both stay loose. Any stiffening, staring or tail going high and you widen it again.

3 THREE SECONDS, THEN MOVE



A brief sniff, then walk on. Long face-to-face greetings are where fights start. Three seconds is plenty.

DOG	HOW WE HANDLE IT
A new dog	Met at a meet and greet, then walked with one settled dog first, never dropped straight into a full group.
A puppy	Short walks, soft ground, never made to keep up with adults. Growing joints do not get road miles.
An older or arthritic dog	Its own pace, shorter distance, a slow start and a slow finish. Lifted in and out if it needs it.
A nervous or reactive dog	Walked solo or in a named pair only, at quiet times, and never introduced to a new dog on a tight lead.
An entire dog, or a bitch in season	A bitch in season is not group walked. Tell the office — it changes the round for everybody that week.
A dog on medication or with a condition	It is on the profile. Read it before you load, not after something happens.

Disease, and why we care about it

- Every dog must be vaccinated, wormed and treated for fleas, unless a vet has advised otherwise in writing. It is checked at sign-up and recorded.
- A dog showing signs of infectious illness — a honking cough, runny eyes, diarrhoea, lethargy — is not walked with others. Ring the office before you load it.
- Bays, bowls and towels are cleaned between blocks, not at the end of the day. A vehicle is how an infection reaches fifteen other households.
- Faeces are picked up immediately and binned — a licence condition, and a Penalty Notice if an officer sees otherwise.

The dog always comes before the schedule

If a dog is not fit to walk, it does not walk, and we ring the client. A late round is an inconvenience. A dog walked when it should not have been is a welfare failure with our name on it.

Heat, cold and the weather

Weather is not a reason to cut a walk short on a whim, and it is not something to push through either. We work to temperatures, and we tell the client.

BELOW −5	−5 to 0	0 to 20	20 to 24	24 to 28	28+
Walk shortened	Precautions	Normal walking	Caution	We contact you	No group walking

DEGREES CELSIUS

The research is clear, and it is not about hot cars

The largest UK study of canine heatstroke, from the Royal Veterinary College and Nottingham Trent University, found that around three quarters of cases were brought on by exercise — and two thirds happened on a walk. Dogs left in vehicles were a small minority. The dangerous thing is walking a dog hard in the heat, which is exactly the decision a walker makes.

TEMPERATURE	WHAT WE DO
Below −5°C	Walks significantly shortened. Thin-coated, small, old and very young dogs may be offered a home visit instead. Paws checked for ice and grit salt.
−5°C to 0°C	Extra precautions. Shorter time on the ground, keep moving, coats on dogs that have them, paws washed after grit.
0°C to 20°C	Normal walking. This is most of our year.
20°C to 24°C	Caution. Walks moved to the early morning, pace dropped, shade used, water offered more often. No hard exercise or ball work.
24°C and above	We contact the client. The walk is shortened or changed to a more suitable service, and we agree it with the owner rather than decide it for them.
28°C and above	No group walking. Short toilet and comfort breaks only, at the coolest part of the day, or a home visit instead.

The dogs that need more care than the number suggests

- Flat-faced breeds. The same research put bulldogs at around fourteen times the heatstroke risk of a Labrador, French bulldogs about six times, pugs about three.
- Overweight dogs, thick double coats, and anything older or very young.
- Dogs with a heart or airway condition, and any dog on medication — it is on their profile, so read it.
- The keen ones. A dog that will chase a ball until it collapses will not stop itself. You stop it.

Pavement, not just air

Tarmac holds heat long after the air has cooled. Hold the back of your hand on it for seven seconds — if you cannot, it is too hot for paws, whatever the forecast says. Walk on grass and in shade.

What the client hears from us

Above 24 degrees, or below freezing, the client gets a message before the walk, not an explanation afterwards. Nobody finds out their dog had a fifteen minute walk by reading the app that evening.

The end of the day

The last twenty minutes are what makes tomorrow morning easy, and they are the ones people cut when they are tired.

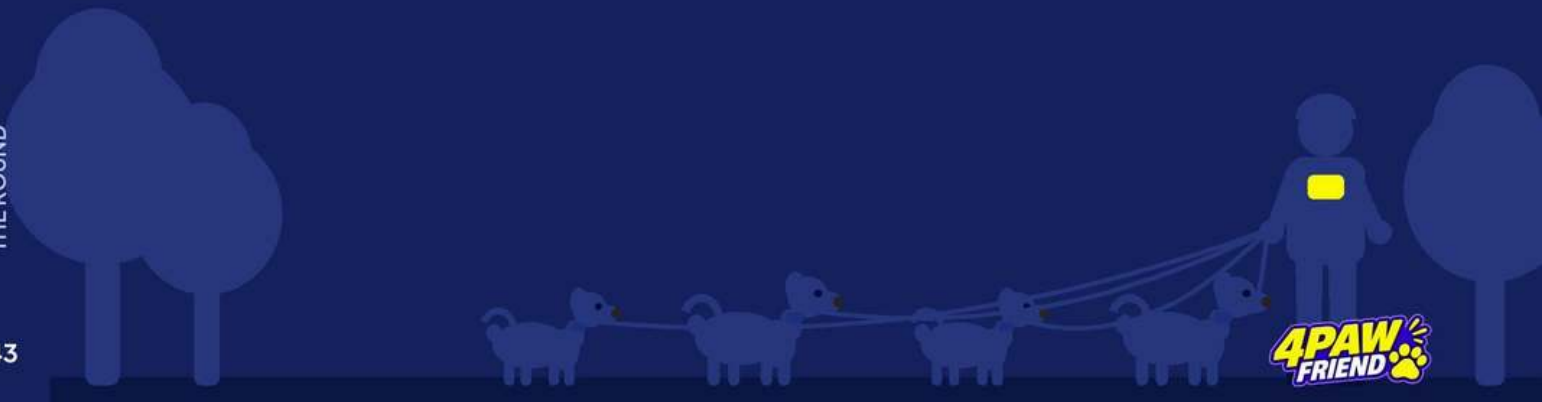
1. Every dog home, every drop-off logged at the door with the time.
2. Empty the vehicle completely. Nothing stays in overnight except the fixed bays.
3. Bays wiped, floor swept, any mess dealt with now rather than in the morning.
4. Bowls washed, towels out, waste bagged and binned off the vehicle.
5. Water refilled and leads hung, so the van is ready to go without a search.
6. Anything broken, low or running out — report it tonight, not when you need it.
7. Keys returned or secured as agreed. Never left in the vehicle, never on a wheel.
8. Round closed in the app. Photos uploaded, notes written, incidents reported.

Tomorrow's round starts tonight

A vehicle left clean, stocked and fuelled is a walker leaving on time in the morning. A vehicle left as it fell is a late first collection and a client wondering where you are.

IF IN DOUBT, DON'T.

Slow down, put the lead on, ring the office. No walk is worth a risk, and nobody here has ever been in trouble for being careful.



06

Vehicles

Loading, security, and the cleaning standard every vehicle is held to.

Carrying dogs safely

One dog, one bay, every journey. Our vehicles are not all laid out the same, so the rule is never "where does this dog usually go" — it is what the vehicle in front of you actually has.

Know the vehicle you are in

The four company vehicles have different bay arrangements and different numbers of bays. Walk the back before you load and know what you have today.

One dog, one closed bay

Never two dogs sharing, never a dog loose in the back, never a dog on a seat. If there are not enough bays for the dogs on the sheet, ring the office.

Nothing attached to the dog

Leads off once the bay is shut. A dog tethered in a moving vehicle can hang itself.

Latches proved, every time

Pull each latch towards you after you close it. A bay that looks closed is not the same as a bay that is closed.

REQUIREMENT	WHERE IT COMES FROM	WHAT WE DO
Dogs must be transported in suitable caging or containment	CFSG Professional Dog Walkers' Guidelines 2024.	Fixed, individual bays with positive latches. Nothing loose in the back and nothing on a seat.
Adequate ventilation and temperature control, with water available	CFSG 2024, and the general welfare conditions of the Welfare of Animals (Transport) (England) Order 2006.	Vents set before loading, checked at every stop, water carried on every round.
Transport must not cause injury or unnecessary suffering	Welfare of Animals (Transport) (England) Order 2006 — it applies to any vertebrate animal moved in connection with an economic activity.	Early, gentle braking. Journey times kept short. A dog that is distressed in the vehicle is reported, not pushed through.
A transporter authorisation for journeys over 65 km	Welfare of Animals (Transport) (England) Order 2006. Journeys of 65 km or less are exempt.	Our rounds are entirely within South London and well inside 65 km. Any longer journey as part of the business needs an authorisation first.

Never restrain a dog by its lead or collar in a bay

Every dog travels loose inside its own closed bay with nothing attached to it. A dog tethered in a moving vehicle can hang itself. The lead comes off once the bay is shut, and goes back on before it opens.

SOURCES CHECKED FOR THIS PAGE

- **WATEO 2006** The Welfare of Animals (Transport) (England) Order 2006, implementing assimilated Regulation (EC) 1/2005.
- **CFSG** Professional Dog Walkers' Guidelines 2024 — transport.

SAY WHAT HAPPENED — GOOD OR BAD.

The same day, factually, in the app. Nothing ever got worse by being reported early, and nothing got better by being left until tomorrow.

Getting a dog into the vehicle

More dogs are lost at a vehicle door than anywhere else on the round. Every door opening is treated as the moment it could happen.

1 Lead on inside



Before the front door opens.

2 One bay at a time



One dog out, lead held short.

3 Door closed behind



Then move to the next bay.

Every collection, in order

1. Park so the vehicle door opens away from the road, never into traffic. Handbrake on, engine off, keys on you.
2. Lead on inside the house, before the front door is opened. Every dog, every time.
3. Walk the dog to the vehicle on a short lead, on your road side, so you are between the dog and the traffic.
4. Open one bay only. The dog goes in, you take the lead off, you close and latch the bay before you straighten up.
5. Pull the latch towards you to prove it is shut. A bay that looks closed is not the same as a bay that is closed.
6. Say the dog's name out loud as it goes in, and count. Log the collection in the app at the door, not later.

Never restrain a dog by its lead or collar in the vehicle

Every dog travels loose in its own secured bay, with nothing attached to it. Published guidance for professional dog walkers is explicit that restraining dogs with leads or chains must not be used — a dog tethered in a moving vehicle can hang itself. Leads come off once the bay is shut.

KNOW EVERY DOG ON YOUR ROUND.

Its name, its habits, what frightens it, what it cannot eat and who it does not get along with. Learn it before you walk it, not halfway through.

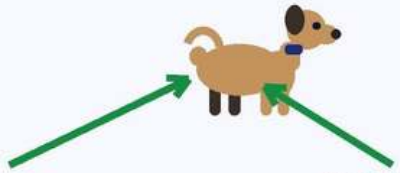
Getting a dog out of the vehicle

The same discipline in reverse. The dog is under control before the bay is open, not after.

1. Park first, check the pavement, and look for what the dog will see when the door opens — a cat, a cyclist, another dog.
2. Open the back. Do not open any bay yet.
3. Open one bay. Lead on while the dog is still in the bay, clip checked with a tug.
4. One dog out. Lead held short. Close the bay behind it before you move.
5. Never open a second bay while a dog is out and not yet through a door or a gate.
6. Count again. The number out must match the number that went in.

Lifting a dog that needs it

CORRECT



CHEST — HINDQUARTERS

One arm under the chest, one under the hindquarters. The dog is supported and cannot twist.

NEVER



Never by the collar, the scruff, the legs or the harness alone. The dog cannot breathe and cannot be controlled.

Never by the collar

A dog lifted by its collar cannot breathe and cannot be controlled. One arm under the chest, one under the hindquarters, held against your body. If the dog is too heavy to lift that way, use the ramp or ask for a hand — do not improvise.

WATCH THE QUIET ONE AS CLOSELY AS THE LOUD ONE.

A dog that lags, stops, pants hard or hides away is telling you something.
Shorten the walk, get water into it, and say so when you get back.

While the dogs are travelling

A vehicle is not a waiting room. It is part of the dog's day and it is covered by transport welfare law.

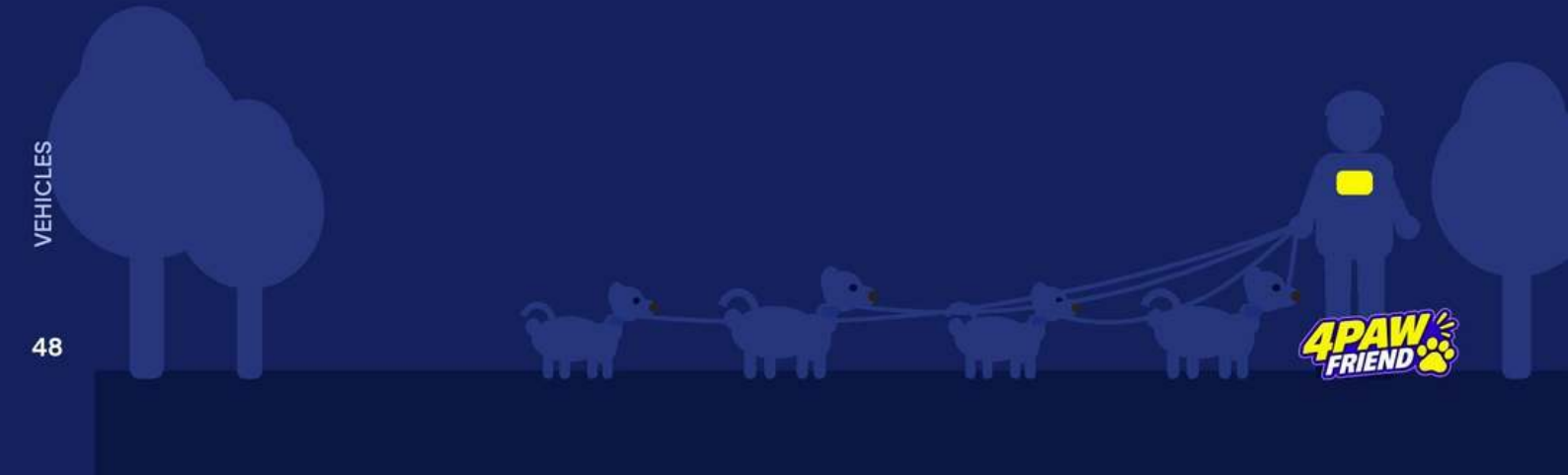
WHAT THE LAW AND THE GUIDANCE REQUIRE	WHAT THAT MEANS ON OUR ROUND
Dogs carried in suitable caging or containment	One dog, one numbered bay. Nothing shared, nothing loose in the back.
Adequate ventilation and temperature control	Vents and windows set before you load, not once the dogs are warm. Park in shade. Move the vehicle rather than leave it in sun.
Water available	Fresh water on board every round, plus a spare bottle and a bowl.
Each dog's welfare safeguarded when several travel together	Bays sized to the dog. Reactive or nervous dogs away from the door and away from each other.
Journey time limited in extremes of weather	Shorten the round in heat or ice. A dog prone to heat stroke travels first and comes out first.
Equipment cleanable, cleaned and disinfected	Bays wiped after every block, full disinfect weekly, and immediately after any sickness.

If a dog is distressed in the vehicle

Pull over somewhere safe and deal with it. Do not drive on and hope it settles. Panting that does not stop, drooling, scrabbling or a dog that will not sit down are all reasons to stop, open up and get water into it.

ON TIME, EVERY TIME.

A client plans their whole day around your window. If you are running late they hear it from you before they have to ask. Late with no word is the one thing a client never forgets.



Leaving the vehicle — the real rule

Dogs do wait in the vehicle while you walk to a door. That is the job, and the guidance allows for it. What matters is how long and how it is left.



The published standard, word for word

"Dogs should not be left unattended in a vehicle other than for short periods whilst collecting or dropping off. This period should be the absolute minimum time and the vehicle should be locked when unattended." — Professional Dog Walkers' Guidelines, Canine and Feline Sector Group, 2024.

So, in practice

- Working a door is the only reason to be away from the vehicle. Collection, drop-off, and nothing else.
- Locked every time, even on a driveway, even for thirty seconds.
- Parked where you can see it from the door you are working.
- Engine off. Never left running, and never left with the keys in it.
- Shortest route to the door and straight back. No chatting at the gate with dogs in the back.
- Anything other than a doorstep — a shop, a coffee, a queue, a conversation — and the dogs come with you or the round waits.

Heat is the one that kills

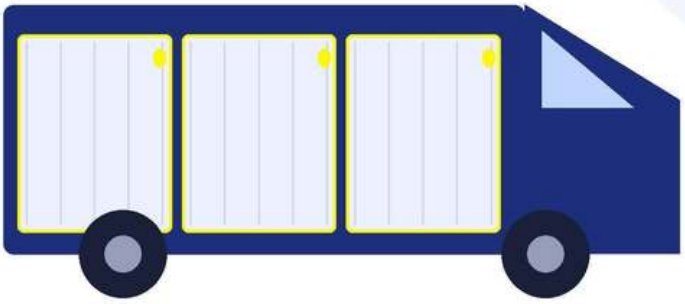
A parked vehicle heats faster than people expect, and a dog cannot sweat. On a warm day, park in shade, keep the ventilation set and keep the door time shorter still. If you cannot park in shade, move the vehicle rather than leave it baking.

NEVER RUSH A DOG.

Not into a vehicle, not out of a door, not along a pavement. A rushed dog is a frightened dog, and a frightened dog is the one that slips its lead.

Security and daily checks

Stepping to a client's door is the only reason to be away from the vehicle. Locked, ventilated and in sight, every time, and never with the engine running.



Security

- Away from the vehicle only to work a door — locked, ventilated and in view, and straight back to it. Anything longer and the dogs come with you or the round waits.
- Doors locked whenever you are not at the vehicle, even on a driveway.
- Keys on your person. Never in the ignition, never on a wheel, never in a door pocket.
- Windows and vents set for airflow before you set off, not after the dogs are warm.
- Park in shade where you can, and move the vehicle rather than leave it in full sun.

CHECK BEFORE YOU DRIVE	WHAT GOOD LOOKS LIKE
Bays and crates	Secure, clean, dry, latches working, no sharp edges.
Harnesses and leads	Intact, stitched, clips closing fully. Replace, do not improvise.
Water	Fresh, enough for the whole round, plus a spare bottle.
Towels	Clean and dry, enough for the number of dogs on the round.
Waste bags	More than you think you need.
First aid kit	Present, sealed, in date.
Tyres and lights	Walk round the vehicle. Thirty seconds.
Fuel	Enough for the round without a detour.

If it is broken, say so the same day

A broken latch, a frayed lead, a bay that rattles — report it the same day. We would rather take a vehicle off the road for a morning than explain an escape.

Cleaning after every block

A clean vehicle is not about appearance. It stops illness moving between dogs, and it is the first thing a client notices.

After every block of walks

1. Clear any mess immediately, bag it and bin it. Not at the end of the day.
2. Wipe down the bay the dog travelled in with the disinfectant carried in every vehicle.
3. Shake out and swap any wet towel. Wet towels go in the bag, not back on the shelf.
4. Check and refill water bowls. Rinse before refilling, do not top up.
5. Sweep or pick out hair and grass from the bay before the next dog goes in.

At the end of every day

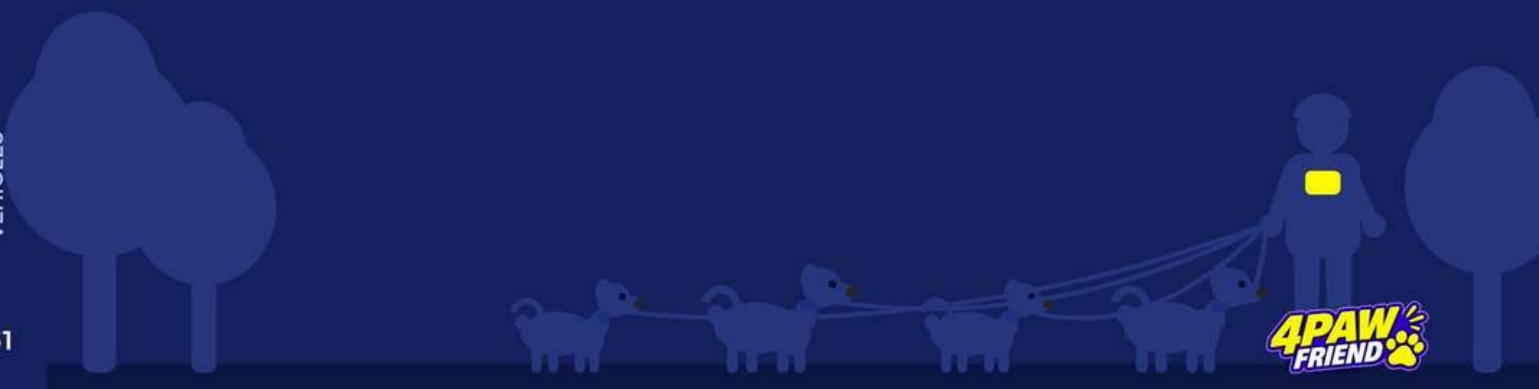
1. Empty the vehicle completely. Nothing stays overnight except the fixed bays.
2. Remove and bag all towels and bedding for washing.
3. Wash all bowls in hot soapy water, rinse, dry.
4. Sweep the load area, then wipe all bays and the floor with disinfectant.
5. Bin all waste off-vehicle. Waste does not sit in the van overnight.
6. Leave the load area open to air while the vehicle is parked safely.

Use the right product

Many household disinfectants are toxic to dogs, and anything with phenols is dangerous to cats. Use only the disinfectant the company supplies, at the dilution on the bottle, and let surfaces dry before a dog goes back in.

OFF LEAD IS EARNED, NEVER ASSUMED.

The owner's consent on the profile, and recall you have seen with your own eyes. If you are not certain, the lead stays on. Nobody here has ever been pulled up for keeping a dog on lead.



The weekly deep clean

Once a week every vehicle is stripped and done properly. It is logged, and it is checked.

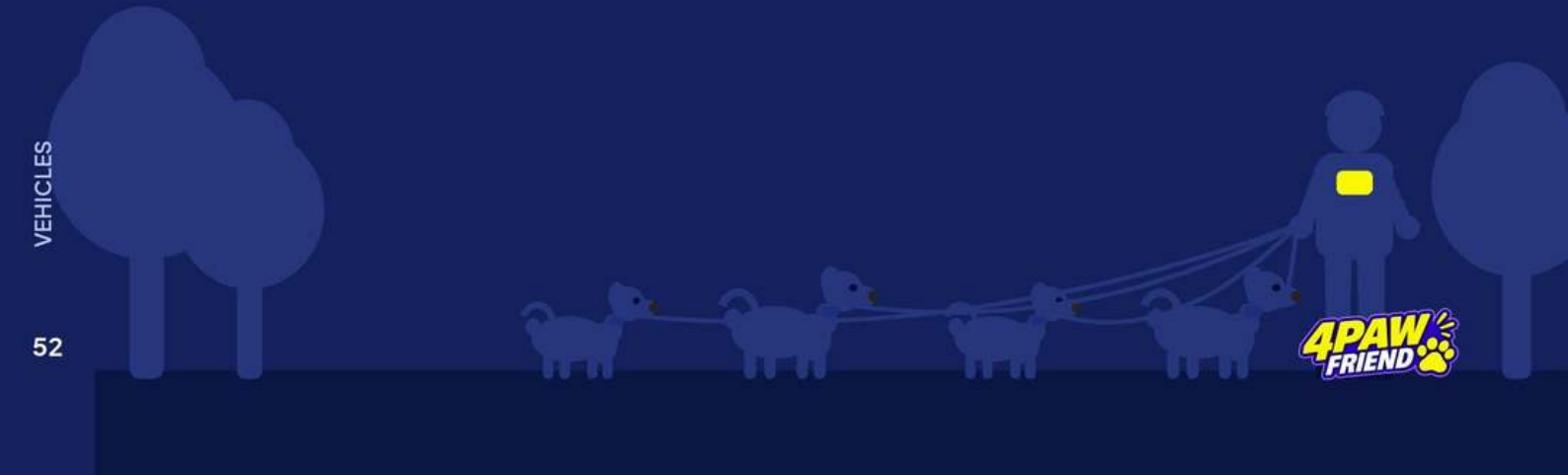
EVERY WEEK	WHAT IS DONE
Bays out	Crates and dividers removed where they lift out.
Full wash down	Load floor, walls, wheel arches and every bay washed, disinfected and dried.
Crates scrubbed	Inside and out, disinfected, rinsed, dried fully before they go back.
Soft items	All towels, blankets and bedding washed hot. Anything worn or stained is replaced, not re-used.
Bowls and bottles	Washed, descaled, checked for cracks.
Harness and lead audit	Every harness and lead checked stitch by stitch. Anything doubtful is binned.
Cab	Vacuumed and wiped. Dog hair out of the vents.
Exterior	Washed. A dirty van with our name on it is an advert against us.
Log it	Recorded in the app with the date and who did it.

⚠ If a dog is sick in the vehicle

1. Stop as soon as it is safe and separate the dog from the others.
2. Clean and disinfect the whole bay and anything splashed, there and then.
3. Bag all soiled towels separately. Nothing is re-used until washed hot.
4. Tell the owner of that dog and tell the office the same day.
5. Take the vehicle out of service for a full deep clean if there is any suggestion of a contagious illness.

CLEAN DOG. CLEAN VAN. CLEAN SPACE BEHIND YOU.

Every bay wiped, every mess bagged, every bowl rinsed. The state of your vehicle is the plainest thing anybody can judge this company on.



07

Client homes

You are trusted with somebody's key and somebody's house.

In and out of a client's home



Going in

1. Knock or ring first, even if you know nobody is home.
2. Wipe your feet properly. If it is wet, take your boots off at the door.
3. Call the dog's name as you enter so you do not startle it.
4. Never let a dog push past you to the street. Body block the door and get the lead on first.
5. Touch nothing you do not need to. No drinks, no chargers, no bathrooms unless offered.

Coming out

1. Dog on lead before the front door opens.
2. Check the door is properly shut and locked behind you. Push it.
3. Key straight back where it lives, on your person, not in the van.
4. If anything looks wrong inside — a window open, an alarm sounding, water on the floor — do not touch it. Photograph it and ring the office.

Bringing the dog back

- Dry the dog before it goes in, not after. Paws, chest, belly.
- Fresh water down if the bowl is empty.
- Dog settled and calm before you leave, not shut in and still wound up.
- Door secured, key away, time logged in the app before you drive off.

Keys are the most sensitive thing we hold

A key is recorded by number, never by address. You never write an address next to a key number, never photograph a key, and never leave a key in a vehicle overnight.

LEAVE EVERY HOME EXACTLY AS YOU FOUND IT.

Lights, doors, gates, bowls, towels, muddy floors. You are inside somebody's home while they are out at work. Behave like it.

Keys, security and trust

We hold keys to more than a hundred homes in South London. Nothing in this company is handled more carefully, and nothing would damage us faster.

THE KEY
Numbered, never addressed. A found key must never lead anyone to a door.

THE DOOR
Closed behind you on the way in and the way out. Check it latched — do not assume.

THE GATE
Shut and dropped on the catch before the lead comes off. Every gate, every time.

THE ALARM
Set it exactly as the client wrote it. If the code fails, ring the office, not the client.

How a key is handled

1. A key is known by its number. The number is on the run sheet; the address never is.
2. Keys are signed out at the start of a round and signed back in at the end. Never kept at home, never left in a vehicle overnight.
3. A key never carries a tag, a fob or a label that could identify the house.
4. A key is never photographed, and never sent in a message.
5. A key is never copied, and never handed to anyone — including another walker — without the office recording the handover.
6. A lost key is reported the moment you know, not at the end of the round. We tell the client the same day and we pay for the lock change.

Inside the house

- You go in for the dog and for nothing else. No drinks, no chargers, no bathrooms unless the client has offered.
- Nothing is moved, opened or photographed. A photo of a dog in a client's home shows the client's home — take walk photos in the park.
- What you see in a client's home stays there. Not to other clients, not to other staff, not online, not ever.
- If something looks wrong — a window open, water on the floor, an alarm sounding — do not touch it. Photograph it and ring the office.

If you cannot get in, ring the office — not the client
A failed code, a key that will not turn, a bolt thrown on the inside: the office handles it. A walker on a doorstep ringing a client at work is how a small problem becomes a complaint.

GDPR, in one line
A printed run sheet carries four fields and nothing else: pickup time, drop-off time, dog name and key number. No client name, no address, no postcode, no phone number, no access notes. If a sheet blows out of a vehicle, nothing on it leads anyone to a door.

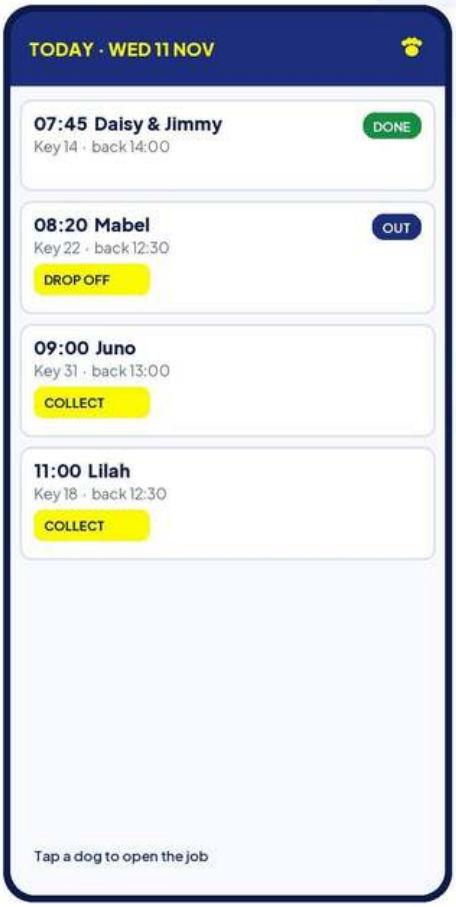
08

App and trackers

How the round reaches you, how the record is made, and the tracker on every dog.

The staff app — your round

Everything you need for the day is in the app, and everything you do goes back into it. It is how the office knows where the dogs are.



What you see

- Your dogs for the day, in time order.
- The pickup time and the time the dog is due home.
- The key number — the number only.
- A Collect and a Drop Off button for every job.
- A clear mark on anything already done.

What you will not see

- No client surname.
- No address or door number.
- No phone number.
- Only what you need to do the job.

Update it as it happens

Tap Collect when the dog is in the vehicle, not when you remember. Tap Drop Off at the door. Those two times are what we show a client who asks, and what we would show a council officer who asks.

SAY WHAT HAPPENED — GOOD OR BAD.

The same day, factually, in the app. Nothing ever got worse by being reported early, and nothing got better by being left until tomorrow.

The staff app — photos and records

The photo is not a nice extra. It is the proof the walk happened and the dog was well, and it is what clients talk about most.

Photos

- At least one clear photo of every dog, on every walk.
- Taken during the walk, outdoors, with the dog visibly out and active.
- Never a photo of more than six dogs together. If the shot shows seven, do not take it.
- Nobody else's children, faces or number plates in the frame.
- Upload before you leave the park, while you still have signal.

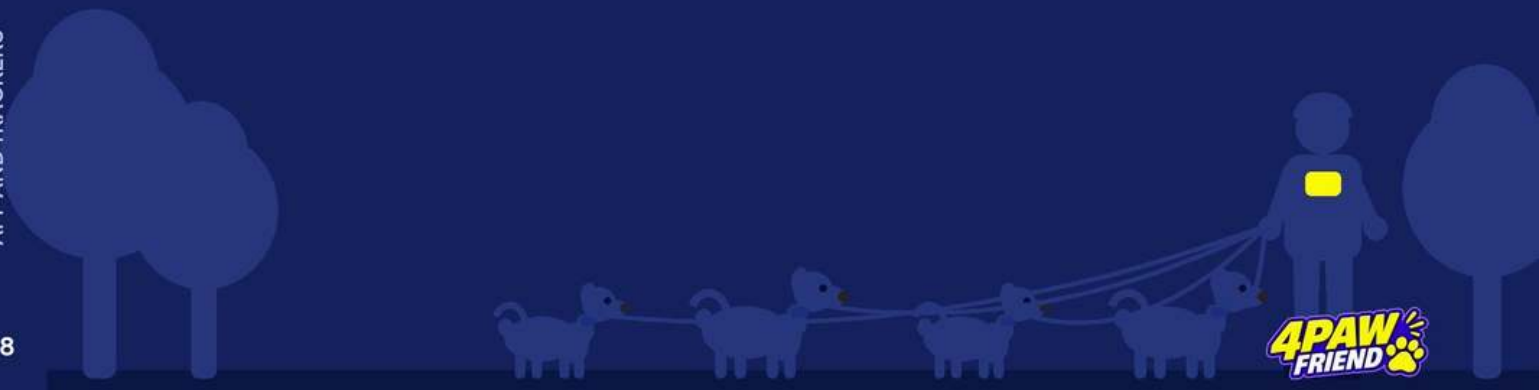
WHAT THE APP RECORDS	WHY IT MATTERS
Collected time	Proves when the dog left the house.
Dropped off time	Proves when it came home, and settles most client queries on its own.
Photos	Shows the dog out, well, and with the group it should be with.
Toileting	Flags a dog that is off colour before it becomes a vet visit.
Tracker number	Ties the dog to the tracker it wore that day.
Notes	Anything the next walker or the owner needs to know.

Write notes as though they will be read out

Notes are part of the client record. Write what you saw, not what you assumed, and never anything you would not want the owner, the office or the council to read back to you.

KNOW EVERY DOG ON YOUR ROUND.

Its name, its habits, what frightens it, what it cannot eat and who it does not get along with. Learn it before you walk it, not halfway through.



A tracker on every dog

Every dog on our round carries a tracker on its collar for the whole time it is with us. Most dog walking companies do not do this. We do.



- One tracker per dog, numbered.
- Assigned to the dog in the app at collection.
- Released back to the pool at drop-off.
- Never shared between two dogs on the same round.

Why we bother

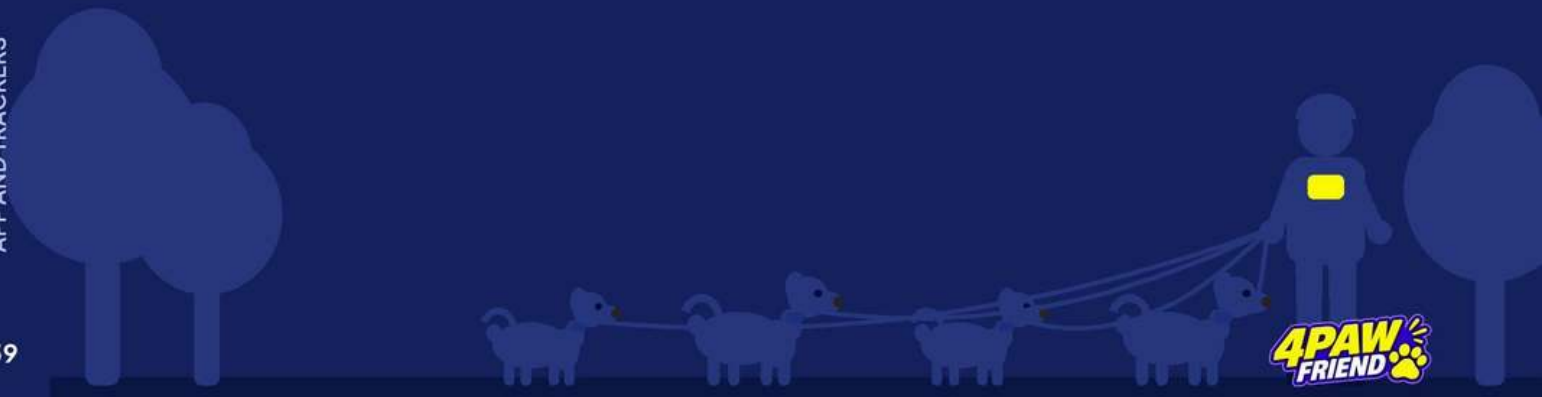
- If a dog slips a lead we are not relying on luck and shouting. We have a location.
- It tells us which direction a dog went in the first minute, which is the minute that matters.
- It gives the owner something real when they are frightened, instead of reassurance.

Your responsibility

1. Fit the tracker at collection and check it is secure on the collar, not the harness.
2. Assign that tracker number to that dog in the app before you drive off.
3. Check it is still on the collar at every clean down.
4. Remove it at drop-off and release it in the app. A tracker left assigned is one nobody else can use.
5. Report a lost or flat tracker the same day.

WATCH THE QUIET ONE AS CLOSELY AS THE LOUD ONE.

A dog that lags, stops, pants hard or hides away is telling you something.
Shorten the walk, get water into it, and say so when you get back.



Every system we run

Nothing here is paperwork for its own sake. Each one exists because something went wrong once, or because a client or the Council asked us to prove something.

SYSTEM	WHAT IT IS FOR	WHO USES IT
Staff app — your round	Today's jobs, pickup and drop-off times, key numbers, access notes. Collect and Drop Off are tapped at the door.	Every walker
Staff app — photos	A photograph of every dog on every walk, uploaded before you leave the park.	Every walker
Safety tab — Alert Joe Now	One tap raises the alarm with your name, the time and your location. Incidents are written up here too.	Every walker
Daily vehicle check	A signed, timed, location-stamped inspection before any vehicle moves. Photographs of damage. Your protection on fines and damage.	Drivers
Trackers	A numbered tracker on every dog, assigned at collection and released at drop-off. A location instead of a search party.	Every walker
Run sheet	The day built in advance — who walks what, in what order, with what times. Printed copies carry four fields and nothing else.	Office, walkers
Client app and website	Where clients register their dog, book, see the price and pay. Every booking gets a reference number.	Clients
Booking confirmations	An email on every booking with the reference, the named walker, the price and the payment link.	Automatic
Finance tracker	What each dog had, on what day, at what price. The invoice is built from it.	Office
This SOP	The standard you signed. Reviewed and reissued as things change.	Everyone

Why a walker should care about any of this

Because when a client asks what their dog did, or an officer asks how we operate, the answer is never somebody's memory. It is a record with your name on it — which only works if you tap the buttons at the door rather than at the end of the day.

ON TIME, EVERY TIME.

A client plans their whole day around your window. If you are running late they hear it from you before they have to ask. Late with no word is the one thing a client never forgets.

09

Emergencies

Things go wrong. What matters is doing the right things in the right order.

When something goes wrong

Everything in this section assumes something has already happened. That is not pessimism. It is the job.

⚠ Incidents happen to every operator

- A dog backs out of a collar on a pavement. Two dogs that have walked together for a year fall out over nothing. A loose dog runs at the group. A member of the public takes exception to something, or to nothing.
- This happens to careful companies and to careless ones. It happens to companies that have never had a complaint and to companies that have had several.
- What separates one from the other is not whether it happened. It is everything that comes after it.

✓ What we do, every time

1. Deal with the dogs and the people first. The paperwork can wait ten minutes; a puncture wound cannot.
2. Tap Alert Joe Now. The office would rather hear about something that turns out to be nothing than hear about it second hand.
3. Write it up the same day, in the walker's own words, with the time, the place, which dogs, what was happening immediately before, and photographs.
4. Tell the client before they find out another way, even where no harm was done.
5. Notify the authority where a licence condition requires it, the same day.
6. Review it. If something in this document contributed, that part of the document changes.

⚠ What we never do

- Leave something out of the record because nobody else saw it.
- Hold a report back to see whether it blows over.
- Ask a walker to soften what they wrote, or write it for them.
- Discipline a walker who followed this document, used their judgement and was unlucky.

Why our incident record is not short

Because it includes things nobody outside this company would ever have known about. A short incident log is not the sign of a safe operator. It is usually the sign of one that does not write things down. Nobody here has ever been disciplined for reporting an incident. People have been disciplined for not reporting one.

COUNT THEM OUT. COUNT THEM BACK IN.

Out loud, every time the doors open and every time they close. It takes five seconds and it has never once been the thing that went wrong.

The first sixty seconds

Every emergency on this round starts the same way, whatever it is. Learn this order and you will never have to think about what comes first.

If something's wrong right now, don't wait — tap this first

⚠ ALERT JOE NOW

One tap. It goes straight to the office with your name, the time and where you are. You do not have to type anything first.

The Safety tab, as the walker sees it

✓ SENT — THE OFFICE HAS IT

Add more detail if you can. It goes straight to them.

What's happening?

SEND UPDATE

After the tap — nobody waits for a phone call

THE ORDER, EVERY TIME

1 MAKE THE DOGS SAFE
Every other dog on lead, or back in a closed bay, before you do anything else. A second loose dog turns a problem into a crisis.

↓

2 TAP ALERT JOE NOW
One tap in the Safety tab. It sends your name, the time and your location. Do it before you start searching, treating or explaining — not after.

↓

3 ACT
Search, first aid, or drive to the vet. You do not need permission and you do not wait for a call back.

↓

4 TELL THE OFFICE WHERE YOU ARE
From the car park, from the gate, from the roadside. A voice call once the dogs are safe.

↓

5 WRITE IT UP THE SAME DAY
Factually, in the app, with photographs where they help. Not from memory a week later.

Nobody has ever been in trouble for raising the alarm too early ✓

People have been in trouble for raising it late. If you are standing there wondering whether this counts as an emergency, it counts.

OFF LEAD IS EARNED, NEVER ASSUMED.

The owner's consent on the profile, and recall you have seen with your own eyes. If you are not certain, the lead stays on. Nobody here has ever been pulled up for keeping a dog on lead.

A dog gets loose

The thing every walker fears, and the one where instinct is wrong. Everything your body wants to do — run, shout, grab — drives the dog further away.

IF A DOG IS LOOSE

DO NOT CHASE
Running at a dog makes it run. Crouch, turn side on, and move away from it while calling brightly in the voice it knows.

↓

SECURE EVERYTHING ELSE
Every other dog goes back in the vehicle, closed and latched, before you search. Count them.

↓

ALERT JOE NOW, THEN OPEN THE TRACKER
One tap raises the alarm. The tracker on that dog gives you a location instead of a direction.

↓

STAY WHERE IT LEFT YOU
Most dogs come back to the place they last saw their walker. Do not drive off and search in circles.

↓

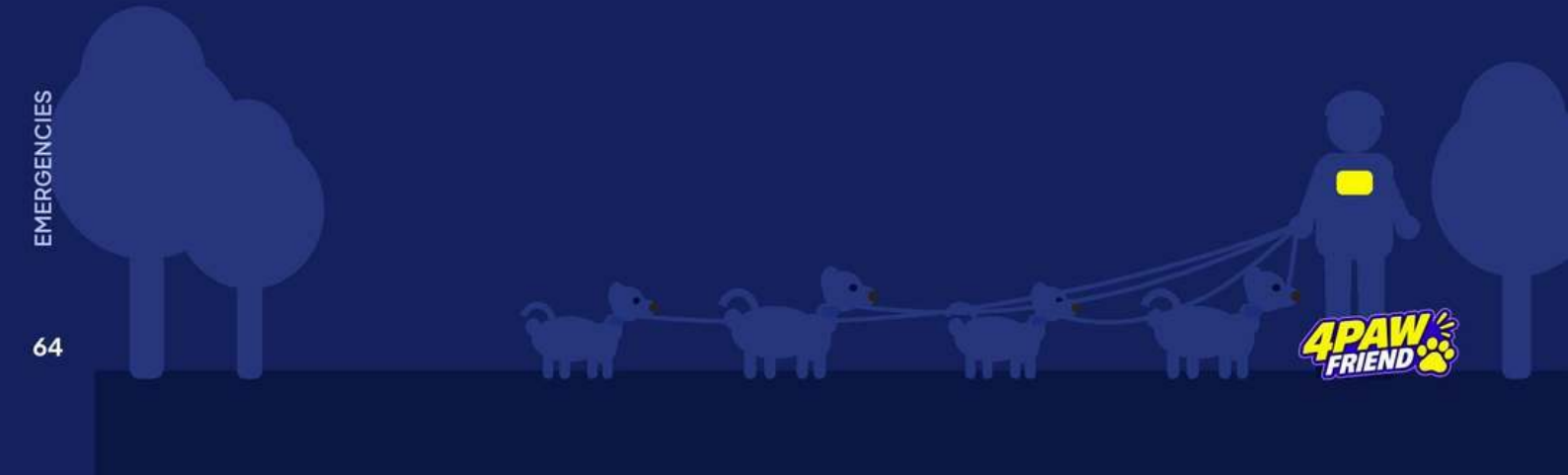
THE OFFICE HANDLES THE REST
The owner, the local groups, the dog warden, the microchip database. You stay in the area and keep looking.

What makes it far less likely

- Leads on before any door opens — house door, vehicle door, park gate.
- Clips tugged and checked before the dog leaves the house.
- One bay open at a time, and never a second while a dog is out.
- A harness, not a tighter collar, for a dog that backs out.
- Off lead only on the four tests in section 05, and never on a first walk.

CLEAN DOG. CLEAN VAN. CLEAN SPACE BEHIND YOU.

Every bay wiped, every mess bagged, every bowl rinsed. The state of your vehicle is the plainest thing anybody can judge this company on.



A fight, and a bite

Dogs that live together can fall out; dogs that have never met certainly can. What decides the outcome is what the handler does in the first five seconds.

IF TWO DOGS FIGHT

DO NOT PUT YOUR HANDS IN
A hand between two fighting dogs is a hospital visit and one fewer person able to help. Never grab collars, never reach for a head.

↓

BREAK IT WITH NOISE AND A BARRIER
A shout, a water bottle, a bag, a coat thrown over them, or a lead slipped round a back leg. Interrupt first, separate second.

↓

SEPARATE AND HOLD APART
Leads on both, out of sight of each other. Do not put them back together to "see if they are fine".

↓

CHECK BOTH DOGS PROPERLY
Puncture wounds hide under a coat and they get infected fast. If the skin is broken at all, it is a vet visit, not a wait and see.

↓

ALERT JOE NOW, THEN WRITE IT UP
Time, place, which dogs, what happened before it started, and photographs of any injury.

⚠ If a person is bitten, or a dog of ours bites another dog

1. Secure every dog first, then give first aid or help the person to it.
2. Tap Alert Joe Now. This one always goes to the office immediately.
3. Exchange names and numbers. Do not accept blame, do not deny it, and do not discuss who pays.
4. Photograph the location and the injury if the person agrees.
5. A dog dangerously out of control in any place is a criminal matter under the Dangerous Dogs Act 1991. The office deals with it from that point, not you.
6. Lambeth must be told immediately of any incident causing personal injury in one of their parks — a licence condition. The office does that, the same day.

SOURCES CHECKED FOR THIS PAGE

- **Dangerous Dogs Act 1991** section 3 — dog dangerously out of control in any place.
- **Lambeth** licence condition 6.18 — immediate notification of any incident causing personal injury or damage.

EVERY DOG COMES BACK BETTER THAN IT WENT OUT.

Exercised, watered, toileted, dried off and settled. If a dog goes home wet, muddy or wound up, the walk is not finished yet.

Injury, illness, heatstroke and poisoning

You are not a vet and you are not expected to be one. You are expected to recognise these, act in the right order and get the dog to help.

WHAT YOU SEE	WHAT IT MAY BE	WHAT YOU DO
Panting hard, bright red gums, wobbling, confused, collapse	Heatstroke — the most likely serious emergency on a walk.	Cool the dog first, then drive. See the panel below.
Not weight bearing, yelping, holding a leg up	Sprain, cut pad, fracture.	Stop the walk. Carry the dog if you can do it safely. Vet.
Retching without bringing anything up, swollen hard belly, restless	Possible bloat — this kills within hours.	Straight to the vet. Do not wait, do not give water, do not finish the round.
Sudden collapse, pale gums, very fast or very slow breathing	Shock, cardiac event, internal bleeding.	Alert Joe Now and drive. Keep the dog still and warm.
Eaten something on the ground, vomiting, drooling, tremors	Poisoning — slug pellets, antifreeze, chocolate, raisins, a dropped cannabis edible.	Do not make the dog sick. Take whatever it ate or the packaging with you. Vet.
Honking cough, runny eyes, lethargy, diarrhoea	Possible infectious illness.	Do not load it with others. Ring the office before you move it.

Heatstroke: cool first, transport second

The research is clear that cooling a dog before the journey saves lives. Get it into shade, pour cool water over the whole body and keep pouring, or immerse a fit young dog in cool water. Keep air moving over it. Do not drape wet towels and leave them on — they trap heat. Offer small amounts of water to drink. Keep cooling until the dog is comfortable, then drive, and ring the vet while you travel.

What is in every vehicle

- A dog first aid kit, sealed and in date, checked on the daily vehicle check.
- A slip lead, a muzzle, and a towel that is not the drying towel.
- Fresh water, and enough of it to cool a dog as well as water one.
- The vet card on the next page, and the Safety tab in your app.

LEAVE EVERY HOME EXACTLY AS YOU FOUND IT.

Lights, doors, gates, bowls, towels, muddy floors. You are inside somebody's home while they are out at work. Behave like it.

Vets, accidents, complaints and officers

OUR DESIGNATED VET

Goddard Veterinary Group — Kennington

351 Kennington Road, London SE11 4QE

020 7735 6541

You never need permission to take a dog here. Go first, ring second.

If you are in a collision

1. Stop. Dogs stay in their closed bays unless the vehicle is unsafe or on fire.
2. Tap Alert Joe Now before anything else.
3. Exchange names, addresses, vehicle and insurance details. Photograph everything, including the other vehicle's plate.
4. Do not discuss fault with anybody at the roadside, and never apologise for the accident.
5. If any dog is hurt, it goes to the vet — the office arranges the vehicle and the rest of the round.

If a member of the public complains, or films you

- Be polite and stay polite, whatever is said. Put the dogs on lead.
- Give your first name, the company name and show your identification armband.
- Do not argue, do not raise your voice, do not touch anybody or their phone.
- Do not debate licence conditions on a footpath. Give them the office number.
- Walk away and continue the round. Report it the same day with time, place and what was said.

If a council officer stops you

1. Show your photo identification and your armband. They are entitled to ask and spot checks are routine.
2. Answer factually: your name, the company, your licence tier, how many dogs you have and which park you are in.
3. If you do not know an answer, say so and give them the office number. Never guess at a licence position.
4. Write down the officer's name and the time, and ring the office before you drive off.

Tell us the same day — always

We can deal with almost anything if we hear it from you first. What we cannot deal with is hearing it from a client, a member of the public or the council a week later.

10

Standards

The risk assessment, and the sign-off that puts your name to all of it.

What is expected of you

Everything in this document reduces to a small number of things each walker is personally responsible for. These are not aspirations.

AREA	YOUR RESPONSIBILITY
Licence	Hold a current licence for the borough you walk in, carry it, wear the armband and photo ID, and walk only to your own permitted number.
Welfare	Meet the five welfare needs for every dog in your charge. Put the dog before the schedule, every time, and say so when you do.
Handling	Leads before doors. One bay at a time. Lift correctly. Read the dog in front of you and act on what you see.
Vehicle	Complete and sign the daily check before the engine starts. Report any defect the day you find it.
Records	Collect and Drop Off tapped at the door. A photo of every dog on every walk. Notes and incidents written the same day.
Property	Keys by number. Doors and gates checked. Nothing seen in a client's home is repeated anywhere.
Conduct	Polite in public, in uniform, no phone at the wheel, no selling in parks, no cash taken in a park.
Reporting	Tell the office the same day: incidents, injuries, near misses, complaints, tickets, damage, a dog you are worried about.

Training before your first solo round

1. Read this SOP in full and sign the checklist at the back.
2. Shadow an experienced walker for a full round, then be shadowed on one.
3. Canine first aid training — CFSG guidance is that dog walkers should hold a canine first aid certificate, and we work to that.
4. Be named on the company insurance, and approved by name on the Lambeth licence before you walk in a Lambeth park.
5. Refresher and re-signature whenever this SOP is reissued.

If you are asked to do something that breaks this document

By a client, by another walker or by anybody else — say no, do the safe thing, and tell the office the same day. Nobody here has the authority to ask you to breach a licence condition, and nobody will support a walker who did it because they were asked.

SAY WHAT HAPPENED — GOOD OR BAD.

The same day, factually, in the app. Nothing ever got worse by being reported early, and nothing got better by being left until tomorrow.

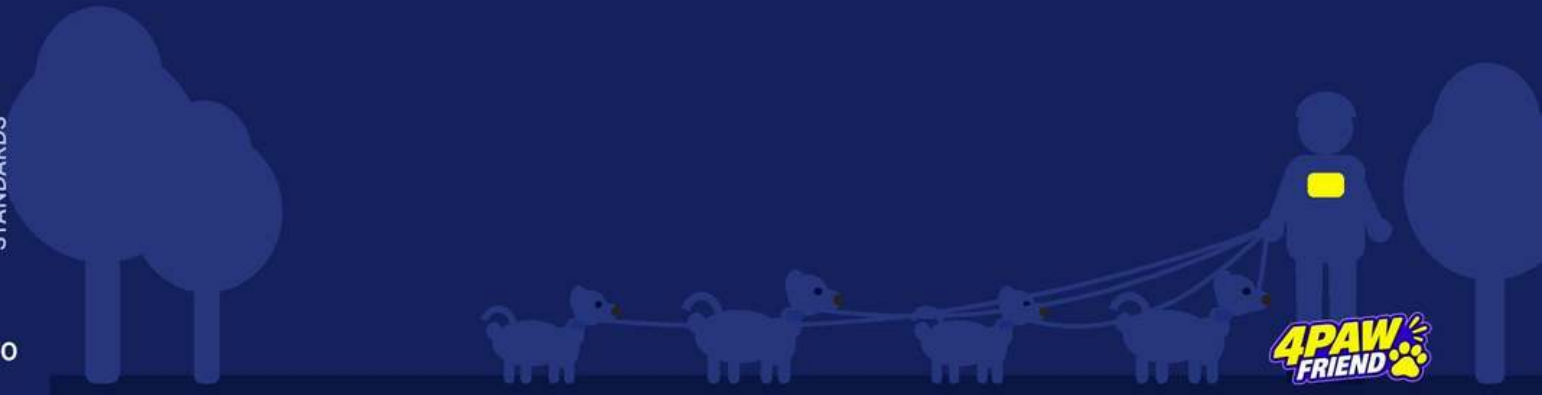
Risk assessment

The company's working risk assessment for dog walking. Reviewed annually and after any incident.

HAZARD	RISK	CONTROL MEASURES IN PLACE
Road traffic	Injury to dogs, walkers or the public.	Dogs on lead on every pavement and road. Crossings used. Vehicle parked so doors open away from traffic. Busy roads avoided where the route allows.
Dog behaviour	Fights, bites, injuries.	Dogs assessed at a meet and greet and matched by size and temperament. Group sizes within licence. Dogs separated at the first sign of tension. Groups kept apart from other walkers' groups.
Escape or loss	Dog lost, injured or causing an incident.	Leads and harnesses checked before every round. Leads on before the door opens. One bay opened at a time. Tracker on every dog. Off lead only where permitted and recall is proven.
Heat and weather	Heat exhaustion, dehydration, cold injury.	Weather checked before the round. Water carried and offered at every break. Walks shortened or moved in extreme heat. Shade used. Dogs dried before going home.
Illness and injury	Medical emergency, spread of infection.	Health check at collection. First aid kit in every vehicle. Known conditions on the job record. Vehicle cleaned between blocks and deep cleaned weekly. Sick dogs isolated and the vehicle taken out of service.
The public	Jumping up, fouling, alarm or complaint.	Dogs under close control at all times. Wide berth given to play areas, cafes and sports pitches. Every mess cleared immediately. Walkers identifiable and polite.
Manual handling	Walker injury, dog injury.	Dogs supported under chest and hindquarters. Never lifted by collar, scruff or legs. Ramp or a second pair of hands for heavy dogs.
Premises and keys	Loss of keys, insecure property.	Keys held by number only, never with an address. Carried on the person, never left in a vehicle. Doors checked on exit.
Compliance	Breach of licence conditions.	Walkers hold the licence for the borough they work in and walk to their own permitted number. Identification visible. Licence carried on the round.

KNOW EVERY DOG ON YOUR ROUND.

Its name, its habits, what frightens it, what it cannot eat and who it does not get along with. Learn it before you walk it, not halfway through.



Sign-off and training checklist

To be completed with the owner before your first solo round. Tick each item as it is covered. The declaration and signatures are on the next page.

- [ ] Who we are, and what this job is and is not
- [ ] The systems this company runs on, and why they exist
- [ ] What we are responsible for, and the three lines this company runs on
- [ ] The four layers — law, regulations, licence, guidance, best practice
- [ ] My licence tier, and the maximum number of dogs I may walk
- [ ] The six dog ceiling, and why two walkers do not combine groups
- [ ] The parks we use, and not using a park that is not on the list
- [ ] What we are licensed for, and what we are not
- [ ] Group walks — how a group is built and matched
- [ ] Solo walks — who they are for and how they are run
- [ ] Home and feeding visits — the full thirty minutes
- [ ] Pet taxi — and that I cannot consent to treatment
- [ ] Meet and greets — what to ask and writing it up
- [ ] Beach trip rules, and the 65 km transport point
- [ ] What a 4 Hour Slot is, and what to say if a client asks
- [ ] What a 6 Hour Slot is
- [ ] The order of a normal round, and the daily vehicle check
- [ ] Carrying dogs safely, and the transport requirements
- [ ] Loading and unloading, and leads before the door
- [ ] Lifting a dog correctly, and never by the collar
- [ ] Reading canine body language, and what I do about it
- [ ] Lead handling, and the four tests before any dog goes off lead
- [ ] How a group is put together, and disease prevention
- [ ] Heat, cold and the temperatures we work to
- [ ] Cleaning after every block, and the weekly deep clean
- [ ] Going into and out of a client's home, and key handling
- [ ] The staff app: my round, Collect and Drop Off, photos and records
- [ ] Fitting, assigning and releasing a tracker
- [ ] The first sixty seconds of any emergency
- [ ] What to do if a dog gets loose
- [ ] A fight or a bite, and what I must never do with my hands
- [ ] Heatstroke — cool first, transport second
- [ ] What to do if I am approached, questioned, filmed or stopped by an officer
- [ ] The risk assessment, and the controls I am responsible for

WATCH THE QUIET ONE AS CLOSELY AS THE LOUD ONE.

A dog that lags, stops, pants hard or hides away is telling you something.
Shorten the walk, get water into it, and say so when you get back.

Declaration and signatures

Declaration by the walker

I have read The 4 Paw Friend Standard in full. I understand the welfare, licence and safety requirements it sets out. I understand my own licensed number of dogs and that I must never exceed it. I agree to work to this document, to put the dog before the schedule, and to report anything that goes wrong on the same day. I understand that a breach of a licence condition can end this company's permission to operate.

Confirmed before the first solo round

	HELD / COMPLETED	DATE
Licence	Lambeth professional dog walking licence, approved in my name	
Tier	Maximum number of dogs my licence permits	
Insurance	Named on the company public liability insurance	
Training	Canine first aid certificate	
Induction	Full round shadowed, then shadowed on my own round	
SOP	This document read in full and the checklist completed	

SIGNED — OWNER / DIRECTOR

Name
Joe McDonagh

Signature

Date

SIGNED — WALKER

Name

Signature

Date

This document is reissued, not archived

The 4 Paw Friend Standard is reviewed annually and after any incident. When it is reissued, every walker reads the changes and signs again. The edition number on the cover is how you know which one you are working to.

ON TIME, EVERY TIME.

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4 PAW FRIEND
SOUTH LONDON · PET CARE

Happier dogs.
Brighter days.

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