Business Plan
2021
Introduction

Welcome to our Business Plan for 2021.

We enter 2021 off the back of a year like no other. 2020 marked our 180th year of existence and the challenges posed by the coronavirus are unlike anything we have faced over the best part of the previous two centuries.

The pandemic put immense pressure on everyone. I truly believe we are a charity embedded in the heart of every community in Scotland. Whether through our animal care teams and vets in centres or our inspectorate and animal helpline on the road and on the phone, we provide support to hundreds of people, pets, wildlife and farm animals every single day. During 2020, we were always there when needed.

Thanks to how well we initially adapted to the pandemic, and the way in which we continue to evolve to meet the new challenges it presents, we have worked hard to put ourselves in a great position to cope with whatever 2021 has in store for us.

In many ways we are stronger than we have ever been and we have advanced more than we could have imagined at the start of the year. To be able to achieve all we have achieved has taken every single one of us. And to succeed in the months ahead we will have to be more united than ever before.

As we move forward the animal welfare sector will face a new set of challenges brought by Brexit and coronavirus as well as changes in consumer behaviour and societal norms. Demand for vital services will continue to rise, and we are seeing this already. Whether it is an increase in the number of people having a pet and corresponding welfare issues, a rise in animals caught up in the low welfare puppy trade, demand for low cost veterinary care or welfare issues arising due to reduced access to veterinary care in lockdown. Sadly, I could go on.

There will also undoubtedly be additional challenges on our income. We rely heavily on the kindness of our regular supporters and we know they may understandably find it increasingly difficult to stay with us. Against this backdrop, the following pages set out our Society priorities in 2021. Thank you all for your contribution in shaping these plans.

We’ll continue to take the best of our experiences and build on these. We’ll focus on working in partnership and working smarter, both across the Society and with our partners. In doing this we’ll deliver improved and new services and ways of working and we’ll realise the many benefits of this – benefits to animals, to our customers, to the people of Scotland and to our Society.

By working together and with our partners, more than ever before we’ll alleviate the inevitable pressure on our services and champion improvements in animal welfare. And alongside research projects, achievements in changing legislation and our campaign work, rather than reacting to cruelty after it has happened, we will deliver a systemic change which means people of all generations never neglect an animal in the first place. We’ll make our voice heard as a new Scottish Government election approaches and make sure we are speaking up for animals.

We’ll continue to be as efficient as possible, mindful of every penny and be innovative in how we build awareness and support for our work and generate income – that will take every one of us. We are our brand and people support us because of the work we do. It’s up to us all to shout about that.

Of course our team will always come first. From our commitment to health, safety and wellbeing to offering learning and development opportunities and making sure we have all the right resources to fulfil our roles, we’ll make sure the Society is a great place to work.

This business plan is a foundation upon which we believe our Society can thrive.

We enter 2021 full of hope and optimism that, with a robust plan in place and the enduring support of animal champions across Scotland, we can continue to make a difference to animals and people every single day.

With challenge comes opportunity, we know this. So we’ll keep working together and with our partners, learning lessons, changing the future for the better. We’ll continue to be there in every community across Scotland helping the people and animals that need us most. We’ll keep building a better world for animals and people because we are Scotland’s Animal Champions.

Chief Executive
Some of our key achievements in 2020:


- Launched an emergency fostering scheme during lockdown to get animals which could be rehomed to loving families and ensure we had space in our rescue centres for animals arriving in to our care.

- Launched Animal WISE, a new education strategy blending digital and face-to-face learning, meaning we can deliver our internationally-acclaimed education programme to anyone, anywhere.

- Developed stringent health and safety protocols and adopted new ways of working to protect colleagues during the pandemic.

- Invested in technology to allow everyone to continue to carry out our vital work safely and improve how we communicate.

- Raised awareness of our vital work more than ever before and adapted how we raise funds.
Our purpose

We enrich the lives of animals and people.
We champion animal welfare and encourage respect and kindness for all animals across all our communities, in every environment.
We educate people of all ages about the welfare of animals in our mission to eradicate animal cruelty and create a better future for all of us.
We promote the importance of the human-animal bond, and the myriad medical, social and psychological advantages gained from animal companionship.

We bring those who abuse animals to justice.
We get animals back on their feet, into loving homes or to thrive in the wild.
We are the Scottish SPCA.
We are Scotland’s Animal Champions.
Our Goals & Values

Our values sit at the heart of what we do and how we do it. We are the experts in the field of animal welfare and our knowledge is constantly growing. We show our commitment and compassion every day towards improving the lives of animals and people across Scotland. Our professional approach and our adaptability empowers us to deal with the challenges which come our way. We will continue to collaborate with each other and with our partners to truly help every animal and every person that needs us and ensure we continue to build a better world for animals and people throughout 2021. By living our values, we are Scotland’s Animal Champions.

We apply our knowledge and expertise in every aspect of our work. We strive to share our innovation and expertise and improve animal welfare across all parts of Scotland – and throughout the world.

To rescuing and caring for animals in need, supporting people in animal welfare matters and bringing those guilty of animal cruelty to justice. We are committed to making a difference and effecting real change for animal welfare.

We care deeply about animal welfare and all the animals we serve. We firmly believe people should be supported in looking after their animals and provide that service with care and compassion on a daily basis.

We pride ourselves in the manner in which we engage with our team, our partners and the people of Scotland. In difficult situations, we are always firm but fair.

Whether it’s with our colleagues or partners, we embrace the benefits of teamwork. We work with owners to help them become better owners.

The work we do is dynamic and ever-changing. We need to be flexible and, at times, quick-thinking to find solutions.
We will be at the core of the communities we serve, on-hand to help the animals and people who need it. We will do our duty by pets, farm and wild animals, share our stories and experiences and engage with both those who are passionate about our work and animal welfare and those who could learn more about what animals need. Through teamwork with our colleagues and partners we will protect animal welfare in an efficient, consistent and cost-effective way throughout Scotland. With our unrivalled expertise in animal welfare legislation and by growing our skills knowledge, we will make the best decision by any animal we encounter and, together, make a difference to animal welfare across Scotland.
Care for, Rehabilitate, Rehome, Release

We will play that crucial role in the lives of the animals which come in to our care – rehabilitation. We will grow strong bonds with the communities, businesses and partners on our doorstep. We will share our stories and experiences and engage with both those who are passionate about our work and animal welfare and those who could learn more about what animals need. Through using the expertise within and across our teams, we will develop our talented people and identify ways in which we can operate efficiently and sustainably. We will innovate to help us meet demand and generate income to care for every animal who needs us. Through professional animal care and veterinary treatment, we will give thousands of animals a second chance in a loving home or in the wild by providing first-class rehabilitative support.
Educate and Prevent

We will embrace and embed Animal WISE across the Society and with the public both nationally and internationally. We will develop and equip the team with the skills they need in line with technological advances and an ever changing environment. A more modern Society, we will use the best and most innovative tools we can to teach animal welfare education and inspire the next generation.

We will continue to help support positive interactions between humans and animals through encouraging people to watch those interactions and seek help when needed. We want to be known as being the leaders in animal welfare education, research and policy across Scotland and ensure we continue to inform both the public and key stakeholders on what good animal welfare is through a variety of campaigns including #AnimalWISE, #FirstStrike, #FireworkSafety and #SayNoToPuppyDealers, and by shaping our own manifesto in advance of Scottish elections. Most importantly, we will continue to support those who need help the most through our animal guardians programme, the animals and people together project and do our part in raising awareness and tackling that link between animal cruelty and human violence so that we can truly make a difference.
Raising Funds and Awareness

We will tell the compelling and unique stories of our frontline teams to generate funds for our work. We will take advantage of new funding opportunities and equip our team with the skills and knowledge to nurture and develop these. We will innovate to raise funds and ensure animal lovers have a great experience when they support us. We will seek out new partnerships and build relationships with corporates and trust funders. We will engage more with our supporters, members and local communities and build awareness with new audiences so they understand us and what we do. We will help fund the ambitious Society plans that will improve the lives of animals and people forever.
We will invest in our teams right across the Society and provide valuable learning and development opportunities. We will ensure our teams feel valued, encourage and support our leadership, and embrace equality and diversity. We will champion a coaching culture, review how we monitor and track performance and support individual career pathways. We will upskill everyone across the Society, enabling us to take advantage of technology that is available to make our daily tasks easier. We will provide opportunities for people to get to know us better through volunteering and work placements and help nurture our future workforce. We will make sure our teams feel safe, prioritise everyone’s wellbeing and create a modern and resilient workforce.
We will streamline our processes, identify improvements and manage our cost base. That will involve every one of us and we will do this continuously. We will invest in technology that helps us achieve our goals and make our daily tasks easier and we will make sure everyone has the right support and training to make the most of these advances. We will be known as an organisation that embraces our environmental responsibilities and do our part in committing to a sustainable future both at a Society level but also nationally and internationally.
Financial Summary 2021

A number of key areas have influenced the shape of our 2021 budget, both income and expenditure:

**INFLUENCERS**

**INVESTMENT IN OUR TEAM**
Reward and recognition, providing tools such as digital, commitment to health, safety and wellbeing, embracing learning and development opportunities.

**MAKING OPERATIONAL EFFICIENCIES & EMBRACING NEW SERVICE DELIVERY**
Working smarter and as a team. Embracing new ways of working, improved processes, data driven insights, new services (fostering), improved services (rehoming), expanding volunteering.

**WORKING MORE EFFECTIVELY WITH OUR PARTNERS**
Siezing both operational to strategic benefits.

**STRIVING TO REDUCE DEMAND FOR OUR SERVICES**
Driving legislative change, expanding education, campaigning, community engagement, partnership working, expanding community engagement, redoubling our efforts in partnership working.

**IMPACT OF THE ECONOMIC ENVIRONMENT ON FUNDRAISING**
Diversifying income, repricing our services, retaining and growing our supporter base, the critical importance of the whole Society team building advocacy in our Society brand.

**INCOME**
Diversifying income sources, repricing our services, retaining and growing our supporter base and the whole Society team building advocacy in our Society brand.

**EXPENDITURE**
Investing in our team while committed to making operational efficiencies, improving processes, acting on data driven insights, expanding volunteering, redoubling partnership working & reducing demand for our services.

**OPERATING SURPLUS**

- **2021**: £394,000
- **2020**: £323,000

**FINANCIAL SUMMARY 2021**

- **Income**: £15,573,000 (2020: £16,174,000)
- **Expenditure**: £15,967,000 (2020: £16,485,000)
- **Operating Surplus (Deficit)**: £394,000 (2020: £323,000)

**Key Points**
- Diversifying income sources.
- Repricing services.
- Retaining and growing supporter base.
- Advocacy in Society brand.
- Improving operational efficiencies.
Our Governance

Strong governance is vitally important in any organisation. The Society has six Board committees whose remits are outlined here. Very often committees will work together on join areas of interest. Given the importance of ethics to the Society, the Ethics & Policy Committee informs every other committee. The frequency upon which committees meet is dependent on the purpose of each committee. Often committees meet quarterly. Committee membership is comprised of both Board members and Society colleagues. Each committee is chaired by a Board member with support from a member of the Senior Leadership Team. Updates are provided by committee chairs to all Board members. The full Board meets a minimum of four times per year.

Ethics & Policy Committee
SLT Lead: Head of Education, Policy & Research
To consider the ethical implications of current and future policies and procedures and provide advice, guidance and recommendations.
Approve guidelines for the care of animals in the Society and throughout Scotland.
Ethics and Policy underpin other committees.

To ensure that the Society's policies, procedures and working practices regarding health, safety, wellbeing & the environment meet or exceed any legal obligations, with the object of promoting the well-being and safety of Society employees, its customers and others who may be affected by its activities. This includes all aspects such as safeguarding.

To provide reassurance to the Board that Society funds are used efficiently and effectively and may undertake deep dive reviews into areas of significant risk or where further scrutiny is deemed appropriate.

To assist the Board in its oversight of the integrity of financial reporting and Society risk management framework. This will include internal control and governance arrangements such as policies, processes, data security and business resilience.

It will provide reassurance to the Board that Society funds are used efficiently and effectively and may undertake deep dive reviews into areas of significant risk or where further scrutiny is deemed appropriate.

To provide assistance and expertise in the development and implementation of effective fundraising, brand building and advocacy campaigns for the Society in support of our goals and objectives:
- Greater levels of income generated from diversified income streams
- Increased numbers of highly engaged supporters and Supporter Groups
- More engaged employees and volunteers
- Responsive marketing & fundraising campaigns and activities that achieve objectives
- Greater recognition of successful campaigns
- Increased brand awareness and advocacy
- Strong partnerships effecting change

To provide assurance to the Board that the Society has an effective people and pay strategy in place which supports the delivery of the strategic plan, promoting an effective, high performing and diverse workforce.

To review all aspects of people and culture to support the Society as an employer of choice including, staff engagement, learning and development and diversity.

To scrutinise and provide oversight of financial planning (both short term and in relation to longer term sustainability), and operating performance, review any areas of financial concern, and report to the Board. It will conduct detailed scrutiny of major business cases and proposed investment decisions on behalf of the Board.

To oversee issues relating to the remuneration of staff, with specific responsibility for making recommendations to the Board.

To consider the ethical implications of current and future policies and procedures and provide advice, guidance and recommendations.
Approve guidelines for the care of animals in the Society and throughout Scotland.
Ethics and Policy underpin other committees.
Our links to the National Performance Framework

Our core purpose is to be Scotland’s Animal Champions and be effective in changing the future for both animals and people living in our country.

The Scottish Government has developed a National Performance Framework with an aim of getting everyone in Scotland to work together to create a more successful country; give opportunities to all people living in Scotland; increase the wellbeing of people living in Scotland; create sustainable and inclusive growth and reduce inequalities and give equal importance to economic, environmental and social progress. Values have been set to guide this approach to ensure that as a society in Scotland we treat all our people with kindness, dignity and compassion, we respect the rule of law and we act in an open and transparent way. To help achieve its purpose, the National Performance Framework sets out ‘national outcomes’ with indicators aligned to each outcome as a tool for measuring impact. These outcomes describe the kind of Scotland it aims to create; reflect the values and aspirations of the people of Scotland; are aligned with the United Nations Sustainable Development Goals and will be used to help to track progress in reducing inequality.

11 national outcomes have been set. These will ensure that:

- **Children**: We grow up loved, safe and respected so that we realise our full potential
- **Communities**: We live in communities that are inclusive, empowered, resilient and safe
- **Culture**: We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
- **Economy**: We have a globally competitive, entrepreneurial, inclusive and sustainable economy
- **Education**: We are well educated, skilled and able to contribute to society
- **Environment**: We value, enjoy, protect and enhance our environment
- **Fair Work & Business**: We have thriving and innovative businesses, with quality jobs and fair work for everyone
- **Health**: We are healthy and active
- **Human Rights**: We respect, protect and fulfil human rights and live free from discrimination
- **International**: We are open, connected and make a positive contribution internationally
- **Poverty**: We tackle poverty by sharing opportunities, wealth and power more equally

If everyone across Scotland from national and local government, businesses, voluntary organisations and people living in Scotland work together to achieve these outcomes then Scotland will become a successful country for all to flourish through increased wellbeing, and sustainable and inclusive economic growth.

www.nationalperformance.gov.scot
Our links to United Nations Sustainable Development Goals

The Scottish SPCA aims to be a world leader in animal welfare. We want to educate and inspire the next generation, to help those who need us when times are tough and break that link between animal cruelty and human violence. We want to be there for every animal and every person regardless of species or age. If we do this we can change the future at home here in Scotland and further afield through embracing the UN Sustainable Development Goals.

The Scottish SPCA strives to make a difference in every local community. We work closely with every type of person through offering employment and volunteering opportunities, developing the young workforce through work experience and educate many through running free workshops for everyone of all ages. We support those who face poverty, mental health and long term illness, isolation and loneliness. We form partnerships so that collaboratively our resources are put to best use. We take care of our environment and protect the animals that live in it and strive to be environmentally efficient as we can and we share our expertise and knowledge to ensure that we can make a huge contribution to society not just at a local level. Through embracing the National Performance Framework and ultimately the United Nations Sustainable Development Goals the Scottish SPCA will play its part in developing the kind of Scotland we all want to live in.
Our ambitions 2021 and beyond

The National Outcomes will help the Scottish SPCA achieve its goals through:

1) Advise, Rescue and Enforce - Supporting communities and helping them feel inclusive, empowered, resilient and safe. Helping animals that in turn help keep their owners healthy and active and working with partners to help tackle the effects of poverty and preserve that human-animal bond.

2) Care for, Rehabilitate, Rehome and Release - Caring for and rehabilitating all animals from domestic and farm through to wildlife whilst also protecting the environment we all live in. Through sharing our knowledge and running fun events we help increase peoples enjoyment of the great outdoors.

3) Educate and Prevent - Through educating all from an early age and working with partners we will help children and young people feel loved, safe and respected and encourage them to realise their full potential. We will play our part in delivering education programmes and training to help others feel educated, skilled and able to contribute to society. By sharing our research and best practice internationally we will make our contribution to society at a global level.

4) Raising Funds - We will raise funds to maintain our free services to communities, supporting local partners and together help ensure Scotland has an inclusive and sustainable economy.

5) Organisational Excellence - Through our commitment of being a thriving, inclusive and innovative organisation, we embrace diverse cultures, ensure as a business that we offer quality jobs and fair work for everyone and we respect, protect and fulfill human rights.
Our ambition to start making an impact globally in 2021

Through measuring the impact of our activities and showcasing how we link to the Scottish Governments National Performance Framework and ultimately the Key UN Sustainable Development Goals will place the society in a great position for really influencing change at a global level.

We have recently joined the One Welfare team in an advisory capacity on their One Welfare Phoenix project which is a new project designed to support the sustainable development goals and global reduction of violence by supporting the production and dissemination of practical guides to professionals to help identify and report the link between animal and human abuse and neglect, including the relationship to their environment. It is hoped that my being part of this group the society can really start making more international connections and influence animal welfare at a global level and this certainly will very much be the focus in 2020.

‘One welfare’ was developed by Rebeca Garcia Pinillos and was introduced as a concept that would run alongside the worlds ‘One Health’ framework.

“One Welfare serves to highlight the interconnections between animal welfare, human wellbeing and the environment. It fosters interdisciplinary collaboration to improve human and animal welfare internationally. One Welfare also helps to promote key global objectives such as supporting food security, sustainability, reducing human suffering and improving productivity within the farming sector through a better understanding of the value of high welfare standards. One Welfare extends the approach of (and partially overlaps) the One Health theme used for human and animal health. A One Welfare approach promotes the direct and indirect links of animal welfare to human welfare and environmentally friendly animal-keeping systems.

Increasing education and awareness will help to establish different ways of working and improve efficiency within local and global networks of those working in animal welfare, human wellbeing and environmental issues. It will overall support implementation of sustainable development goals.”

www.onewelfareworld.org