BUSINESS PLAN
2022
Many charities and businesses would describe 2020 and 2021 as years like no other. And whilst that is true, for the Scottish SPCA it has been about continuing to go about business as usual while adapting to the environment within which we operate.

As the only animal welfare charity with legal powers to seize animals in need, this meant our inspectors and rescue officers continued to investigate cruelty and save animals in need. It meant our animal care and veterinary teams continued to work with animals with nowhere else to go. The ability to keep on doing this, our reason for being, has been sustained by our dedicated team and volunteers and fuelled by our loyal supporters across Scotland who have stuck with us. Thank you all.

But circumstances we cannot control have cranked up the pressure on our services. The pandemic has created increased demand for pets, driving up activity in the low-welfare puppy trade. It has also created a bottleneck in the courts, meaning that for most of 2020 and 2021 animals involved in legal cases spent longer in our centres than they typically would. Thankfully, recent legislative change means these animals can be rehomed within weeks. That’s an incredible achievement but it will be well in to 2022 before we see the full positive impact of this and reduce the average days they spend in a kennel environment by up to 90%.

Demand for our services has been at pre-pandemic levels since the end of the first national lockdown in 2020, but key societal and economic issues impacted by COVID-19 are still affecting us and the people and organisations we rely on to support us. In 2022, our focus will be on getting things right for animals and pet owners, for our people, and for the Society to protect our long-term prosperity.

Our business plan for the year has four key themes: animals; people; sustainability; collaboration.

We will aim to limit the number of animals who need our help both right now and in the future, and champion good animal welfare whilst challenging poor animal welfare. We will give our people the tools and support they need to feel empowered to do the amazing work they do to the best of their ability. We will continue to be pragmatic, delivering our services efficiently whilst diversifying our fundraising income to ensure the Society’s long term sustainability. We will build on some of the exciting partnerships we’ve developed in a whole host of sectors, pooling resources and expertise to get animals – and the people in their lives – access to the support they need.

Thank you all for your unwavering incredible commitment and compassion.
The Scottish SPCA in numbers

Since January 2020...

352,312 Calls answered by our Animal Helpline

148,212 Reports of Animals in need responded to by our inspectors and animal rescue officers

5,897 Companion animals rehabilitated and rehomed to loving families

42% of animals admitted to our National Wildlife Rescue Centre rehabilitated and released in the wild

62,395 People reached via our education programme
Our Vision, Mission and Values in 2022

Our Vision

Our vision is a Scotland where good animal welfare is the norm and where every animal has a life worth living.

Our Mission

Our mission is to champion kindness to all animals and challenge cruelty, to protect and celebrate the human-animal bond and to give a second chance to animals who need it.

Our Values

Our values will continue to 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 will continue to show our commitment and compassion every day towards improving the lives of animals and people across Scotland. Our professional approach and our adaptability will empower 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 2022. By living our values, we will remain as Scotland’s Animal Champions.
Our four key pillars of activity underpinning our commitment

**People**
We’ll put people first, develop skills and knowledge, provide fair, transparent and market informed reward and recognition and enable us all to experience all that is great about the Society and our mission.

**Animals**
We’ll prevent animals from needing our care, and provide the best care for those that need it now.

**Collaborations**
We’ll work with an expanding number of partners and stakeholders, where it makes sense to do so, to have a greater impact and reach more animals and people in need of support.

**Sustainability**
We’ll diversify our income streams to generate the finances we need to deliver our services. We will continuously improve, manage our cost base effectively and develop our environmental credentials.
Ambition

Ensure our team and volunteers feel supported, rewarded and valued for the work they do.

Actions

Create a new policy and information hub for all Society matters so that colleagues have access to the right information at the right time to allow them to do the best possible job.

Implement enhanced training for our frontline teams in animal care centres and across our inspectorate and our helpline and progress our leadership development.

Create opportunities for colleagues to understand one another’s roles, enhancing collaboration and visibility of career paths across the Society.

Establish a formal reward and recognition structure so that pay is transparent, consistent and market informed.

Achieve and maintain high standards of safety, health and wellbeing for our people, animals and customers. Establish robust policies and procedures, clear communications, appropriate training and the right local support.

Create more opportunities for feedback, conversation and keeping colleagues informed, in ways that work for them. Making the most of Workplace, refreshing our webinar series and creating a newsletter as well as local Leaders and Managers bringing the conversation directly to you.

Invest in recruitment to support being right-sized in all areas, and adequately staffed during peak season.

Indicators

- Level of colleague satisfaction
- Level of volunteer satisfaction
- Level of attrition
- Level of absence
- Volume of Health & Safety Incidents
Amblem

Reduce the total number of animals admitted to our rescue centres or wildlife centre.

Support our inspectorate to work with pet owners and keep animals and people together

A comprehensive overhaul of the advice available on our website to help the public make informed decisions before disturbing wildlife

Campaigns to highlight best-practice animal welfare advice

Enhanced training for our inspectorate and our helpline to support decision making

Work with stakeholders and partners to share our animal welfare guidance to their networks

Create a new policy and information hub for all Society matters

Indicators

Volume of animals admitted to our animal rescue and rehoming centres

Volume of animals admitted to our national wildlife centre
Ambition

Reduce the total volume of time animals spend in our rescue centres or wildlife centre.

Support our inspectorate to work with pet owners and keep animals and people together

Make use of the new Animals and Wildlife (Scotland) Act to ensure animals seized are rehomed as quickly as possible.

Continue to enhance our online rehoming experience

Create a new behaviourist team which helps to rehabilitate animals more quickly

Scale-up fostering to get more animals into loving homes more quickly

Through our centre of excellence team, research and implement improvements to ways of working

Indicators

- Average volume of days in care for all domestic animals
- Average volume of days in care for all wild animals
- Volume of animals fostered
Ambition

Raise awareness of animal welfare through our work.

Champion 'good' animal welfare in farming through contribution to QMS Assurance Schemes

Engage with policymakers through our new public affairs team and revamp our programme of engagement with MSPs and MPs

A comprehensive overhaul of the advice available on our website to help the public make informed decisions before disturbing wildlife

Engage with people of all ages through our Animal WISE programme

Campaign on and raise awareness of prominent issues in the animal welfare sector

Indicators

Awareness levels in response to key campaigns

Awareness levels through animal wise programme

Awareness levels of the Society and its work amongst MSPs/MPs

Volume of published papers and articles relating to animal welfare research
**Ambition**

Work with partners wherever we can to pool resources and ensure people and animals in need get access to the support they need.

**Actions**

- Enter partnerships and join coalitions where we feel we can add value and make a tangible difference in animal welfare
- Use the expertise of our teams on the ground to work with the people and agencies on their doorstep
- Engage with policymakers through our new public affairs team and revamp our programme of engagement with MSPs and MPs
- Campaign on and highlight the issues which are impacting our frontline services

**Collaborations**

**Indicators**

- Volume of people supported through partnerships
- Volume of referrals to the Animal Guardians programme by external agencies
- Volume of books sold
- Volume of helpline calls received from other agencies
Ambition

Diversify our income streams and ensure we have the funding to deliver our core services.

Actions

- Increase participation from Society supporters in mass-participation third-party events such as marathons
- Continue to develop signature events and drive participation up
- Maintain income from trusts
- Overhaul our marketing and spend on legacies to grow this income stream
- Secure corporate partners and launch a speaker network which targets corporates
- Grow the number of one-off donations we receive by 100%
- Maintain membership income at 2020 levels

Indicators

- Level of membership attrition
- Level of membership acquisition
- Average donation volume of members
- Level of income from corporate partnerships
- Level of income generated through signature events
- Level of income from trusts
- Volume of participants and level of income generated through mass participation events
- Level of one off donation income
Ambition

Ensure we manage our resources efficiently and control our cost base.

Actions

- Play a key role in protecting the world we live in through reducing our carbon footprint, influencing biodiversity and being responsible when it comes to how we use, reuse and recycle our materials and waste.
- Continue to pioneer animal welfare education to reduce the requirement for our services among children and adults.
- Use customer insights and data to get best value from our fundraising spend.
- Streamline our processes and launch a policy hub which helps us all to work more efficiently.
- Develop our people through enhanced training to help them work as well as possible to support skills development and career progression.
- Re-establish a continuous improvement programme to drive forward progress and efficiencies.

Indicators

- Level of ROI on fundraising spend
- Level of expenditure
- Level of Carbon Footprint
- Level of Recycling and Waste
- Volume of people taking part in Animal WISE activities
Funding Our Commitments

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

INCOME

£16,176,000
(2021: £17,395,000
Projected)

EXPENDITURE

£17,684,000
(2021: £15,460,000
Projected)

OPERATING SURPLUS
(DEFICIT)

£1,508,000
(Projected £1,935,000
SURPLUS)

(including investment returns)

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
Strong governance is vitally important in any organisation. In 2022 the Society will continue to have six Board committees whose remits are outlined in the graphic below. Very often committees will work together on joint 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.
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 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.