

FOR ALL ANIMALS

MAKING SCOTLAND THE BEST PLACE
IN THE WORLD FOR ANIMALS TO BE



SCOTTISH SPCA
Scotland's Animal Welfare Charity

INTRODUCTION

“ Our ten-year vision isn't just about the Scottish SPCA and what we do. It is about what animal welfare in general looks like in a decade and our role in getting Scotland there. ”

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The Scottish SPCA is a truly unique charity. Whilst we have sister SPCA's in the UK and around the world, the breadth and scope of work we do, plus the fact we have legal powers, gives us a special position in animal welfare. It is a position we do not treat lightly and it gives us an incomparable view of the issues affecting all animals in Scotland.

From this privileged vantage point, we know animals and people are facing unprecedented challenges. This vision for the next decade launches at a time of significant economic, social and environmental pressures. Growing our income and becoming a more sustainable charity to allow us to deliver the services people and animals need is a fundamental part of this vision. It launches at a time when profiteering at the expense of animals is rampant and rising mental health challenges in humans are impacting animals. It launches when we are at a critical point in protecting the habitats and environments both they and humans rely on.

Our ten-year vision isn't just about the Scottish SPCA and what we do. It is about what animal welfare in general looks like in a decade and our role in getting Scotland there. Ultimately, it is about how we make Scotland a better place for pets, wildlife and farmed animals.

The true measure of success for the Scottish SPCA is having to rescue as few animals as possible. If an animal can go their whole life without needing our help, that suggests they've had a good life where their needs have been met. The ambitions set out in this vision, if realised, will dramatically increase the chances of more animals living good lives. And the ones which do need our help will benefit from unrivalled rehabilitation in excellent facilities from well-trained motivated experts, as we strive to be the best animal welfare organisation in the world.

These ambitions will build resilience, improve our sustainability and give us the platform we need to do what we exist to do: give animals a good life. We will be here for all animals, always. Now, in 2032, forever.

WHAT WE WANT: OUR VISION

Every animal has a good life. Every person embraces the joy and value animals add to our lives, and recognises they have feelings and needs which should be met.



WHY WE EXIST: OUR PURPOSE



To champion animal welfare in Scotland and ensure animals are treated with respect and kindness. To provide the support and knowledge people need to protect the welfare of the companion, wild and farmed animals in their lives.

WHAT WE DO: OUR SERVICES

We will continue to proudly deliver and improve our services, and we will amplify our work in proactively making life better for animals and people. Responding to animals in need while being proactive in preventing animals from requiring help.



Rescue and Enforce

We save animals which are injured, neglected or abused and we enforce the law to make sure people who cause suffering face justice



Rehabilitate, rehome & release

We provide veterinary care, behavioural training and other expert support before rehoming pets or releasing wild animals



Inspire and educate

We improve knowledge of animal welfare and increase awareness of the positive impact animals have on our lives



Advocate and campaign

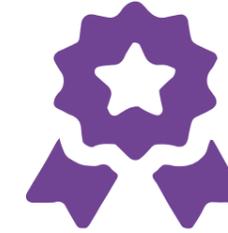
We highlight the need for change, set standards and champion improvements to the animal welfare sector

Reactive

Proactive

THE WAY WE DO THINGS: OUR VALUES

Committed



Collaborative



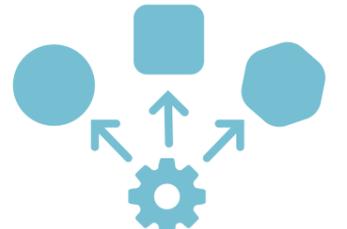
Professional



Compassionate



Adaptable



Expert



WHY WE MUST ACHIEVE THIS

Lots of factors are putting pressure on not only animals, but people who care for or interact with them too. These include:



Increasing demand for pets



More people who need mental health support



Rising veterinary costs



Rising costs of living



Catastrophic habitat loss



Acceleration of climate change

OUR AMBITIONS FOR ANIMAL WELFARE BY 2032



1. Reduce instances of intentional abuse and unintentional neglect by 50%.



2. Inspire and support communities, engage with 25% of the population and create a network of over 250,000 Youth Ambassadors



3. Eliminate the low welfare puppy and kitten trade.



4. Ensure all farmed animals in Scotland are reared to our own high welfare standards.



5. Create a network of partners to support the recovery of natural habitats and biodiversity which is critical to the welfare of animals.



6. Grow our net income by 20%, achieve Net Zero, and achieve colleague and volunteer satisfaction levels in excess of 90%

HOW WE'LL ACHIEVE OUR AMBITIONS BY 2032.

“ Many cases in which we're asked to help animals are as a result of unintentional neglect, which can be driven by a number of factors such as the cost of care or a lack of knowledge of animal welfare. ”

T: Reduce instances of intentional animal abuse and unintentional neglect of animals in Scotland by 50%.

We will remain at the forefront of efforts to rescue animals in need and enforce legislation designed to protect them from harm. We will continue to rehabilitate and rehome pets and treat and release wildlife. And we will continually improve these services. However, we want to prevent abuse and neglect from occurring, rather than reacting to it when it's happened.

Many cases in which we're asked to help animals are as a result of unintentional neglect, which can be driven by a number of factors such as the cost of care or a lack of knowledge of animal welfare. We will inspire people and provide them with the knowledge they need to treat animals with respect and kindness.

We have campaigned for measures to deter intentional abuse or mistreatment of animals, such as the creation of harsher punishments for offenders. It is important we continue to develop this further and look at not only how we punish animal abusers, but prevent the conditions which led to the abuse happening in the first place. Such as, expanding our cutting-edge work with people

who have shown behaviours which suggest they could be abusive towards animals will help us to better understand the triggers of abuse and protect animals now and in the future.

Reducing abuse or neglect applies to wildlife too. That's why we're committed to working with partners to reverse the catastrophic loss of natural habitat in Scotland and inspiring everyone to do their bit to help wildlife on their doorstep. We're seeing first-hand, through the arrivals at our National Wildlife Rescue Centre, how a lack of knowledge and habitat loss is having a negative impact on wild animals.

And we know that farmed animals are victims of intentional and unintentional mistreatment. The sector as a whole must undergo significant change to improve welfare and be more sustainable, but we also recognise the challenges facing individual farmers to make this transition and look after the animals in their care.

We're determined to push for the legal powers to investigate wildlife crime in Scotland. We have

the expertise, the knowledge and the will to provide the additional resource the enforcement of wildlife crime in Scotland needs. We want to apply these and tackle the scourge of raptor persecution and other despicable wildlife offences.

Every animal we prevent coming into a Scottish SPCA rescue centre is a success. Through a combination of early intervention and improved knowledge we know we can reduce instances of abuse and neglect. By ensuring appropriate punishments – and the resources to enforce them effectively – are in place, we can deter and tackle those who exploit or abuse animals.

2: Inspire and support communities, reach more than 25% of the population and create over 250,000 Youth Ambassadors.

We can't get animal welfare to where it needs to be on our own. We need partners, individuals and communities across Scotland too. That's why we will create an inclusive network of empowered communities who take ownership of protecting the animals in their lives. We will also create future generations who are passionate about animal welfare and who care deeply about the natural world.

We recognise that people will always require our help, and we will continue to have a strong presence in every locality in Scotland. Whether that be rescue centres or through our brilliant team of inspectors, animal rescue and education officers, we will be a part of the fabric of every community. We will be where animals need us most, tackling the problems they are facing.

We will create or harness existing community hubs in areas where there is a real need for them, and review, enhance or rebuild our facilities so that they are modern and fit-for-purpose. Our

frontline teams, be they inspectors, animal rescue officers, education officers, vets or rehabilitation experts from rescue centres, will be at the heart of their local area.

We will ask ourselves how we can improve the support we provide to people and pets once they have been adopted from our rescue centres, responding to the needs identified by those who rehome. We will also work with local experts and agencies to get the right information to the right people about the animals in their area. This means getting people involved in post-release monitoring of the rich array of wildlife we rehabilitate.

In doing all of this, we will help communities foster a shared responsibility for protecting pets, wildlife and farmed animals and their habitats and environments. This should reduce the need for animals to be rescued, which is the very best thing for them. We will not do any of this alone, and will work with experts in local

communities and agencies to tailor support to local requirements.

The delivery of our free education programme, Animal WISE, will be at the foundation of our efforts to improve knowledge and awareness of animals and their needs.



“ We will create or harness existing community hubs in areas where there is a real need for them, and review, enhance or rebuild our facilities so that they are modern and fit-for-purpose. ”



“ Organised criminals have ruthlessly exploited public demand for pets. There are new, emerging trends, such as the growth of canine fertility clinics. ”

3: Eliminate the low-welfare puppy and kitten trade in Scotland.

The rampant demand for pets, and in particular puppies and kittens, coupled with poor breeding practices and the lack of enforcement on the buying and selling of animals, causes animals to suffer in the name of profit. Plus, it puts an incredible level of strain on our services.

We will encourage the public to buy pets responsibly, work with policymakers and partners to make sure enforcement of existing legislation is sufficiently resourced and new laws created to prevent animals from suffering. We will be the voice of animals. Ultimately, through a combination of this and our investigative work, we will eradicate the low-welfare puppy and kitten trade in Scotland.

Organised criminals have ruthlessly exploited public demand for pets. There are new, emerging trends, such as the growth of canine fertility clinics, which these criminals are using to abuse animals to make money. We are committed to snuffing out these cruel practices before they reach anywhere near of the scale of the likes of the puppy trade.

We will challenge the idea that pets are an accessory and raise awareness of the growing problem of badly bred animals. Such difficulties lead to steep veterinary costs, which further impacts on our services when animals are given up. We will push for higher breeding standards and tighter regulation of the sale of animals, particularly online. A key area of focus will be the trade of exotic pets, which has grown in recent years.

It is important animal charities and sanctuaries make it as easy as possible for people to rehome, and we will consider what we can do to help more rescues find the right family. We want every family to have the chance to adopt or rescue before they buy.

4: Ensure all farmed animals in Scotland are reared to our own high welfare standards.

We will create new standards of welfare for farmed animals in Scotland which we want to see adopted nationwide. This applies to animals farmed on land or at sea.

We recognise welfare standards are high in Scotland relative to much of the rest of the world. That's why we will always argue that farmed animal products imported to the UK, such as through trade deals, are subject to - at minimum - the same standards in force here.

The welfare of farmed fish and the relationship with wild animals are important issues in the Scottish aquaculture sector. As well as developing our own standards, we will ensure our teams are appropriately trained to investigate the welfare of farmed fish. The impact of aquaculture on sea life will be an important area of focus too.

It is vital the farming community has the help it needs to support high animal welfare and we will advocate for this help with policymakers,

retailers and key agencies in the sector. We will build on our existing relationships with individual farmers and the bodies which support them to ensure farmers have the support they need to run high-welfare farms in challenging economic circumstances.

“ It is vital the farming community has the help it needs to support high animal welfare and we will advocate for this help with policymakers ”



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5: Create a network of partners to support the recovery of natural habitats and biodiversity which is critical to the welfare of animals.

We experience the impact of climate change and biodiversity and habitat loss first-hand through the wild animals which are admitted to our National Wildlife Rescue Centre. Inability to find food, disappearing habitats and the increasing volatility of weather and climate are creating challenges our much-loved wildlife are struggling to cope with.

That means habitat loss is an animal welfare issue, and we will establish partnerships and support projects which aim to conserve and restore environments the animals we care for rely on. The reason we rehabilitate wild animals is so they can go back to the wild, where they belong. If their habitats continue to diminish, it simply will not be possible to do that.

We will raise awareness of climate issues and how they affect the world around us and the animals we care for, so that others feel inspired to make a difference. We will educate stakeholders on the conditions we need to establish or save to help our endangered wild species to recover. And, we will take steps to protect the environment that surrounds us and combat the reduction in species and biodiversity. Animals are a key part of biodiversity recovery, and it is paramount we highlight this and ensure their welfare is a part of the conversation.

6: Grow our net income by 20%, achieve Net Zero, and achieve colleague and volunteer satisfaction levels in excess of 90%.

We know people across Scotland believe passionately in our purpose and vision. We take great privilege in that, and will be a modern, inclusive organisation which recognises and celebrates our invaluable supporters, volunteers and team.

People are the lifeblood of our organisation and at its heart. We will be an employer of choice, retaining and attracting talent to our Society. We will invest in a new technologies and use data to diversify our income streams, broaden our supporter base and grow our revenue.

We will strive to be a sustainable, resilient organisation. Whilst recognising the challenges in doing so due to our work with animals, we will lay the foundations to drastically reduce our carbon footprint. Respecting what we use and seeking partnerships to improve our environmental paw print. And exploring how we can make the areas in and around our estate as wildlife-friendly as possible.

We will continue to develop our services, such as fostering and rehoming, to stay at the forefront of animal welfare in Scotland. We will begin to modernise and upgrade our facilities to give every animal an exceptional experience, with access to the very best facilities and support, whilst in our care.

HERE FOR ALL
ANIMALS, ALWAYS
SCOTTISHSPCA.ORG

“ Exploring how we can make the areas in and around our estate as wildlife-friendly as possible. ”



CONTRIBUTING TO THE BIGGER PICTURE

SUPPORTING SCOTLAND'S NATIONAL PERFORMANCE FRAMEWORK

The Scottish Government's National Performance Framework (NPF) is designed to get everyone in Scotland to work together to create a more successful country. We're proud to play our part in supporting the outcomes of the NPF.

The 11 national outcomes of the NPF are:

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

The NPF includes national outcomes for all areas of Scottish society, and serve as an effective way for us to measure success as our work impacts – and is impacted by – the factors affecting outcomes.

Some of the outcomes are vital to achieving our 10-year vision. For example, education of the population at large is essential to driving down intentional abuse and unintentional neglect. Protecting and enhancing the environment is critical to the welfare of people and animals. And, the economy and poverty are two of the biggest drivers which create demand and pressures for our services.

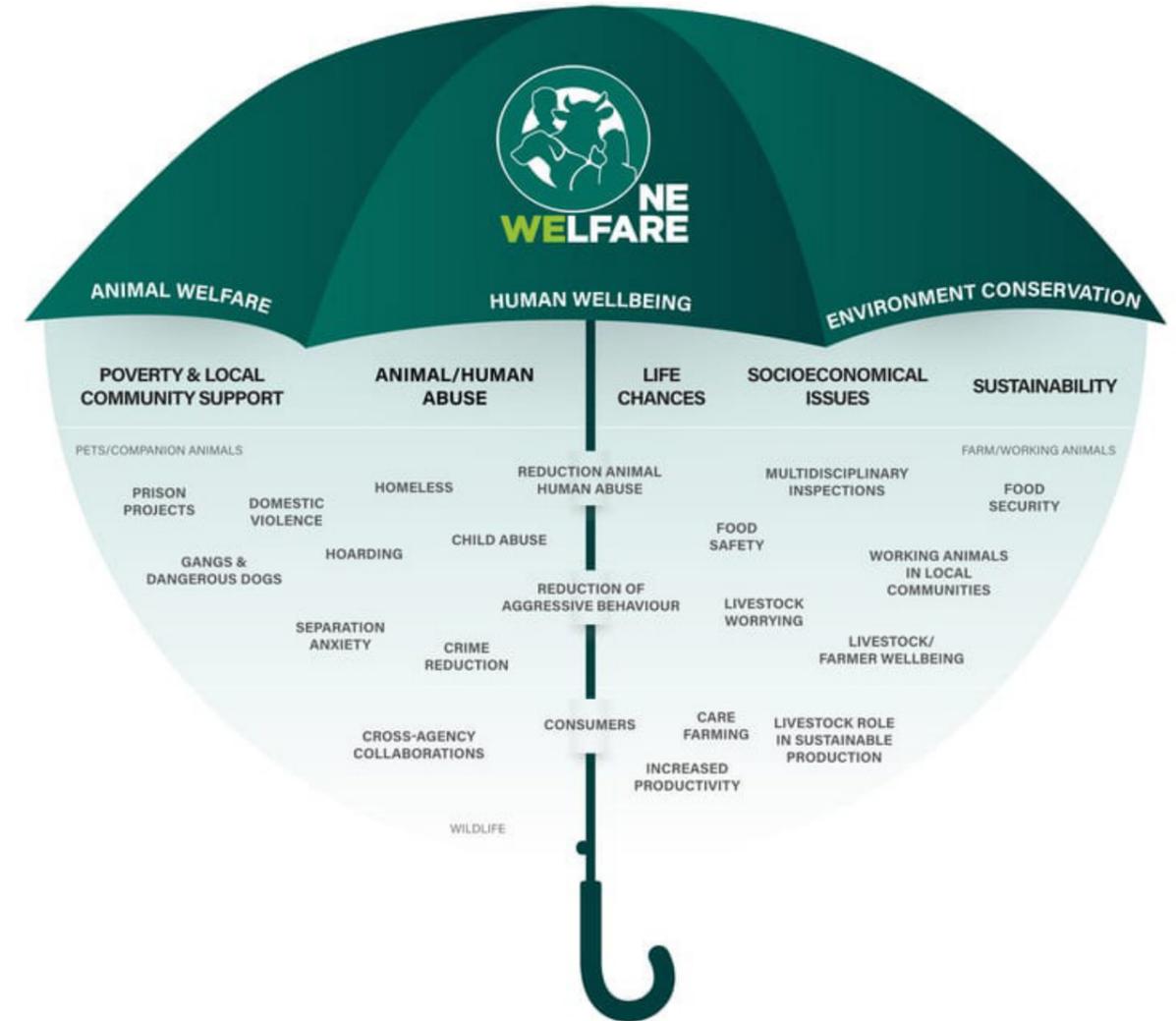
www.nationalperformance.gov.scot

SUPPORTING ONE WELFARE

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 promotes key global objectives underpinned by the UN Sustainable Development Goals 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. The Scottish SPCA is committed to embedding the One Welfare approach in the work we do, which includes actively supporting the One Welfare Phoenix project that looks to raise awareness and tackle the link between animal abuse and human abuse at a global scale.

We are committed to helping to raise awareness of the connection between people, animals and our planet throughout our 10 year vision.

www.onewelfareworld.org



MEASURABLES

Everything we set out to do over the next ten years will be measurable. Here's how we measure how we're doing:

AMBITION - 1

1/2

Reduce instances of intentional animal abuse and unintentional neglect of animals in Scotland by 50%

OUR OUTCOMES

- Reduction in cases involving intentional abuse (such as abandonments or seizures)
- Reduction in cases involving unintentional neglect (such as where advice given or animal welfare notices served)
- Increase in volume of support provided to people and animals escaping abuse
- Increase in volume of support via our Animal Guardians programme

ONE WELFARE OUTCOMES

- Reduction in human and animal abuse.
- Improved life chances – human rehabilitation and animal rehoming
- Improved animal welfare and human wellbeing

NATIONAL PERFORMANCE FRAMEWORK OUTCOMES

We live in communities which are inclusive, empowered, resilient and safe.





AMBITION - 2



Through delivery of community education and support to reach more than 25% of our population and create over 250,000 Youth Ambassadors

OUR OUTCOMES

- Increase in number of community events
- Increase in volume of community reach (and or footfall into community hubs) (species, location)
- Increase in volume of younger people reached
- Increase in volume of Youth Ambassadors
- Increase in volume of DEI (diversity, equity and inclusion)
- Increase in volume of people supported to stay with their animals
- Increase in website traffic to our animal welfare pages

ONE WELFARE OUTCOMES

- Improved animal welfare – addressing social problems
- Improved animal welfare – addressing poverty and local community support

NATIONAL PERFORMANCE FRAMEWORK OUTCOMES

- We are well educated, skilled and able to contribute to society
- We live in communities that are inclusive, empowered, resilient and safe
- We tackle poverty by sharing opportunities, wealth and power more equally

AMBITION - 3



Eliminate the low-welfare puppy and kitten trade in Scotland

OUR OUTCOMES

- Reduction in volume of SIU Puppy/kitten farming/dealing cases
- Increase in volume of inspections of licensed organisations
- Volume of legislative change improvements

ONE WELFARE OUTCOMES

- Reduction in animal and human abuse
- Improved life chances – human rehabilitation and animal rehoming

NATIONAL PERFORMANCE FRAMEWORK OUTCOMES

We live in communities that are inclusive, empowered, resilient and safe





AMBITION - 4



Ensure all farmed animals in Scotland are reared to our own high farmed animal welfare standards.

OUR OUTCOMES

- Increase in volume of farms meeting our standards/farming/dealing cases
- Reduction in volume of farmers requiring our support

ONE WELFARE OUTCOMES

- Links between improved animal welfare and food safety
- More efficient multidisciplinary approaches
- Improved animal and farmer welfare – improved farming

NATIONAL PERFORMANCE FRAMEWORK OUTCOMES

We live in communities that are inclusive, empowered, resilient and safe

AMBITION - 5



Work with partners in nature restoration and conservation to protect and restore habitats which are vital to wild animal welfare.

OUR OUTCOMES

- Increase in number of partnerships in conservation and nature
- Reduction of species arriving due to habitat loss
- Increase in success rate of rehabilitating at risk species
- Volume of wildlife releases

ONE WELFARE OUTCOMES

Increased biodiversity – improved human wellbeing

NATIONAL PERFORMANCE FRAMEWORK OUTCOMES

We value, enjoy, protect and enhance our environment





AMBITION - 6



Be a sustainable charity, growing our net income by 20% and transitioning our organisation to achieve Net Zero.

OUR OUTCOMES

- Increase in member acquisition
- Increase in member retention
- Increase in fundraising and other income streams
- Reduction in time to rehome
- Reduction in time to release
- Increase in fostering volumes
- Increase in overall revenue
- Increase in colleague engagement
- Increase in volunteer engagement
- Increase in customer / supporter satisfaction
- Increase in volume of DEI (diversity, equity and inclusion)
- Increased waste recycling rate
- Reduction in energy consumption rate
- Reduction in water footprint
- Reduction in carbon footprint

NATIONAL PERFORMANCE FRAMEWORK OUTCOMES

- We have a globally competitive, entrepreneurial, inclusive and sustainable economy
- We have thriving and innovative businesses, with quality jobs and fair work for everyone
- We are healthy and active
- We respect, protect and fulfil human rights and live free from discrimination
- We value, enjoy, protect and enhance our environment

**Support us and
help give every
animal a good
life by 2032.**

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Scotland's Animal Welfare Charity