



2021 2030

Strategy

**Together
for animal
welfare**



Together for animal welfare

We are delighted to share our strategy to 2030, *Together for animal welfare*, with you. The RSPCA has a long and proud history of being at the forefront of animal welfare in England, Wales and internationally, and our vision of a world where all animals are respected and treated with kindness and compassion is as relevant today as it was when we were founded in 1824. We are fortunate to have a strong platform to build on as we look towards our 200th anniversary in 2024 and the years beyond.

Our long-term success for animals depends on us helping people to help animals. We will continue to be out on the front line rescuing and caring for the animals who need us most, but we know that sadly the reality is that the RSPCA can't be there for every neglected and abused animal. However we can reach more animals by working in partnership with our branches and through our new Community Engagement Programme¹ (see page 24) with individuals and communities, as well as with other organisations and those concerned about animal welfare. This aims to inspire a one million-strong movement for animal welfare by 2030. We can prevent neglect and cruelty in the first place by changing attitudes, behaviours and laws, and by supporting people to develop the necessary understanding and skills to take action and get it right for animals. Underlying everything we do is a coherent ethical approach to how society should treat vulnerable people and vulnerable animals alike.

To achieve this will require an enormous effort by all of us – our people, our supporters and our branches. We are incredibly proud of what they have achieved for animals to date, but we know that there is still a great deal more to do. We want the RSPCA to be an open, modern, inclusive and dynamic organisation that inspires people, is trusted, respected and serves all parts of our community.

We will continue to work tirelessly over the next 10 years and beyond to rescue and care for animals in need, inspire kindness and compassion to animals and change attitudes, behaviours and laws.

We know that we can't do it alone. We look forward to sharing our new strategy with you and discussing how you can help us to advance animal welfare.

René Olivieri, *Chair of the RSPCA*

Chris Sherwood, *Chief Executive*



René Olivieri

The context in which the RSPCA operates has changed a great deal since we launched our 2017–2021 strategy *Giving a voice to animals*. The world is changing at a rapid pace; from the growing climate emergency and the post-Brexit trade environment, to the recognition of loneliness in our society and the changing nature of how we live, work and interact, not least as a result of the COVID-19 pandemic. These changes, and many others, will have clear implications for animal welfare and the RSPCA needs to innovate, change and refocus its activities to ensure it can best protect and improve animal welfare.



Chris Sherwood

Our new strategy is deliberately ambitious as we want to be as well placed as we can to improve the lives of more animals in the future.

We have refreshed our mission to reflect the three pillars of our role in sustaining positive change: rescue and care; advocacy; and prevention.

Our mission to 2030 is: To ensure animals have a good life by rescuing and caring for those in need, by advocating on behalf of all animals and by inspiring everyone to treat them with compassion and respect.

Animal welfare remains at the heart of everything we do. Our new strategy is shaped and guided by fundamental beliefs which are rooted in insight, knowledge, evidence and good practice:

- That all animals deserve a good life and their lives are important in themselves.
- That animals have emotions, feelings and needs, and that all of us can and should help make a difference to help make their lives better.
- That animals enrich and improve our lives.

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¹We will look to inspire one million people in a movement for animal welfare, via our new Community Engagement Programme.

At a Meeting of the Society instituted for the purpose of preventing Cruelty to Animals, on the 16th day of June 1824, at Old Slaughter's Coffee House, St. Martin's Lane -

T. P. Buxton Esq^r M.P. in the Chair

It was resolved,

SECTION 1

Our story

We are the animal rescue, education and advocacy people and we've been at the forefront of animal welfare in England and Wales since 1824. We were founded in Old Slaughter's Coffee House in London, by a group of people who cared passionately about creating a world that was kinder to animals. These inspirational individuals included the Rev. Arthur Broome, anti-slavery campaigner William Wilberforce and Richard Martin MP – all of whom cared deeply about the welfare of people too. They could not have imagined how those humble beginnings would go on to inspire a global animal welfare movement.

What we have achieved since we were founded back in 1824

In many ways, attitudes, behaviours and animal welfare laws have been transformed since 1824 and the RSPCA has been centre stage in influencing how people interact with animals. Our achievements include:

- Championing the 1835 Pease's Act, which prohibited cruelty to

dogs and other domestic animals, outlawed bear-baiting and cock-fighting and insisted on better standards for slaughter houses.

- Being leaders in the prosecution and enforcement of animal welfare offences since 1824 and recognised as specialists in this area of work.
- Inspiring the creation of Societies for the Prevention of Cruelty to Animals (SPCAs) around the globe including in the USA in 1860, Australia in 1872, New Zealand in 1882 and Hong Kong in 1903. Today there are more than 200 SPCAs around the world.
- Leading the call for improved legislation which resulted in the 1911 Protection of Animals Act, creating the first comprehensive approach to protecting animals.
- Establishing the RSPCA Inspectorate in England and Wales, which investigates allegations of animal abuse and cruelty and enforces animal welfare legislation in England and Wales.
- Establishing the RSPCA branch network across England and Wales to support the Inspectorate with our rescue, care and rehoming work, as

well as making a significant impact in the communities our branches serve.

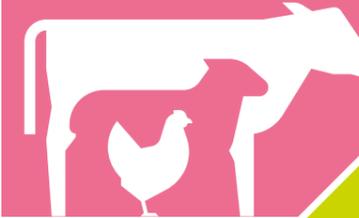
- Setting up 13 animal hospitals during the First World War to care for horses injured during service, including the provision of more than 200 animal ambulances.
- Developing our expert applied science team in the 1970s to ensure the RSPCA's work was underpinned by the best possible welfare science and evidence. This helped to make our work as effective as possible and we lead the way on this approach within the animal protection movement.
- Setting up Eurogroup for Animals in 1980, bringing together animal welfare organisations from across Europe and further afield to work together to call for EU-wide protection for animals. Eurogroup has been instrumental in achieving legislative change including banning the routine tail docking of pigs, the use of sow stalls and veal crates, the recognition of animals as sentient in European law and the ban on cosmetics tested on animals.

In the UK there are around:

22.8 million*
cats, dogs, rabbits
and horses



1.22 billion*
farm animals



694*
species of
wild animals



3.3 million*
animals used
in research



*See back page for UK stats sources.

Our work in 2019 included:

185,297

welfare incidents
dealt with by the
Inspectorate



1,218,364

calls to the
RSPCA cruelty line



786

horses in our care at
the end of 2019



29,432

cats taken in by
our centres



17,321

wild animals
admitted to our
wildlife centres



93,362

complaints of
alleged cruelty
investigated



10,564

dogs taken in by
our centres

- Creating RSPCA Assured (formerly Freedom Food) the only welfare-focused food assurance scheme in the UK. Millions of farm animals and fish have had better lives as a result of being farmed to the RSPCA's welfare standards since the RSPCA Assured scheme began in 1994.
- Working closely with governments, institutions and politicians at all levels and of all political persuasions to secure improvements to animal welfare. We were involved in the passing of The Hunting Act 2004, which bans the hunting of wild mammals with dogs in England and Wales. This law brought about a change in what we can do to, and how we view, wild animals; 15 years on no major political party now wants to overturn this law.
- In 2006, after many years of RSPCA campaigning, the Animal Welfare Act was passed which, for the first time, actively sets out to prevent unnecessary suffering and improve animal welfare by embedding the five welfare needs into law².
- Over the last two centuries, we have rescued, cared for, rehomed and released millions of animals who needed our help.

None of this could have been achieved without the compassion and commitment of our dedicated employees, branches, volunteers and supporters.

“Our track record speaks for itself, but we are not and cannot be complacent – there is still much more to do.”

Progress since our 2017–2021 strategy *Giving a voice to animals*

Since we published our last strategy in 2017, we have seen significant progress made to protect and improve animal welfare. Highlights include:

- We have responded to more than 800,000 enquiries from the public and rescued around 400,000 animals.
- Working with other organisations, we have achieved significant legislative and public policy achievements including: the introduction of mandatory CCTV in slaughterhouses in England in 2018; a ban on wild animals in circuses in England and Wales in 2019; and a ban on the third-party sale of puppies and kittens in England in 2019.
- We also secured commitments from the government at the 2019 general election to: increase the maximum sentence for animal abusers in England from six months to five years for crimes committed under the Animal Welfare Act 2006; gain legal acknowledgement of animal sentience when we have left the EU transitional arrangement; to establish animal welfare as a public good in the future agriculture framework to replace the Common Agricultural Policy post-Brexit.
- We have engaged more people in animal welfare than ever before – we reached more than 150,000 young people through our Generation Kind education programme and over 500,000 campaign actions were taken by our supporters.
- Two more major supermarkets – Tesco and M&S – now stock meat chickens reared to the RSPCA welfare standards, following the global Better Chicken Commitment campaign.

- We have seen a significant reduction in laboratory animals experiencing ‘severe’ suffering as a result of our advocacy work.
- We have strengthened and developed our animal welfare partnerships in the UK and internationally through our close working relationship with the Scottish SPCA, the Better Deal for Animals Coalition and the International Coalition for Animal Welfare (ICFAW).
- Internationally we devised and launched the Beijing Consensus – a framework declaration for cooperation between the Chinese government, livestock industry, food retailers, animal scientists and international NGOs to improve farm animal welfare.

This is of course a strong platform to build on but clearly there is a great deal more to do if we are to protect and enhance animal welfare – together.

Facing new challenges

The RSPCA has always adapted to the challenges of the times, challenges our founders couldn't have imagined nearly 200 years ago. What hasn't changed is the importance of the relationship between people and animals, as many of the animal welfare challenges we deal with are caused by people.

This new strategy sets out how we will respond to the challenges we face domestically and internationally, and how the RSPCA will change and innovate to deliver even more improvements for animals in the future.

Rescue teams: Our specialist flood response teams worked with fire and ambulance crews to help animals and people caught up in Storm Christoph at the beginning of 2021.



A changing world

Global change

In an increasingly integrated world, solutions to international problems require an international response. No challenge is bigger than the climate emergency we face. Climate change and the destruction of natural habitats are an existential threat to both animals and people.

The international wildlife trade, intensive food production and seismic habitat loss are leading to the suffering, displacement or extinction of species, threatening both animal welfare and their survival, and human health and wellbeing.

The COVID-19 pandemic has been the clearest indication yet that the plights of humans and animals are intrinsically linked, that we should keep our distance from wild animals, and that intensive farming and live animal markets can be as bad for humans as they are for animals. The 2020 pandemic must change the way we view and interact with animals.

All these issues require global action and international collaboration to prevent irreversible damage to our world; it can be done – we must help to make this happen.

Economic change

As we write this strategy the world is grappling with the economic impacts of the COVID-19 pandemic. The full economic consequences are as yet unknown, but we are entering a global economic recession, which is predicted to be deep and prolonged.

This impact follows on from the effects of austerity in public services after the financial crisis of 2008 and rising inequality both in the UK and around the globe.

Sadly tough economic times often negatively affect animal welfare. At a public level people struggle with the cost of looking after their animals properly leading to rising abandonments and delayed veterinary treatments, while at a business level animal welfare is deemed less important than economic development.

No doubt the economy will bounce back and hopefully in a way that promotes 'good growth' which takes into account the impact of investment in animal welfare. Too often, unbridled investment can threaten the natural world, with new infrastructure destroying habitats and increasing pressure on wild animals and their welfare.

A post-Brexit Britain will also see a desire and need to cement a new economic future. New trade deals provide both an opportunity and threat to animal welfare. A truly global Britain must avoid a race to the bottom on animal welfare standards. Instead, Britain should focus on

protecting, enhancing and exporting world-leading animal welfare standards. We must help to make this happen.

Societal change

An ageing and too often isolated and lonely society may lead people to look to animals for comfort and support. At the same time, with more people having to live in private, rented accommodation fewer people may be allowed to keep companion animals, which could lead to abandonment or more animals needing homes.

Undoubtedly animals can help people with loneliness or mental health issues – providing purpose, companionship and meaning – but we must ensure that the animals' needs are not lost or overlooked. Supporting vulnerable people and enabling them to look after their animals means we are also supporting vulnerable animals. This will need partnership working and collaborations across our communities.

The lives of animals are determined by how society views and values their intrinsic worth. Animals play a vitally important role in our everyday lives

and this must be reflected in the laws and protections offered to them.

But public attitudes can and do also have a significant bearing on animal welfare. The rise of vegan, vegetarian and flexitarian lifestyles are some examples of how consumer values are driving change. Likewise, increasing concern about how food is produced is leading to a greater examination of farming methods and a desire for higher welfare practices. Consumers are increasingly applying an ethical lens to their purchases facilitated by greater understanding of and attention to methods of production. The interest in and enthusiasm for improved animal welfare will be a key component of positive future change over the next 10 years. We must help to make this happen.

Technological change

How we live, work and interact has changed beyond recognition over the past 30 years. Technology has fundamentally changed the way we organise and conduct our lives and it has also transformed how we view and appreciate animals. Consumer behaviour is being turbo-charged

by this technological revolution and sadly for many companion animals, the need for the delivery of 'purchases' instantly and impulse buying facilitated by technology, can lead to animals' welfare being an afterthought.

Technology presents both opportunities and challenges for animal welfare. Digital technology, especially the fast growing use of social media, gives us the opportunity to get our messages to a vast audience with regularity and speed and should equip us better to change opinions and behaviours to benefit animals. An example of a challenge is animal videos, which are widely viewed on social media and have provided a new way for animal lovers to celebrate their companion animals, but footage of animals in cute and quirky situations can also unwittingly cause them distress if their needs are not taken into account. Technology can create new avenues for animal abuse and cruelty, such as the glorification of animal cruelty and abuse on digital channels and online markets selling animals. Technology that is unregulated can facilitate and accentuate animal abuse.

Technology in research and development is opening up new ethical debates around animal welfare, such as the application of new genome editing techniques to animals used in research, which changes their DNA. The rapidly accelerating developments in remote monitoring (biotelemetry) devices, which are used to monitor behaviour and body functions in wild, laboratory and farm animals, can affect animals due to their weight, volume or because they are invasively implanted into the animal. We must help to connect and promote the needs of animals in this technological age.

Our new strategy is focused on how we innovate and change to deliver our vision and mission while recognising the changed context in which we operate.

“It won't be easy and we can't do it alone.”

Animal welfare is everyone's business, not just the RSPCA's. We want to promote and encourage an animal rescue, education and advocacy movement working in partnership with government, civil society, animal welfare organisations, communities, families and individuals. Everyone has a role to play.

It will take all of us to create a world by 2030 that is kinder and more compassionate to animals. Together we can take animal welfare forward.



Section 2

Our vision and mission to 2030

Our vision

is a world where all animals are respected and treated with kindness and compassion.

Our mission

is to ensure animals have a good life by rescuing and caring for those in need, by advocating on behalf of all animals and by inspiring everyone to treat them with compassion and respect.

We know it is a bold vision and that we cannot achieve it alone. It takes all of us to create a world that is kinder to animals.

While our vision remains the same, we have changed our mission to recognise the changed context in which we now operate. Our new mission recognises the three pillars of our role in sustaining

positive change – rescuing and caring for abused and neglected animals, our vital role in educating and inspiring people and, finally, advocating for all animals – and giving animals a voice.

Our beliefs

The RSPCA cares deeply about animals and the relationship between people and animals. Animal welfare is at the heart of everything we do and our focus is on human interaction with animals.

- **We believe** that animals and people both benefit from good animal welfare but where there is a conflict that cannot justify abuse, neglect, cruelty or exploitation.
- **We believe** all animals' lives are important in themselves; they matter because animals have emotions, feelings and needs, and because they enrich and improve our lives.

- **We believe** that all animals deserve a good life and also a kind, respectful and dignified ending.
- **We believe** that we all have a part to play in making animals' lives better – whether that is by rehoming a rescue animal, thinking about how our personal decisions and behaviours impact on animal welfare or advocating for improvements in the legal protection of animals.

Our work is underpinned by the latest evidence, knowledge, insight and good practice, which together enable us to do the right thing for animals³.

Our five core beliefs, drawn from our experience and evidence, underpin why animal welfare matters to us and forms a new part of our strategy:

- | | | | | |
|----------------------------------|---|--|---------------------------------------|--|
| 01 | 02 | 03 | 04 | 05 |
| All animals deserve a good life. | Animals' lives are important in themselves. | Animals have emotions, feelings and needs. | Animals enrich and improve our lives. | All of us can and should help to make animals' lives better. |

Our values

Our values for our employees, volunteers, trustees, branches and future members of our Community Engagement Programme guide everything that we do. They also guide how we work to rescue and care for animals and how we work with individuals, families, communities and other organisations.

We are compassionate:

we care deeply about the lives of animals, we have empathy for people, we act with kindness and consideration at all times.

We are inspirational:

we are life changing, we inspire by taking the lead, we speak up when others don't, we take brave decisions, we change animals' lives for the better.

We are committed:

we never give up, we have energy and determination, we rescue animals from cruelty and neglect, giving them new opportunities and supporting others in doing so, and advocate for all animals at risk of harm.

We are expert:

we have expert knowledge which we willingly share, we act on the basis of evidence, we underpin our decisions and actions with science, data and experience.

We act with integrity:

we are honest and trustworthy, we act with integrity, we do what's right.

³For example, the recent advances in the field of Cognitive Ethology (the scientific study of the mental and emotional lives of animals) demonstrates that many species have complex thoughts and rich emotional lives which are rooted far back in their evolutionary history.

Section 3

Our ambitions and priorities for animal welfare and the RSPCA by 2030

We are ambitious for animal welfare and want to reach more animals and maximise our impact by working in partnership with our branches, individuals, communities, other welfare organisations and beyond. We want to actively engage more people, families, communities and organisations in protecting and enhancing animal welfare. If we get it right by 2030, animal welfare will be seen as everyone's responsibility and we will be closer to creating a society where all animals are respected and treated with kindness and compassion.

We know we face many challenges and tough times ahead but through our collective endeavours and working in collaboration with others we believe that we can advance animal welfare. Our eight bold priorities by 2030 are both critical and achievable to realising our vision and new mission.

01

Reduce neglect, abuse and cruelty to companion animals – including exotic pets – in England and Wales by 50 percent.

03

See more than half of all the UK's farm animals reared to RSPCA welfare standards and encourage people to eat less, eat better by encouraging people to eat less meat, fish, eggs and dairy from low welfare farms and to only choose higher welfare labels.

02

End the illegal selling of puppies and kittens in the UK.

04

Secure a global commitment to developing, validating and accepting non-animal technologies to replace animal experiments, and put an end to severe suffering for laboratory animals.

05

We'll establish animal protection as a significant UK government goal. We want to see an Animal Protection Commission, legally established as an independent public body.

07

Secure the adoption by the United Nations of a comprehensive Universal Declaration on Animal Welfare⁴.

06

Achieve statutory powers in England and Wales for RSPCA inspectors under the Animal Welfare Act 2006.

08

Inspire a one million-strong movement for animal welfare by 2030, via our new Community Engagement Programme.

Underpinning all this is managing to secure a radical change in how as a wider society we view animals, away from a belief that they are ours to exploit and towards acceptance that like us, they can experience suffering and joy and have their own needs and wants. Only a change in attitudes will lead to changes in behaviour, lifestyles and legislative protection for animals. This is why advocacy and prevention – aimed at improving knowledge and understanding of animals – are key pillars of our strategy alongside our direct rescue and care work.

Over the next 10 years we will closely track evolving public attitudes and behaviours so that we can, if appropriate, adapt our priorities and we will constantly review how we are doing. We will look to develop and produce a new Annual Animal Kindness Index documenting changing attitudes and behaviours towards animals and this will be a valuable resource for us in continuing the global conversation on animal welfare.

Specific examples of our animal welfare goals are detailed on page 31.

⁴This would be a significant advancement because if adopted by the UN the principles would acknowledge globally the sentience of animals and human responsibilities towards them.



Section 4

Our strategy to 2030

To advance our vision and new mission, we have developed five strategic priorities to 2030. Three of these priorities reflect the three pillars of our role in the future – rescue and care work, advocacy and prevention. These three are supported by two enabling priorities – growing our support and income and striving for excellence in how we work as an organisation. All five priorities are focused on ensuring the RSPCA is best placed to deliver its vital vision and mission for animals.

Our 5 priorities to 2030 are:

01

Rescue and care

We rescue and care for animals in need

02

Advocacy

We change attitudes, behaviours and laws

03

Prevention

We inspire kindness and compassion to all animals

04

Support

We will grow support and income

05

Organisational effectiveness

We strive for excellence in all that we do

Our strategy to 2030, *Together for animal welfare*, builds on the progress we made in our 2017–2021 strategy *Giving a voice to animals*. Our new strategy focuses the RSPCA's role around a core set of activities and in some areas we will work differently in response to the changing world in which we operate.

These include:

1. Partners for animal welfare

– a concerted and determined effort to work in partnership with other individuals, communities and organisations to provide a holistic, more joined-up animal welfare response.

2. Community engagement

– we will look to inspire one million people in a movement for animal welfare, via our new Engagement Programme.

3. Prioritise universal information, education and support

– develop and expand our range of information, education and support services to ensure that people have the knowledge, skills and understanding to take action and get it right for animals.

4. Coordinate animal advocacy

– we will act as a leader and convener of animal welfare organisations in advocating for animals.

5. Reviewing our role as a prosecutor

– we will review our role as a prosecutor and look at the potential to transfer this responsibility to the Crown Prosecution Service (CPS).

6. Modernise our Inspectorate

– we will establish and embed our new role of Animal Rescue Officer in our rescue teams and we will continue our work to modernise our vital and unique Inspectorate and secure statutory powers for our inspectors under the Animal Welfare Act 2006.

7. Modernise our field operations

– we will modernise and improve the pathway for animals through our services and act as the gateway to animal welfare services, signposting people to our partners.

8. Rebalance our animal welfare provision

– we will rebalance our animal welfare provision across England and Wales to ensure a fair distribution of our services.

9. Strengthen our branch network

– we will develop a new RSPCA branch sustainability programme to ensure the branch network remains strong and we will look to modernise our branch rules governing the relationship between the RSPCA and our branches.

10. Deepen our relationship with our supporters

– we will look to grow our income and support as we approach our 200th anniversary in 2024.

No doubt there will be other changes as we respond to the rapidly changing environment the RSPCA operates in to ensure that we are in the best possible place to advance animal welfare.



Section 5

Strategic priority 1: Rescue and care

We rescue and care for animals in need

In 1824 our first member of staff was an inspector called Charles Wheeler. We have been rescuing animals in distress ever since. We will continue this unique welfare work – investigating animal neglect, cruelty and abuse – and our Inspectorate will continue to provide a vital frontline service rescuing, supporting and protecting animals 365 days a year.

No one else rescues, cares for, rehabilitates, rehomes and releases animals in need throughout England and Wales. We will continue to help all animals in the future but we will focus our efforts on those animals most in need, who have experienced cruelty, neglect and abuse. We will also need to work in new and different ways, responding to the changing external environment. All of our welfare work will continue to be underpinned by the latest evidence, knowledge and good practice.

We receive more than one million phone calls for help each year, which equates to more than one call every

30 seconds. We know we can't be there for every animal, so we will work in partnership with others – other welfare charities, public bodies, individuals and communities – to collectively have a more effective impact on animal welfare. We see our role as ensuring that animals in need are rescued and looked after; we will prioritise our rescue and investigation work without us necessarily being the ones to directly rescue and look after animals.

We will develop our website and rescue response centre so they can act as gateways to the sector, connecting concerned individuals, volunteers and organisations so that animals can get the right help when they need it. We will also develop and expand our information, education and support services so the public has the necessary skills to take action and get it right for animals. We call this work the Animal Journey.

We are facing new challenges in how we help people to help animals: an ageing society, the recognition of loneliness in our society, climate change, economic uncertainty and

the changing nature of how we live, work and interact in a post COVID-19 society. These changes, and many others, will have clear implications for animals whether that is more abandoned animals because of economic uncertainty or greater dependence on companion animals in a lonelier society. This means the RSPCA will need to find new and innovative ways and partnerships to protect and improve animal welfare.

Our Inspectorate will continue to be at the heart of our frontline animal rescue work and we will continue to press the governments in Westminster and Cardiff to grant our inspectors statutory powers under the Animal Welfare Act 2006. Statutory powers will bring the RSPCA in line with our sister organisations across the British Isles, and will enable us to reach animals in distress more quickly without having to wait for the police which will also reduce pressure on other stretched public services. As part of this change, we will also review our role as a prosecutor and look at the potential to transfer this responsibility to the CPS. We recognise this will be a historic change

given that the RSPCA has been the primary prosecuting body for animal welfare in England and Wales since we were founded in 1824, but we know the world has changed a great deal since then. Such a change will need to be carefully considered and planned and we will only take this move forward if we are satisfied the CPS and other government agencies have the necessary resources to prosecute cases and will do so to the same high standards we have set.

We believe the time is right to explore moving away from the 'end-to-end' role the RSPCA provides by investigating and prosecuting animal welfare offences, and look towards separating these responsibilities. This would mirror the arrangements on animal welfare in other jurisdictions such as Scotland and Ireland, and would enable the RSPCA to concentrate on its investigatory role, transferring investigation files to the CPS to make decisions on prosecutions. It would enable us as a charity to concentrate on rescuing and caring for animals in need and advocating for animals everywhere, but we will reserve the right to prosecute in an individual serious case if government agencies will not.

Finally, our network of more than 150 independent RSPCA branches, including around 26 branch-run animal centres, is vital to our future success in delivering animal welfare. We will continue to strengthen and deepen our partnership with our network of branches so they can continue to work with us in the rescue, care, rehabilitation and rehoming of the most vulnerable animals in England and Wales.

To help the animals most in need, we will:

Develop, focus and continue to modernise our unique Inspectorate to be there to rescue animals most in need of our help

- We will respond to every call we get and either provide a direct

response ourselves or signpost to the best organisation or group to help to ensure that no animal will be left behind; we will do this by using smarter management systems ensuring that the right person is in the right place at the right time to rescue and/or help the animals most in need.

- We will develop our modern, dynamic and responsive team of frontline rescuers. We will develop and enhance the education and prevention work of our rescue teams, which will include our inspectors speaking to children and young people in schools and working with other partner bodies to share our experience and expertise.
- We will introduce our new Animal Rescue Officer role which will be a more flexible and responsive role combining direct rescue work with an investigatory role, supporting the work of our inspectors. This role will enable us to have a more flexible and responsive workforce.
- We will work to achieve statutory powers under the Animal Welfare Act 2006 for RSPCA inspectors in England and Wales, enabling us to rescue animals sooner and develop and enhance our investigatory role.
- We will engage with the governments in England and Wales to investigate transferring our prosecutorial role to the CPS mirroring the arrangements currently in place in Scotland. This move would establish the CPS as the main body for animal welfare prosecutions in England and Wales.

Develop, strengthen and modernise our animal care and rescue work so that we are well placed to help the animals most in need of our help

- We will provide the best quality care to all animals from the time they are first seen by our Inspectorate through to rehoming or release, ensuring consistency, competency, knowledge and evidence-based

Collaborative working: We joined forces with several animal welfare agencies to round up a herd of wild ponies and get this foal the care it needed.





specialise in those activities or who have statutory obligations to do so (e.g. local authorities and the police for wildlife crime) and seek government support and intervention where appropriate.

continue our historical role as the key guardian of all animal welfare.

Strengthen and deepen the partnership with our branches to maximise our impact on animal welfare

- We will build partnerships with organisations outside the animal welfare sector, such as mental health and health and social care charities, Youth Offending Teams and corporate partners to name a few, which will enhance our prevention work, supporting human welfare and building stronger relationships between animals and people.
- We will develop a model that effectively and actively supports signposting to the relevant body or expert organisation, and/or offers advice with the RSPCA being positioned as the gateway into the animal welfare sector. We will
- We will develop and strengthen our relationships with our branch network to enhance their role in the rescue, care, rehabilitation and rehoming of animals and ensure a more joined-up and coordinated 'One RSPCA' approach.
- We will develop a Branch Sustainability Programme to ensure the network is strong, able to continue its vital work in the future and is delivering a high-quality, evidence-based and consistent service across England and Wales.

understanding of animals and animal welfare across our services.

- We will consult with partner organisations and governments on the development of our Animal Journey work and so that we are able to focus our activities on animals most in need, but continue to ensure all animals get the help they need by providing signposts to our expert partners.
- We will transform the way we approach the rehoming of the animals in our care by developing a single model that embraces the RSPCA, our branch network and our partner welfare organisations. We will also expand our fostering network and so enhance the experience of supporters who rehome from us.
- We will develop our range of animal welfare services so that they are seen as centres of excellence on the care, rehoming and releasing of animals.
- We will ensure that we have suitable facilities, meeting high standards in the places they are needed most to support our animal welfare work.

- We will look at how we reduce our carbon footprint as part of this work. We will also continue to review our frontline service provision and look to enhance our provision in areas of England and Wales that are underserved by us or by our partners.
- We will continue to ensure that no healthy, rehomeable animal is put to sleep and we will work to improve our rehoming experience to ensure that no companion animal (with the exception of equines because their rehoming takes much longer) spends more than 30 days in an animal centre.
- We will embrace technology in our practical animal welfare work to improve the way we interact with the public, such as how to report animals in need and support our rehoming work, while simultaneously reducing costs.
- We will ensure that veterinary services, whether our own or sourced from external providers, deliver consistent and quality, welfare-focused care with appropriate oversight.

- We will build on the excellent work of our clinical behaviour team so they are leading the way to treat and rehabilitate animals, and work with other organisations on sharing expertise about veterinary care in animal rescues. We will continue to develop our knowledge and evidence base in this area.
- We will review and update existing RSPCA standards documents for rehabilitating wild animals and produce new ones for additional species, using the latest scientific evidence and practical expertise to ensure they are as effective as possible.
- We will lead on customer care in all our frontline services to rehome animals faster and ensure that every pound we spend, where possible, is used for frontline services and improving animal welfare.

Develop and strengthen our evidence base, understanding and practice

- We will develop a robust, validated system and associated indicators that allow ongoing assessment of the welfare of the animals in our

care and beyond. This will support us to make timely interventions, with the involvement of appropriate professionals, to ensure a good quality of life for animals, at all times.

- We will ensure that all our work is based on the most up-to-date evidence, knowledge and practice available.
- We will share and publish our experiences, knowledge and expertise to lead and advance knowledge in the sector, positioning the RSPCA as the go-to source of expertise and insight on animal welfare.
- We will develop our management information system across the RSPCA and our branch network so we can advance best practice and continuous improvement.

Actively develop new partnerships to maximise our impact

- We will establish improved working partnerships at a local and national level with other animal welfare charities and external bodies that



Section 6

Strategic priority 2: Advocacy

We change attitudes, behaviours and laws

In many ways we have come a long way since we were founded in 1824, but we know that as we move closer to our 200th anniversary much more progress is needed to advance our vision for animal welfare. We will continue to advocate for change in attitudes and behaviours towards animals across all communities and sectors, and for further advancement of animal welfare laws.

We want to see the vital interests of animals at the heart of public policy making: local, national and international; social and economic. This requires structural change to ensure the welfare and interests of animals are safeguarded and enhanced when policy is developed and implemented, whether it is through the planning system or international free trade agreements, with harmful and regressive practices not tolerated. Public policy and attitudes are also vital to shape markets and their practices, such as within the agricultural and pharmaceutical industries, both of which have a significant impact on animal welfare. We will advocate for positive change

wherever we can, understanding that such changes need to:

- Ensure animal welfare issues are widely covered in the media, both traditional and digital – so we win the battle for hearts and minds.
- Involve working with politicians, civil servants and others to shape, draft and pass new laws to safeguard and enhance animal welfare.
- Ensure that laws are properly enforced and interpreted by the courts.
- Identify and investigate new animal welfare issues or shine a light on animal abuse and cruelty that goes unchecked or unnoticed.
- Ensure education about animal welfare is an integral part of the national curriculum for children and young people, so understanding of welfare and compassion for animals starts at an early age.
- Ensure that good quality information, education, advice and support is available to the public and others which is rooted in the latest evidence, insight and good practice.
- Ensure there is no backtracking on hard-won animal welfare gains, such as protecting the UK's farm animal

welfare when negotiating new trade deals.

We will continue to lead the debate on animal welfare, sharing our evidence, insights, knowledge and practical experience. We will bring organisations and individuals together to advocate for change. We know animal welfare transcends national boundaries, so we will continue to be active in Europe and globally.

We will work with others to create momentum for change, domestically and internationally

- We will work with partners to secure the adoption by the United Nations of a comprehensive Universal Declaration on Animal Welfare. We will also support the development of the proposed new World Federation for Animals as a route to achieve this declaration.
- We will work with partners to secure a global commitment to developing, validating and accepting non-animal technologies to replace animal experiments, and put an end to severe suffering for laboratory animals.
- We will continue to collaborate with domestic and international partners such as the UK umbrella groups for

cats, dogs, equines and wild animals, and play a leading role in multilateral groups such as the International Coalition for Animal Welfare (ICFAW), ensuring the voice of animal welfare NGOs is heard at the World Organisation for Animal Health (OIE) – regarded as the most important international animal welfare standard-setting body. We will also work in partnership with coalitions such as Eurogroup for Animals and Asia for Animals, to protect and enhance animal welfare in their respective regions.

- We will use our recognised animal welfare knowledge, expertise and evidence to build the case for, and create positive change by, shaping opinions and building new networks and coalitions to address issues that impact directly and indirectly on animal welfare.
- We will continue to offer thought leadership and lead the debate on animal welfare both domestically and internationally, drawing on our evidence base and insights from across our broad areas of work.
- We will continue to challenge the status quo and contribute to the ethical debate around human-animal interactions and perceptions of all animals.

We will advocate to change and enhance legislation, practice and enforcement

- We will continue to work across local and national governments in England, Wales and beyond to influence progressive legislative change that protects and enhances welfare outcomes for farm, wild, companion, research and other animals. We will work with local and national governments to develop and enhance animal welfare practice through voluntary codes of practice or regulation.
- We will work with governments in England and Wales and our partner SPCAs in Scotland, Northern Ireland and the Republic of Ireland to end the illegal puppy and kitten trade in the UK.

- We will work to ensure the protection of animals as a significant governmental goal by pushing for an independent body, legally established, specifically dedicated to animal welfare – an Animal Protection Commission.
- We will work with governments in Westminster and Cardiff to achieve statutory powers for our inspectors under the Animal Welfare Act 2006.
- We will continue to take opportunities to support the development of anti-cruelty and animal welfare law internationally, particularly in those countries which currently have little or no animal protection legislation – such as China – and share our expertise on enforcement of such laws.
- We will work to reinforce and build the RSPCA's position as a respected, modern, credible and trusted brand and as the go-to organisation for knowledge, insights and expertise about animal welfare.

We will work to safeguard and enhance farm welfare standards both in the UK and internationally

- We will also work with the government, industry and partners to see more than half of all UK farm animals reared to RSPCA welfare standards by 2030. We will also encourage the public to eat less, eat better by encouraging people to eat less meat, fish, eggs and dairy from low welfare farms and to only choose higher welfare labels.
- We will seek to ensure that animal welfare policies are at least protected and wherever possible enhanced in future free trade agreements as these are negotiated by Westminster.
- We will support measures to reduce the consumption of intensively-produced meat, such as incentives to farmers to change production methods, or more innovative solutions such as laboratory grown meat, as the best way to reduce and ultimately to end the suffering of farm animals.
- We will review our RSPCA Assured scheme to see how it can maximise

its impact on raising farm animal welfare standards in the UK, achieving significant change by 2030.

We will work to change attitudes and behaviours by supporting, encouraging and inspiring better informed, kinder and compassionate individuals and communities

- We will be a dynamic, bold voice for change which is inclusive and encourages widespread participation and engagement of the public. We will use our Community Engagement Programme to inspire a movement for animal welfare.
- We will look to develop and produce an Annual Animal Kindness Index which will document changing attitudes and behaviours towards animals, so we can adapt our work to focus our efforts where they are most needed and improve the public's and others' understanding of animals and their welfare.
- We will work with governments in Westminster and Cardiff and partners to achieve a 50 percent reduction in neglect, abuse and cruelty to companion animals in England and Wales by 2030 and measure this through our Annual Animal Kindness Index.
- We will continue to develop and deliver inspiring public education campaigns to highlight animal welfare issues and effect behavioural change, ensuring we deliver them in ways that recognise the changing nature of digital communications and connections.
- We will seek to identify the barriers to change among individuals and communities, providing support and motivation to encourage a change in attitudes and behaviours.
- We will continue to change attitudes and behaviours in other countries by developing our international animal welfare education work, collaborating with local partners in formal and informal educational settings, to promote the values of respect for life, compassion, kindness, empathy and responsibility.



Section 7

Strategic priority 3: Prevention

We inspire kindness and compassion to all animals

We believe all animals deserve a good life, but sadly for many animals this is not the case. All animals can, and too many still do, suffer neglect or deliberate cruelty. We know if we are to deliver the seismic changes in animal welfare we desire, we must prevent abuse, neglect and cruel exploitation from occurring in the first place. To do this we will need to work hard to inspire kindness and compassion to animals and support people so that they have the necessary information, knowledge, understanding and skills to take action and get it right for animals.

We want to inspire informed debate that leads to actions of greater kindness to animals and a better understanding of animals' needs, so that their welfare is paramount wherever they are living out their lives. To this end we are launching our Community Engagement Programme that seeks to engage one million people in animal welfare. This initiative will build on the work

of our volunteers and supporters who have made a significant and sustained contribution to the RSPCA and ultimately animal welfare over the past 197 years.

We must address young people's understanding of animals and their welfare from an early age and so will continue with our Generation Kind programme aimed at shaping the attitudes and behaviours of young people towards animals. We want to galvanise young people around animal welfare so that we nurture a generation which is instinctively kind and compassionate to animals.

We will also develop an evidence-based information, education and support offering for the public to enhance their understanding of animals and provide the tools they need to best care for them. This offer will be rooted in the latest evidence, knowledge and good practice. Our information, education and support offer will primarily be delivered digitally because people tend to look for information online and require resources from a trusted organisation such as the RSPCA.

We will also need to work with those who are resistant to change due to individual circumstances or misconceptions about the needs of animals. To achieve this will require a cross-organisational effort across our advocacy, science and frontline service teams.

We want to work in partnership with organisations, communities and individuals to increase our impact for animals. We want to build a broad and diverse animal rescue coalition. We know that we can't do this alone.

We will recruit one million people by 2030 to support the RSPCA and our animal welfare work through our Community Engagement Programme

- We will develop, test and pilot our new Engagement initiative, which will look to inform, educate and engage the public in animal welfare. We will test a new information and education model and look to engage individuals and communities in our advocacy, fundraising, rescue and care work.
- We will also expand our volunteering offer and will test and pilot new

ways of engaging volunteers in the work of the RSPCA. We will build on our micro-volunteering initiative for those who are time poor and we will also develop new volunteering opportunities through our Community Engagement Programme.

- We will work to ensure that our volunteers represent the diverse populations and communities of the UK.

We will develop and grow our information, education and support services for members of the public so that we prevent animals from experiencing neglect, abuse and cruelty

- We will develop and expand our information, education and support services to help people understand

the needs and behaviour of animals and we will make these available in the most appropriate formats.

- We will continue to provide high-quality, evidence-based information, education and support to the public (and other sectors).
- We will test new ways of providing information, education and support, recognising the changing ways people interact with services.
- We will develop and innovate our information and education services with a particular focus on our online content.
- We will work in an integrated way across our advocacy, science, Inspectorate and frontline animal welfare teams.

We will provide information, education and support to children and young people to enable them to play an active role as part of our animal rescue team

- We will advance our work through our Generation Kind programme reaching more than 500,000 young people by 2030. We will continue to deliver our Compassionate Class and Great Debate projects to reach more young people every year.
- We will continue to work with a range of bodies to support vulnerable young people through our community education hubs.



Section 8

Strategic priority 4: Support



Do we look
DANGEROUS to you?

We will grow support and income

We are incredibly grateful to the continued generosity and commitment of our supporters, as without them we wouldn't be able to make the difference that we make to the lives of animals in England, Wales and internationally. The RSPCA simply wouldn't exist without the kindness and generosity of the public.

However, we need to raise more money to rescue and care for animals in need and to inspire, inform and educate people to stand up for and act on behalf of animals. We want more people to join us in taking animal welfare forward, but we know demand for funding will be increasingly competitive as the UK economy deals with the effect of the pandemic-driven recession. We know we will also need to continue to work hard to maintain the public's trust in our organisation and the vital animal welfare services we offer.

We know there is work to do to enable us to continue our essential work at the pace that's required.

We will deepen our relationship with our supporters and inspire more people to support us

- We will prepare for our 200th anniversary in 2024 by launching a bicentennial appeal fund to help us to build the foundations for the RSPCA to help more animals in the future.
- We will review our membership model and ensure that it is fit for purpose for the future.
- We will work to build a diverse supporter base ensuring that we are inclusive of all communities.

We will develop new and innovative opportunities for more people to support us in the future

- We will work to maintain, grow and diversify our income.
- We will test and develop new ways for people to support our work with a particular focus on digital channels.
- We will continue to actively listen to our supporters and ensure that everyone finds a way to get involved that excites and inspires them.

- We will collaborate and partner with businesses, other charities and other bodies to maximise the impact we make for animals.

We will develop and grow our commercial activities

- We will review our existing portfolio of commercial activities.
- We will test and develop new products and services to generate income and enhance animal welfare.
- We will look to collaborate and partner with other businesses and organisations to be the brand of choice for products and services.



Section 9

Strategic priority 5: Organisational effectiveness

We strive for excellence in all that we do

Striving for excellence in all that we do is about ensuring we have an effective and efficient organisation that advances our vision and new mission by supporting our vital rescue and care, advocacy and prevention work. To achieve all of our ambitions for animal welfare will require strong governance and leadership, a modern, inclusive and entrepreneurial culture, a strong financial foundation, fit-for-purpose systems and processes, a modern estate (the right buildings in the right locations), an effective partnership with our branch network and a broad, deep, up-to-date knowledge base to ensure we underpin all that we do with high-quality evidence.

We are one of the best-known charities in the UK, with a reputation that is hard-earned by the dedication and commitment of our people – our employees, volunteers and branches. Our people are compassionate, inspirational, expert; they act with integrity and are committed to our cause – we are incredibly proud of

what they have achieved and will continue to achieve for animals. We want the RSPCA to be a great place to work and volunteer, one that attracts and retains the best people – quite simply without our dedicated staff and volunteers we wouldn't achieve all that we do for animals.

A strong financial foundation will be a key goal of this strategy as we move from being an organisation that has run large deficit budgets for a number of years, to one where we live within our means and ensure we have sufficient reserves to invest in our future.

Building on our governance reforms in 2019, we want our governance and leadership to be an example of best practice to the sector. We want to embrace technology to improve our efficiency and supporter experience and we want to ensure that we make informed decisions drawing on the latest information, evidence and insights.

We can't achieve all that we do for animals without our branch network. We want to develop and strengthen our partnership with our branches

and ensure that our branch network continues to thrive into the future.

We want the RSPCA to be an engaging, open and inclusive organisation the public recognises, understands and trusts – being a modern and inclusive brand will be critical to this.

This is what we will do to make the most of every pound entrusted to us.

People and culture – we will foster a modern, inclusive and entrepreneurial culture so the RSPCA is a great place to work and drives forward our vision and mission

- We want the RSPCA to be the very best place to work or volunteer for all of our people and one which is underpinned by a mission-led culture.
- We want to embed our beliefs and values among all our staff, volunteers and wider community. We will review our values with our staff and volunteers and ensure that they are fit for purpose through to 2030.

- We will ensure that our culture celebrates and promotes diversity as we recognise that we have more to do to ensure that we reflect the communities in which we operate.
- We want to attract, develop and retain diverse, highly-motivated and talented employees and volunteers with the skills to operate in a progressive, open and empowering culture; who share the RSPCA's vision and mission, and demonstrate our beliefs and values; and who are committed, through their role, to making a positive difference to animal welfare.
- We will develop our leaders and managers through a comprehensive development programme to foster a positive culture in which people and performance can flourish.
- We will develop and provide animal welfare training to all RSPCA staff and volunteers, to ensure all of our people can act as ambassadors for the RSPCA and animal welfare.

Sustainability – we will ensure we are a sustainable organisation that lives within its means and can invest in the future

- We will balance our budget, so that any new ongoing expenditure commitments are funded by sustainable new sources of income, and ensure that we have the free reserves to withstand short-term fluctuations in income, can respond to new opportunities and invest in the future.
- We will develop and mature our approach to corporate planning, performance and risk management so that our activities are linked to our strategy, inform the budget with performance and are risk managed.
- We will ensure that our assets and estate are fit for purpose and meet the organisation's needs and look to reduce our carbon footprint.
- We will take the climate emergency seriously and address its challenges by: reducing use of plastics at our sites; ensuring that new buildings are environmentally friendly; and

researching ways to reduce the carbon footprint of our centres.

Governance and leadership – we will demonstrate the highest standards of governance and leadership, ensuring that they are fit for purpose for a charity of our standing

- We will continue to build on the governance reforms we carried out in 2019 providing greater transparency and openness about the charity's work and leadership. We will also work harder to show the public and others how the trust they place in us through their donations is used to transform the lives of animals in greatest need and to build a society that is kinder to animals.
- We will undertake regular reviews to ensure we remain on track with our programme of governance improvements and we will measure our progress against the highest standards of charity governance and leadership. We know this is an ambitious goal, but we are committed to ensuring the RSPCA is recognised as a well-governed and well-led charity.

Technology – we will embrace technology across the RSPCA to drive efficiency, informed decision making and provide a better experience for our people, supporters and ultimately our beneficiaries

- We will drive efficiency and effectiveness by streamlining and digitising our end-to-end processes, automating where possible, enabling us to better focus our scarce resources on frontline services. We will look to support our network of branches to embrace technology.
- We will dramatically improve the end-to-end customer experience for the public at large, our supporters and workforce and allow them to easily engage with us when they want and through a channel or channels of their choice.
- We will use technology to have joined-up information when we

need it to make better business decisions and maintain better control over our finances.

- We will use technology to enable us to make our wealth of information and insight more accessible to the public in a targeted way.
- We will develop our impact framework to enable us to track our performance against this strategy and we will make significant strides forward in collecting and using management information and data in our decision making.

Branch network – we will develop and strengthen our partnership with our branch network

- We will develop our relationship with branches reducing regulation over their affairs, encouraging self-reliance, innovation and autonomy, while also building a new partnership model based on our shared charitable aims.
- We will review and develop the services we offer to our branches, especially looking at how we can standardise and improve them.
- We will exercise our leadership role of our branch network by championing initiatives such as a joined-up response around the climate emergency, through to promoting diversity and inclusion in our recruitment practices.
- We will develop our support for branches that are no longer in local control and ensure we have plans in place to ensure that all of our branches can remain in local control.
- We will overhaul our governing documents and create a new governance framework that will empower the branch network and enable a modern partnership relationship to grow and flourish.
- We will embrace technology to improve information sharing and management information and insight about our branch network to improve efficiency and sustainability of our branches.

Overarching priorities for animal welfare by 2030

We have eight ambitious priorities for animal welfare by 2030 which we believe are both achievable and critical to advancing our vision and mission.

01

Reduce neglect, abuse and cruelty to companion animals – including exotic pets – in England and Wales by 50 percent.

03

See more than half of all the UK's farm animals reared to RSPCA welfare standards and encourage people to eat less, eat better by encouraging people to eat less meat, fish, eggs and dairy from low welfare farms and to only choose higher welfare labels.

02

End the illegal selling of puppies and kittens in the UK.

04

Secure a global commitment to developing, validating and accepting non-animal technologies to replace animal experiments, and put an end to severe suffering for laboratory animals.

05

We'll establish animal protection as a significant UK government goal. We want to see an Animal Protection Commission, legally established as an independent public body.

06

Achieve statutory powers in England and Wales for RSPCA inspectors under the Animal Welfare Act 2006.

07

Secure the adoption by the United Nations of a comprehensive Universal Declaration on Animal Welfare.

08

Inspire a one million-strong movement for animal welfare by 2030, via our new Community Engagement Programme.

We are ambitious to improve animal welfare over the next 10 years and our work focuses on four main areas: companion animals, farm animals, wild animals and animals used in science. In addition to our eight priorities we would also like to see the following changes by 2030:

Overarching priorities for animal welfare

- Increase the maximum sentence for animal abusers in England from six months to five years for animal welfare crimes under the Animal Welfare Act 2006.
- Introduce an animal welfare impact test as a compulsory part of the public policy-making process and the planning system, with the government producing an annual report to Parliament on the implementation of the test.
- Ensure recognition of animal sentience is enshrined in UK law and ensure effective general legal protection of sentient free-living wild animals which is not currently covered by the Animal Welfare Act.
- Ensure animal welfare standards are at least maintained or enhanced in any future free trade agreements.

Establish animal welfare on the national curriculum in schools in England and Wales.

Secure statutory licensing and regulation of animal sanctuaries.

Priorities for companion animals

- Ensure all breeding prioritises health and welfare rather than looks.
- Reduce the overpopulation of cats, rabbits and other pets.
- Introduce compulsory microchipping for cats.
- Ban the keeping of primates as pets.
- Reduce the keeping of unsuitable exotic pets.
- End breed-specific legislation by repealing the Dangerous Dogs Act 1991.

Priorities for farm animals

- Ensure government subsidy payments

drive higher farming welfare practices.

- End live exports for slaughter and fattening.
- Establish new mandatory labelling schemes on methods of production and slaughter.
- End non-stun slaughter.
- See all major UK retailers delivering the European Chicken Commitment (ECC)⁵.

Priorities for wild animals

- Maintain the hunting ban on wild mammals.
- Promote the acceptance of alternative approaches to the culling of badgers to eradicate TB in cattle.
- End the use of indiscriminate traps and snares via an overhaul of the regulatory regime around wildlife protection that includes basic protection for all wild animals and improved justification for licensing activities – such as shooting and killing birds – against wild animals.
- Secure an improved regulatory regime for zoos and other captive wild animal collections through a better inspection regime that focuses on welfare outcomes as indicators of zoo animal health and welfare.

Achieve a substantial reduction in the wildlife trade – an imperative in light of COVID-19.

End fur farming globally.

Priorities for animals in science

- Ensure that every establishment using animals in experiments is committed to challenging whether and how animals are used, including a local hub to promote the replacement with humane alternatives, reductions in numbers and suffering, and improvements in welfare for as long as animal use continues.
- Help to make sure poorly designed, conducted or reported research using animals is recognised as unacceptable.
- Ensure the public is regularly consulted about the uses of animals in research, and about research that raises societal concerns.

⁵ The ECC is a pan-European campaign involving 29 European animal protection organisations that have come together to call on the food industry to sign up to a commitment to improve meat chicken welfare by 2026. More information here: rspca.org.uk/cheapchicken



Thank you for reading our RSPCA strategy to 2030

Together for animal welfare

We can't do it alone

If we are to create a world by 2030 where all animals are respected and treated with kindness and compassion, then we will need governments, civil society, businesses, communities, families and individuals to work with us to take animal welfare forward. Together, we can achieve so much more for animals and ensure that good animal welfare is seen as central in our society and globally.

We will continue to work tirelessly over the next 10 years and beyond to rescue and care for animals in need, inspire kindness and compassion to animals and change attitudes, behaviours and laws.

We have the opportunity to make significant strides forward for animal welfare by 2030. We will always be there for animals.

To find out more about how you can be part of our animal rescue movement please visit: rspca.org.uk/strategy



TOGETHER FOR
ANIMAL WELFARE

2021
2030

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