



**RSPCA Business Plan**

# **2022 2024**

**Next steps for  
our strategy  
Together  
for animal  
welfare**



# Foreword from Chris Sherwood

This business plan explains how we will deliver our bold strategy, *Together for animal welfare*, which sets out our priorities and areas of focus through to 2030. Our strategy was deliberately ambitious, because we want to improve the lives of more animals in England, Wales and internationally than ever before. This plan prioritises our work for 2022 in detail, as well as outlining our intentions for 2023 and 2024.

Last year saw us create financial stability in the organisation and deliver the foundation stage of our new strategy. The next stage means investing in our future, so this plan for 2022 marks a transition period for the RSPCA. It will guide our resourcing, investment and focus as the year progresses – and we will put systems in place to measure our performance against the strategy on an ongoing basis.

There are inherent risks to the delivery of this plan for us as a charity, both internally and externally. The breadth and variety of the work we do means careful coordination

and effort will be needed to stick to our priorities. Our plan's success also requires a revised focus on engaging our people. We need to acknowledge cultural challenges where they exist, and foster an environment with a shared understanding of our priorities, where change can be embraced. That said, the opportunities we face and the progress we can make for animal welfare as a result of delivering this business plan are compelling – and that's why we're excited to share it with you.

*Chris  
Sherwood*





# Our context for planning 2022

Director of Strategy and Transformation, Emily Tierney, explains how the current climate and its impact on our work has informed how this business plan has been written.

We're still dealing with the impact of the pandemic and determining its implications on our charity, the wider RSPCA family, and most importantly on animal welfare. The return to a 'new normal' may place an increasing strain on our inspectorate and branches, with a rise in pet ownership followed by an economic downturn. Our advice and guidance is in demand by governments and other authorities, which places a strain on our science and lobbying teams. Our hybrid working presents both exciting opportunities and new challenges for our operating model. The same goes for our need for technological advancement to cope with increasing digital dependency through remote working.

The good news is the current political and business climate for animal welfare policy is very positive. Animal welfare is in the spotlight in a way that it hasn't been for a long time. We have seen the government produce its own Action Plan for Animal Welfare, picking up on many issues we have long campaigned on (such as increased sentencing, an Animal Sentience Committee and a ban on live animal exports). Likewise the trend for businesses making more – and more visible – commitments around animal welfare continues, with the number of food sector corporates making cage-free commitments for laying hens continuing to increase, for example. There are, however, significant remaining challenges that we face.

The demand for our policy work has never been greater. The combination of Brexit, new trade

deals and the pandemic is creating threats and opportunities for animal welfare, each of which draws on our resources. We must ensure a focus on protecting, enhancing and exporting our world-leading animal welfare standards. And we still have much more work to do before we can achieve anything like the scale of change needed. For example We will not stop campaigning for an end to the harmful use of animals in experiments, to intensive farming, or for fundamental reforms to wildlife legislation.

We have a strong and ambitious Board of Trustees and team of Directors who are building on the foundations of our new strategy, moulding our charity to respond to these times. Our work outlined in this plan will help create a sustainable business model for the future. It will enable us to realise our bold ambitions, deliver more for animal welfare than ever before, and strive towards our vision.

*Emily Tierney*





# Our strategy at a glance

## Our vision

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

## Our mission

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.

## Our beliefs

- 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

- We are compassionate
- We are inspirational
- We are committed
- We are expert
- We act with integrity

## Our 8 ambitions

- 01** Reduce animal neglect and cruelty by half
- 02** Stop illegal puppy and kitten trading
- 03** See more than half of all UK farm animals reared to RSPCA welfare standards
- 04** End severe suffering for animals used in science
- 05** Secure legal protection for animals. Establish an Animal Protection Commission
- 06** Achieve statutory powers in England and Wales for RSPCA inspectors
- 07** Secure a UN declaration for animals
- 08** Inspire a one million-strong movement for animal welfare by 2030

## And our 5 priorities

- 01** Rescue and care
- 02** Advocacy
- 03** Prevention
- 04** Support
- 05** Organisational effectiveness

# 2022 at a glance

So how will we begin to deliver on our strategic priorities in 2022? Via our lead initiatives, which are outlined from page 10. These have all been assessed for deliverability, affordability, and the extent to which they enable us to meet key strategic drivers set by the Executive Leadership Team (ELT), including:

- Alignment to the strategy
- An insight-led approach
- Sustainability
- Equality, diversity and inclusion
- Community engagement
- Impact on and involvement of animals, branches, volunteers, our people and supporters.

Our 2022 lead initiatives will be delivered through our suite of transformation programmes, new projects we are investing in, and core activities in our directorates to enhance our operating model and service offer.

## An overview of our 10 live transformation programmes

### 01

**Transformation programme:** Digital

**Sponsoring Director:** Tracey Pritchard, Director of Engagement and Income Generation

**Aim:** To improve the core areas of digital delivery, including the website, reporting online cruelty, and digital acquisition of new donors, and to ensure delivery in a consistent and holistic way.

### 02

**Transformation programme:** Our million-strong movement for animal welfare

**Sponsoring Director:** Tracey Pritchard, Director of Engagement and Income Generation

**Aim:** To create a movement of people interested in supporting animal welfare. To include an army of volunteers who will act as ambassadors for animal welfare and the RSPCA, increasing our capacity while reducing our cost base and engaging in wider welfare activities through local community work.

### 03

**Transformation programme:** Property

**Sponsoring Director:** Tania Hudson, Director of Finance and Business Services

**Aim:** To have a fit for purpose property portfolio, with properties in the right location which are suitable for the aims of the organisation.

### 04

**Transformation programme:** Management information

**Sponsoring Director:** Emily Tierney, Director of Strategy and Transformation

**Aim:** To provide insight on how well we are delivering the strategy, cascading information from the Board and throughout the organisation. To provide decision makers with relevant, accessible and accurate data/insight to enable robust decisions.

### 05

**Transformation programme:** Brand

**Sponsoring Director:** Tracey Pritchard, Director of Engagement and Income Generation

**Aim:** To communicate one clear message to our audiences about what the whole RSPCA does.

### 06

**Transformation programme:** Animal Journey

**Sponsoring Director:** John Kerslake, Chief Operating Officer

**Aim:** To produce a sustainable model that delivers improved animal welfare outcomes by using our own resources more effectively (including branches). To work more collaboratively with others and link together individuals and interested groups, building our capacity to rescue and rehabilitate animals most in need.

### 07

**Transformation programme:** Prevention

**Sponsoring Director:** Emily Tierney, Director of Strategy and Transformation/Emma Slawinski, Director of Advocacy and Policy

**Aim:** To develop and implement a framework that will align current activities to our new strategic aims and shift the focus towards proactivity and prevention.

### 08

**Transformation programme:** Branches

**Sponsoring Director:** John Kerslake, Chief Operating Officer

**Aim:** To strengthen the partnership with our branch network so we can continue to work together in the rescue, care, rehabilitation and rehoming of the most vulnerable animals. To ensure a more joined up and coordinated 'One RSPCA' approach.

### 09

**Transformation programme:** Prosecutions

**Sponsoring Director:** Ray Goodfellow, Chief Legal Officer

**Aim:** To review our position as the primary prosecutor of animal welfare offences in England and Wales. To implement any recommended changes to the service while maintaining a level of animal welfare and protection for the animals most at risk.

### 10

**Transformation programme:** RSPCA Assured

**Sponsoring Director:** Emma Slawinski, Director of Advocacy and Policy

**Aim:** To implement the new RSPCA Assured strategy following a holistic review, to drive improvements in farm animal welfare standards.



# Our lead initiatives for 2022 by strategic priority area

## Rescue and care

2022 will see us complete the design phase of the **Animal Journey** transformation programme and prepare for transitioning to a new model. Updating this journey to maximise impact for animal welfare will be key to the wider change we need to deliver our strategy. We'll deliver this alongside our new **vet strategy**, which will improve the structure around our veterinary provision. We'll include a standard fee structure and maximise savings around our laboratory provision. We'll focus on our in-house vets to carry out work on case animals (those which are the subject of a cruelty prosecution), which will include training and familiarisation.

**Strengthening our inspectorate** will enable us to improve our response times, enhance customer satisfaction and have a positive impact on the wellbeing of our staff. We'll do it by striving to achieve statutory powers for our inspectors, consulting them on addressing the outdated and ineffective roster system, and continuing the roll out of the Animal Rescue Officer role.

We'll continue working with the government on our **prosecution programme**. The aim is for us to stop being the primary prosecutor of animal welfare offences in England and Wales, while maintaining the right level of animal welfare and protection for the animals most at risk. In 2022 we'll be reviewing

and possibly trialling some options, before preparing an implementation plan.

We will embed our sustainability work with **branches** through continued improvements to our support and communication. This will work alongside a stakeholder engagement plan and roadmap to strengthening the network and our relationship. We'll introduce revised governance with a new Partnership Agreement.

Next year will also deliver a manifesto for **RSPCA volunteering**. This will outline a single strategic approach to volunteering across the organisation to meet the needs of the RSPCA. It will aim to attract, inspire and retain a diverse volunteer base, reflective of local communities and modern society.

Enhancing our service through the control centre is another critical element to improving our **customer experience** – and the success of our rescue and care work. Having secured new and favourable contractual terms with our supplier, 2022 will see us embed that contract regime and embark on a continuous programme of improvement. This work will involve system and process development, including improving data quality, developed customer satisfaction surveys, improved scheduling, webchat, automated outcomes and animal custody tracking.

## Advocacy

In 2022 we will be creating a **new advocacy framework**. This means arranging our work under major themes, through which we can join campaign activities together. This will create a sense of narrative as we move from campaign to campaign. We will seek external support to do this.

The delivery of a **reworked and relaunched policy book** will provide the foundations for our advocacy work. In a revised approach to policy development, this book will include the principles on which our policies are founded, and set out our vision for animal welfare.

We will deliver an ambitious **thought leadership programme**, including the publication of a **book of essays** by high profile and interesting thinkers, drawn mainly from outside the animal welfare sector. Alongside this we will launch our annual **Wilberforce lecture series** (modelled on the BBC Reith Lectures) to reach new audiences, increase our influence, and position us as the drivers of the debate on animal welfare.

We will also begin work on a **commission on the challenges and opportunities for animal welfare to 2050 and beyond**. This will focus on why animal welfare (also) matters for human welfare and environmental sustainability, and how we can promote progress towards a cruelty-free future. Most of the external-facing outcomes will be delivered in 2023 and 2024 (as part of our 200th anniversary), we'll use 2022 to establish the foundations for this work and start to publish results.

Our thought leadership programme will also see us create an annual communications 'moment' for our charity, through the development of the **Annual Animal Kindness Index**. This will be a state-of-the-nation report asking, 'How kind are we?'. It will help make sure animals and animal welfare are at the centre of public discussion, alongside social inclusion, fairness, equality and community. The first Kindness Index publication will reflect on the 200th

anniversary of the **Richard Martin Act** (the first animal welfare legislation anywhere in the world) and provide an opportunity for us to reflect on 200 years of progress for animals, as a 'teaser' for the 2024 200th anniversary of the RSPCA.

We will continue to drive forward our **United Nations work** and give this more focus by working with our partners in Eurogroup for Animals and the World Federation for Animals. In February 2022 we hope to secure a groundbreaking resolution at UNEA5. This resolution contains the assertion that animals are sentient and that their welfare should be protected. This is a significant step towards securing a Declaration or Convention on animal protection through the General Assembly.

We will revise our **farmed animal standards**, raising welfare requirements and investing in the analysis required on **salmon standards**. Transforming our standards will be a key focus, and will therefore impact the speed at which we can deliver other agriculture and aquaculture focused work. We will, however, increase our communications and support around alternative protein and continue shaping our strategy to support this disruptive technology. We will renew our messaging on ending intensive farming, promote our 'less and better' message, deliver a campaign on antimicrobial resistance, and take forward the initial stages of a specific project on reimagining aquaculture.

As 2022 is a transitional year, we will be developing a new way of working while maintaining our lobbying, campaigning, science and international output.

# Our lead initiatives for 2022 by strategic priority area



## Support

We will complete the work to **deliver our new audience strategy and begin work to review our brand**. We want to be an engaging, open and inclusive organisation that the public recognises, understands and respects. Building a modern, caring and inclusive brand will be critical to that aim. Carrying out a brand audit to identify and deliver initiatives to improve brand health and increase engagement is a key part of starting that work. We will analyse and benchmark current social media work and create a plan to increase audience interaction.

2022 will also see us **diversify income streams, including making preparations for our 200th anniversary**. The work will involve a more audience centric approach to what we offer and how we engage people in our work.

We know it's through people that we'll improve animal welfare. So we need to become better at making our customers and supporters feel valued. **Enhancing customer experience** in 2022 will begin with defining the customer experience vision, the principles by which we deliver that vision, and making a customer-facing promise. We will also create a supporter journey framework that maps the lifetime journey of supporters, for better engagement and commitment.

We'll be stepping up our planning for a **200th anniversary** programme that inspires new people to engage with the RSPCA. The plan will outline our approach to onboarding new supporters –

celebrating our past and our successes, while focussing on why we're relevant today and will be for years to come. The programme design will be strategically linked to our audience strategy, brand review work, communities strategy and advocacy work. This includes developing overarching messaging and a schedule of key events to engage different audiences.

We will be developing our **communities strategy** and advancing our work to create a million-strong movement for animal welfare, inspiring significantly more people to get involved and support us financially, with their time, and their voices. This will support us in reducing the amount of preventable animal neglect that currently drives a disproportionate amount of our work. It will maximise our work through existing, funded infrastructure in communities.

## Prevention

Our work with schools and in community settings on education will continue in 2022. And our transformation programme for **prevention** will progress from planning into implementation. Our approved framework for prevention is based on three dimensions:

1. the scale of intervention
2. the type of harm to animals
3. the reason for the harm caused.

This framework will help us to prioritise and target our work in 2022 by setting **key criteria** against which we'll test the suitability of different ideas. We'll set up a **knowledge and insights group**, serving as a cross-organisational forum that uses research into emerging trends and issues, audience insights and data, to align priority areas with different interventions.

Our **information, advice and guidance** on the website will be streamlined and optimised. And we'll explore better ways of reaching our target communities through existing funded services already in contact with them.

We also plan to evaluate our current operating model against this framework and make any necessary revisions. This will include piloting new models with a view to scaling up the most successful solutions. Beyond this, we'll be **developing a theory of change** for getting animal welfare onto the national curriculum – with a view to launching this work in 2023.





# Our lead initiatives for 2022 by strategic priority area



## Organisation effectiveness

At the heart of our people and culture plan for 2022 is a focus on **equality, diversity and inclusion**. We want to make sure our culture celebrates and promotes diversity – and recognise we have more to do if we are to reflect the communities in which we work. So in 2022 we'll appoint dedicated leadership to design and implement a roadmap for change.

We'll keep improving the experience, engagement and wellbeing of our people by:

- 1. Redesigning and simplifying our onboarding system** and processes for new employees.
- 2.** Offering ongoing training for our employees, with a specific focus on **leadership and management development** opportunities.
- 3.** Delivering **total reward modernisation**, looking at pension, benefits, pay and recognition.

We will begin year one of a three-year plan to deliver our **wellbeing strategy**. This aims to improve employee engagement, reduce absences and clearly explain what support services we provide and how people can access them.

Our property transformation programme is overseeing the further reduction in back office sites and sites where services have ended, in addition to the sale of our headquarters building in Southwater.

Delivering this change and a plan for the transition to alternative working arrangements, including relocation from head office, is a key activity in 2022. The implications for our people go hand in hand with this work, following 2021's successful launch of Hello Hybrid – our new approach to flexible working. We'll continue to evolve our property strategy in line with the review of the charity's operating model.

We'll continue to improve efficiency and the quality of decision making at all levels, with the launch of an **internal governance review**.

Further work on governance will be in **rewriting the Society Rules**, which have grown organically and incrementally over 90 years. This will modernise the document and address where the current rules are unwieldy, over-complicated and/or some of the rules are outdated and have been overtaken by changes in the law. It is time to streamline the rules to make them fit for purpose and accessible.

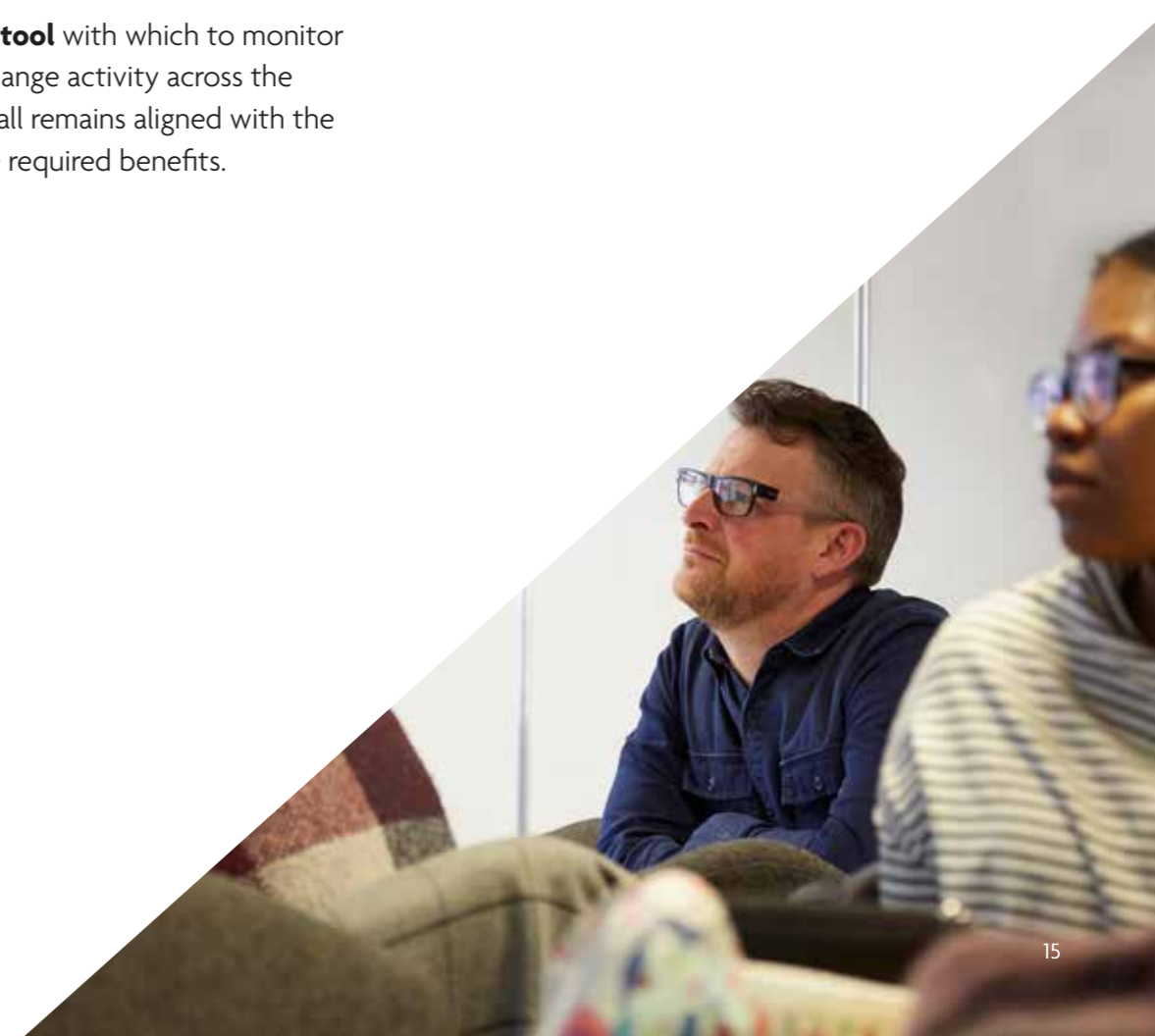
We will also embed a new **risk and compliance framework** to create consistency, make sure we're transparent about our accountabilities and to make sure sufficient assurance is in place across the Society and, where applicable, to our partners.

There will be a review to secure a **stabilisation of**

**our supplier management**, to drive consistency in approach and maximise the benefits of our commercial arrangements. And we'll review our **expenses policy and process** to reduce the manual work involved, improving efficiency and costs.

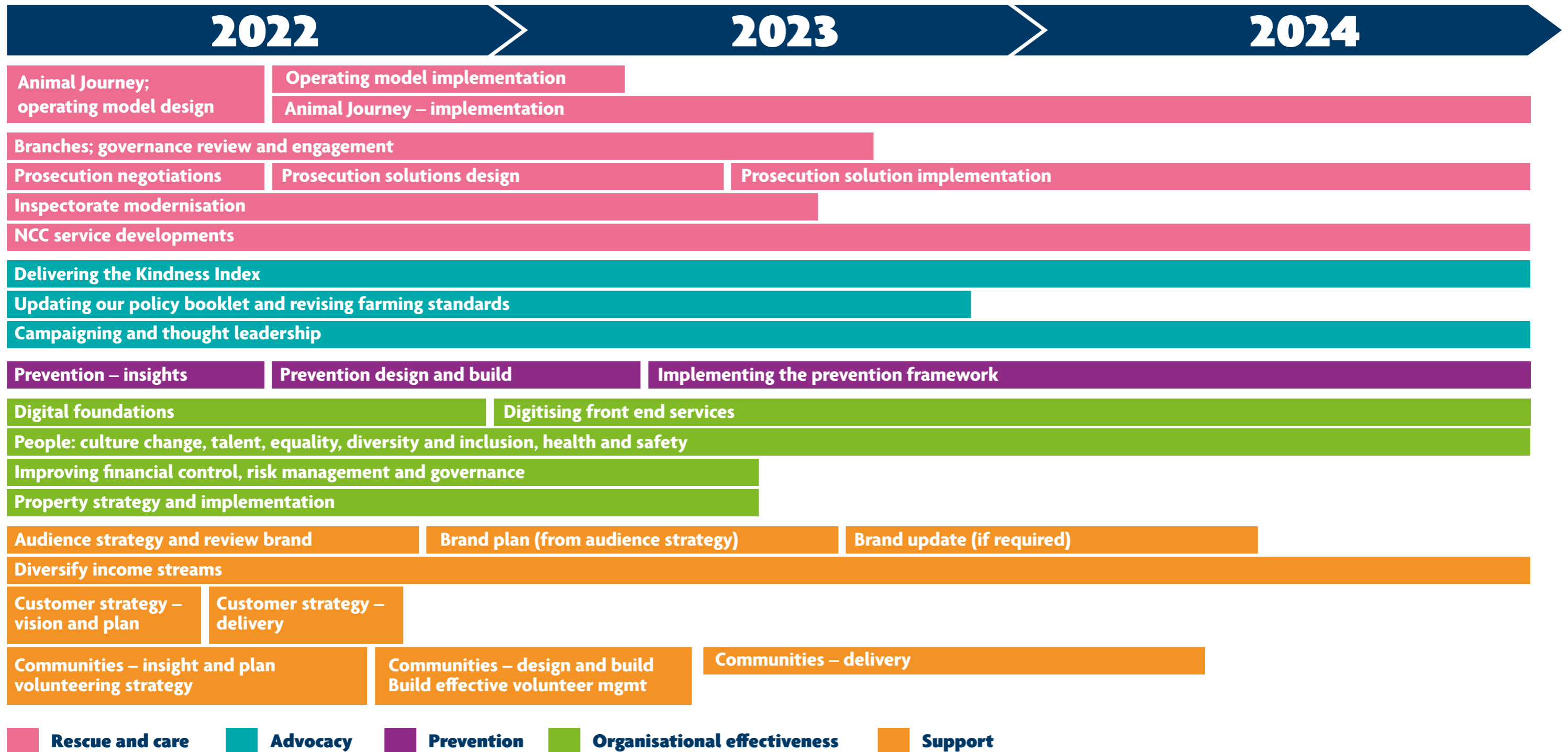
Beyond our digital transformation work, we'll be delivering some key **IT equipment for the inspectorate**, including the replacement of essential communications equipment. This will keep them on the road and able to safely receive and update their jobs about animal welfare.

We'll bring in a **planning tool** with which to monitor and coordinate all the change activity across the RSPCA, to ensure that it all remains aligned with the strategy, and delivers the required benefits.





# Plan on a page







## 2023 and 2024

Our forward look into 2023 and 2024 is still being detailed at the time of writing, in what will become our new, rolling, three-year business-planning cycle. This longer time horizon means we can review capacity and resource against our priorities, without reducing our ambition.

But what can you expect? Some early examples of our headline initiatives for 2023/24 include:

- **Developing a sustainability and environmental strategy** to respond to the climate emergency.
- A fresh approach to **talent management** to support our continued improvement and nurture the development of our employees, including through more apprenticeships.

## Delivering the business plan

As mentioned at the start, this plan will stretch us and there's no doubt there are risks to be managed. It may need to evolve throughout the months, in order to remain as relevant as possible. The leadership team will assess our progress and priorities on an ongoing basis, to build on the plan.

All of us will have a role to play in delivering these important aims over the coming months and years. So engaging the wider RSPCA family and our many partners is going to be critical to the plan's success.

As our strategy to 2030 says, it will take *all of us* to create a world which is kinder and more compassionate to animals. The next few years are just the beginning, but our ambitions remain high.

**Our commitment to making the strategy a reality starts here...**





**TOGETHER FOR  
ANIMAL WELFARE**

**2021  
2030**

**#TogetherForAnimalWelfare**



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