



THREE YEAR
STRATEGIC PLAN

2023
2026

A FUTURE
WHERE NO
ANIMAL IS
LEFT BEHIND



USPCA

PROTECTING ALL ANIMALS ESTD 1836

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Foreword

For over 187 years our charity has been at the forefront of animal welfare. During our long history we have been determined to provide services to all animals. We have grown and developed to extend our reach and the range of services we offer. More recently our campaigning work highlights the animal welfare legislative deficit that exists in NI.

As we look forward, we are ambitious to do even more. Our vision and mission builds on our past, whilst providing us with an opportunity to set out our strategic direction over the next three years. Our three-year plan outlines our vision for the future and how we intend to achieve it.

We know to make this happen, that we cannot do it on our own. Collaborating with key stakeholders across the public, private and third sectors will be fundamental.

We are a nation of animal lovers, and this is reflected in the support we receive. We rely on donations to fund everything we do and are incredibly grateful to all our supporters. Through regular donations, membership, taking on fundraising challenges, leaving money in Wills and much more, our generous supporters and members enable us to provide expert care to animals and to provide a strong voice for change and action for animal welfare.

Throughout the next three years we will provide a lifeline to thousands of animals. May we say thank you to the wonderful staff team, board, volunteers, supporters and members of USPCA. We cannot do it on our own and look forward to a future which serves even more animals in all the work we do.

Yours sincerely



John Farrell
Chair



Nora Smith
CEO

Introduction

As the Society for the Prevention of Cruelty to Animals in Northern Ireland, the charity has an important leadership role in the advancement of animal welfare and the relief of suffering in animals.

In 2020, to establish a framework for the charity's strategic development, a ten-year strategic vision was agreed.

USPCA 2030 Strategic Vision



Operating from regional centres, the charity's services will be accessible across Northern Ireland.

With a large, active membership, the USPCA will be recognised as the authoritative voice on animal welfare in Northern Ireland and be valued as a partner by other animal welfare organisations.



An innovative and successful social enterprise, the USPCA will have financial security to achieve its stated aims.



Over the past three years our emphasis has been on service development, growth and excellence. Looking ahead over the next three years, to continue to make good progress towards our 2030 vision, we will put increased emphasis on income growth, geographical reach and growing our membership.

This document outlines our key strategic objectives over the next three years and the planned outcomes to be delivered.



Vision

“A society where all animals are respected and free of unnecessary suffering.”

Mission

- > The prevention of cruelty to animals,
- > The relief of suffering in animals and
- > The advancement of animal welfare.

Values

- > The USPCA is **independent** and **objective** in the pursuit of its founding principle – the relief of suffering in animals.
- > The USPCA staff and volunteers are **passionate** and **committed** in their support of animal welfare and the relief of animal suffering; and strive for excellence in the delivery of our services.
- > The USPCA delivers its services with **integrity** and openness, building **trust** with service users and stakeholders.

Core Services



Core Services



Animal Welfare Advocacy

Campaigns on animal welfare issues seeking stronger enforcement of existing legislation and enhancement of the current protections provided to animals in law to address the legislative deficit between Northern Ireland and other jurisdictions.



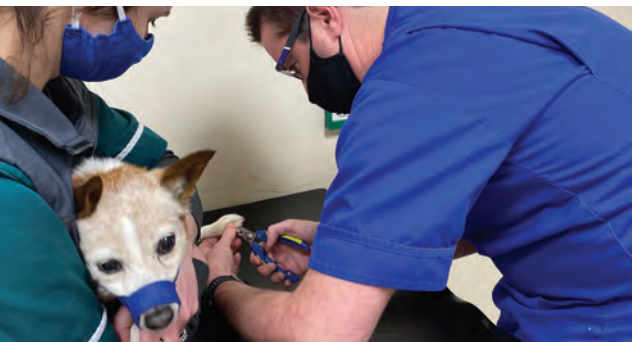
Social Rehoming

Sadly, some pet owners may face a change in their circumstances, such as a death in their family, marriage break up, moving to residential care or no longer being able to care for their pet. Through our companion animal rehoming service, we give owners facing difficult circumstances, the peace of mind that we will find their much loved pet a new caring owner.



Special Investigations Unit

Our Special Investigations Unit investigates and disrupts “organised animal cruelty” such as the illegal puppy trade, badger baiting and animal fighting – serious animal welfare abuses which often take place well away from public view.



Veterinary Clinic

Dedicated to the relief of animal suffering, our veterinary clinic is based in Newry and provides a full range of veterinary services for companion animals. We support pet owners who find it difficult to afford essential veterinary treatment by providing up to 50% discount to those in receipt of state benefits.



Wildlife Rescues

Our wildlife rescue service operates across Northern Ireland rescuing injured wildlife such as badgers, buzzards, swans and foxes; bringing them to our veterinary clinic for treatment. We also operate a veterinary voucher scheme to allow immediate pain relief at a local veterinary practice.



Pet Food Parcels

We provide pet food parcels to over 40 food banks across Northern Ireland, working in partnership with the Trussell Trust. This vital support ensures pets remain healthy and homed despite financial adversity and ensures their owner retains their much needed companionship.



Pet Pledge

The USPCA provides peace of mind to owners with regard the care of their pet after their death. Members of the Pet Pledge scheme are assured that a new loving home will be found for their pet.



Schools/Community Outreach

Through our educational presentations, we aim to inspire advocacy, develop understanding of responsible pet ownership, and foster a love for our native wildlife.



Strategic Imperatives



Strategic Imperatives

Following a review of the internal and external environment using PEST and SWOT analyses, a number of strategic imperatives have been identified.

01

The importance of growing the membership base, not only to have a strong pool of supporters, but also to create a strong voice for the advancement of animal welfare.

02

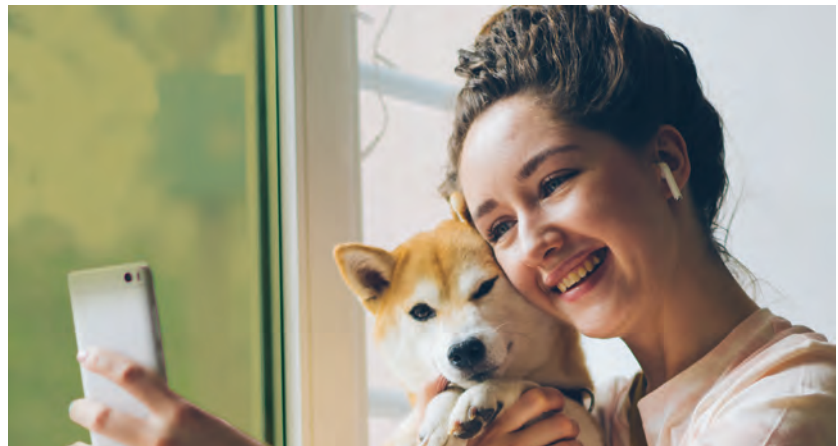
Campaigning on animal welfare issues is a key role for SPCA's; it positions them as leaders in the field and differentiates them from other animal welfare organisations. This, combined with the fact that Northern Ireland has fallen further behind the rest of the UK in legislating to enhance animal welfare, underlines the importance for the USPCA to enhance its campaigning role.

03

Similarly, SPCA's are differentiated from other animal welfare organisations in that they have Special Investigation Units to disrupt the most serious offenders involved in crimes such as dog fighting, badger baiting and puppy trafficking. To fulfil its role in this area will require the USPCA to invest in its Special Investigations Unit.

04

Strengthening our financial model by investing in our tradeable services and strengthening our fundraising, which will create a social enterprise business model to establish financial security for the charity. Other income channels must be developed by investing in our tradeable services and strengthening our fundraising, which will create a social enterprise business model to establish financial security for the charity.



**05**

Underpinning all of the above is the requirement to strengthen the USPCA's communications both online and offline, getting the charity's key messages to its target audiences, making the public aware of its concerns and its successes, garnering public and financial support.

06

The current staff structure is at operational capacity. A commitment to service excellence will require continued investment in skills development. Development proposals will require further investment in leadership and staff numbers.

07

Technology will have an important role in driving efficiencies and to connect with our donor, members and supporters.

08

A single site in Newry greatly reduces the USPCA's visibility and the public's access to its services, it is therefore essential to open an additional site subject to financial sustainability.

09

A larger pool of volunteers has the potential to enhance current services including – shelter animal enrichment programmes, shelter animal fostering, wildlife rescues and pet food parcel distribution - therefore investment in volunteer recruitment and development will be taken forward.

10

Establishing a range of collaborative relationships will be important to furthering our mission and work, to help with fundraising, raising our profile, education and awareness.



Strategic Objectives to March 2026

14/15



Strategic Objectives to March 2026

In pursuit of its vision and mission, the charity's strategic objectives for the three years to March 2026 are:

01 To take a leadership role in the advancement of animal welfare in Northern Ireland to change attitudes, behaviours and laws:

- Growing a diverse membership base to create a strong voice for animal welfare.
- Campaigning on evidence based priority animal welfare issues, providing thought leadership, drawing on our expertise and reach.
- Advocating to introduce and enhance legislation and enforcement.

02 To enhance and extend the reach of the charity's services across Northern Ireland:

- Delivering core services – veterinary, rescues, investigations, rehoming.
- Mobilising volunteers to enhance service delivery.
- Actively developing new partnerships to maximise our impact.
- Developing a second operational location for the charity.



03

To strengthen the charity's financial sustainability through developing a social enterprise business model, investing in tradeable services, maximising income from voluntary donations and seeking funding through independent trusts and foundations:

- Growing all current income channels.
- Developing new and maximising existing social enterprise income
- Securing independent trusts and foundation funding to further our charitable mission.

04

To be a valued partner of statutory and voluntary organisations:

- In the investigation, exposure and criminal prosecution of animal cruelty
- And the advancement of animal welfare.



Strategic Objectives to March 2026

05

To enhance the understanding, knowledge and appreciation of the work of the USPCA among members, the public and with voluntary and statutory partners:

- Through regular communications
 - Structured and proactive placement of online and other media communications.
-

06

To maintain a robust governance and operational structure to deliver the charity's objectives effectively:

- Demonstrating the highest standards of governance, providing transparency and openness on the charity's work and leadership.
- Applying strong financial management practices to ensure value for money in the best interests of the charity.
- Investing in leadership and skills development to drive service excellence.
- Adopting technology to drive efficiencies.
- Reducing our carbon footprint and reporting on the charity's contribution to sustainable development.





USPCA

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