

Strategic Framework 2023-2027

ISPCA
CARING FOR ALL ANIMALS



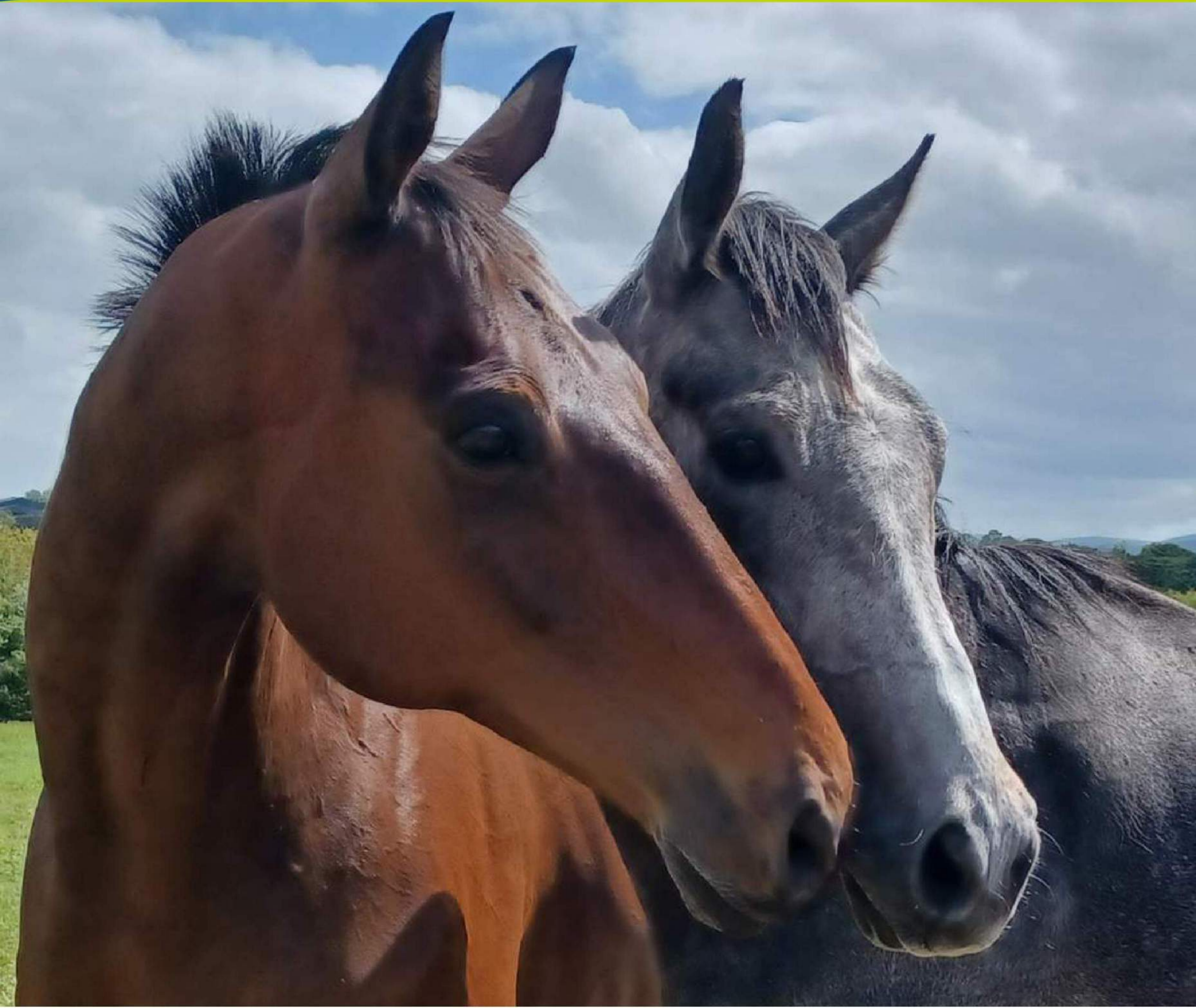
IRISH SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS

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Prevent
Protect
Prosecute



ISPCA 2023-2027 Strategy At A Glance

ISPCA

OUR OBJECTIVES

- EDUCATION** Develop primary, secondary and tertiary school programmes, as well as accredited courses with the Garda Síochána College and Irish universities.
- ADVOCACY** Develop annual campaigns, advocate for key legislative initiatives, engage with stakeholders and the public in order to effect societal change.
- FUNDRAISING** Work with statutory partners on grants, develop fundraising strategy and legacy plan, increase monthly pledges and overall revenues year on year.
- GROWTH** Invest in three new centres with kennels, increase inspectorate capacity and grow dog warden services.
- ENGAGEMENT** Develop centres as visitor attractions with amenities and engage communities, the public and the media to deliver on the organisation's overall mission.

compassionate professional
inspirational dedicated
committed transformative
trustworthy loving passionate

OUR VISION

All animals are loved, respected, protected and treated with kindness.

OUR MISSION

Deliver a good life for animals by rescuing and treating those animals in need, advocating on behalf of all animals and guiding everyone to love, respect and be kind to animals.

OUR GOALS

- PREVENT** We work to prevent cruelty to animals by promoting animal welfare and educating the public on responsible ownership.
- PROTECT** We protect vulnerable animals in society and relieve animal suffering.
- PROSECUTE** We aim to prosecute all those who break Irish animal welfare law.

OUR PEOPLE

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The ISPCA will adopt an agile and adaptive approach to strategy planning and organisational development during the lifetime of this Strategy. We will regularly monitor and review our processes taking into account environmental impact, risk management, organisational resilience, stakeholder relationships, employee capacity, and our engagement with the public and the various communities and regions we operate in.



Foreword



Established in 1949, the Irish Society for the Prevention of Cruelty to Animals (ISPCA) is the leading animal welfare organisation operating across the island of Ireland and, more recently, has become a national animal welfare enforcement body. We are the country's largest national animal welfare charity, and represent 17 affiliated member societies. Together we help, rescue, rehabilitate and responsibly rehome tens of thousands of animals of all different species.

The ISPCA supports the aims of similarly-minded animal welfare bodies throughout the world. We are also privileged to employ committed and professional staff, who are vital to delivering on our mission and vision. The organisation is equally committed to our staff members by supporting their professional development and facilitating them to excel in their work, and, together, to deliver on the organisation's strategic priorities and objectives.



Our latest strategy for 2023-2027 is published at a time when Ireland and the world are emerging from the COVID-19 crisis. This changed all aspects of our daily lives and has had a profound impact on the life, health and welfare of animals, too. The Society's Board of Trustees, its Management and staff are determined – now more than ever – to move the organisation forward in its mission to prevent cruelty to animals and to ensure that animals in Ireland enjoy a quality of life representative of any humane society. It is why we believe the organisation is well positioned to further develop and grow its range of service offerings, both in terms of animal welfare supports and of education and advocacy initiatives. A number of ambitious objectives are set over the term of this strategic plan, including the expansion of the inspectorate service, further investment in our three existing animal centres, as well the addition of two new ones.

These key goals will be achieved in conjunction with our key stakeholders: the Department of Agriculture, Food and the Marine, Local Authorities, our corporate partners and our member organisations. We would not be able to deliver on this strategy without their invaluable and continuous support. The ISPCA will work closely with these essential partners in order to grow our financial and staff resources, and use them in the most effective ways.

On behalf of the Management and the Board of the Society, we would like to acknowledge all those involved in contributing to the development of this Strategy Statement. We look forward to working with all our partners and stakeholders in delivering an exciting and transformative future for the Society.

Ms Kerry Anne Pollock
Chair, ISPCA

Dr Cyril Sullivan
Chief Executive Officer, ISPCA



Previous Strategy Review

Prevention & Enforcement

The 2016-2020 strategy was aimed at enhancing the organisation's resources in the areas of prevention and enforcement, rescue, rehabilitation and rehoming, as well as education and advocacy.

Rescue, Rehabilitate, Rehome

Education

The previous strategy was published at the time of the enactment of the 2013 Animal Health and Welfare Act, which led to an increase of the ISPCA's inspectorate service – a significant development for the organisation in terms of enforcement powers.

Advocacy

The Donegal Animal Rehabilitation Centre becoming part of the ISPCA in 2018 was a significant addition to our range of animal welfare services by providing extra capacity to rescue, rehabilitate and rehome animals from all over Ireland at this location. There were also other successes in the areas of fundraising and advocacy.

While much was achieved in the first years of that Strategic plan, in 2020 our existential and operational environment changed significantly with the arrival of COVID-19. One particular area that was heavily impacted by the pandemic was the organisation's ability to develop its educational services in the areas of animal husbandry, health and welfare. This is something that the current Board and management team are determined to rectify during the life of this new strategy statement that extends to 2027.

New Strategy Context

This Strategy Statement 2023-2027 was prepared against a backdrop of significant uncertainty in Ireland, Europe and the world. Following the COVID-19-related social and economic shutdown of 2020 and 2021, post-Brexit considerations and, more recently, the refugee, food and energy crisis following the war in Ukraine in 2022, the overall outlook remains uncertain in terms of economic stability and its impact on charitable giving and funding.

Remote work, which has become a mainstay of modern life, and the resultant movement of workers out of cities and into rural settings initially had a positive impact on animal welfare, including many animal adoptions. However, when restrictions were later lifted, the return to the office caused a significant increase in pets being returned into shelter care, as well as a noticeable reduction in adopting and fostering. Other critical economic factors such as inflation mean less disposable income and, consequently, decreased ability to provide an animal with a loving foster or forever home. We already have adapted our services to respond to the impact of these changes and, for 2023 and beyond, we must adopt a positive risk appetite as there are still opportunities that the organisation can harness and develop.

From a political perspective, one of the ISPCA's main stakeholders, the Department of Agriculture and the Marine (DAFM), also published its own animal welfare strategy (2021-2025), centred around the principle of 'One Health, One Welfare', which recognises the importance of the inter-relationship between human wellbeing and animal welfare for the benefit of both animals and society. DAFM's strategy, which provides important guidance to our own, is based on principles such as developing partnerships, taking an evidence-led approach to policy-making, improving education and knowledge resources, as well as implementing continuous and careful evaluation and effective regulation.

We also welcome the Department's commitment to doubling animal-welfare funding available up to 2024. With this generous commitment, we aim to deliver additional services and will do so in the most effective, efficient and economical ways, so as to optimise the value-for-money investment received from the Exchequer.

While the legal environment that we operate within has not changed to a large degree since our last strategic plan, we find that its implementation has changed dramatically following the enactment of the 2013 Animal Health and Welfare Act. Thanks to enhanced enforcement powers and operational resources, the number of animals rescued and received into our care over the last number of years has increased significantly. This emphasises the enormous positive impact in terms of improving animal welfare, but also the need to increase the level of service during the lifetime of this strategic plan.

Finally, we will deliver on our strategy successfully by cultivating trust and credibility with our stakeholders, policy partners, supporters and volunteers. We will ensure transparency and accountability in all aspects of our work and seek to always make decisions and take action that balances the best interests of both the animals and people concerned.





Our Commitment

The ISPCA's role in the promotion and enforcement of animal welfare in Ireland can be distilled down to three key actions:

Prevent

We work to prevent cruelty to animals by promoting animal welfare and educating the public on responsible ownership.

Protect

We protect vulnerable animals in society and relieve animal suffering.

Prosecute

We aim to prosecute all those who break Irish animal health and welfare law.

Mission, Vision, Values

We aim to rescue, rehabilitate and rehome animals that have been subjected to cruelty and neglect. We are aware, however, that ensuring a high level of animal welfare goes beyond preventing abuse, alleviating suffering or caring for animals in distress. We work hard to educate the public and Irish society in general that animals are an integral part of our lives, and that they deserve a good quality of life at all times.

ISPCA Vision

All animals are loved, respected, protected and treated with kindness.

We are conscious of our national remit and our responsibilities to deliver on our mission through our prevention work (education and advocacy), our protection work (rescue, rehabilitation and rehoming services) and our prosecution work (via the national inspectorate).

We work hard to advocate for the needs of animals by taking concrete action through our inspectorate service, and we look to mobilise public sentiment so as to drive change in the behaviour and accountability of pet owners. In addition, we look to advocate to bring about changes in the law in order to achieve long-term solutions for animal welfare across this nation.

As we prepare to celebrate our 75th anniversary in 2024, we have redefined our mission to encompass our guiding principles.

ISPCA Mission

Deliver a good life for animals by rescuing

those animals in need, advocating on behalf of all animals, guiding everyone to love and respect animals.

The values that the Trustees, the Management team, our staff and our volunteers live by every day are to be:

trustworthy

professional

dedicated

transformative

inspirational

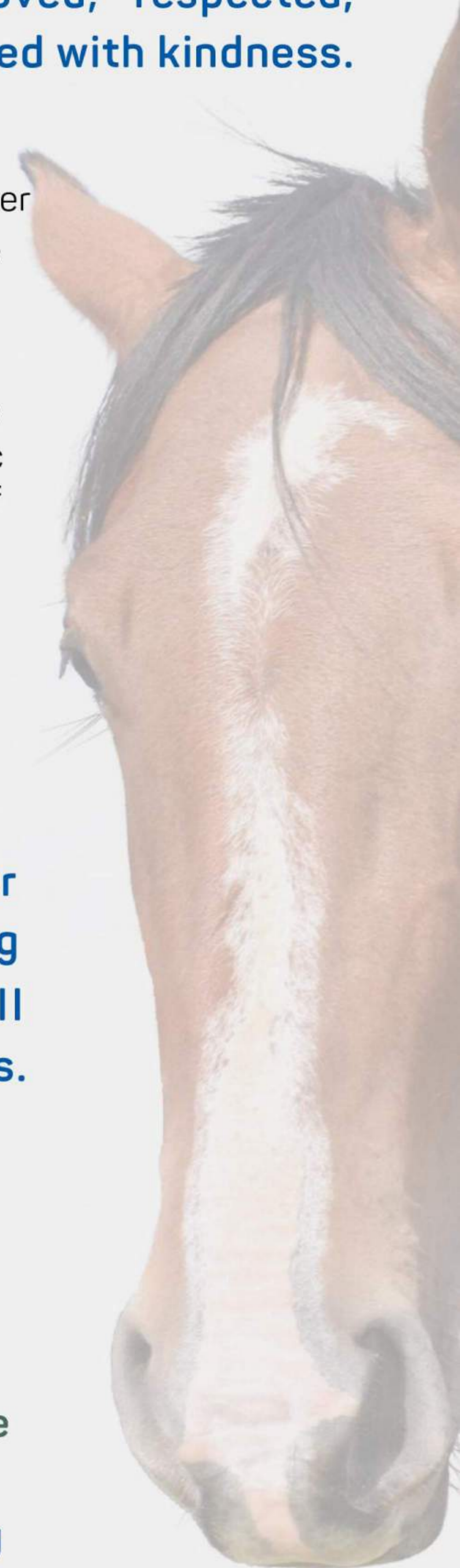
passionate

committed

compassionate

innovative

loving





Strategy Goals

Our principal ambition is to ensure that all animals in Ireland can live their best life, always. We will fulfil this ambition by mobilising all our resources and energies towards rescuing, rehabilitating and rehoming animals in need, by advocating on behalf of all animals and persuading others to do the same, and by inspiring everyone in our local and wider communities to treat animals with compassion and respect.

Our strategy acknowledges that animal welfare education and awareness for both adult and young members of our society is essential to achieving a future where every animal in Ireland is treated with respect, care and compassion.

The young generation are the guardians of animals in the future and only by fostering a genuine understanding of all animals' needs and an appreciation of the enrichment and joy they bring into their lives, can we make sure that Ireland will become a better place for all animals.

We will invest adequate structures and resources at governance, management and organisational level to become a role model in terms of best practices, and increase our funding by 50% in order to do so.

The Trustees, the Management team and the staff are committed to delivering the following key ambitions during the life of this Strategy to 2027:

Prevent

Expand our education and advocacy services across the country with a range of (non-)accredited courses devised by our new Education Unit to be delivered via partnerships with schools, colleges and universities.

Build further on existing relationships with our 17 affiliate members and use our synergies so as to foster closer coordination.

Formalise our affiliates network by creating an Advisory Group and cultivate a collaborative platform where we share advice, support and develop joint services.

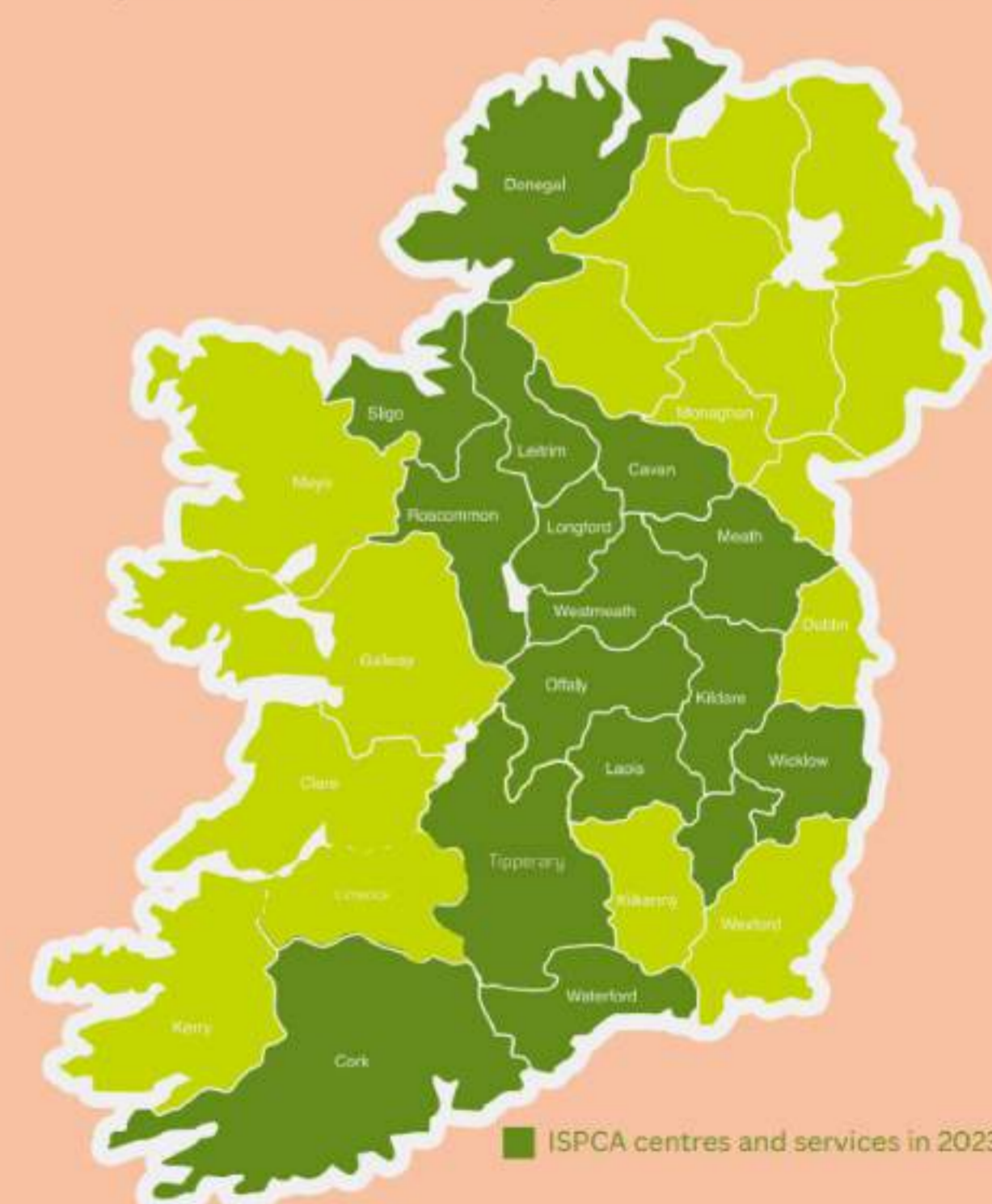
Protect

Enhance our range of animal welfare services throughout the Republic of Ireland by investing further in our three existing animal centres in Longford, Cork and Donegal and by adding two new animal welfare centres – one in the East and one in the West of the country. The overall aim is to double capacity across our national operations.

Develop our animal welfare centres as visitor attractions – this will allow the general public to witness the excellent work we do on the ground, and serve as places of education and advocacy.

Prosecute

Increase our Inspectorate's capacity in order to reflect the increase in demand for our services from Local Authorities and invest more resources into prosecution procedures.



resources used to monitor animal and pet owners' legal responsibilities and exercise their statutory powers to seize suffering animals and issue welfare improvement notices.

Strategy Stakeholders

We built our strategy by committing the support and engagement of stakeholders across these four main governance and organisational pillars:

Governance and Operations

Develop a people-centred organisation by nurturing a professional development environment.

Ensure access to a defined career structure that encourages team members at all levels to be the best professionals they can be.

Create an organisational structure that retains and motivates staff to do their best to support the ISPCA remit.

Develop support services for efficient and effective management using real-time reporting of SMART data.

Revenue and Fundraising

Enhance and expand our range of donor pledges, including private donors (both regular and larger donors) and corporate donors (big and small).

Develop a legacy income plan over the period of the Strategy.

Develop donor relationship management systems to ensure that core relations are nurtured adequately.

Introduce new fundraising events, including one standing major annual national event.

Education and Advocacy

Build on engagement with DAFM partners and other stakeholders.

Create opportunities for joint efforts with the overall aim of changing societal attitudes, behaviours and laws.

Advocate on behalf of all species of animal and their specific needs.

Leverage our position as a national organisation in order to continue to change and enhance legislation, practice and enforcement.

Marketing & Communications

Enhance the ISPCA brand through communication, promotion and marketing campaigns, particularly in the digital area

Create campaigns to reach the entire range of stakeholders: government, civil society, businesses, communities, families and individuals.

Develop media relations to ensure that the organisation gets optimum coverage for its work.

Celebrate the Society's 75th anniversary with a national event in 2024.



A CHARITABLE ORGANISATION, REGISTERED WITH THE CHARITIES REGULATORY AUTHORITY UNDER NUMBER 20008734. 'ISPCA' AND 'AN CUMANN ÉIREANNACH UM FHÓIRITHINT AR AINMHITHE' ARE THE REGISTERED BUSINESS NAMES OF THE IRISH SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, A COMPANY LIMITED BY GUARANTEE, REGISTERED IN IRELAND UNDER NUMBER 460571.

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ISPCCA

CARING FOR ALL ANIMALS

For further information about our work or to report cruelty, neglect or abuse to an animal, please call **0818 515 515**, email **helpline@ispcca.ie** or visit **ispcca.ie** to make a report online.

