

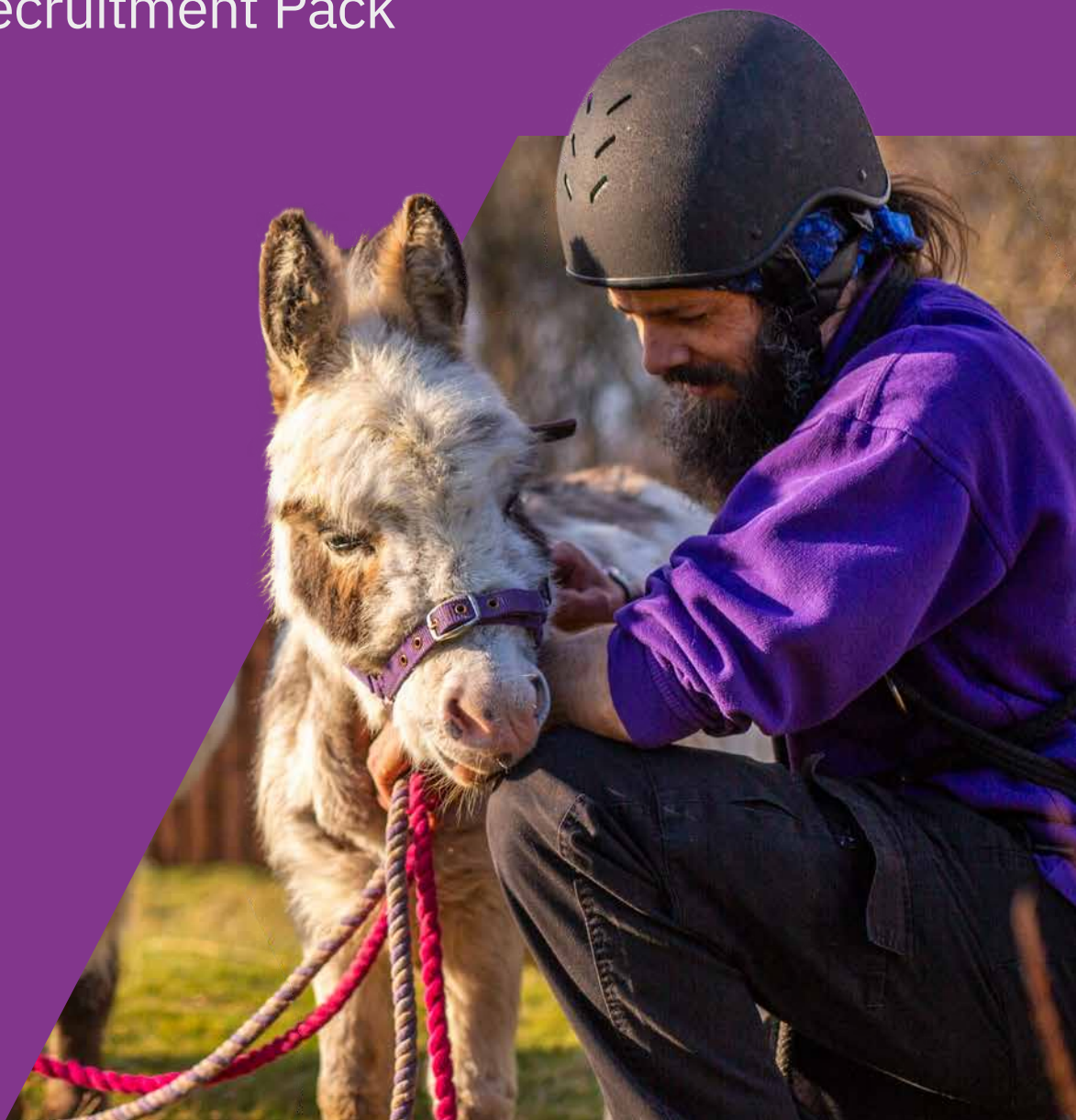


Scottish SPCA Board

Trustee Recruitment Pack
2025



Rescue. Protect. Lead.





Introduction

We believe being a Trustee of the SSPCA allows you to help impact positively across the whole of Scottish society - from animals, people, the environment and deep into our communities. It is an iconic brand and organisation that deserves energetic experienced leaders on the Board.

One of the most rewarding parts is to directly see the impact of our front-line work across Scotland's communities.

About Scottish SPCA

In 2022, we set out our **10-year strategy, for all animals**. As we enter year three of our strategy delivery we are building on the successes achieved in years one and two. Based on our plan and achievements to date, priorities for 2025 include; further expansion of our rescue, protect and prevention services, ensuring animals and their owners are cared for and supported; continuing our collaborations with partner organisations; further expansion of our fostering and rehoming programme, ensuring animals in our care are rehomed as quickly as possible; leading the debate, championing change and advocating for Scotland's animals; focus on building our brand and growing sustainable income streams; and continue to make the Scottish SPCA a great place for our people to work, providing development opportunities and creating an environment where people can grow.

At the end of 2024, the Scottish SPCA turned 185 years old. As we celebrated this anniversary, we found ourselves working in an incredibly challenging environment. There are pressures on animals and people like never before. Pet owners are struggling to care for their much-loved companion. Wildlife is critically threatened. Many farm animals and the people who own and work with them are in dire need of assistance too. The economic and environmental context in which we're trying to make Scotland the best place in the world for an animal to call home are tough. Animals need us more than ever.

Like many charities, the SSPCA has seen very significant cost increases in recent years including energy, wage inflation, vet bills and increased overall demand for our services, topped by the recent NI increase which will impact us by £400k each year. As such, our 5-year plan was created with a deliberate deficit which will be carefully managed back to break even by the end of the 5-year plan period. Colleagues are fully engaged in this and have been working on a range of programmes to promote increased efficiency. These range from workload management to third party cost interventions. Our strategy is to embed our services right in the heart of communities with partners to prevent harm happening to animals in the first place - therefore reducing the need for our services and costs. Unlike a business we can't simply cut services or pass on costs to our customers! The plan is very much one of growing our top line income from donors by leveraging our brand and relationships, coupled with this efficiency drive.

In 2024 we had prepared for a multi-million-pound deficit. While 2024 year-end results are not yet finalised and released, we can say that they greatly exceeded plan expectations. The organisation and board are very pleased with the progress to date - both operational and financial.

So, while there is much to do to set up for sustainable success, the strategy is working and there is a very good foundation on which to build.

The rescues never stop. And as Scotland's only all-animal rescue service, we cannot let up either. Our business plan builds on the great work done in 2024 and continues our dedication to make Scotland the best place in the world for an animal to call home.



Our mission and vision

We're the Scottish SPCA. Scotland's only all animal rescue service.

Our vision is for Scotland to be the best place in the world for an animal to call home.

In every community, every single day, we rescue hundreds of Scotland's animals. It's our duty to come to the rescue when any animal in Scotland needs our help. From rehabilitation to rehoming, or releasing back to the wild, we're here for animals 365 days of the year.

We're leading the way for better animal welfare standards, strengthening laws, preserving the animal-human bond and improving protection.

We invite every member of our community to become "part of the rescue" in order to make Scotland the best place in the world for an animal to call home.

Our values

EXPERT

Our knowledge and expertise covers every aspect of our work. We strive to share our innovation and expertise and improve animal welfare across all parts of Scotland – and throughout the world.

COMPASSIONATE

Whatever the animal, whatever the circumstance, we care deeply about welfare and our role in promoting it. We educate and raise awareness with empathy, helping others share our dedication to care.

PROFESSIONAL

With the welfare of all Scotland's animals in our hands, we show leadership and authority. We pride ourselves on the way we engage with our team, our partners and the people of Scotland. In difficult situations, we're firm but fair.

COMMITTED

Rescuing animals in need is the very heart of what we do. We're committed to achieving the very best outcome for every animal we rescue. We support people to give their animals the very best care and bring those guilty of animal cruelty to justice.

COLLABORATIVE

Whether it's with our colleagues or partners, we embrace the benefits of teamwork. We work with the farming community, wildlife enthusiasts, pet owners and many others to help people improve how they work with and care for animals.

ADAPTABLE

The work we do, and the world we live in, is dynamic and ever-changing. We are flexible and quick-thinking in finding solutions to situations where we're under pressure.

Trustee induction and training

New Trustees are briefed on their legal obligations under charity law, the content of the Memorandum and Articles of Association, committee structure and decision-making processes. Each new Trustee is also engaged in the strategy, business plan and recent financial performance of the charity through briefings with the Senior Leadership Team while the work of the charity is brought to life through visits to Animal Rescue & Rehoming Centres and the National Wildlife centre and in joining inspectors and animal rescue officers in their day-to-day work.

Our Board committees: People, Culture, Reward and Wellbeing; Health and Safety, Investment, Risk and Environmental; Performance; and Ethics and Policy hold meetings in addition to the full Board. Trustees are, in addition, encouraged to attend appropriate external and internal training events where these will facilitate the undertaking of their role.

Our Colleagues and Volunteers

Scottish SPCA has around 430 colleagues and 600 volunteers at any one time, all of whom work tirelessly to ensure we do all that we can to make Scotland the best place in the world for an animal to call home.

Vacancies

In order to help us achieve our strategic aims and build on existing skill sets, we have two vacancies and would welcome applications from people who share our values and passion for animal welfare to join our Board and particularly those with strategic level experience in fundraising and/or strategic finance:

Fundraising

Knowledge, skills or experience in:

- Driving fundraising and income growth at Director level, preferably at a charity of the same scale or larger than Scottish SPCA - able to scrutinise and support income growth strategies and fundraising plans
- Leading and developing multiple income streams: major gifts, trusts & foundations, corporate partnerships, legacies, individual giving, community fundraising and digital fundraising
- Leading fundraising during economic downturns or challenging climates
- Fundraising and charity compliance in a Scottish context (OSCR, fundraising codes of practice etc)
- Governance, particularly as it relates to ethical fundraising and risk management

Strategic finance

Knowledge, skills or experience in:

- Providing strategic financial advice, implementing corporate planning frameworks and ensuring sound financial governance to ensure long term sustainability at Director level
- Influencing, shaping and delivering long-term financial strategies and plans which demonstrably deliver results
- Proactively identifying new commercial opportunities driving innovation and financial sustainability
- Strategic risk management experience including horizon scanning and scenario planning
- Audit, charity regulator and other governance requirements and underpinning legislation and regulations



All Trustees are there to ensure the enhancement of the Scottish SPCA's reputation and the long term sustainability of this great lifeline organisation. **This will include an ability to:**

- Oversee change management
- Make strategic decisions and offer expertise, guidance and support
- Be able to commit adequate time to engage in Board and Committee meetings, training and other activities
- Share our values and passion for animal welfare

Funding

We generate our own income through fundraising, membership, legacies and other corporate sponsorship initiatives. In 2023 our turnover was £21m.

Board Trustee Role Profile

Role Purpose

To promote the work of Scottish SPCA by making Scotland the best place in the world for an animal to call home. As a Trustee, you will make a positive contribution to strategy formulation, overseeing delivery of the organisational mission, vision and values. Board Trustees are responsible for the overall governance and strategy, and for making sure that the charity is led effectively and has overall responsibility for ensuring compliance with all statutory and regulatory requirements. Scottish SPCA's Board is currently comprised of 10 Trustees (see our Board).

The Board provides advice and guidance on agreed policies to enhance animal welfare standards and deliver a financially sustainable organisation, and builds positive networks and strong relationships which enhance the culture and interests of the Society.

Responsibilities

- Determine the overall direction and development of the Society through good governance, leadership and clear strategic planning.
- Be an active member of the Board, providing organisational oversight and engaging in participative decision making to ensure Scottish SPCA is high performing in all areas of our work.
- Ensure the organisation is legally compliant and adheres to the sector standards defined by OSCR.
- Ensure that Scottish SPCA is well-managed, accountable, and strives to achieve good practice in all areas.
- Monitor and evaluate the work of Scottish SPCA to ensure that it is in line with its charitable aims and purposes.
- Actively engage in discussion and debate at meetings - by listening carefully, challenging sensitively, and avoiding conflict. Decisions are made collectively by the Board, and Trustees must act in accordance with these and hold management accountable.
- Safeguard the good name and values of Scottish SPCA, promote a positive public profile, enhance its reputation and represent it as required.
- Oversee the financial stability of Scottish SPCA and ensure that all financial controls and systems of risk management are robust.
- Monitor and assess the organisation's results in relation to the agreed strategy and budget and to agree alternative action to remedy shortfalls if required.



- Use personal skills, knowledge or experience to help the Board reach sound decisions. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in which the Trustee has particular expertise.

Person specification

Current knowledge, skills or experience at a strategic level in one or more of the following areas:

- Fundraising and income generation
- Strategic finance, eg at CFO level

In addition, you will:

- Share a commitment to the mission and purpose, vision and values of Scottish SPCA
- Exercise sound judgement, integrity and high ethical standards
- Understand and abide by the legal duties, responsibilities and liabilities of trusteeship
- Ensure the principles of effective governance of organisations are applied
- Understand the charity sector and the environments in which we operate.

Time commitment

The Board and each Committee meet quarterly at our Headquarters in Dunfermline, and in partner offices in Glasgow and Edinburgh. Trustees must commit to being able to attend the majority of our meetings. Please see information below giving details of meetings scheduled for the remainder of 2025.

Terms of office

Appointments are for an initial four-year term, with the opportunity for reappointment for a further period of up to 4 years.

Remuneration

The positions are voluntary and unremunerated. Reasonable out of pocket expenses will be paid in line with our policies.

Training

Board members will receive full induction, along with access to further training and development opportunities.

Equal opportunities

We welcome the many benefits which diversity in our workforce and Board brings and to creating an inclusive environment where all people can contribute to reach their full potential, regardless of individual characteristics or circumstances.

We welcome Trustee applications from all suitable candidates regardless of gender, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity.

If you would like to apply, please send your CV and a supporting statement (one page maximum) detailing why you are interested in becoming a Trustee and what skills you could bring to the role, to board.secretary@scottishspca.org by 12 noon on Thursday 19 June 2025. Should you have any questions or require any further information, our Company Secretary Marianne.philp@scottishspca.org would be delighted to help.

We expect to attract a high level of interest and will let all applicants know by email by 25 June 2025 if they have been selected for shortlist.

Interviews are planned to take place on 1 and 2 July 2025 in Dunfermline or Edinburgh. Please let us know your availability to attend in your covering letter. We will, of course, be as flexible as practicable to fit with availability of shortlisted applicants.

Data protection

The Society will only process your application information for the purposes of assessing your application and managing the recruitment process. It will not be shared with any third parties. Your information will be stored securely on our internal system. Unsuccessful applications will be retained for six months; successful applicant details will be stored indefinitely, for the purposes of managing the charity.

Board and Committee Meetings 2025



Date	Time	Location
Board of Trustees		
Thursday 4 September 2025	14:30 - 17:30 (followed by Trustee dinner)	Glasgow
Monday 8 September 2025	15:00 - 17:00 (Trustee training session)	Microsoft Teams
Thursday 27 November 2025	14:30 - 17:30	Dunfermline
Performance Committee		
Thursday 4 September 2025	12:00 - 14:00	Glasgow
Thursday 27 November 2025	12:00	Dunfermline
Ethics and Policy Committee		
Wednesday 3 September 2025	10:00 - 12:00	Dunfermline
Wednesday 26 November 2025	09:00 - 11:00	Dunfermline



Board and Committee Meetings 2025

Date	Time	Location
Health and Safety, Investment, Risk and Environment Committee		
Thursday 4 September 2025	09:30 - 11:30	Glasgow
Thursday 27 November 2025	09:30 - 11:30	Dunfermline
People, Culture, Reward and Wellbeing Committee		
Wednesday 3 September 2025	12:30 - 14:30	Dunfermline
Wednesday 26 November 2025	11:30 - 13:30	Dunfermline

Dates for 2026 meetings are currently being finalised and will shortly be available.

