



This is

**Dogs Trust
Unleashed**



Our 5-year Strategy



Hi, we're the dog charity.

Our love for dogs means we want the very best for all of them – always. But right now, more dogs than ever aren't living the life they deserve.

So whether it's caring for them, lending their owner a helping hand, or finding them a loving family, we're here whenever and wherever they need us most – around the corner and around the world – because we believe 'a dog is for life'.

If you love dogs like we do, come and join us, and together we can help even more dogs.

Woof to that!



This is a
massive
moment
for Dogs Trust

We're already a lifeline for thousands of dogs, but right now more dogs need our help than ever before. So we're aiming big. Really big. We're going to help three million of our faithful friends, every year. In the UK, that means we're moving from helping tens of thousands of dogs, to hundreds of thousands, whilst internationally, we're working to reach millions.

This strategy is our ambitious plan for exactly how we're going to achieve that.

The dogs who need us are waiting.

Let's go!

Dogs Trust
Unleashed



Vision

A
better
life for
every
dog

Mission

We help
dogs
when
and
where
they need
us most



Values

We
dream
big



We're
on
the
ball



We
make
things
happen



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Building a community of dog lovers

1 Introduction: Owen Sharp, Dogs Trust CEO and Will Galgey, Chair of the Board of Trustees



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Our mission is simple: to be there for dogs when and where they need us most. So many dogs are facing hardships right now, around the corner and around the world.

At this pivotal moment, we're more committed and we're more determined than ever to respond to the challenges they're facing with clarity, compassion, and a clear sense of purpose.

We are immensely proud of Dogs Trust. For almost 150 years, we've been there for dogs, doing everything we can to make their lives better through periods of both stability and profound change. From helping dogs during the Second World War to supporting families displaced by the invasion of Ukraine, we have always been there when dogs and their owners needed us most. That history matters. It shows our commitment, our resilience, and our determination to keep adapting as the world evolves around us.

Yet we cannot rely on history alone. The world dogs live in is changing rapidly, so we need to be agile. More families than ever are sharing their lives with dogs, and many are finding that life with them can be challenging as well as wonderful. Between the cost-of-living crisis and rising behaviour issues, too many owners are facing heartbreaking decisions about the dogs they love. Rehoming has become harder than at any point in recent memory, so we're thinking boldly about how to use every resource entrusted to us to make the biggest difference to dogs' lives.

What gives us confidence is our incredible community of dog people. Across our 22 rehoming centres in the UK and Ireland, our staff, volunteers, and supporters provide incredible care.

Our team gives every dog the time, space, and expert attention they need to recover, learn, and thrive. We work tirelessly to help

more of our four-legged friends find their forever homes, because it's what they deserve.

Increasingly, our work begins long before a dog reaches our doors. We're here to support owners when times are tough, helping them feel happier and more confident every day. Our behaviour, training, and outreach teams help support owners, preventing problems from escalating into crises. This work is essential; it keeps dogs together with the families they love and means we have more capacity in our rehoming centres to help dogs who come to us, at a time when more are arriving than ever.

Every successful match helps us reach the next dog in need.

Our love for dogs knows no borders. Together with our two sister charities, Dogs Trust Ireland and Worldwide Veterinary Service, we are creating a better world for dogs globally. Internationally, we're working to stop rabies in its tracks, improve humane population management, and strengthen access to veterinary care in communities around the world. This work protects millions of people and safeguards dogs where support is most limited. It's an integral part of who we are.

Wherever we operate, Dogs Trust has always been here for dogs, and we hold firm to our promise that we never put a healthy dog down. It's a commitment that defines us. Because we believe 'a dog is for life', we'll continue to improve, lead, and grow.

Together, we'll make sure we're here for dogs whenever and wherever they need us most. Thank you for joining us to transform the future for dogs everywhere.

Owen Sharp
CEO, Dogs Trust

Will Galgey
Chair of the Board of Trustees

2 Why we need a new strategy

Dogs need help. They need a voice and they need a community that creates a better world for every one of them. This strategy is our decision to step forward, not stand back.

Around the world, the challenges dogs face take different forms but are equally urgent. In many countries, dogs are still culled to control populations or prevent disease, despite these methods being ineffective and causing unnecessary suffering. At the same time, countless dogs continue to die from preventable problems that basic, timely veterinary care could solve.

With 22 rehoming centres across the UK and Ireland, and ten clinics and training hubs worldwide through our sister charity, Worldwide Veterinary Service (WVS), we're already helping dogs on a scale that few organisations can match. We have the expertise, the infrastructure, and the support of a community of dog lovers who believe that every dog deserves a chance.

The issues dogs are facing are significant and reflect pressures that have been growing for years. Left unanswered, they will define dog welfare for decades to come. This strategy is our commitment to meet those challenges head on. To speak up for those without a voice, and work together to build a future where every dog can thrive.

Our history shows we've got what it takes to make this happen.

Time and again, we've adapted and grown to meet the needs of dogs and their owners. With the generosity of our supporters and the dedication of our team, we'll do it again, and help more dogs than ever before.



Our ambition for the coming years is bold, necessary, and centred on a single, unifying goal.

**Globally,
our ambition
is to help
3 million
dogs
every
year**



2 Why we need a new strategy

To achieve this enormous increase in impact, we'll:

Deliver a fivefold increase in behavioural and support interventions

to keep dogs and the families who love them together when they find themselves in crisis, including a housing crisis or fleeing domestic violence. Our aim is to help at least 257,000 owners every year through both in-person and digital support.

Help at least

257k

owners every year

Increase the number of dogs we rehome

by ensuring dogs find their new homes faster, using a wider network of foster carers and direct homing options. We'll continue to ensure that we have staffing capability and capacity. Spanning the UK and Ireland, all 22 rehoming centres across our network will be future-proofed - starting with West Calder, Merseyside and Glasgow - so they can meet the evolving behavioural needs of dogs today, and in the future.



Achieving a 50% reduction in global human deaths from rabies

Preventing 25,000 human deaths annually and protecting millions of dogs, working towards eliminating rabies in three more countries.

Train a new generation of vets around the world

to ensure dogs can get expert veterinary care when they need it, wherever they are.

Prevent
25k
human deaths from rabies, annually

50%
reduction in global deaths from rabies

Build the largest community of dog lovers

connecting volunteers, supporters and staff, campaigners and Pawlitical Champions through a love for dogs, and a willingness to give their time, money and voice to ensure every dog is for life.

These goals are ambitious, but they reflect the scale of what we can achieve when we act with purpose to create a better world for all dogs.



3 The UK perspective: Dr Rachel Casey, Chief Operations Officer



“““
Our centres must
always
be a
halfway house,
not a
permanent
destination

The world for dogs and their owners has changed, and we've had to adapt right alongside it.

Dogs' lives don't stand still, and neither can we. From shifting breeding practices to the complex impact of the pandemic, we're seeing owners struggle more than ever with behavioural issues.

While favourites like Labradors and Spaniels remain, we've seen waves of demand for breeds like Huskies and French Bulldogs. When dogs are selected primarily for their appearance - such as brachycephalic breeds - it can lead to health challenges and costly veterinary treatments.

At the same time, our relationship with dogs has deepened; more than ever, they're family. Yet this bond can sometimes place pressures on our four-legged friends. Busy modern households may struggle to provide the exercise and stimulation a dog needs. When that mismatch grows, the consequences can be serious, with behavioural challenges leading to breakdowns in the human-dog bond. That results in us seeing more and more dogs who require intensive behavioural support.

Data from our National Dog Survey shows the pandemic drove an unprecedented surge in demand for dogs, often among first-time owners. Limited socialisation opportunities during lockdowns meant many of these dogs matured with behavioural problems and now require specialist intervention, as well as longer stays in our centres. Fewer dogs are socialised with other dogs too, which means more need to be housed alone, and that puts a further strain on our resources.

Today, the cost-of-living crisis is piling further pressure on both dogs and owners. A younger generation of dog owners has emerged, with a lot of love to give but less financial resilience when circumstances change. And with increasing veterinary costs and housing insecurity, many owners have reached breaking point. In 2023, 60% of those considering another dog delayed due to cost, and over half of dog owners found veterinary care more expensive than expected.

At the peak of the crisis, we received thousands of calls each week from people desperate to find a new home for their dogs. Even as the UK's largest dog charity, we could only take in 12% of these requests because our centres were already full. Each call was a heartbreak, and knowing we couldn't help everyone has been the catalyst for this new strategy.

We're incredibly proud of our rehoming centres and the dedicated staff and volunteers who provide expert care every day. But we know that even the best kennel can never match the joy of a dog in a forever home. We always want our centres to be a halfway house, not a permanent destination. That's why we're focusing on prevention by extending our behaviour services both in person and digitally.

Every dog deserves a home filled with love, stability and understanding. This strategy is our response to the growing need and mounting pressures we face. It calls for bold thinking and structural change so that, together, we can be there for all dogs when and where they need us most, to create a better life for every dog.

The boom in dogs born and raised in the pandemic is putting massive pressure on dogs, owners and our rehoming centres now.

Success story

Staffies JoJo and Tip have found friendship and their forever home with Anne-Marie and Grant.



“““
JoJo has improved so much within the 15 months that she's been with us. I'm just so proud of her, it's amazing to see her happy!

Anne-Marie

3 Our UK perspective

We're the UK's largest dog charity, dedicated entirely to making the biggest difference to dogs' lives. For almost 150 years, we've been there for dogs – doing everything we can to make their lives better.

Then

We've got a long history of making the world a better place for dogs. Started in 1891 by Lady Gertrude Stock and a group of trusty volunteers, we campaigned for changes in legislation and even made sure dogs had gas masks to keep them safe in World War II. It was those same pioneering volunteers who started our first centres in their own back gardens, giving care and safety to dogs when they needed it. Later, we adopted our policy to never put a healthy dog down and changed our centre design to make sure that we could care for dogs long term or even for life – while still working to find forever homes for as many dogs as we can.

Now

Today, we're the dog charity. We work at a local and national level across all four regions of the UK and Ireland, with 22 rehoming centres as well as a far-reaching network of dog experts. We have a wide range of specialist behaviour services to make sure dogs and owners have as happy a life as possible together. Whether it's caring for dogs, lending their owner a helping hand, or finding them a loving family, we're here whenever and wherever they need us most – around the corner and around the world – because we believe 'a dog is for life'.

Our impact today

12,000 dogs cared for



10,000+ dogs rehomed



34,000+ dogs and owners given behaviour support training

3,000+ dogs cared for in a safe, loving foster home, including those finding safety from domestic abuse

700+ dogs and owners supported to stay together through homelessness

4 The international perspective: Dr Luke Gamble, WVS CEO



In Cambodia, working with the government, we vaccinated

230k dogs

The dogs we see in our international work live very different lives from those arriving at our UK centres. But the urgency is the same – and in many cases, greater.

In country after country, the same patterns repeat. High numbers of free-roaming dogs, veterinary systems stretched beyond capacity, and legislative frameworks that are too weak to deliver humane population management, leading to unnecessary suffering for dogs and people.

In the countries where we work, we see communities where relationships between people and dogs have become strained. One of the key drivers of these tensions is rabies, and it is entirely preventable. It kills one person every seven minutes, and it is this fear – of dogs, of bites, of disease – that drives the unnecessary and ineffective culling of dogs rather than vaccination: to persecute rather than protect. The tragedy is that the science to end rabies exists. What has been missing is the infrastructure, the coordination, and the scale to deliver it. Until now.

The coming together of Dogs Trust and Worldwide Veterinary Service (WVS) changes what is possible. In 2025 alone, our teams vaccinated 2.1 million dogs through our flagship project Mission Rabies, in addition to treating an animal somewhere in the world every 14 seconds. In Cambodia, working with the government, we vaccinated 230,000 dogs in just 12 working days – one of the largest rapid vaccination campaigns ever delivered. These are not isolated achievements. They are proof of what coordinated, systems-led delivery can do.



Worldwide Veterinary Service

But we have also seen what happens when we leave too soon or work in isolation. Progress stalls. Populations rebound. The culling returns. That is why this strategy is built not on short-term fixes or geographic expansion for its own sake, but on something more long-term: strengthening local veterinary systems, building government partnerships, training the next generation of vets, and embedding the kind of community trust that outlasts our direct involvement.

We are not naive about the scale of the challenge. High numbers of free-roaming dogs, inconsistent policy frameworks and under-resourced clinics will not be transformed overnight. But with the right model – focused on delivering our work on a massive scale – deep community engagement, harnessing the power of technology, and genuine government partnership – we can create change that lasts.

Our ambition is to be the driving force behind eliminating rabies, focusing on three more countries being rabies-controlled, contributing to a 50% reduction in global human deaths from rabies. Every dog vaccinated helps break the transmission cycle. Every vet we train builds capacity that remains long after we move on. Every community that learns to live humanely alongside dogs becomes a model for the next.

We believe our love for dogs should know no borders. This strategy is our commitment to making that belief a reality – at the scale the challenge demands, and with the rigour it deserves. Together, we can make a huge difference for dogs everywhere.



Success story

Kud was found near a landfill site in northern Thailand with a severe, infected head wound. She was brought to our International Training Centre in Chiang Mai, where veterinary teams stabilised and treated her.

But the centre that treated Kud is more than a clinic. It is a regional training hub. At the same time as Kud received care, veterinary professionals from across Southeast Asia were being trained in advanced surgical, anaesthetic and humane population management techniques.

This dual approach defines our international strategy:

- Deliver direct, life-saving treatment today
- Build the veterinary systems that prevent suffering tomorrow.

The impact of the International Training Centres extends far beyond the individual animals treated within their walls. They strengthen local capacity, improve clinical standards and embed humane practice across entire regions.

4 The international perspective

We are proud to be one of the world’s leading veterinary-led animal welfare organisations, mobilising veterinary expertise and public health delivery at scale.

Through WVS and Mission Rabies, working alongside governments and partner organisations in 28 countries, we are addressing the root causes of suffering affecting dogs globally.

Then

Dogs Trust has been there for dogs from around the corner and around the world for decades. Malta was one of the first countries we worked in, helping them humanely manage their stray dog problem. We rolled out this approach through projects across Eastern Europe, including Bosnia, where we helped to humanely reduce the stray dog population, through effective partnerships working with their national veterinary school and through our education programme to help create a culture of responsible dog ownership. We have always seen our international work as an area where we solve problems and leave a strong legacy, equipping local communities to continue our work. Further afield, we have worked with partners in countries such as Cambodia, India, Malawi and Thailand to deliver massive vaccination and sterilisation programmes to keep dogs safe.



Now

In 2023, we merged with the Worldwide Veterinary Service (WVS), a charity we have partnered with for decades. By working with WVS and expanding our international work, we have a once-in-a-generation opportunity to help millions of dogs worldwide. We already work in 28 countries, and over the years have developed a ‘whole systems change’ approach to dog welfare. Our model integrates veterinary training, community education and behaviour change, with operational delivery at scale – often including large-scale vaccination drives that help us maximise our impact. The hallmark of our international work is to always partner with governments, and local communities and build in-country veterinary capacity to deliver meaningful change that will last for generations.

In 2025 alone, we achieved:

2.1m

dogs vaccinated against rabies through our Mission Rabies campaigns, accelerating national elimination pathways

36,751

dogs neutered through humane population management programmes

4.99m

children and adults reached through rabies education

138,760

animals treated through direct clinical care

5,263

veterinary professionals trained

4 Our Ireland story

Since 2005, Dogs Trust Ireland has been working for a better future for dogs and the people who love them.

Following our early education and neutering programmes, we opened the first Dogs Trust Ireland rehoming centre in Dublin in 2009 (featuring Ireland's only dedicated "Mutt-ernity" unit).

Today, we're advocating for a better life for all dogs in Ireland and caring for over 1,200 dogs per year through the rehoming centre and our three regional rehoming hubs. Dogs Trust Ireland initiated a strategy review in 2026, considering the current context of dog welfare in Ireland, as well as how they can work with us on the wider Dogs Trust strategy.

1.2K

dogs cared for each year across Ireland

We opened the first Dogs Trust Ireland rehoming centre in

2009



Ireland

5 Our strategy

How we shaped our goals

Our vision is a better life for every dog.

This strategy sets out how we'll build that reality through our mission: to be there when and where dogs need us most. To focus our work, we've looked at what dogs are facing now, what they will face in the years ahead, and where our expert knowledge and reach can help them most.

We've drawn on the insight of our behaviour teams, veterinary experts, and frontline staff across all our teams in the UK and Ireland. And we've combined this with the knowledge gained through our international work with WVS and with what we learned from research – including feedback from dog owners, partners, volunteers, and supporters in our National Dog Survey.

Our international growth will be defined by strategic depth, measurable outcomes and lasting transformation – not geographic footprint alone. By strengthening systems rather than delivering short-term fixes, we aim to help create a world where both dogs and people are safer, and where progress continues long after our direct involvement reduces.

From this work we have developed our **5 strategic objectives:**

Prevention

We help dogs and owners live better together

We're here to support owners and dogs when times are tough, to keep dogs and their owners together in their own home.



Rehoming

We help dogs find their forever home

We're there to support and care for our four-legged friends when their owners can no longer care for them, until we can help them find a long-term happy home.



International

We're creating a better world for all dogs

We're building a safer future for millions of dogs around the world by providing much-needed access to veterinary care and helping to keep them healthy – when and where we can make the biggest impact.



Brand Engagement

We're building a community of dog lovers

By strengthening our brand and our digital presence, we're growing a powerful community of people who want to create a better life for every dog, just as much as we do.



Fundraising

We're raising money to help dogs when and where they need us most

We're building a resilient, sustainable income to make sure we can always be there for dogs, even as the world changes.



5 Our strategy

Prevention

**We help
dogs and owners
live better
together**



Intervening when owners are struggling, so more dogs can stay in the homes they love

Life with a dog is usually joyful – but when challenges arise, owners can feel overwhelmed and unsure where to turn.

Most people want to do the right thing for their dog, and with the right help at the right moment, many problems can be resolved before they escalate into a crisis. Keeping dogs and owners together is one of the most powerful ways we can improve dog welfare, reduce relinquishment, and prevent unnecessary euthanasia.

Our prevention work helps dogs and their owners stay together, which is better for all dogs: the ones who get to stay with the families they love, and it lets us support more dogs more quickly because we have space in our kennels. Helping owners earlier is a win for the dog, a win for the family, and a win for our ability to help more dogs overall, as we cannot rehome our way out of this crisis.

This is why we want to make getting help feel quick and easy for anyone who needs it. From being there when problems start to develop to supporting owners through their toughest moments – we can keep more dogs happy, safe, and healthy in the homes and communities they know and love.

What we'll do

We intend to deepen and expand our prevention work across three core areas:

1 Help as behaviour problems develop

Giving owners the guidance and tools to prevent problems escalating. Most behaviour problems start small. If owners can access help early – without cost, judgement, or delay – many dogs will never reach the point where their owners have to give them up or where dogs are otherwise put at risk.

We'll:

- Build a free, open-to-everyone digital advice centre. This will be a comprehensive online toolkit to help owners understand their dogs, identify problems early, and build stronger relationships, designed to support millions of owners each year.

Owners will be able to access expert guidance quickly and easily through our:

- Behaviour Support Line, offering real-time advice.
- Qualified behaviourists, providing specialist case support.
- Rehabilitation trainers, delivering one-to-one help, including support for training related-issues.

Together, these services will give owners accessible, tiered help that adapts to the complexity of their dog's needs.

2 Build safer and more dog-confident communities

Preventing harm to dogs and people by improving people's knowledge, awareness and understanding of dogs. Prevention is about more than individual owners; it's about building communities where dogs and people can live safely together.

We'll:

- Deliver a teacher-led dog bite prevention programme. This is designed to help children understand dog behaviour, avoid risks, and interact safely with dogs at home and in public. It will be delivered through schools, with trained educators.

3 Support people and dogs through life challenges

Helping dogs stay safe with the people who love them during the hardest times in life. Housing instability, domestic abuse, and complex personal circumstances often force people to make heartbreaking decisions about their pets. We want to be there to help them to find solutions.

We'll:

- Expand specialist, anonymous fostering support for people experiencing domestic abuse through our Freedom project.. Offering a safe, temporary home for their dogs so that individuals and families can escape dangerous situations and rebuild their lives without giving up their pets.
- Support people to access pet friendly housing and emergency veterinary care to help keep dogs with their families.

5 Our strategy

Prevention



**we help
dogs and owners
live better
together**



Why this matters

By supporting people when they are facing challenges, we can keep more dogs safe and happy, reducing the number of dogs who need our rehoming services. Prevention is one of the most effective ways to create lasting change for dogs, families, and communities.

How we'll do it

To achieve these ambitions, we'll strengthen the foundations of our prevention work by:

1 Understanding the world of dogs

- Developing our understanding of the world of dogs and their people, through data collection and analysis, ensuring that we use this expertise to stay relevant and respond where and when dogs and their owners need us most.

2 Expanding specialist support

- Increasing the number of specialist behaviourists and rehabilitation trainers to help owners with behavioural issues.

3 Enhancing our digital capability

- Developing our digital behaviour prevention service, ensuring it is accessible and evidence-based.

4 Developing partnerships that improve reach and access

- Working closely with schools, local charities, and other partners to reach people where and when they need us.

5 Developing our Responsible Dog Ownership Campaign

- Enabling us to work more effectively with government, and lobby for legislative change to make the world a better place for dogs.
- Building an army of campaigners to help us make game-changing shifts in policy and legislation.

Success story

Bertie's owners were struggling and called our Behaviour Support Line.

“ ”

The person I spoke to was amazing, so helpful with tips, and she sounded like she had lived my problems. Very knowledgeable.



5 Our strategy

Rehoming



We help dogs find their forever home

Being there for dogs when their owners can no longer care for them

Rehoming is in our DNA. From our earliest days, when our first volunteers cared for and rehomed dogs from their own gardens, we have been there to rehabilitate and rehome dogs.

Our centres across the UK provide exceptional care and expertise, but even the best centre still comes second to a dog being in a home of their own.

By building our network of fantastic foster carers and identifying new and innovative ways to directly rehome dogs, we can support more dogs without them coming into our kennels. Adopters will still get the same level of support, but this approach will allow us to ensure that our centre-based teams can focus on the care and rehabilitation of dogs with the most complex needs.



What we'll do

1 Reduce the amount of time dogs spend in our centres

We want dogs to move into their new homes as quickly as possible - it's better for them, but also means that we can help more dogs.

We'll:

- Harness technology to support our teams so they have more time to directly help dogs and their owners.
- Invest in centre expertise and capacity to make sure that every dog has the support they need to get ready for their new homes.

2 Improve and optimise our adoption process

We want to help dogs find their new potential forever home more quickly. By understanding our dogs' needs, and having the right systems and technology in place, we can better match dogs and owners. This will include providing a better adopter experience and use of social media to help promote dogs with specific needs to find their hero adopters.

We'll:

- Invest in technology, defining and optimising customer journeys based on insights gathered from existing and potential adopters.

3 Expand and diversify our fostering community

Fostering enables us to free up our kennel capacity, so that our expert staff can support more dogs, as well as focus on helping more challenging behavioural or complex veterinary cases.

We'll:

- Explore other ways to support owners and options for direct rehoming across the UK.
- Expand our fostering network, growing a dedicated community of foster carers across the UK, who can give dogs a loving home while they wait for their forever family.



5 Our strategy

Rehoming



We help dogs find their forever home

How we'll do it

1 Rethink and redevelop our centres

To make sure we can give more dogs the unique care they need to get back on their feet.

We'll:

- Rebuild a number of our centres in full to meet modern welfare to meet modern welfare needs, and repurpose specific sites to focus on enhanced fostering and specialist programmes.
- Redevelop kennels for specialist care, making sure that all of our centres provide a quiet and comfortable environment for dogs – from mothers and puppies to those who are elderly or recovering from an operation – until we can find them a new forever home.



forever HOME

2 Invest in our people, building expertise

Increase the ratio of staff looking after each dog, so we can give each dog in our care the time they need to get ready for a new home.

We'll:

- Develop expertise in dog behaviour and welfare, customer service and kennel management, so our teams are even better placed to help the number of dogs and owners needing their support.

3 Expand our fostering programme and develop our Home Stay direct rehoming service

Kennels will always be important to us, but it's even better if we can help more dogs find new homes without coming into one.

We'll:

- Create flexible capacity to respond to changes in demand and expand our reach, allowing our expert teams to focus on the care and rehabilitation of dogs who need us most.

4 Improve our adoption process

By building on our customer service through feedback and listening to adopters.

We'll:

- Make improvements to the adoption process, by simplifying the experience, making it more streamlined for adopters and less time consuming for our staff.

Why this matters

Building our capabilities means we can help more dogs prepare for life in a new home, and open up spaces to care for even more of the dogs who come to us.

Success story

Merseyside couple Alison and Jonathan have devoted 20 years to volunteering with dogs.

““””

When I look back on my life, one of the things I will be most proud of will be volunteering with Dogs Trust.



5 Our strategy



International

We're creating a
better world
for **all dogs**



What we'll do

To have the greatest impact enabling us to help millions of people and dogs worldwide, we'll focus on:

1 Eliminating dog-mediated rabies

Driving the global effort, through our Mission Rabies work, to end this devastating but preventable disease, protecting families and dogs from unnecessary and ineffective euthanasia programmes.

2 Access to veterinary care

Building the world's veterinary capacity through the training of more expert vets, bringing essential treatment, vaccinations, and welfare support to dogs when they need it, wherever they are.

3 Empowering communities

Developing knowledge, confidence and practical solutions within communities so dogs can live safely alongside people and humane population management can take root.

4 Working with others

Building on relationships with our existing partners, and developing new partnerships, we'll work together in local areas to deliver long term sustainable change on the ground.

5 Building a legacy

International growth will be defined by strategic depth, measurable outcomes and lasting transformation - not geographic footprint alone.

By strengthening systems rather than delivering short-term fixes, we aim to help create a world where both dogs and people are safer, and where progress continues long after our direct involvement reduces.

How we'll do it

1 Eliminating dog-mediated rabies

Our strategy brings together science, innovation, and deep community engagement to achieve lasting change. We'll be the driving force behind three more countries eliminating rabies and contributing to a 50% reduction in global human deaths from rabies. All through:

- **Mass dog vaccination campaigns** - through Mission Rabies, we deliver large-scale vaccination drives, protecting tens of thousands of dogs each year and creating the herd immunity needed to break the transmission cycle once and for all.
- **Community education to change behaviour** - focusing on children and schools, we're building a generation that understands rabies, knows how to stay safe, and values the humane treatment of dogs. Education reduces fear, prevents bites, and strengthens the bond between communities and their animals.
- **Surveillance and health monitoring** - providing accurate data to save lives. We'll strengthen our systems for bite reporting, rabies testing, and case mapping, ensuring that every intervention is guided by evidence and every vaccination campaign is precisely targeted.
- **Innovation in action** - expanding the use of groundbreaking technology to help frontline teams report, track, and respond faster and more effectively than ever before.
- **Deep community engagement** - partnering with local people, listening, and building trust, to create the conditions for real, lasting participation and success.

2 Access to veterinary care

We'll continue to expand our reach, equipping veterinary professionals, strengthening local systems, and ensuring that animals everywhere can access the care they need by:

- **Training vets and paravets** - our International Training Centres (ITCs) provide hands-on courses in spay/neuter surgery, anaesthesia, and essential animal care. By building local capacity, we empower communities to manage their own veterinary needs sustainably.
- **Expanding the WVS Academy** - the Academy will grow as a global learning hub, connecting professionals with resources, practical guidance, and mentorship that raises standards of care across continents.
- **Practical training through Taskforce teams** - our Taskforce teams deliver on-the-ground training while providing direct care to animals. This dual approach ensures that skills are embedded while communities benefit immediately.
- **Supporting under-resourced clinics** - through veterinary supply parcels and equipment donations, we give local clinics the tools they need to keep working, especially in rural and resource-limited areas.
- **Harnessing digital learning** - remote consultation services and online training materials make high-quality veterinary expertise available anywhere in the world, breaking down barriers of geography and infrastructure.

5 Our strategy

International

We're creating a
better world
for **all dogs**



Why this matters

- High numbers of free-roaming dogs, inconsistent policy frameworks and under-resourced veterinary systems continue to create avoidable suffering.
- Our strategy is therefore focused not on expansion for its own sake, but on deepening impact in priority geographies; strengthening nationally-owned elimination pathways; embedding sustainable veterinary capacity; and replacing reactive interventions with systemic solutions.
- By eliminating dog-mediated rabies, improving access to veterinary care and strengthening community-led solutions, we can protect both dogs and people. This work reduces suffering on a scale that is hard to achieve in any other way and gives communities the tools they need to care for their dogs confidently and humanely. It is the most effective way to deliver lasting change for dogs around the world.

3 Empowering communities

Animal welfare cannot be imposed from outside; it must be built from within communities themselves. Our work focuses on equipping people with the skills, services, and support they need to care for animals responsibly and humanely. All through:

- **Humane dog population management** – through training, surveys, and outreach, we help communities understand and manage dog populations in ways that protect both people and animals, reducing conflict and suffering.
- **Mobile and stationary clinics** – by delivering spay/neuter and emergency care directly into underserved areas, we make veterinary services accessible where they are needed most, removing barriers of distance and cost.
- **Educational outreach** – we work to shift perceptions and attitudes, helping people see dogs not as threats or burdens, but as companions that can live well alongside families when cared for humanely.
- **Rescue and rehabilitation** – for dogs already in crisis, we provide safety and a pathway to recovery. Our fostering and adoption programmes ensure that rescued dogs are not only saved but given a second chance at a full and happy life.



5 Our strategy

Brand Engagement

We're building a
**community
of dog lovers**

**Dogs Trust is
one of the nation's
most loved
animal welfare
organisations**

but we need to raise our profile and engage more people in our work, whether that's through lending their voice in supporting a campaign, volunteering at one of our centres or giving generously to support our work. It is only when people know who we are, what we do and why it's important that we'll be able to deliver the increase in income and impact to help more dogs at scale.



What we'll do

- Raise the profile of Dogs Trust, spotlighting our work and how to get involved.
- Engage with more people, to build a community of people who love dogs and care about our work.
- Develop partnerships that can turbo charge how Dogs Trust is seen, to reach new audiences and grow our community.

How we'll do it

- Refresh our brand so it is more relevant in a modern world, helping us to connect and engage with more people, especially through digital channels.
- Develop a series of integrated communications campaigns to raise awareness of our work, so we can help more dogs and their owners.



5 Our strategy

Fundraising



We're **raising money** to help dogs when and where they **need us most**

Our fundraising efforts help dogs find their forever homes

We'll grow long-term sustainable income and impact through excellent fundraising and supporter experiences.

Here at Dogs Trust like many charities, we are facing into the perfect storm. Our costs are rising faster than income, and competition for attention, supporters, and corporate partnerships is intensifying. Donor recruitment is becoming more expensive, cash giving is declining, and digital expectations are changing rapidly among younger generations. We need to build a resilient, diversified, and supporter-led fundraising portfolio that underpins our mission to help dogs where and when they need us most.

We'll focus on fewer but higher-quality initiatives, driving sustainable growth and deepening supporter relationships across all income channels.

To answer the organisational challenges, our fundraising team will address each problem with solutions supported by enablers. There are drains on our revenue that we'll plug, costs to control, efficiencies to make and value to increase.

What we'll do

- Reach new audiences.
- Diversify our income portfolio.
- Develop a range of products and offerings for our supporters.

How we'll do it

- We're building a solid, diverse fundraising mix that's powered by our supporters and built to last.
- We'll focus on fewer but more established events to build towards long-term fundraising goals.
- We'll maximise the return on every pound invested in fundraising – managing our costs carefully, driving greater efficiency across our activity and increasing the value we generate for Dogs Trust.

Sponsor a dog



6 Accelerating our impact

Every day,
our team makes

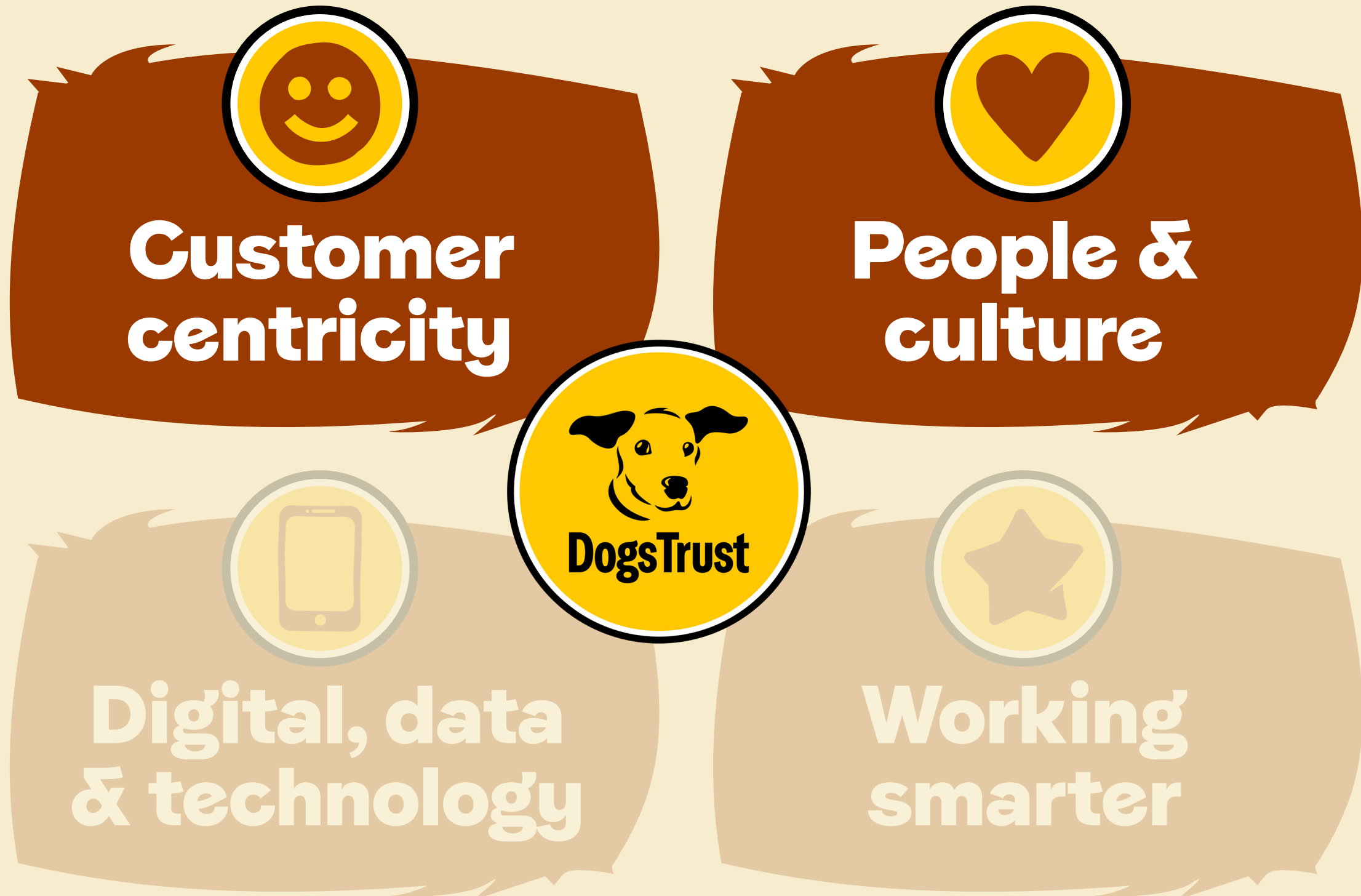
**extraordinary
things happen**
for **dogs**



Across every centre, community, shop and classroom, we're finding new ways to deliver help, hope and lasting change. Yet we know we can go further and faster by strengthening the foundations that support everything we do: our technology, our ways of working, and our understanding of those we serve. By empowering the people who make it all possible, we'll accelerate our work and help more dogs across the UK, Ireland, and around the world.

Our next chapter is about working smarter and acting bolder. We're equipping our teams with the tools, insight and confidence to make decisions quickly and effectively. By putting our supporters, adopters, volunteers and colleagues at the heart of everything we design, we make sure every pound, every hour, and every idea delivers the greatest possible benefit for dogs.

6 Accelerating our impact



1 Customer centricity

We are a dog charity, but everything we achieve for dogs is powered by people. Every dog we help is saved through the dedication of supporters, fosterers, dog adopters and volunteers; the wider Dogs Trust community. When people feel heard and supported, they stay with us, strengthening that community and making our work possible.

What we're going to do

We'll embed a culture of customer centricity, so every team – from reception to rehoming, finance to fundraising – understands the role they play in great experiences for customers, and each other. We'll design services that meet people where they are, reduce friction and make it easy to find help, rehome, or get involved.

How we're going to do it

Focusing on community-led and compassionate service design, we'll provide the training and tools that teams need to resolve issues more quickly, measure satisfaction, learn from feedback and celebrate success. By deepening empathy and trust in every interaction, we'll create a community that stays connected for life.

2 People & culture

The heart of Dogs Trust has always been its people: our staff, volunteers, foster carers, and supporters. Their compassion and skill turn ambition into action and transform lives every day. Together, we help dogs.

What we're going to do

We'll foster a supportive, inclusive, and high-performing culture where everyone knows exactly how their role contributes to making the biggest difference for dogs. We'll encourage accountability, celebrate our wins, and make sure our people are recognised for the impact they make.

How we're going to do it

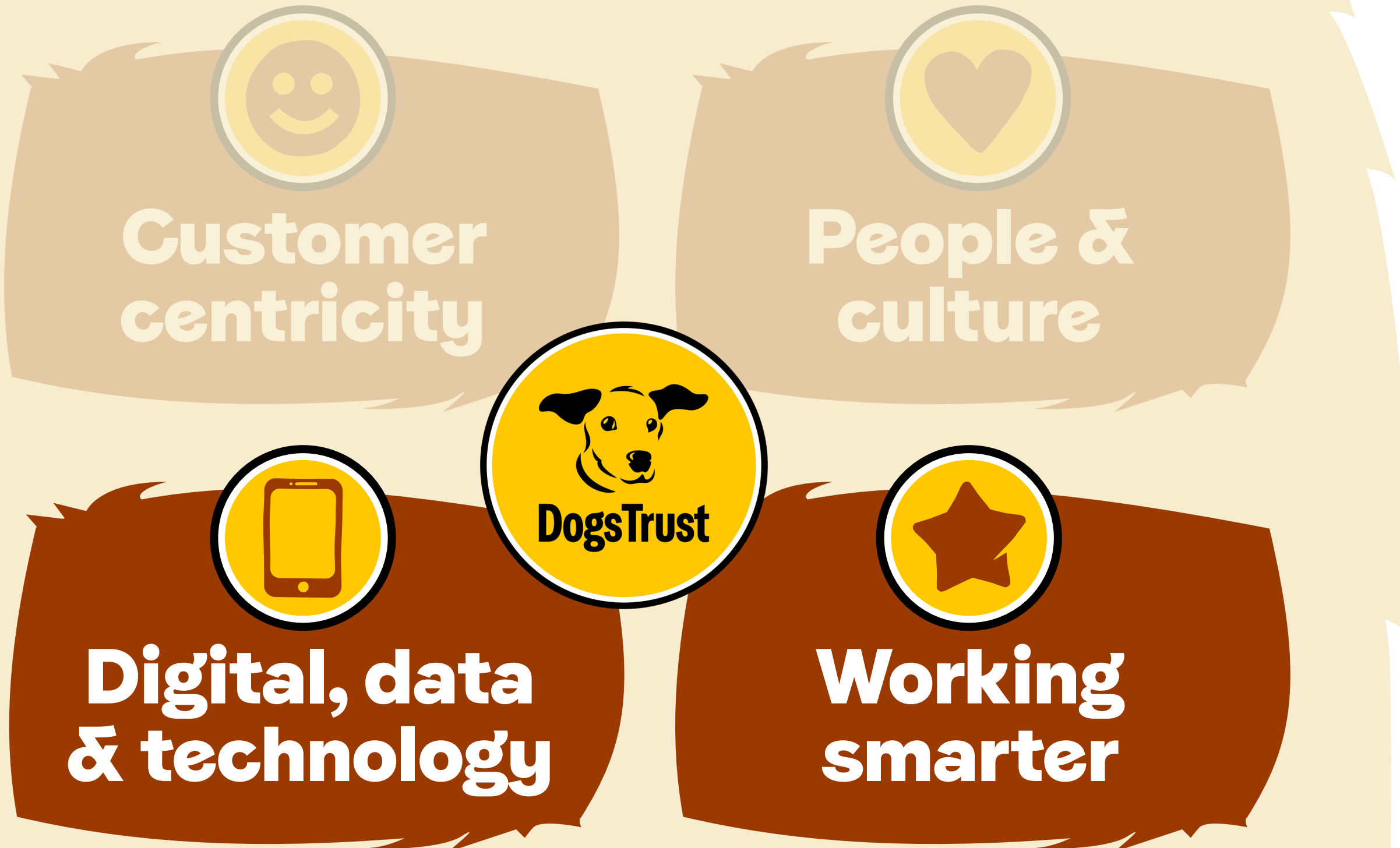
We'll anchor our values and behaviours into our culture so that everyone feels trusted and inspired to do their best work. Our leaders will model openness and reflection, always asking how we can do better for our four-legged friends, and encouraging others to do the same.

Teams will work together with a whole-organisation mindset, through a shared purpose. We'll challenge one another courageously and compassionately to inspire great thinking so we can do our best and make the biggest difference for dogs.

Ultimately, it is our people, united by a love of dogs and a belief in what's possible, who will drive the next chapter of Dogs Trust. Their compassion and skill will turn ambition into action that transforms dogs' lives every day. Together we will make a difference.



6 Accelerating our impact



3 Digital, data & technology

Technology touches every part of what we do, from tracking a dog's journey through our centres to engaging supporters or delivering training worldwide. Used well, it can amplify our reach and open new possibilities for care and connection, but it must always serve our purpose, not define it.

What we're going to do

We'll invest in and harness the full potential of digital, data and technology to enhance how we work and learn. Our systems will connect seamlessly, automating routine tasks and improving the visibility of our impact. We'll use data to guide decisions, from spotting emerging needs to understanding a dog's or supporter's lifetime journey. And we'll explore responsible AI that strengthens, but never replaces, the human touch.

How we're going to do it

We'll deliver new IT and data strategies aligned with our mission, investing only where impact per donor pound is clear. With strong data protection and greener investments – solar energy, electric vehicles and efficient systems – we'll build a smarter, more sustainable foundation for every team.

4 Working smarter

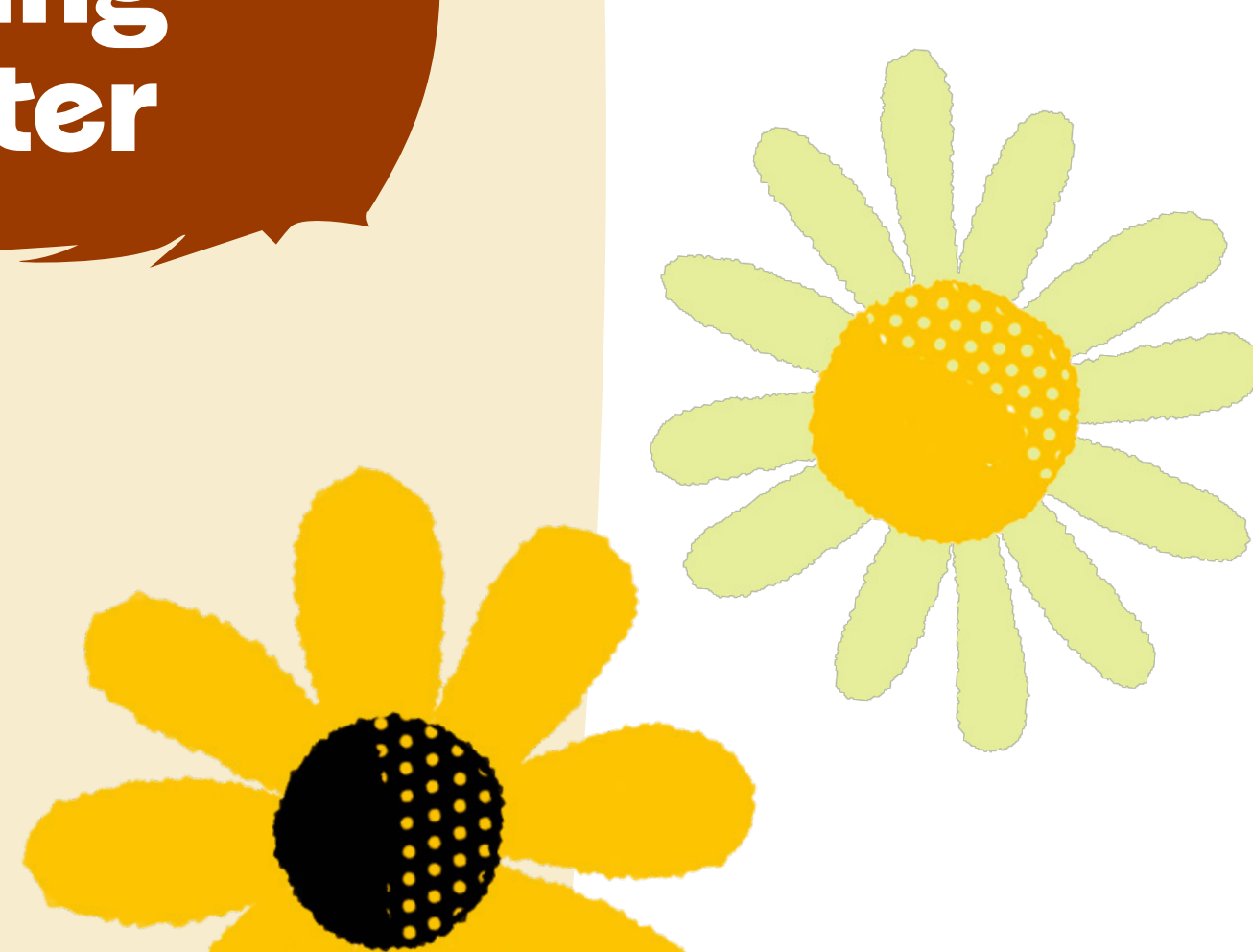
Dogs Trust has been built on compassion and expertise, but also driven by a determination to constantly improve. As pressures grow, we must be agile, efficient, and innovative, so that more of our resources reach dogs directly.

What we're going to do

We'll streamline processes and systems to reduce duplication and make it easier for people to get things done. Reliable, intuitive tools will free staff to focus on caring for dogs, supporting owners and building partnerships. We'll nurture a culture of continuous improvement, empowering teams to evaluate, share and refine ideas.

How we're going to do it

We'll work together to make it easier for people to get things done. Every efficiency becomes new capacity: one more behaviour case resolved, one more dog rehomed, one more life transformed.



7 The power of partnership

Lasting change for dogs doesn't happen in isolation

Every milestone we've achieved, whether improving welfare standards, managing dog populations, or building veterinary capacity, has been made possible through partnership.

As the dog charity, we bring the experience, expertise and evidence, but it's the shared commitment of our community that turns ambition into impact. Across the UK and around the world, we are proud to work alongside exceptional organisations, veterinary bodies, governments, businesses, and donors. You all share our passion for dogs and our belief that 'a dog is for life'.

These collaborations amplify our reach and mean the help we provide is not only effective but sustainable. From local charities and councils to global health networks and corporate partners, each of you plays a vital role. You bring the specialist knowledge, community insight and critical resources that help transform how dogs are cared for.

Our gratitude goes to everyone who stands with us. Together, we are proving that when expertise, compassion, and partnership combine, we can create a better world for all dogs and the communities they belong to.

We'll create a better world for all dogs

and the communities they belong to



Success story

Our long-term support from Postcode Lottery players, and our partnerships with Petplan and Pets at Home, as well as our other incredible corporate partners, play a vital role in helping us care for around 10,000 dogs each year. Their support strengthens our expert training and behaviour work, enriching the daily lives of dogs in our centres and foster homes, giving reassurance for owners and helping more dogs have happy and secure futures.



8 Together, we'll help millions more dogs

Join us
in helping
**change
the world
for dogs,**
from those on your street to the
millions
across the globe.



The world is a challenging place right now for people and dogs alike, and we're grappling with big issues.

We're an ever-growing community of dog lovers and owners who want to help even more of our four-legged friends, to be there for them for life. By building a movement of dog people who want to make a real difference, we'll reach more dogs when they need help most.

From day one, Dogs Trust and our sister charities Dogs Trust Ireland and WVS, have stood for dogs; reflecting their optimism, loyalty and faith in people. We choose to focus on hope, compassion, and our vision of a better life for every dog.

Every person who joins us helps make that belief a reality.

When a foster volunteer opens their heart and home to one dog, they make space for another to be rescued.

When a behaviourist works with a struggling owner, a family stays together, and another dog has a chance to come through our doors.

When a campaigner stands up for change, they become a voice for dogs, making sure they're protected from harm.

When we vaccinate a dog against rabies, we help break the cycle of transmission between dogs and humans.

We don't receive any government funding. Everything we achieve is made possible by our community of volunteers, partners, and supporters who donate their time, voice, and money.

To deliver this strategy, we need to grow, inspire more action, and unite dog people everywhere. We rely on your continued kindness and support to achieve our mission.

When we all come together as one community, there's no limit to what we can do. Together, we can make sure we're always there for dogs, when and where they need us most.

Our 5-year Strategy

Want to get involved?

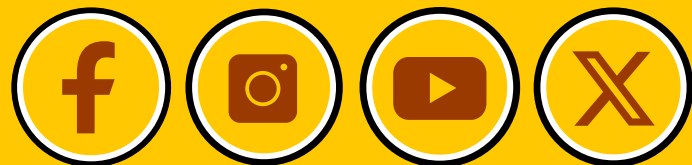
Help us help more dogs by donating, adopting, fostering, advocating and volunteering.



dogstrust.org.uk

dogstrust.ie

wvs.org.uk



@dogstrust

Join us today

