



We are Cats Protection

Since 1927 we have helped cats across the UK and helped people to better understand their needs. As a community of volunteers, employees, supporters and partners, we've improved the lives of millions of cats and transformed the way millions of people see and care for cats. We can all truly be proud of that.

As we approach our 100th anniversary, we want to do more. That means helping more cats and having a bigger impact for cats and their owners. It means building on what we have achieved already, making the most of our resources and creating new services that will further protect and enrich the lives of all cats.

This document sets out our strategy for the future – aptly called All for Cats. It defines who we are, what we do and how we do it. It explains our immediate goals. Most importantly, it sets out how together with our supporters we can change the world for the better.

Why we exist – **our vision**

We have a clear vision for how we want to change the world. It's the driving force behind everything we do. It comes directly from the reason why Cats Protection was established, and why so many people help and support us today.


Our vision is a society where every cat has their best possible life because they are protected, cared for and understood by everyone.

It's not an easy thing to achieve, but that's the point. It's challenging and ambitious. But by moving towards it we'll continually make the world better for cats and people.

What we do – **our mission and purpose**

We also have a clear definition of what we all do in Cats Protection – the mission we are on to deliver our vision.

We are a movement of people championing the welfare of cats. We lead society in a richer understanding of all cats and care for those that need our help.



We create that richer understanding
through a singular purpose:

To help people see the world through cats' eyes

Because if we can help everyone
to better understand cats and
their needs, we can help them
to behave differently towards
them, to care for them in the
best way and to ensure the world
appreciates and protects cats.

How we do it – **our values**

As a movement of people, we all share a common set of principles that influence the way we do things. Our shared values act as a guiding compass to shape our behaviour and the decisions we make. They create consistency – so that wherever and whenever people encounter Cats Protection, they always get the same experience. When we all operate consistently together, we really do help everyone to see the world through cats’ eyes and create a richer society for all.

We put cats first

We are here for all cats. Their welfare is at the heart of our charity. We give them a voice and provide them with care and compassion when they need us. Cats enrich our lives, we aim to enrich theirs, celebrating and appreciating differences in each other, cat owners and in every cat.

We work as one

We are the heart of a network that connects people who care about cats. We don’t stop there; we continue to create more partnerships and expand our reach. We share our passion for cats, seek different perspectives, remove barriers, respect and value diverse perspectives and experiences.

We are courageous

Doing the right thing requires courage and bravery. We want to be known and trusted, that means we must be honest, open and transparent. It means we own our actions and are always authentic. And we continue to raise the bar on cat welfare standards.

We are knowledgeable

We want to be here for all cats, and we can only do this by continuing to learn and share our expertise. We will make decisions based on evidence, see the bigger picture and strive to have the biggest impact. As experts, we share our knowledge and expertise freely. We will never stop learning about cats and their needs.

We are compassionate

We show care and compassion, considering the best way to share knowledge that reaches people in meaningful ways. We recognise that we all have a unique set of skills, expertise and experience and this collective strength makes the most difference to cats. We act in a compassionate and caring way – it's how we make a difference to cats and each other.

These values are not new to Cats Protection – they are already deep rooted within our charity. By setting them out in our new strategy, we can ensure that we live by them and reinforce them across everything we do.



Why we're doing this

There are millions of cats in the UK and although we're doing a great job, we're only reaching a fraction of those we could help. We believe that every cat – not just those that come into our care – deserves our help, and that we have the opportunity to do so much more for every type of cat and in every situation. We have the ability to positively impact the lives of millions of cats.

To reach more cats we must reach more people.

By helping people to think and act differently towards cats, we can prevent cruelty and mistreatment, we can reduce the need for rehoming, and we can make sure people really appreciate what cats bring to the world. As the cat experts we will share our knowledge, encouraging more people to come to us for accurate information and advice. And by becoming the thought leader for all things cats, we can positively influence policy to make the UK a better place for them and help influence the way the world sees cats.

By developing new services, we can extend our reach, better use our resources and focus our efforts where they will have the greatest impact. That doesn't mean stopping with what we already do so well, it means supporting and complementing existing services. By strengthening our communications and our brand we can increase the recognition and understanding of what we do and help people to see the world through cats' eyes.

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Where we will focus

Our goals

An increased focus on cats

Our vision is focused on giving every cat their best possible life. So, it's not surprising that four important goals are focused around their welfare.

The first is to ensure that **all sheltered cats** (not just those which we have taken into our care) have a good welfare experience.

The second is to improve the quality of life of **all owned cats**, and the third to ensure **all feral cats** (those that are unsocialised and unowned) are treated appropriately.

Finally, we must continue and develop our neutering programme to ensure the **UK cat population** is balanced to improve cat welfare.



An engaged audience

We can't do more for cats if we don't bring people with us. So, we have several goals focused around people.

We want to build much **greater awareness, engagement and long-term relationships** with cat owners and cat lovers to improve cat welfare and drive income generation.

We will significantly build our **authority and credibility** with priority professional audiences and organisations, positioning ourselves at the **go-to charity for all things cat**. This also means we must become a more **customer-centric organisation** through insight into their needs and expectations and **developing appropriate products, services and customer journeys**.

Being the best at what we do

To support what we do for cats, we need to ensure that the structures, actions and understanding of our organisation have been optimised to do so.

We have defined goals to ensure that we **live our values** in all that we do and that our organisational culture supports the delivery of our strategy.

We also need to consistently represent our **purpose, vision, mission and values** through our brand to build greater engagement with our key audiences.

To support our volunteers and employees we have also committed to improve **key capabilities, structures and accountabilities** to enable everyone to succeed and to thrive.

We will transform our **key underpinning processes and technologies** to enable the efficient and effective delivery of our strategy and services. And by **leading the sector in welfare research and impact measurement** we will ensure we are delivering the best cat care and advice services, and influencing others to do the same.

The final goal is one every organisation has a responsibility to make and we have the opportunity to build into our thinking. We are taking the **opportunity to reduce our carbon footprint** and increase our environmental sustainability as an organisation.

The income to support our vision

We can't do all this without money, so we need to ensure we are using our finances wisely.

We will maximise the **efficiency and effectiveness** of our spend to increase the impact our resources have on cats.

We'll ensure **long-term financial sustainability** for the organisation so we can continue to help cats as long as needed and **we'll invest in improving** the organisation so that we can have greater impact and help many more cats. And we will build collective accountability for our mission and to you, our supporters and friends.

We will **increase fundraising to a wider audience** to give more people who love cats the opportunity to support our work. We'll also continue to make the most of the donations existing supporters bring.

We'll **increase regional and community fundraising** to maximise our local footprint, and explore relationships with more high value givers and invest in bringing in more legacy income.

We will **increase our retail presence** to improve our visibility within communities, and also develop new sustainable commercial income streams to that cat lovers can find more reasons to support us.



How we'll get there

The work we are doing

What we have defined is ambitious, but it's achievable. It builds on the fantastic work we do today, helping us to influence more people and reach more cats. We'll be strengthening and expanding existing work, we'll be introducing some new things, and we'll be making some changes.

We've already begun to expand our already successful Paws Protect pet fostering service for families fleeing domestic abuse, to reach more people and cats in crisis. We've introduced some new ways of working, building on what we learnt during lockdown. We are implementing many cultural and people initiatives that underpin our work. And we are doing and planning more.

For cats' welfare

We have started initiatives around using evidence, insight and research to improve what we already do. We are starting to lead the conversation and debate on feral cats, and cat population. We are also looking at our field and veterinary operations to identify opportunities to support more cats and cat owners.

For people

We are defining and developing a strong vision for our people at Cats Protection, engaging with everyone to build the best customer experience within the sector. We're building on and improving how we involve volunteers and employees, develop our voice and create an organisation which represents the 11 million cats across the UK, building a culture of inclusion and equity where people are rewarded and recognised. We're also working on making recruitment and induction better, and improving the support that people get in the role.

For the organisation

We're improving our use of data so we have a single, clear view of our customers and supporters – which gives us a better understanding of their needs, knowledge and how we can best reach them. We are working on strengthening our communication and brand. Finally, we have an initiative which is focused on how we can reduce our impact on the environment.





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Reg Charity 203644 (England and Wales) and SC037711 (Scotland) | INCOM_7657