



CATS PROTECTION LEAGUE CANTERBURY INCORPORATED **STRATEGIC PLAN 2022-2032**

PART ONE | WHO WE ARE

Cats Protection League Canterbury was founded in 1971 by Ruby Austin, who was inspired by the work of CPL in the UK and wanted to provide a similar (but separate) service for the cats of Canterbury. The League is run by a volunteer committee and is a registered charity with Inland Revenue and the Charities Commission. We are based in Christchurch, with a rehoming cattery and office at 14 Charlesworth Street and an opportunity shop at 475 Worcester Street.

OUR MISSION

To save and improve the lives of domestic cats in the Canterbury area through compassionate care, rehoming, advocacy and education.

OUR AIMS

- To find suitable homes for stray and abandoned cats and kittens, and for those that can no longer be cared for by their owners
- To promote desexing, microchipping and adoption to help reduce the number of stray and unwanted cats
- To assist people who cannot afford the cost of desexing, microchipping and other veterinary care for their cats
- To educate and advocate on behalf of domestic cats in Canterbury
- To do our best for all the cats that are surrendered into our care

OUR VISION

A community where all domestic cats are cared for and valued.

OUR VALUES

- Empathy and compassion : we are “all about the cats”, but also care about the people who care about the cats
- Fairness and inclusivity : we do not let personal bias affect how we treat staff, volunteers or those who come to us for assistance
- Professionalism : our policies and practices are science-based, legal, ethical and carefully considered
- Collaboration : we are happy to work with other stakeholders to achieve our goals
- Responsibility : we stand by the decisions we make and are happy to explain them

YEAR 1 UPDATE

We are in the process of transitioning to a Charitable Trust. As part of this we have updated our Incorporated Society's Objects and these will become our Aims. Our Mission, Vision and Values were developed for this Plan and these stay the same.

PART TWO | OUR ASSETS

OUR STRENGTHS

- Staff and volunteers with a wealth of knowledge and experience in cat care
- The recognition and goodwill of the Canterbury community
- A good track record in coping well with adverse events
- A recently-completed bespoke rehoming cattery complex
- Sound financial management

OUR WEAKNESSES

- Small number of key staff
- Current lack of expertise in event management and fundraising
- Dependence on volunteers for key functions
- Dwindling membership (aging current membership / lack of new recruits)

OUR STAKEHOLDERS

- Cats (owned cats and socialised strays, including barn/community cats where appropriate but largely excluding ferals)
- Owners (seeking advice or financial support, wanting to surrender cats)
- Adopters (actual and potential)
- Members and other supporters
- Volunteers (cattery, office, shop, fosterers, committee),
- Paid employees
- Other rescue groups
- The veterinary community

OUR CAPITAL

- Cattery and office complex at 14 Charlesworth Street,
- Residential property and ancillary buildings at 18 Charlesworth Street,
- Opportunity shop at 475 Worcester Street,
- Investment portfolio with JBWere.

YEAR 1 UPDATE

A decision was taken in May 2023 to close the shop, and this was approved at the AGM on 29th July 2023. We plan to sell the building, ideally as a going concern, but it currently still belongs to CPL as an asset.

We have two new managers at the cattery. One of our previous managers has moved on, the other is staying on as a relief manager and also as a volunteer. We also have two new members of staff in the office - replacing one who has moved on and one who is our new Office and Administration Manager - and an extra cattery assistant for the weekends. This increases our key staff by two.

PART THREE | THE ROAD TO 2032

As our plan commences we are in the middle of two global crises - COVID pandemic and climate emergency - which are creating all sorts of challenges, including some that have yet to emerge and many that are well beyond our ability to control. These include:

POTENTIAL COVID CHALLENGES

- Health rules and protocols mandated by government impacting our ability to function normally
- Limited access to veterinary care / vet shortfall due to border restrictions
- Staff shortages due to self-isolation requirements, COVID illness and burnout
- Food and other shortages due to supply chain issues

POTENTIAL CLIMATE CHANGE CHALLENGES

- Rising sea level (cattery is on coastal land)
- Increased incidence / ferocity of adverse weather events
- Transport / power issues caused by the move away from fossil fuels
- Immigration pressure due to NZ's perceived "ark" status

In addition, we have a range of other challenges to consider:

NATURAL

- Other natural disasters, e.g. earthquake or tsunami
- Novel feline infectious disease outbreaks (cat pandemic)

POLITICAL

- Current attitudes to introduced species (Predator-Free 2050 and similar)
- Inadequate animal welfare laws coupled with limited political will for change
- Political unrest and wars resulting in an influx of refugees

ECONOMIC

- Lack of Government support for animal welfare
- Changes in age demographic – lack of funding for superannuation may impact on legacies as potential donors need to fund their own retirement
- Inflationary pressures on running costs (food and maintenance bills, vet bills)

SOCIAL

- Current long working hours limiting the pool of available volunteers
- Loss of social cohesion decreasing generosity / empathy

TECHNOLOGICAL

- Rapid changes in software resulting in endless retraining to keep up with social media / office systems
- Cost of regularly updating hardware.

YEAR 1 UPDATE

As Covid 19 cases decline, we are increasingly feeling the financial fallout from the pandemic. We had anticipated this in terms of our own increased costs, but not really foreseen the damping effect this would have on adoptions or the increase in surrenders due to financial hardship.

Increasing housing density in Christchurch is providing a new set of challenges as single dwellings on traditional quarter acre sections are replaced by groups of small town houses with little outdoor space. This provides more opportunities for rehoming indoor-only cats but we are having to look further afield for suitable homes for more active and/or territorial pets.

PART FOUR | OUR GOALS

Our organisation is currently in a position of relative strength – well funded, operating from a new and well-designed cattery, with strong links in the local and veterinary communities – so our primary goal is to maintain our level of service in difficult times, making incremental improvements as conditions allow.

YEAR 1 UPDATE:

Unless specified otherwise, all statistics relate to the period 1st September 2022 to 31st August 2023. Generating bespoke statistics creates some extra work but avoids any potential confusion from using statistics based on the financial year.

In particular, we will:

1

Seek opportunities to expand our Feline Fix and Feline Fix Plus programs for desexing cats, in order to further reduce the number of kittens being born and reduce the spread of FIV (feline AIDS) and FeLV (feline infectious leukaemia).

YEAR 1 UPDATE:

A total of 1880 cats, kittens and teens were desexed this year via CPL, including 560 individuals desexed (and 564 individuals microchipped) through our Feline Fix Plus program.

The Feline Fix Plus program was trialled in 2022 so this is its first official year of operation, running March to October 2023 (please note; figures for September and October are included in this year's totals). Funding came from a recent bequest, and there were several surcharges for in-season and pregnant spays during the later months. We felt that the season was a success and we may invite at least one additional vet clinic to participate in future operations.

2

Continue to find suitable homes for all healthy cats and kittens surrendered to us, decrease the average time to adoption and increase our ability to rehome cats with manageable health conditions and/or poor socialisation by providing a wider range of support options.

YEAR 1 UPDATE:

We have rehomed 179 adult cats, 154 kittens and 52 teens during the year, a total of 385 individuals. Of these, 15 individuals were rehomed after cattery stays of more than 6 months, 2 individuals were rehomed after stays of more than 1 year and none were rehomed after stays of more than 2 years.

Average time to adoption over the year was 8 days for kittens, 34 days for teens, 79 days for cats aged 1-9yrs and 102 days for cats aged 10yrs and over. If rehoming rates drop, average time to adoption is bound to increase. The cost of living crisis is not ours to solve, but we need to ensure that we are not creating other unnecessary obstacles for potential adopters. We may also need to review our intake criteria to ensure that incoming cats and kittens are not adversely affected by the long wait times and that there is a balance of easily adoptable versus needy cats, maximising the chances of potential adopters finding a good match.

We introduced an adoption contract in May which provides confidence for both rehoming staff and adopters, especially when rehoming cats with ongoing issues.

3

Increase our provision of financial assistance via the Saving Lives program, thus preventing unnecessary suffering in owned cats where cost is a barrier to seeking veterinary care.

YEAR 1 UPDATE:

We added 5 adopted cats to the Saving Lives sponsorship program, although one of these is now deceased. 17 owners were provided with life-saving assistance for their cats. 7 FIV+ cats lives were saved, 2 of these - plus 1 FIV+ cat from before the start of the year - are still awaiting adoption at the cattery.



4

Maintain the quality of on-site care we provide for cats and kittens, continuing to seek ways to better meet their physical, behavioural and emotional needs in line with current and future legislative requirements, recommendations from feline welfare organisations and scientific advice.

YEAR 1 UPDATE:

Our new cattery manager has been recruited direct from veterinary nursing, bringing up-to-date skills and fresh new ideas. However, there is a steep learning curve which he needs to traverse before we can take full advantage of this.

We are expanding our Animal Shelter Manager software to include all aspects of the organisation and this will – over time - improve our record keeping and free up time for more hands-on care.

5

Further develop our cattery complex, extend its functionality as opportunities arise. In particular, we will be considering; (a) increasing use of sustainable technology to reduce our carbon footprint and power costs, (b) repurposing our under-utilised vet suite, (c) redeveloping the Sanctuary once its remaining residents have passed on and (d) finding suitable space for a small (3-4 pens) quarantine unit. Continue to explore potential options for providing in-house veterinary care.

YEAR 1 UPDATE:

We have received quotes for the installation of solar panels on the cattery roof. The work has been delayed by the need for repairs to the underlying roof structure but we anticipate it will go ahead next year. The power supply for the underfloor heating has been moved to the other side of the building so that it can run 24/7 (which is more efficient) without annoying the neighbours.

The Sanctuary now has only one resident (Georgia). While she is quite elderly, she seems healthy and content at present.

6

Expand our fund-raising options in order to decrease our dependence on legacies; update our opportunity shop, make more use of events-based and online fund-raising, develop merchandise and explore the potential for corporate sponsorships. Possibly create a dedicated fund-raising group to take this on.

YEAR 1 UPDATE:

Whilst selling the shop would appear at first sight to be a setback, it removes an ongoing distraction and - once it has sold and the dust has settled – will give us cash in hand and head space to explore other fundraising options. The planned update went ahead anyway and will help make the property more saleable.

7

Increase our community engagement by recruiting a new generation of members and/or changing our organisational structure to allow for less formal channels of support. Strengthen our community profile by developing educational resources and engaging more with local businesses, schools and colleges.

YEAR 1 UPDATE:

Transitioning to a Charitable Trust will overcome many of the problems associated with our dwindling membership – members will be able to concentrate more on the social and fund-raising aspects of belonging and less on policy and decision-making, which we hope will create a resurgence in interest.

8

Together with other stakeholders, work to improve the legislation and policies that serve to protect animals in New Zealand.

YEAR 1 UPDATE:

We have developed a new Volunteer Agreement information pack which provides guidance on CPL's policies and procedures (volunteers already agree to follow these when they sign up) and this will be launched shortly. The increased number of staff hours is allowing more time for volunteer training, and written information is being added around the cattery for volunteers.

9

Invest in our employees and volunteers, providing greater opportunities for social networking and skill development. Develop some “fun and easy” options to get new volunteers started and keep experienced volunteers motivated.

YEAR 1 UPDATE:

We provided feedback to MPI via the SPCA on a draft new Code of Welfare for companion cats during the year and this was well received. We continue to provide data for the Companion Animals pilot.

