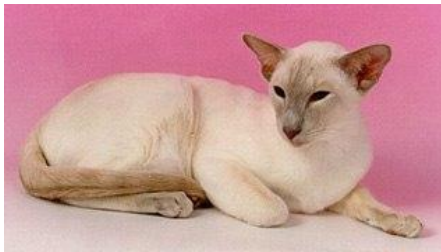


GCCF Strategic & Business Plan 2010 - 2013



GCCF Strategic Plan 2010 – 2013 & Business Plan 2010/11

(“A goal without a plan is but a wish” - Antoine de St Exupery)

Introduction: The Governing Council of the Cat Fancy, the first registration body for pedigree cats, was established in 1910 and is run along highly democratic lines. The key decision making forum is the Council, composed of delegates from all breed and area clubs affiliated to GCCF, a body which elects the administrative infrastructure, the Standard Committees: Executive, Finance, Investigations and Disciplinary, Appeals and Genetics, annually. The Constitution which enshrines the objects, duties and powers of the Council and its committees, has operated effectively for exactly 100 years and in this centenary year it is both very appropriate as well as highly necessary to take action to secure the best elements for the future. In doing this it is vital that we seek to update and modernise the GCCF and enable it to develop and thrive in the complex economic and social context of 21st century Britain and so remain a viable relevant body for another 100 years.

Currently the GCCF is an unincorporated body with limited assets, trading to a niche market in an increasingly difficult and competitive economic climate and in a rapidly changing society. To secure a viable long-term future for the GCCF we must place it on a firm financial footing, limit its liabilities, fully exploit its strengths and take maximum advantage of all opportunities to grow our business by introducing modern IT systems and operating practices; only by these means will we ensure our products and services remain in demand and are delivered to a quality and standard to meet the expectations of our customers. We must eliminate waste to become more efficient and cost effective in our operating practices and liberate the skills, knowledge and talents of our staff and elected officials. To do all of this requires a paradigm shift in the culture, management and operational processes of the GCCF to make it wholly fit for purpose, the relative lack of change and development over recent time gives us the chance to make this paradigm shift in one great leap forward.

In order to re-invent ourselves for a new age, we need to have a clear purpose and clearly expressed and understood objectives. We must build consensus and a common purpose to gain the enthusiastic support of affiliated clubs, delegates, staff and the wider cat fancy.

The first stage in this process is an analysis of the current attributes of the GCCF along with the opportunities to be seized and the threats to be tackled and overcome. This analysis must inform and shape the strategic plan to safeguard the future of the GCCF.

SWOT analysis:

Strengths:

- *Brand recognition is strong and extensive in the UK and internationally, the brand is mature and has credibility, it is associated with history, quality and integrity.*
- *Organisation has well established practices and processes founded on democratic principles which inform its culture and infrastructure.*
- *Strong Constitution, governance and rules – the GCCF has been used extensively as the model for other registration bodies.*
- *Well established after 100 years with 146 affiliated clubs and with a very definite culture and attracting/inspiring deep loyalty by many.*
- *Enjoys deep commitment from Officers & Committee members and many delegates who are very willing to give time, skills, knowledge and talent pro bono to support all areas of the GCCF's operations; this knowledge and experience is vital to the running of the business now and in the future.*
- *Rigorous training scheme for judges; GCCF judges are highly regarded in the UK and abroad.*
- *Excellent record on promoting and supporting cat health and welfare. Genetic based registration system and clear policy and guidelines on sound breeding practice and to govern recognition of new breeds applying.*

Weaknesses:

- *Low asset base and very limited liquidity, cash-flow has decreased in recent times in part because of the economic downturn but also because of changes in society and specialist and limited nature of services and products.*
- *IT hardware and software systems are seriously out of date and increasingly not fit for purpose; the system is a profound limiting factor in enabling the GCCF to modernise its process and improve the range and quality of its services and products.*
- *Registration process, the basis of the organisations existence, is increasingly slow, cumbersome and bureaucratic and in urgent need of streamlining and modernisation, but this is not possible with the existing IT system. Many processes are still paper-based and could/should be replaced by an internet based on-line service.*

- *Management and decision making structure is lengthy, involved and not suited to running a modern 21st century business; there is a demonstrable element of “amateurism” in the way the organisation operates which is not conducive to running a successful and profitable business .*
- *Inflexible and unresponsive decision making process means that often crucial decisions cannot be made in a timely and efficient way leaving the GCCF highly vulnerable if the unexpected occurs.*
- *Prevalence of “short-termism” and carrying on in the established way, rather than long-term planning to achieve agreed goals and targets and a process for reading the market and foreseeing changes that may adversely affect the organisation or commercial opportunities that could be exploited to advantage.*
- *Lack of an established process for analysing possible risks and planning risk management.*
- *Staff not being developed to their full potential; no identified set of necessary competencies or staff development plan to train key staff in philosophy and rationale behind organisation, in genetics (the basis of the registration methodology) or IT, customer service and marketing techniques.*
- *Structure of the organisation militates against consistent, clear day to day leadership for the employed staff and puts a lot of pressure and responsibility onto elected Officers*

Opportunities:

- *Centenary year could be a major year of change, rebasing and refreshing of GCCF with many opportunities to gain a broader base of support and to promote the organisation and its work. A chance to make a paradigm shift in the way we operate and to take advantage of recent developments in technology and business processes. Exploit the brand and promote it via new/refreshed design, a new website, and seek out sponsorship and advertising deals/partnerships to help secure the future.*
- *A chance to assess the business and business opportunities and to develop a longer term plan with clear objectives, priorities and actions to place the organisation on a sound financial footing; take some brave decisions and call on the extensive goodwill, experience, talents, professional capability and resources of the wider cat fancy – clubs, delegates, etc to commit to building a new and relevant future organisation.*
- *Look to build consensus around a common purpose – building a strong, responsive GCCF that meets the needs of its members - by laying good foundations now while there is the knowledge and experience to draw upon, rather than wait until*

a true crisis point is reached. Be bold and visionary in aspiration and consider the kind of GCCF members want and need in the future, developing a realistic strategy to achieve the vision and the actions necessary.

- *Take advantage of the GCCF brand to establish mutually beneficial partnerships with commercial businesses such as food manufacturers, manufacturers of other cat related products, car industry, insurance companies, and the media by convincing them of the benefit of advertising and sponsorship deals, positive articles and media coverage, etc.*
- *Exploit the Supreme Show as a “showcase” in the way the Kennel Club has Crufts. Consider hosting the World Cat Congress in 2013(?) and explore what this would entail.*

Threats:

- *That GCCF takes no significant action to address the current risks outlined above and slips into insolvency in the immediate future. This danger is heightened by the unlimited liability the GCCF is currently exposed to by having no clear legal status other than that of an informal hobby club.*
- *Restricted niche market and limited appeal or relevance other than to a limited specialist section of the general public/society.*
- *Negative press focussing on health and welfare issues and genetic anomalies in pedigree cat breeds.*
- *Current economic recession and lack of money/tightening of belts generally which has resulted in recent declines in registrations, income from shows and other products and services; current economic climate is likely to continue for the next 18 months to 2 years the period crucial in terms of placing the GCCF on a sound financial basis, etc.*
- *Rapidly changing technology and its effect on society and the way people expect to do business, purchase and pursue the leisure time activities and hobbies – internet, on-line shopping, use of card not cash, etc.*

Vision & Mission statement: To be the premier cat registration body in the UK that sets the standard others worldwide aspire to emulate. To provide an excellent service for the registration of cats, cat pedigrees and breed classification; to improve cat breeding; to take a strong lead in protecting the welfare of cats and the interest of cat owners, to approve and organise cat shows, to be a source of advice and guidance on all aspects of cat care, health and welfare, cat genetics and sound responsible breeding practice.

Strategic Aims & Objectives:

1. To ensure the long term financial security of GCCF; to maximise income and reduce expenditure across all GCCF activity including the Supreme Show.
 - ✓ Look for opportunities to streamline services and ways of operating; explore options for income generation both short term and long term; investigate sponsorship.
 - ✓ Consider loan from clubs/elsewhere to facilitate capital investment in order to improve operating systems (specifically IT) and expand products and services; improve efficiency & effectiveness and place GCCF and its register on a much stronger long-term footing.
 - ✓ Establish strong risk assessment process and maintain and operate a risk management plan. Ensure sound long-term financial planning and that cash flow is rigorously managed so that the organisation has sufficient liquidity to operate effectively at all times.
 - ✓ Incorporate GCCF to eliminate exposure and risk and limit liability of affiliated clubs and elected GCCF officers and members of committees.

2. Ensure the breed integrity and genetic health of all pedigree cats and specifically of those recognised by GCCF.
 - ✓ Publish and implement GCCF Breeding Policy and promote and encourage genetic testing and proactive management of genetic anomalies in the cat
 - ✓ Establish and maintain a national genetic register, provide specialist advice and support via the Genetics Committee.

3. To be the premier cat registration body providing an efficient, cost effecting registration service for breeders and owners.
 - ✓ To work with BACs to ensure clear and workable registration and breeding policies for all recognised breeds.
 - ✓ To licence shows and maintain a highly credible system of judging against agreed national breed standards to reward the best examples with prestigious titles; (aim to) ensure integrity in exhibiting, judging and management of shows.
 - ✓ To review show structure, organisation of sections, approved titles and overall show procedures to ensure they remain relevant and fit for purpose

- ✓ To develop and promote a “Young Exhibitor Scheme” to identify, develop and support a group of committed and knowledgeable young people who will help to build a secure future for GCCF.
4. To be proactive in promoting health & welfare for the cat and offer advice and guidance in the prevention of disease.
- ✓ Ensure every effort is made to encourage responsible cat ownership, breeding and showing.
 - ✓ Work with FAB, universities and veterinary schools and other bodies as appropriate to research cat diseases and develop methods of prevention and cure.
 - ✓ Encourage and support cat rescue. Give advice and guidance via a range of media on cat care, feeding, neutering, vaccination and prevention of disease, etc.
 - ✓ Support & promote DEFRA policy on the Welfare of the Domestic Cat
5. To provide general advice and guidance on all aspects of the cat fancy and to positively and proactively promote the GCCF as the premier registration body (in the world).
- ✓ Explore the possibility of hosting the World Cat Conference in 2013
 - ✓ Explore business case and general appetite for re-establishing a GCCF Official Journal, both on-line and in hardcopy, to include judges’ critiques, GCCF notices, promotion of good breeding practice and responsible cat ownership, along with a general information and advice on a range of relevant topics.
6. To recruit, lead, develop and manage a team of well motivated people to run the GCCF’s services.
- ✓ Develop and maintain commitment and motivation to ensure best service is offered to members of the cat fancy, etc.
 - ✓ Succession plan and skill staff to ensure cover at all times and sufficient knowledge and skill to provide an excellent service.
 - ✓ Make full use of the skills, knowledge and talent of unpaid officers, elected representatives and delegates to Council (and members of the wider cat fancy?).

Business Plan

GCCF Business Processes

Management processes – govern the operation of a system (Corporate Governance and Strategic Management)

- Planning, business development and risk management, leadership and good management practice. Making the best of available resources – people, financial, skills, knowledge and expertise. Use professional expertise in planned, considered and appropriate way to maximise benefits to GCCF.
- Hold minimum of three Council meetings annually as the key strategic decision making body, operational day to day business decisions made via Executive Committee, and other Standing Committees as appropriate - amendments to Constitution and Rules, pre-affiliation and affiliation of clubs, make general management decisions and manage day to day running of business via the Office Manager and team or delegate, with general correspondence and administration,
- Investigations and Disciplinary process and paperwork including secretariat for Investigations, Disciplinary and Appeals committees. Liaise with GCCF solicitor.

Operational Processes – processes that constitute the core business and create the primary value (purchasing, products & services, marketing & sales)

- Maintain GCCF Register; deal with all new registrations and transfers, including registering imports, prefix applications & approvals and registration queries/matters. Establish and maintain genetic register when practical/possible.
- Issue show licences to affiliated clubs on application, work with Exec to gain approval of licences, send out show managers' packs, Certificates and show paperwork, reviewing/overseeing all GCCF approved shows, receive marked catalogues, request % of entry forms and payments, check and sign off shows as having complied fully with GCCF rules. Award titles and medals.

- Breed recognition in line with the GCCF Breeding and Registration policies, including new colours/patterns/varieties of existing breeds; breed promotion, agreeing Standards of Points and revisions to SOP
- Plan, organise and deliver the GCCF Supreme Show.
- Operate Judges & Stewards Appointment Scheme
- Market and sell other products and services, design/develop new products and services to increase income and profitability.

Support processes – support core processes (accounting, recruitment, technical support)

- Manage current IT systems effectively whilst undertaking review of which IT system and producing design for new “fit for purpose” networked desktop PC system.
- Operate financial systems in accordance with legal requirements, produce draft and final accounts to agreed timetable and present to Council, Finance and Executive, ensure financial security and probity, arrange internal and external audits of accounts and liaise with appointed auditor, support Finance Committee in scrutiny role.
- Provide secretariat support to Council and all Standing Committees; deal with day to day administration of GCCF office including general correspondence, telephone & e-mail enquires & general administration.
- Promote cat health and welfare, including liaison with key external bodies, giving information, advice and guidance, developing and implementing excellent policies and recommended practices to ensure responsible breeding, disease prevention and management, all aspects of high quality care and responsible cat ownership.
- Market and promote the GCCF, its policies and practices; ensure excellent communications via a range of media including website(s), publications, telephone and face to face.
- Develop process for quality development and improvement – a framework for excellence.

Statement of Priorities for 2010/11

- Present to Council a cogent case for incorporation to ensure GCCF becomes a registered company with limited liability so as to realise all the benefits this will bring.
- Publish the GCCF Breeding Policy and actively promote the value and benefits of genetic testing. Work with BACs to ensure revision of registration policies in line with the Policy and support and facilitate the production of breeding policy for each recognised breed by January 2011. Plan and support establishment of Genetic Register.
- Identify and implement ideas for income generation, new and improved services, new products which can be sold, etc. Consider options for raising capital funds to invest in improved, modern and interactive IT (and other) infrastructure.
- Improve registration and licensing service by streamlining current processes as far as is possible, in addition investigate and design new IT based system to enable on-line registration and more flexible, less bureaucratic and more responsive, tailored service.
- Review, redesign and refresh/replace the IT system to facilitate new on-line processes of registration, payment, and other services; identify sources of capital investment and establish and build IT Replacement Fund to resource this purchase.
- Build flexible integrated committed team of staff by investing in training and development to maximise potential and liberate talent via team development plan with clear priorities, actions, targets, impact measures and budget.
- Identify lead responsibilities/thematic leads for key members of standing committees which make full use of their skills, knowledge and talents. Develop a plan to access much needed scarce professional skills from Council delegates/affiliate clubs, such as consultancy skills, IT and webmaster skills, marketing and communication skills, etc.

- Redesign and develop the GCCF website to be the key source of information, advice and other services. Use site to provide greater transparency, improve communications and encourage feedback and greater involvement by members of the cat fancy.
- Develop and publish PR and marketing plan for GCCF and indentify/appoint a Publicity Officer or PR lead. Plan and deliver some key PR/marketing events and publicity material to celebrate the GCCF's centenary, such as articles in the national and specialist press, webpage on GCCF site, encourage and facilitate celebrations at club shows and the Supreme Show 2010, etc.
- Explore business case and appetite in wider fancy for re-launch of GCCF Official Journal.
- Develop concept of Young Exhibitor Scheme and plan implementation; launch scheme and monitor and evaluate impact.
- Continue work to place the Supreme Show on a sound financial footing and review and analyse past weaknesses to feed into a development plan aimed at improving the quality, cost efficiency and profitability of the show. Plan special GCCF Centenary Supreme Show with the objective of gaining high level of media interest and coverage and to make profit.
- Review investigations and disciplinary processes, explore new and innovative ways to further streamline and reduce costs while maintaining the quality and integrity of the GCCF constitution and rules.
- Develop quality systems based around the "Balanced Scorecard" approach to facilitate improvements in performance and in the GCCF's ability to respond to and manage change.

Action Plan 10/11

This lists all tasks and activities to be undertaken during the year to address each of the priorities listed above, along with who has key responsibility for each, timescale/deadline, targets/desired outcome/impact, resources (money, human).

Task	Time	Lead	Outcome/Impact	Resource/Income
1. Ensure the long term financial security of GCCF				
<ul style="list-style-type: none"> ○ Appoint Hon Treasurer/Financial Consultant and review and redefine role of Finance Committee to strengthen involvement in day to day financial control. Increase powers of scrutiny if necessary. 	Jan '10	Chair	Effective financial planning and management. Preparation of regular financial reports to Exec, Finance Committee and Council.	£ (honoraria)
<ul style="list-style-type: none"> ○ Incorporate GCCF and investigate all options to reduce financial risk. Establish Board of Directors 	Apr '10	Chair/Vice chair.	Ltd company status with all the benefits around limited financial exposure (in case of future insolvency).	£3K (for legal advice, etc)
<ul style="list-style-type: none"> ○ Devise plan to build financial reserves to include development of new (possible) products and services (eg. GCCF calendar). Also consider scope for fund-raising events (see later under Strategic Aim 4) 	May '10	Finance Comm	Agreed plan to build reserves, implement and gain active support and ideas/contributions from wider cat fancy.	£ cost of developing new products? £? Potential future income?
<ul style="list-style-type: none"> ○ Source group of key patrons for GCCF to help promote a positive view and advise on and stimulate fund raising activities. 	May '10	Small working group	High profile patrons to help fund-raising, champion events and activities.	£/time? £ potential income via promotional work/events
<ul style="list-style-type: none"> ○ Explore possibility and benefits of charitable status for GCCF 	May '10	Finance Comm.	Report to Exec and Council for decision.	£1-2K(legal advice)
<ul style="list-style-type: none"> ○ Explore opportunity (and value) of a GCCF membership scheme as a means for both a 	April '10	Chair & Exec	Results from investigation to shape scheme if felt to be viable.	Time for survey (min cost). Potential annual

<ul style="list-style-type: none"> regular source of income and building commitment and support for GCCF. Could be linked to Certified Breeders scheme. ○ Develop long-term pricing policy, and implement. ○ Explore sponsorship & possible interest-free loans and donations to establish and build IT Replacement Fund. ○ Commission review of IT systems and scope out plan to modernise both hardware and software to enable a more responsive and up to date registration service. ○ Visit Kennel Club to assess their system and applications to inform design of new GCCF system. ○ Investigate off the shelf software packages and databases, such as Breeders Assistant to form basis for new networked database. ○ Write business case for new IT system with detailed costing, implementation plan and agree how to raise funds. ○ Evaluate all aspect of 2009 Supreme Show and use results to improve planning, decision making, promotion and financing of the 2010 Centenary Supreme Show. Establish show committee to implement plan and run show. ○ Undertake audits to comply with financial procedures and legal requirements. 	May '10	Finance Comm	Scope GCCF annual membership status and specify benefits for subscription.	income from membership subscriptions. £ Potential income?
	Mar '10	Chair & Exec	Improved long-term income & cash-flow.	£100K+? fund for investment
	May '10	On-line working group	Investment plan for key infrastructure projects – IT, etc.	£2-3K
	Mar '10	Chair of on-line/IT working gp	(Outline) specification for new IT registration system.	Probably within normal running costs
	May '10	Chair/nominated Exec lead	Info to help scope on-line registration element of IT refresh specification	£? (minimal)
	Jun '10	Nominated IT lead	Inform specification of IT software (off the self basis or need to commission bespoke software)	£4-5k for specialist IT consultancy/?pro bono
	Mar '10	Show Manager/ Sup. show Comm	Case outlining costed options for updating IT system; clear recommendation for IT refresh & cost. Report to Exec (and Council) with recommendations for 2010 show.	Normal running costs
	Dec '10?	Auditor	Audit report for Finance Committee and Council	£1-2K cost of audit/review

<p>2. Ensure the breed integrity and genetic health of all pedigree cats</p>				
<ul style="list-style-type: none"> ○ Published final Breeding Policy and formally write to all BACs asking them to review and amend their relevant registration policies to ensure they are consistent with GCCF policy. 	Jan '10	Genetics Comm	Agreed Breeding Policy to express clearly GCCF advice and guidance on best breeding practice. Key policy to present to media and general public (? Part of Marketing & Comms plan).	Normal running costs
<ul style="list-style-type: none"> ○ Request that BACs produce breeding policy for each GCCF recognised breed to promote best breeding practice and process for management and eventually elimination of any detrimental breed anomalies 	Jan '11	All BACs	Agreed and published registration and breeding policies for each recognised breed. Basis of educating new breeders and of managing deleterious genetic traits.	£1K for printed version of GCCF Breeding Policy
<ul style="list-style-type: none"> ○ Ensure new IT system facilitates establishment of Genetic Register and write clear guidelines to advise breeders and BACs on how best to use the Genetic Register to facilitate genetic testing and management of detrimental anomalies. 	Jan '11	Genetics Comm working with IT specialist	Genetic Register fully established with clear guidelines for use by all breeders, provides key tool to manage and eliminate genetic undesirable genetic anomalies.	£ - cost included in purchase of new IT system.
<ul style="list-style-type: none"> ○ Look to Genetics Committee to provide expert advice and guidance on responsible breeding practice and management of genetic defects, etc. 	Feb '10 onward	Genetics Comm	Genetics Committee undertakes regular reviews of breeding policies and provides up to date guidance and information on genetic testing, results of academic research, etc. Key links to other websites and publications of interest to breeders and owners.	£100- 200 for meeting & travel costs
<ul style="list-style-type: none"> ○ Provide information, practical advice and guidance on all genetic matters via GCCF web-site, e-mail correspondence, publications, and telephone advice. 	Feb '10 Onward			

<p>3. To be the premier cat registration body providing an efficient, cost effecting registration service for breeders and owners.</p> <ul style="list-style-type: none"> ○ Undertake (external or internal) evaluation of GCCF services, particularly registration, show support, and advice and guidance, with a view to developing a plan to improve and expand; (i.e. what will people be prepared to pay for/pay extra for, etc). How can current services be streamlined and improved? What is outdated and could be discontinued? ○ Identify specialist leads (on Exec or in wider GCCF) for key areas of the business: Finance, Registrations, Genetics, Marketing & PR, IT, Disciplinary, HR. Seek to identify recognised pool of key professional skills among delegates, who can offer help and professional advice on financial, legal, IT and business matters. ○ Investigate on-line registration and on-line payment and build into design of new IT system; plan phased introduction dependent on IT modernisation programme ○ Fully scope the “Young Exhibitors Scheme” and take proposal to Council for endorsement. Launch scheme via 	<p>Jun '10</p> <p>Mar '10</p> <p>Sep '10</p> <p>Jun '10</p>	<p>Working Group nominated by Exec</p> <p>Chair & Exec</p> <p>On-line/IT working group</p> <p>Exec nominee & PR lead/</p>	<p>Evaluation report which will be used to draft a forward plan for developing GCCF products and services as appropriate and affordable. Will inform Business Plan for 2011/12.</p> <p>Identified leads with knowledge and/or interest in taking role of specialist advisor to Exec and GCCF office. Identified group of individuals in the cat fancy with key professional skills and qualifications who are willing to offer advice and guidance pro bono to Chair & Exec.</p> <p>Report scoping and modelling on-line registration system along with implementation plan and costings for consideration by Exec and Council.</p> <p>Design for “Young Exhibitors Scheme” with implementation plan and timescale. Guidance for operation of scheme and</p>	<p>£100 – 200 for meeting/travel costs.</p> <p>Normal running costs</p> <p>£2-3K for IT consultancy(?could be part of IT refresh project</p> <p>£200 for admin and publication costs.</p>
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<p>promotional campaign aimed at affiliated clubs, BACs, show managers, and the wider public, based on a clear message about safeguarding the GCCF for the next 100 years.</p> <ul style="list-style-type: none"> ○ Review and evaluate investigations and disciplinary processes and use results to update and streamline the disciplinary system to be more efficient, fully relevant and more cost effective. ○ Issue show licences for 11/12 show year; encourage venue sharing and joint shows, share good practice to help clubs to minimise cost and maximise entries and income. ○ Review Judges Appointment Scheme and Stewarding Scheme to ensure these remain relevant and fit for purpose and produce well trained high quality judges. ○ Provide high quality service to deal with all registrations, transfers, requests for certified pedigrees, breed recognitions and promotions in a timely and efficient manner. ○ Consider additional show titles and other initiatives to increase number of cats entered in shows and to make exhibiting interesting and exciting. ○ Consider introduction of a new breed 		Publicity Officer	monitoring/evaluation process to measure impact/success.	
	Jun '10	Chairs of Invest & Disciplin	Evaluation report with clear recommendations, including details of savings and wider implications (including all necessary rule changes). Implementation plan and timescale.	Normal running costs
	Sep '10	Exec & Office Man	All show licences issued. Advice on joint venues, etc to be included in Show Managers pack.	Normal running costs
	Nov '10	Exec	Amendments to JAS as appropriate.	Normal running costs
	On-going	GCCF staff & lead Exec nominee	Improved administration, improved response time for registrations, transfers, etc.	£100 admin & travel.
	Sep '10	Exec	Recommendations to be discussed and referred to Council (as appropriate).	Normal running costs
	Nov '10	Exec &	Proposal for streamlined numbering	Normal running costs

<p>numbering system to simplify genetic based breed registration, facilitate introduction of new integrated, networked database and enable consistent approach for all current and future recognised breeds.</p> <ul style="list-style-type: none"> ○ Consider extending GCCF registration to household pets based on “no recognised breed” number (similar to Breed 26) and require such registration for household pets to be shown for Master Cat title. Registrations to be either GCCF prefix or owner’s prefix if purchased. (Dependent upon intro of new IT system). ○ Organise and chair Council meeting; elect to Standing committees; hold all necessary Standing committees meetings to ensure timely decision making and good governance of GCCF. 	<p>Jun to Sept ‘10</p> <p>Jan to Nov ‘10</p>	<p>Genetics</p> <p>Exec</p> <p>Chair & Office Man</p>	<p>system which is simplifies registration and breed recognition, providing a clear, consistent system for the future.</p> <p>Model for register for household pet cats with rules and guidance to be introduced from June 2011 if agreed. Additional income from new registration policy and medals for Master Cat titles, etc.</p> <p>Council and Committee meetings take place in planned and timely manner with all paperwork and secretariat functions provided to ensure good governance. Process to be monitored throughout and reviewed by Exec at year end.</p>	<p>£ included in cost of IT refresh. £?? Additional income per annum.</p> <p>Normal running costs</p>
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<p>4. To be proactive in promoting health & welfare for the cat and offer advice and guidance in the prevention of disease</p>				
<ul style="list-style-type: none"> ○ Review cat health and welfare policy and ensure clear guidance and advice is available via a range of media – on-line, publications, articles, etc. 	Sep '10	Genetics	Clear, appropriate information, advice and guidance available on GCCF website and as printed publication where appropriate.	£200 for printing cost?
<ul style="list-style-type: none"> ○ Plan how GCCF will support and promote recently published Defra policy: “Welfare of the Domestic Cat” 	Sep '10	Exec & PR lead	Welfare promotion plan (possibly an element of the Marketing & Comms plan below.)	
<ul style="list-style-type: none"> ○ Devise campaign to address negative press coverage relating to cat breeding and genetic faults. 	Feb - Apr '10	PR lead & Genetics	GCCF Marketing & Communications plan to include pro-active campaign targeting specialist magazines and national press.	£? Cost of PR
<ul style="list-style-type: none"> ○ Promote GCCF Centenary Year through a pre-planned marketing campaign to include public events, magazine and press coverage, if possible some key public events. Key message: “GCCF – the guardian of breed integrity and genetic health of pedigree cats in UK” 	Mar '10 to Nov '10	PR lead supported by Exec	Plan to scope series of GCCF Centenary events with costs and fund-raising activities to support.	£?? Investment to pump-prime events. £? Projected income?
<ul style="list-style-type: none"> ○ Explore idea of “GCCF Approved Breeder scheme” – a certificated quality standard promoting responsible breeding and linked to campaign to re-establishing breed integrity in UK. If found to be viable gain Council approval and seek to introduce during centenary year (link to celebrations) 	Jul '10	Exec	Scope and model of Approved Breeder Scheme with detailed guidance on how to operate and income-generation. Links to plan for Centenary celebrations. Refer to Council meeting in Oct for decision if appropriate.	£1K (?) to fund development of scheme and print certificates, etc.
	Oct '10			£? Any projected income in '10/11?

<p>5. To provide general advice and guidance on all aspects of cat fancy and to positively and proactively promote the GCCF</p>				
<ul style="list-style-type: none"> ○ Design and build a new GCCF website based on modern, user-friendly style and simple well sign-posted processes and links. Scope full range of functions with a view to future products and services so as to be well placed to exploit opportunities. Source sponsorship and advertising. 	Apr - Jun '10	GCCF web-master	New modern, well designed and user friendly web-site supported by advertising and sponsorship.	£2-3K for expert web-designer? Income stream from advertising to fund maintenance
<ul style="list-style-type: none"> ○ Explore demand for re-launch of GCCF Journal via survey at shows and on-line. Develop business case with costing and process for both commissioning external contract or for running as in-house magazine. 	Jun '10 Sep '10	Exec nominated lead	Summary of feedback on demand; business case for re-launch of GCCF Journal along with recommendations for delivering of complimentary on-line magazine.	£? Cost of specialist advice?
<ul style="list-style-type: none"> ○ Consider innovative approaches to both promoting GCCF in its centenary year and raising additional funds via “charity-type” auction, GCCF “lottery”, sponsored events, fund-raising “summer fair”, etc. 	Plan by Mar '10 deliver from Apr '10	Exec & PR lead	GCCF Centenary marketing & PR plan to include methods for canvassing active support from affiliated clubs.	£? For promotional work.
<ul style="list-style-type: none"> ○ Deal with full range of enquiries and queries; give advice and guidance of all matters relating to work of GCCF, deal with correspondence, etc. 	On-going	GCCF staff	Timely, high quality information and advice provided by GCCF Office supported by lead specialist advisors on Exec	Normal running costs
<ul style="list-style-type: none"> ○ Review all show paperwork to ensure compliance with GCCF rules. 	On-going	GCCF staff	Efficient show administration and monitoring.	Normal running costs
<ul style="list-style-type: none"> ○ Review all publications and leaflets and 	May '10	Office Man	Agreed list of key relevant publications to	Normal running costs

update, discard or add to as appropriate.			meet needs of breeders, owners, judges, show managers and exhibitors.	
<p>6. Recruit, manage/lead and develop/train a team of well motivated people to run the GCCF's services</p> <ul style="list-style-type: none"> ○ Review staffing policies and procedures, revise and extend to specify set of key competences for delivering quality in all aspect of GCCF. Use to inform new recruitment, training and development plan which ensures GCCF team fully understand nature of our business. ○ Promote flexible working practices and “pairing” to ensure spread of skills with colleagues able to cover for one another. ○ Devise more structure leadership and management system for GCCF to enable closer, timely and streamlined decision making. ○ Training for staff to build and maintain commitment and improve quality of services. ○ Training for new on-line registration system ○ Development and briefing for staff and unpaid executives on number of relevant key issues 	<p>Mar '10</p> <p>From Feb '10</p> <p>May '10</p> <p>From May '10</p> <p>Autumn Mar '10 onwards</p>	<p>Chair</p> <p>Chair & Office Man</p> <p>Chair supported by Exec</p> <p>Office Man</p> <p>Office Man Nominated leads</p>	<p>Up to date policies and procedures that support development and delivery of high quality services. Recruitment and staff training & development plans agreed.</p> <p>More flexible working practices that facilitate delivery of a better quality service to the wider cat fancy. Improved leadership and management which is fully meets the needs of modern company and is fit-for-purpose.</p> <p>Performance reviews and individual development plan for each member of staff.</p> <p>Effective operation of new system. Set of key guidance notes and information sheets which capture and record knowledge and key competences.</p>	<p>Normal running costs</p> <p>Normal running costs</p> <p>Normal running costs</p> <p>Normal running costs</p> <p>£2-3k for staff training Probably within normal running costs, but possibly some added £</p>

Financial Projection – draft Income and Expenditure account

Itemised projected income from registrations, shows licences, sales of products and other services, plus sponsorship and borrowing for investment.

Itemised plan/expected expenditure on materials, running costs, utilities, capital expenditure, etc. (*This to be based on historical spend plus professional assessment of likely variations during the current year; to be produced by Honorary Treasurer working with Auditor*).

Risk Assessment and Risk Management

List of six key risks identified, which could impact seriously on the GCCF, for each risk an assessment of likelihood of risk occurring and degree of impact (high, medium, low), along with plan for managing and minimising identifiable risks. Suggested heat-map or RAG (Red/Amber/Green) coding for each risk given below, this should be reviewed at least twice a year by Executive Committee.

Suggested list:

- ❖ Insolvency and subsequent closure of GCCF, or a “hand to mouth” existence, because of the continued use of outdate and inappropriate systems and practices which do not allow scope for either increased income generation or cost reduction resulting in lack of profitability (and threat to long-term security). (**Likelihood: medium/high; Impact: high**)
Status: Red/Amber. Action to Manage Risk:
 - Management and mitigation plan introduced;
 - Strategic & Business Plan with clear actions to better manage the business;
 - incorporation to limit exposure and financial risk;
 - improved corporate management structure introduced as part of incorporation process;
 - Income Generation plan in draft and to be implemented.

- ❖ IT/database fails or develops significant technical problems which cannot be solved, merely worked around. Loss of current Programmer is also a key risk as no-one else currently understands the bespoke programme which operates the register.
(Likelihood: medium/high; Impact: high) Status: Red. Action to Manage Risk:
 - Establish IT Replacement Fund;
 - Business plan outlines activities to raise money via sponsorship, loans, grants, events, etc.
 - Commission IT consultant (if possible pro bono) to review current system, compare with current and future needs and recommend structure and format of new system;
 - Begin early discussions with possible sources of desired IT hardware and software systems.

- ❖ Technical difficulties and limited people resource/transferable skills result in increasingly slow, unresponsive and poor quality service for registrations, transfers, etc; this will result in loss of business and income (potentially) to other registration bodies.
(Likelihood: medium; Impact: medium/high) Status: Amber. Action to Manage Risk:
 - Work underway to streamline current systems and process to better manage with current technology;
 - Executive Committee members currently supporting the office staff on weekly basis (working several days per week pro bono to clear backlog of registrations, answer queries and speed up work-flow.
 - Longer term planned IT systems update will facilitate on-line registration and similar 21st century business processes and practices.

- ❖ Staff shortages and limited flexibility on the GCCF team, coupled with a failure to exploit the skills available results in loss of business and inability to implement change and new working practices to secure a viable future for the organisation.
(Likelihood: low/medium; Impact: medium/high) Status: Amber. Action to Manage Risk:
 - Executive Committee members currently visiting office on a weekly basis to guide and support;
 - Plan agreed to appoint Champions to take thematic lead for different areas of work eg. Registrations, genetics, show matters, marketing, PR & media, etc.
 - Staff Training & Development plan to be written following training needs analysis.

- ❖ Disciplinary process becomes too unwieldy and expensive to operate successfully and becomes an unsupportable drain on the organisation. **(Likelihood: low/medium; Impact: medium) Status: Amber/Green. Action to Manager Risk:**
 - Review of disciplinary procedures underway with a view to further streamlining of process.

- ❖ Failure to maximise talent and skills in wider cat fancy and to gain commitment and active support of a critical mass of affiliated club members may result in lack of swift and necessary decision making and the subsequent loss of key opportunities to secure the organisations continuation and future prosperity. **(Likelihood: medium, Impact: medium/high)**
Status: Red/Amber. Action to Manage Risk:
 - Recruitment of talent in wider fancy underway to enable establishment of group of volunteer “friends of GCCF” willing to contribute time, knowledge, skills and experience to support members of existing Standing Committees and GCCF Office staff.
 - Business plan identifies key priorities and actions for year ahead and beyond to inform skills and talents needed from potential volunteers.
 - Improved communications facilitated by new web-site and marketing and communications plan.

Training and Development Plan

To identify training and development necessary to enable above Strategic and Business Plans to be delivered. It will be written once and training needs analysis has been undertaken of both GCCF staff and thematic Champions & volunteers joining the “Friends of GCCF”. The plan will state how training/coaching/mentoring will take place, by whom, when and will include costs where relevant. It will detail the competence base of the GCCF and express its culture and values.

Suggested Corporate Competences: Building Relationships; Leadership & Management; Developing Capability; Impact and Influence; Decisiveness; Achieving Results; Change Leadership; Initiative; Financial Control.

Suggested Corporate Values: Integrity; Efficiency; Probity; Proactive leadership; Pursuit of Excellence; Innovation.