



# **GCCF Strategic Plan 2012 – 2014**

## **Business Plan 2012**



## GCCF Strategic Plan 2012 – 2014 & Business Plan 2012

*“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 forums are the Council and Board of Directors. The Council is composed of delegates from all breed and area clubs that are members of GCCF and this body elects the administrative infrastructure to run the organisation, the Board of Directors and the Standard Committees of Finance, Investigations and Disciplinary and Appeals, annually. The Memorandum & Articles (formally Constitution) which enshrines the objects, duties and powers of the Council, its Board and committees, has operated effectively for over 100 years; it is therefore 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 21<sup>st</sup> century Britain and so remain a viable relevant body for another 100 years.

GCCF is a corporate body: a company limited by guarantee, although it remains an organisation with limited assets, trading to a fairly narrow 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, take full advantage to limit its liabilities, fully exploit its strengths and take maximum advantage of all opportunities to grow the business by introducing modern IT based 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 and this process was begun in earnest during 2010 (see achievements against 2010/11 & 2011/12 Business Plans).

In order to re-invent itself for a new age, GCCF needs to have a common purpose, clearly expressed and understood with supporting objectives to facilitate change. It must continue to build this consensus and a common purpose and to gain the enthusiastic support of affiliated clubs, delegates, staff and the wider cat fancy.

To understand the relevance of the six Strategic Objectives agreed in April 2010, an updated analysis of the current attributes of the GCCF along with the opportunities to be seized and the threats to be tackled and overcome is given below. This type of annual analysis must continue to inform and shape the strategic planning process in order to safeguard the long-term future of the GCCF.

NB: GCCF Ltd has now firmly established that its financial year will run from 1<sup>st</sup> January to 31<sup>st</sup> December, consequently the Business Plan will mirror this from now on and the 2012 Plan will run from 1<sup>st</sup> January – 31<sup>st</sup> December 2012.

## 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. There is an opportunity to strengthen it further as a result of hosting the World Cat Congress in 2013.*
- *GCCF Ltd owns its own administrative office premises and this along with the substantial Register of are the tangible key assets of the business.*
- *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 158 member clubs and growing, with a very definite culture and attracting/inspiring strong loyalty by many.*
- *Enjoys deep commitment from Officers, Directors & Committee members and many delegates, several of whom volunteer a considerable amount of their 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 and every effort must be made to harness and grow this body of knowledge and experience.*
- *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.*
- *Rigorous training scheme for judges; GCCF judges are highly regarded in the UK and abroad.*
- *Proven ability and track-record in managing and delivering change over the past two to three years.*

### **Weaknesses:**

- *Relatively 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 remain at present out dated and unfit for purpose, despite some minor investment in hardware and software upgrade during 2010; the system is a profound limiting factor in enabling the GCCF to modernise its processes and improve the range and quality of its services and products. Plans are now in hand to address this to a significant extent through the IT Refresh project (see under Opportunities).*
- *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 although this will be progressively replaced, from mid-2012 onwards, by the planned internet based on-line service.*
- *Financial reserves are relatively small and will be kept so by the requirement to build up the repayment fund for IT Refresh project loans provided by a number of member clubs; these loans must be repaid by 31<sup>st</sup> March 2017.*
- *Management and decision making structure is lengthy, involved and not suited to running a modern 21<sup>st</sup> century business; there remains a demonstrable element of “amateurism” in the way the organisation operates which is not conducive to running a successful and profitable business. Addressing this issue is an urgent priority.*
- *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.*
- *There remains a 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. However, this is being addressed via this strategic plan and annual business plans (see Opportunities)*
- *Lack of a fully established process for analysing possible risks and planning risk management; an interim process is now in place and this is a specific responsibility of the Finance Committee.*
- *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.*
- *Current 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 and Directors.*
- *A small but significant minority of the GCCF cat fancy do not support the company and its Board of Directors. Efforts must be made to understand why this is the case and to address the causes.*

### Opportunities:

- *The process of change has begun in earnest and much thinking and discussion has taken place regarding the rebasing and refreshing of GCCF. There are identified opportunities, some of which are already being pursued, to gain a broader base of support and to promote the organisation and its work. Work has begun to make a shift in the way GCCF operates and to take advantage of recent developments in technology and business processes, although this pace of change is rather slow and needs to be accelerated in order to fully secure possible opportunities for the business.*
- *Some minor exploitation of the GCCF brand has resulted in the first income from sponsorship; a new modern logo has also been designed and a strap-line agreed to aid the marketing of the business; a PR/Media group established to lead this work; and the newly designed website, GCCF quarterly Newsletter and success of the World of Cats at the London Pet Show 2011 provide a much more solid basis upon which to build the profile of the organisation. Even so there is much still to do to promote GCCF via an enriched and more extensive website, and to seek out further sponsorship and advertising deals/commercial partnerships to help secure the future. Also greater media interest to follow-up on that shown already by the BBC, Channel 4 and some small cable channels. The WCC 2013 is a major opportunity to promote GCCF both in the UK, and potentially worldwide.*
- *An established process is firmly in place to assess the business and business opportunities and to provide a longer term plan with clear objectives, priorities and actions to place the organisation on a sound financial footing; the business still has to take some brave decisions and must 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.*
- *It is important to continue the early work begun 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 yet innovative/adventurous strategy to achieve the vision and the actions necessary. Serious consideration should be given as to how the Board can harness the loyalty and commitment of the wider Cat Fancy community and gain a positive “buy-in” from the majority to achieve the vision, objectives and actions outlined in this Plan.*
- *Take full 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; also continue the work begun with the London Pet Show, to engage with other events which raise the profile and “showcase” the work of GCCF. Make the most commercially and in terms of improved reputation from hosting the World Cat Congress in 2013.*

**Threats:**

- *The current and continuing fragility in the UK economy, which has worsened over the last 12 months and is set to continue into 2012 and beyond. The lack of money/tightening of belts generally has already resulted in recent declines in registrations, income from shows and other products and services; current poor economic climate is likely to continue for at least the next 3 to 5 years, this coincides with a crucial period in terms of placing the GCCF on a sound financial basis and firm business footing and making crucial investments in new technology and new working practices. The economic climate is a significant threat to a small company such as GCCF.*
- *That GCCF makes the mistake of assuming that incorporation has addressed all financial risks and in consequence slips into insolvency in the immediate future because of complacency and lack of financial support in the broadest sense among breeders, exhibitors and the wider cat fancy.*
- *This danger is heightened by the restricted niche market and limited appeal or relevance of GCCF, other than to a limited specialist section of the general public/society.*
- *Competition from other cat registration bodies seeking to attract kitten registrations and exhibitors away from GCCF. If the GCCF fails to meet the growing demands of its customers the risk of losing them to another registration body will increase.*
- *Negative press focussing on health and welfare issues and genetic anomalies in pedigree cat breeds, although much good work has been done to vigorously address this issue and this threat has diminished (but not disappeared) over the past 12 months.*
- *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 continue to be the premier cat registration body in the UK that sets the standard others worldwide aspire to emulate. To take a strong lead in protecting the welfare of cats and the interest of cat owners; to provide an excellent service for the registration of cats, cat pedigrees and breed classification; to improve cat breeding; 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 and secure sponsorship and commercial partnerships.
  - ✓ Secure grants and (interest free) 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.
  - ✓ Embed a 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.
  - ✓ Fully embed GCCF Ltd and make every effort to eliminate exposure to unnecessary risk and limit liability of member clubs and elected GCCF officers and members of committees.
  - ✓ Build financial reserves steadily to a level that allows the business a secure cushion and facilitates inward investment; create contingency funds to finance repayment of loans and resource/fund further investment.
  
2. 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 and monitor EU policy with regard to domestic and specifically pedigree cats. Look for opportunities to influence both EU and UK government policy of pet welfare.
  - ✓ Promote GCCF as a Welfare Organisation with a clear determination to champion health and welfare issues for ALL cats via strap line: Giving Cats Care Forever.

3. Ensure the breed integrity and genetic health of all pedigree cats and specifically of those recognised by GCCF.
  - ✓ Enthusiastically promote the GCCF Breeding Policy; promote and encourage genetic testing and proactive management of genetic anomalies in the cat
  - ✓ Establish and maintain a full national genetic register, provide specialist advice and support via the Genetics Committee.
  - ✓ To work with BACs to ensure clear and workable registration and breeding policies for all recognised breeds.
  
4. To continue to be the premier cat registration body providing an efficient, cost effective registration service for breeders and owners.
  - ✓ 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 fully embed and promote the “Young Exhibitor Scheme” (YES) to identify, develop and support a group of committed and knowledgeable young people who will help to build a secure future for GCCF.
  
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).
  - ✓ Host the World Cat Conference in 2013; build closer working relationship with other WCC registration bodies
  - ✓ 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.
  - ✓ Introduce Performance Management System in 2012 and set staff annual objectives; pay and reward system to be linked to clear, specific targets aimed at improved performance and quality of GCCF services.
  - ✓ Make full use of the skills, knowledge and talent of unpaid Directors and Officers, elected representatives, delegates to Council and members of the wider cat fancy.

## Business Plan 2012

### 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 three Council meetings annually to ratify key strategic decisions, operational day to day business decisions made via Board of Directors (Executive Committee), and other Standing Committees as appropriate - amendments to the Memorandum & Articles, 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, develop and expand the 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 Board to gain approval of licences, send out show managers' packs, Certificates and show paperwork, reviewing/overseeing all GCCF approved shows, receive marked catalogues, request percentage 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 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 *the system* and implementing design for new “fit for purpose” networked desktop PC system; this work driven through IT Working Group.
- Operate financial systems in accordance with legal requirements, produce draft and final accounts to the agreed timetable and present to Council, Finance and the Board of Directors, 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; this work to be lead via PR/Media Working Group.
- Develop process for quality development and improvement – a framework for excellence.
- Investigate potential to widen the process for licensing clubs from other countries to become GCCF affiliated clubs under patronage.

## Statement of Priorities for 2012

During 2012 GCCF will seek to consolidate and complete actions and tasks begun or planned during 2010 and 2011; it is vital to concentrate energy and resources on the completion of key priorities such as the new IT system, streamlined and strengthened management and decision making processes, income generation through selling services and gaining sponsorship, commercial partnerships and other forms of investment for the business, and staff procedures, performance management and training/development.

- Strengthen role and increase skills of Board of Directors for GCCF Ltd and ensure all member clubs are committed to and supportive of the new company; continue review and revision of management and decision making structure to fully reflect the needs of a modern not-for-profit company. Improve speed of both decision making process and implementation of necessary resulting action.
- Review the GCCF Breeding Policy and actively promote the value and benefits of genetic testing; revise policy as appropriate. Work with BACs to ensure revision of all registration policies in line with the Policy, follow-up on all BACs who have not produced a draft breeding policy as yet with a view to agreeing a breeding policy for each recognised breed by December 2012. Plan and support establishment of Genetic Register in line with IT refresh project timescale.
- Introduce Household Pet Register and encourage HP registration once register in place; provide high quality information, advice and guidance for Household Pet owners.
- Identify and implement ideas for income generation, new and improved services, new products which can be sold, etc, working closely with commercial partners and sponsors. Secure all pledges made by clubs, BACs and individuals to raise the agreed capital funds to improved, modern and create an interactive IT system and other infrastructure.

- Improve registration and licensing service by streamlining current processes and introduce IT system to enable on-line registration and more flexible, less bureaucratic and more responsive, tailored service by end of 2012.
- Implement agreed project plan for redesign and replacement of the current IT system to facilitate new on-line processes of registration, payment, and other services; secure pledged funds from clubs and produced detailed budget to fund project plan, pilot on-line system by April, launch full service by Sept/Oct 2012. Establish IT Replacement Fund to resource further developments and new hardware and software into the future.
- Build flexible integrated committed team of staff by introducing Performance Management System and investing in training and development to maximise potential and liberate talent. Write and agree team development plan with clear priorities, actions, targets, impact measures and budget.
- Support established thematic leads and working groups and supplement as appropriate to make full use of the skills, knowledge and talents available to GCCF Ltd. Refine and continue to implement 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.
- Populate, update and expand the GCCF website to make it 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.
- Launch GCCF International; devise rules and procedures to allow overseas clubs to become members of GCCF and enable such clubs to be granted licenses to run shows under GCCF rules; aim to secure first overseas members by end of 2012.
- Develop and publish revised PR and marketing plan for GCCF Ltd and support appointed PR leads. Deliver the key PR/marketing events for 2012: London Pet Show, Celebratory Dinner and Supreme Show. Develop detailed plan for the World Cat Congress 2013, which GCCF will host; establish fund to support this event and seek sponsorship, undertake fund-

raising, etc to build value of fund. Aim to publish positive and informative articles in the national and specialist press and on webpage on GCCF site, and to gain positive media coverage for work of GCCF.

- Publish GCCF Newsletter on quarterly basis to improve communication with wider Cat Fancy and to increase knowledge and understanding of the work of GCCF and to encourage useful feedback and ideas. Explore
- Promote and seek to expand Young Exhibitor Scheme (YES); exploit publicity opportunities to spread the message and gain further applicants; monitor and evaluate impact and gain feedback from participants, judges and show managers to inform further improvements to the scheme.
- 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 Supreme Show 2012 with the objective of gaining high level of media interest and coverage and to make profit.
- Continue where possible to refine and streamline the investigations and disciplinary processes; explore new and innovative ways to reduce costs and bureaucracy 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.

\*\* Colour code:      Crucial - Must do this year      Necessary - Need to do this year      Important – Would like to do this year

## Action Plan 2012

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).

<i>Task</i>	<i>Time</i>	<i>Lead</i>	<i>Outcome/Impact</i>	<i>Resource/Income</i>
<p>1. Ensure the long term financial security of GCCF</p> <ul style="list-style-type: none"> <li>○ Work closely with O'Hara Wood, appointed Financial Advisors to GCCF, to ensure strong financial control of all aspects of the business. Finance Committee to continue enhanced management and scrutiny role; Committee to continue to meet bi-monthly (six times during the year). Increase powers of scrutiny if necessary.</li> <li>○ Board of Directors to continue to improve speed of decision making and implementation and to build closer day to day working relationships with Office Manager and staff. Set targets to monitor improved speed of delivery and efficiency</li> <li>○ Revise draft plan to build financial reserves to include development of new (possible) products and services. Also consider scope for fund-raising and take action.</li> <li>○ Source and contract commercial</li> </ul>	<p>Jan-Dec '12</p> <p>On-going</p> <p>Feb '12</p> <p>Mar '12</p> <p>Mar '12</p>	<p>Chair &amp; Finance Committee</p> <p>Chair &amp; Board, Office M'g</p> <p>Finance Comm</p> <p>Chair &amp;</p>	<p>Effective financial planning and management. Preparation of regular financial reports to Exec, Finance Committee and Council.</p> <p>Steam-lined and swifter decision making; more efficient and effective delivery of services to customers. Agreed targets for response times, etc.</p> <p>Agreed plan to build reserves, implement and gain active support and ideas/contributions from wider cat fancy.</p> <p>High profile commercial partners able to</p>	<p>£600 annual commission plus cost of professional services.</p> <p>£? cost of developing new products?£? Potential future income? £ potential income via commission, etc.</p>

<p>partnerships for GCCF to help promote the organisation, add to range of products and services available to our customers, and provide additional income stream via commission or direct payment.</p> <ul style="list-style-type: none"> <li>○ Undertake further work to maximise the benefits for GCCF from its charity (CWT)</li> <li>○ Decide on next phase in implementing a GCCF membership scheme as a means for both a regular source of income and building commitment and support for GCCF. Could be linked to GCCF Ambassador Scheme.</li> <li>○ Monitor long-term pricing policy and evaluate income against projected targets; implement price changes if necessary.</li> <li>○ Implement agreed IT project plan to modernise both hardware and software (incl bespoke) to enable a more responsive and up to date registration service. Invest in other equipment identified as necessary to deliver IT project plan and to fully modernise the GCCF office, including expansion of services to clubs &amp; their members, such as possibility of taking show entries, show checking, etc</li> <li>○ Establish Repayment Fund to service Club loans, transfer agreed annual contribution (£12,000).</li> <li>○ Employ programmer and purchase any other off-the-shelf software packages and databases to create new networked</li> </ul>	Onward	Board	add value to GCCF products and services. Regular income via commission, etc.	
	Sep '12	Board lead	Report to Exec and Council.	Increased contributions to fund key projects
	Jul '12	Finance Comm.	Scope GCCF annual membership status and specify benefits for subscription.	Potential annual income from membership subscriptions. £ Potential income?
	Review each Fin mtg Feb '12 onward	Chair & Finance	Improved long-term income & cash-flow. Investment plan for key infrastructure projects – IT, etc.	Target annual surplus achieved
		IT Group & Project Manager	Info to fully scope project plan to create on-line registration element of IT refresh specification. New IT system installed by March and on-line system tested via pilot project (by July). Full roll-out from Sept. will offer expanded services to clubs and their members; any additional products/services offered for competitive price.	£60K fund for IT investment; all implementation cost will be competitively negotiating. Contracts for necessary professional services & equipment effectively managed.
	Feb '12	Finance Comm	Initial contribution transferred to Repayment Fund	£12K payment to fund
	Jan '12 onward	IT working group	Bespoke programming to supplement purchased software and enable full functionality of new GCCF products and	Cost within £60K above.

<p>database with on-line registration function.</p> <ul style="list-style-type: none"> <li>○ Evaluate all aspects of 2011 Supreme Show and use results to improve planning, decision making, promotion and financing of the 201 Supreme Show. Consolidate and strengthen show committee to implement plan and run show.</li> <li>○ Continue work begun in 2011 to develop in-house printing and reproduction service, including printing service for clubs and show managers.</li> <li>○ Undertake audits to comply with financial procedures and legal requirements.</li> </ul>	<p>Feb '12</p> <p>On-going</p> <p>Jan '12</p>	<p>Show Manager/ Sup. show Comm</p> <p>Office Mgr</p> <p>Auditor</p>	<p>services (on-line) Report to Exec (and Council) with recommendations for 2011 show.</p> <p>Secure contracted printing and reproduction commissions for agreed fee. Build repeat business via quality service.</p> <p>Audit report for Finance Committee and Council</p>	<p>Normal running costs</p> <p>£5K Income for services</p> <p>Cost of audit/review within accountants fee</p>
<p>2. To be highly proactive in promoting the health &amp; welfare of cats and to offer advice and guidance in the prevention of disease.</p> <ul style="list-style-type: none"> <li>○ Review and strengthen cat health and welfare policy and ensure strong, clear guidance and advice is available via a range of media: on-line, publications, articles, etc.</li> <li>○ GCCF will support and promote recently published Defra policy: Welfare of the Domestic Cat".</li> <li>○ Monitor EU Commission discussions and policy development relating to pedigree cats and their welfare; seek to contribute views and opinions if opportunities arise</li> <li>○ Pursue campaign to gain positive press coverage relating to cat breeding and pedigree cats. Seek opportunities to inform</li> </ul>	<p>Sep '12</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>Genetics Comm</p> <p>PR/Media Group</p> <p>PR/Media &amp; Genetics</p> <p>PR/Media group supported</p>	<p>Clear, appropriate information, advice and guidance available on GCCF website and as printed publication where appropriate. Promoting cat welfare must be a key element of all GCCF work. Welfare promotion plan (possibly an element of the Marketing &amp; Comms plan below.)</p> <p>Regularly review EU Parliamentary proceedings and monitor EU published directives.</p> <p>GCCF Marketing &amp; Communications plan to include pro-active campaign targeting specialist magazines and national press.</p>	<p>£200 printing costs</p> <p>Normal running costs</p> <p>Normal running costs</p> <p>£500 Cost of PR</p>

<p>and educate via media regarding work GCCF is doing to reduce genetic faults and to promotion DNA and other testing.</p> <ul style="list-style-type: none"> <li>○ Planned marketing campaign to include public events, magazine and press coverage, if possible some key public events. Key message: “GCCF – the guardian of cat welfare and of pedigree breed integrity and genetic health”.</li> <li>○ Scope proposal for a “GCCF Ambassador Scheme”, also “Premier Prefix Scheme” for approved breeders – a certificated quality standard promoting responsible breeding and linked to campaign to re-establishing breed integrity in the UK. Develop a network of ambassadors to promote GCCF and its work. If sufficiently refined and developed, introduce from June '12, if not then from autumn 2012 or early 2013.</li> <li>○ Continue work begun in 2011 to expand and improve the range and quality of information, advice and guidance given on GCCF web-site and in published leaflets to promote excellent cat care, health &amp; welfare; provide improved information and advice to support cat rescue services provided by clubs and cat charities.</li> </ul>	<p>Mar '12 May '12 Sep – Nov '12</p>	<p>by Board  PR/Media Group</p>	<p>Planned series of events (eg London Pet Show, World Cat Congress) with costs and fund-raising activities to support.</p>	<p>£6k sponsorship agreed for LPS. Fund-raising in hand for other events.</p>
	<p>Feb- Mar '12</p>	<p>Finance Comm. working with PR/Media</p>	<p>Finalise outline model for GCCF Ambassador Scheme with detailed guidance on how to operate and generate income. Refer to Council meeting (June or Oct as appropriate) for decision. Scope Premier Prefix Scheme with rationale, quality “Charter” and kite-mark. Market to establish breeders who may want to sign-up to scheme and gain kite-mark as accredited breeder.</p>	<p>£300 projected income in 2012.</p> <p>£1K (?) to fund development of scheme and print certificates, etc. Minimal projected income in 2012, growing from 2013</p>
	<p>Jun '12  Jun '12</p>	<p>Web Champion working with support group</p>	<p>High quality and relevant information and advice to clubs and public on cat care and welfare. Promote and support clubs providing cat rescue services.</p>	<p>£1K for publications</p>

<p>3. Ensure the breed integrity and genetic health of all pedigree cats</p> <ul style="list-style-type: none"> <li>○ Promote Breeding Policy and work with all BACs to review and amend their relevant registration policies to ensure they are consistent with GCCF policy.</li> <li>○ Agree with each relevant BAC the breeding policy for each GCCF recognised breed with the aim to promote best breeding practice and process for management and eventually elimination of any detrimental breed anomalies</li> <li>○ 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.</li> <li>○ Strongly promote DNA testing for all breeds to enable breeders to understand fully the genetic basis of individual cats and breeding lines.</li> <li>○ Look to Genetics Committee to provide expert advice and guidance on responsible breeding practice and management of genetic defects, etc.</li> <li>○ Provide information, practical advice and</li> </ul>	<p>On-going</p> <p>By Dec '12</p> <p>Sep '12</p> <p>On-going</p> <p>On-going</p> <p>On-</p>	<p>Genetics Comm &amp; PR/Media Gp. All BACs</p> <p>Genetics Comm working with IT specialist</p> <p>Genetics Comm &amp; PR/Media Group Genetics Comm</p> <p>Genetics</p>	<p>Breeding Policy expresses clearly GCCF advice and guidance on best breeding practice. Key policy to present to media and general public. Agreed and published registration and breeding policies for each recognised breed. Basis of educating new breeders and of managing deleterious genetic traits.</p> <p>Genetic Register fully established with clear guidelines for use by all breeders, provides key tool to manage and eliminate genetic undesirable genetic anomalies.</p> <p>Significant growth in use of DNA and other tests among breeders; breed clubs and BACs actively promoting testing as part of an established policy.</p> <p>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</p>	<p>Normal running costs</p> <p>Normal running costs</p> <p>£ - cost included in purchase of new IT system.</p> <p>£100 for promotional material/ articles/ adverts</p> <p>£400 for meeting &amp; travel costs</p> <p>Within cost of final up-</p>
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<p>guidance on all genetic matters via GCCF web-site, e-mail correspondence, publications, and telephone advice.</p>	going	Comm & Web lead	publications of interest to breeders and owners.	grade of website.
<p>4. To continue 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"> <li>○ Continue work begun in 2011 to evaluate and expand GCCF services, particularly registration, show support, and advice and guidance, to inform decision making during 2012. Develop and introduce new products and services on the back of the new IT system and as opportunity and funding permit. Continue to ask: How can current services be streamlined and improved? What is outdated and could be discontinued?</li> <li>○ Develop and introduce Household Pet register and promote and encourage registration of Household Pets. Introduce Information &amp; Advice pack designed to help pet owners give their HPs the best available care. Consider requiring all HPs to be registered before they can be shown at GCCF licensed shows.</li> <li>○ Review and simplify GCCF Rules, publish revised “plain English”, user-friendly Rule book.</li> </ul>	Jan – Dec ‘12	Board supported by nominated Working Group	Evaluation will be used to draft a forward plan for developing and introducing GCCF products and services as appropriate and affordable. Will inform Business Plan for 2012/13.	£200-00 for meeting/travel costs.
	Jun ‘12	Nominated lead Chair & Board	Live Household Pet database offering registration service for all HP owners along with information and support pack, etc.	£400-500 income this year from registration fees
	Mar - Jul ‘12	Nominated working gp	Improved communication within Cat Fancy and greater understanding of workings and rules governing GCCF.	£200 for incidental costs. Print in-house

<ul style="list-style-type: none"> <li>○ Support specialist leads (on Board and in wider GCCF) for key areas of the business: Finance, Genetics, Marketing &amp; PR, IT, Disciplinary, HR and Staff Development and World Cat Congress. Continue to identify and build recognised pool of key professional skills among delegates, who can offer help and professional advice on financial, legal, IT and business matters.</li> </ul>	On-going	Board nominated leads and Champions	Identified leads with knowledge and/or interest act to give specialist advice and to drive specific elements of this business plan working with Board and GCCF office.	Normal running costs
<ul style="list-style-type: none"> <li>○ Publicise, develop and expand Young Exhibitors Scheme. Encourage member clubs, BACs &amp; show managers to promote and actively support and facilitate YES. Monitor and publicise successes to the wider public based on the clear message: safeguarding the GCCF for the future.</li> </ul>	On-going	YES Champion & PR/Media	Young Exhibitors Scheme (YES) is increasingly widely known and has steady flow of candidates. Articles in press and club magazines, etc to publicise. Evaluation report to measure impact/success.	Admin mainly offered pro-bono or covered within normal running costs.
<ul style="list-style-type: none"> <li>○ Continue to monitor 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.</li> </ul>	Review Jun '12	Chairs of Invest & Discipin	Evaluation to inform recommendations, including details of savings and wider implications (including all necessary rule changes). Implementation changes once agreed with Board.	Normal running costs
<ul style="list-style-type: none"> <li>○ Issue show licences for 13/14 show year; encourage venue sharing and joint shows, share good practice to help clubs to minimise cost &amp; maximise entries/income.</li> </ul>	Sep '12	Board & Office Man	All show licences issued. Advice on joint venues, etc to be included in Show Managers pack.	Normal running costs
<ul style="list-style-type: none"> <li>○ Finalise any further improvements to Judges Appointment Scheme and Stewarding Scheme as a result of Show/BAC/Judging review, thus ensuring scheme remains relevant and fit for purpose and produce well trained high quality judges.</li> </ul>	May - Jun '12	Board	Amendments to JAS as appropriate. Stewarding Scheme administered and supported by Judges' Guild	£100 admin & travel.

<ul style="list-style-type: none"> <li>○ Provide high quality service to deal with all registrations, transfers, requests for certified pedigrees, breed recognitions and promotions in a timely and efficient manner.</li> <li>○ Finalise consultation process on proposed changes arising from Show/BAC Working Group. Formulate final proposals to reform BACs, amend show structure/classes and other agreed initiatives (ie. remove Preliminary status, remove Sanction status) to increase number of cats entered in shows and to make exhibiting interesting and exciting.</li> <li>○ Monitor new Stewarding Scheme now administered by Judges' Guild.</li> <li>○ Finalise and agree a new breed 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.</li> <li>○ 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.</li> <li>○ Develop proposal with detailed rules and protocols to enable overseas cat clubs to</li> </ul>	<p>On-going</p> <p>Feb '12 By Jun '12</p> <p>May &amp; Nov '12</p> <p>May '12</p> <p>On-going</p> <p>Jun '12</p>	<p>GCCF staff &amp; lead Board member</p> <p>Working Group &amp; Board</p> <p>Board</p> <p>Board &amp; Genetics</p> <p>Chair &amp; Office Man</p> <p>Show/BAC working</p>	<p>Improved administration, improved response time for registrations, transfers, etc.</p> <p>Proposals to June Council meeting for implementation from Oct 2012 onwards.</p> <p>Effective well regarded stewarding scheme with regular monitoring and feedback given to participants. Proposal for new system to June Council (if finalised), for implementation as part of introduction of new IT system, on-line registration and to facilitate workable Genetic Register.</p> <p>Council, Board 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 Board of Directors at year end. Affiliation of several overseas clubs who have asked GCCF if they may affiliate</p>	<p>Normal running costs</p> <p>Normal running costs</p> <p>£ included in cost of IT refresh.</p> <p>Normal running costs</p> <p>Increased income via fees</p>
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<p>become members of GCCF and subsequently to allow licensing of overseas shows organised by such member clubs.</p> <ul style="list-style-type: none"> <li>○ Explore possibility of on-line entry for Supreme show, if viable pilot and introduce for 2012 show.</li> </ul>	Sep '12	group  Office Mgr & IT Group	<p>and operate shows under GCCF licence.</p> <p>On-line entry to Supreme with opportunity to pay by card. Reduced administration and error rate.</p>	Within IT project costs
<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"> <li>○ Continue work to refine design and expand content on GCCF website to provide modern, user-friendly medium with simple well sign-posted processes and links. Add further information and up-date existing content as appropriate. Explore need for additional functions and content. Source sponsorship and advertising.</li> <li>○ Publish and distribute quarterly GCCF Newsletter to communicate key information to members of the general Cat Fancy. Publish on-line summary of Council meetings to provide swift feedback on decisions. Facilitate communication and canvas opinions and feedback via GCCF Facebook and Twitter accounts. Hold occasional "Roadshows" and Forums at</li> </ul>	<p>Jan – Apr '12</p> <p>By Jun '12</p> <p>On-going</p>	<p>GCCF Web Champion working with web-master</p> <p>Board working with PR/Media Group and Office staff</p>	<p>Modern, well designed and user friendly and inter-active web-site supported by advertising and sponsorship.</p> <p>Improved communication and information sharing by GCCF among members of wider Cat Fancy. Canvas views and opinions as appropriate, monitor views and opinions and feed into decision making process.</p>	<p>Income stream from advertising to fund maintenance</p> <p>Cost of in-house production for Newsletter.</p>

<p>shows and elsewhere to facilitate discussion and gauge views and opinions regarding key issues or proposed changes.</p> <ul style="list-style-type: none"> <li>○ Deal with full range of enquiries and queries; give advice and guidance of all matters relating to work of GCCF, deal with correspondence, etc.</li> <li>○ Review all show paperwork to ensure compliance with GCCF rules.</li> <li>○ Review all publications and leaflets and update, discard or add to as appropriate.</li> <li>○ Agree design and nature of replacement marketing and events stands and other promotional material (“pop-up” signage, etc.). Acquire flexible/modular stands for use at London Pet Show, Supreme Show, GCCF shows and other events as appropriate.</li> <li>○ Delegation to attend World Cat Congress 2012 in Brno, Czech Republic; knowledge gained to be used in planning GCCF hosted WCC in 2013.</li> </ul>	<p>On-going</p> <p>On-going Apr ‘12</p> <p>Apr ‘12</p> <p>May ‘12</p>	<p>GCCF staff</p> <p>GCCF staff Office Man</p> <p>PR/Media Group</p> <p>Board Delegation</p>	<p>Timely, high quality information and advice provided by GCCF Office supported by lead specialist advisors and lead Board members</p> <p>Efficient show administration and monitoring.</p> <p>Agreed list of key relevant publications to meet needs of breeders, owners, judges, show managers and exhibitors.</p> <p>GCCF branded modular events stand and related promotional material (posters, pop-ups, etc) which can be used in combination or single modules depending on space, cost, etc. Increased GCCF presence at range of shows and other events.</p> <p>Relationships built with other members of WCC; better, more informed planning of WCC 2013.</p>	<p>Normal running costs</p> <p>Normal running costs</p> <p>Normal running costs</p> <p>£2-4K depending on deal that can be negotiated with suppliers</p> <p>At no cost to GCCF, fully funded by those attending.</p>
<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"> <li>○ Introduce Performance Management System and within this structure set specific objectives for all members of staff and</li> </ul>	<p>Jan ‘12 with regular reviews</p>	<p>Chair, Vice Chair &amp; Office Mgr</p>	<p>Structured system and procedures to set realistic targets for staff and monitor progress to enable appropriate guidance and training to be given when needed.</p>	<p>Normal running costs</p>

<p>introduce regular (quarterly) one-to-one reviews to monitor achievements against personal milestones. Deliver briefing and training of staff as necessary/required; develop set of specific key competences for delivering quality in all aspect of GCCF. Use PMS to inform new recruitment, training and development plan which ensures GCCF team fully understand nature of our business.</p> <ul style="list-style-type: none"> <li>○ Promote flexible working practices and “pairing” to ensure spread of skills with colleagues able to cover for one another.</li> <li>○ Continue work begun in 2011 to introduce more structure leadership and an improved management and reporting system for GCCF to enable closer, timely and streamlined decision making.</li> <li>○ Training for staff to build and maintain commitment &amp; improve quality of services.</li> <li>○ Training for new on-line registration system</li> <li>○ Development and briefing for staff and unpaid executives on number of relevant key issues</li> </ul>	as agreed		<p>Performance reviews and individual development plan for each staff member.</p> <p>Up to date policies and procedures that support development and delivery of high quality services. Recruitment and staff training &amp; development plans agreed.</p>	Normal running costs
	From Jan '11	Office Mgr	<p>More flexible working practices that facilitate delivery of a better quality service to the wider Cat Fancy.</p>	Normal running costs
	On-going	Board & Office Mgr	<p>Improved leadership and management which is fully meets the needs of modern company and is fit-for-purpose.</p>	Normal running costs
	From Mar '12	Office Mgr	<p>Trained, competent staff giving high quality service.</p>	£2-3k for staff training
Mar '12 onward	Office Mgr Nominated leads	<p>Effective operation of new system. Set of key guidance notes and information sheets which capture and record knowledge and key competences.</p>	£1K for specialist trg. Probably within normal running costs, but possibly some added £	

## Financial Projection – Income and Expenditure account

An itemised projected income and expenditure projection for the coming year is shown below:

Income		Expenditure	
Registrations & Transfers	315000	Charitable Donations	300
Prefix Applications	10500	Property depreciation Charge	4600
Capitation & delegates fees	10000	Gas & Electricity	4800
Show License Fees	9000	Office cleaning	1500
Medals	8000	Property Maintenance	2500
Publications	1500	Other Property Charges	900
Other Income	1000	Rates inc water	8450
Steward scheme	0	Computer Maintenance and ins	3240
IC/DC Fines & costs	3000	Computer Software & progrmng	5000
		Computer depreciation	0
Printing	4800	Computer consumables	600
		Meeting Room hire	7500
		Meeting refreshments	1200
		Meeting travel	13000

BAC Grants	900
Equipment Depreciation	700
Supreme Show recharge	-10000
Advertising stalls and literature	3000
Accountancy	9500
Bank Charges	1200
Equipment maintenance	5000
Insurances	20000
Medals & Engraving	5000
Professional & secretarial Serv	8400
Stationary, Printing & pubs	16000
Miscellaneous	250
HR HS costs	2500
Training	3000
telephones/broadband	3600

		postage	12000
		travel & subsistence	2000
		salaries inc NI	186000
		IC/DC Meetings	5000
		IC/DC Legal fees	4000
		IC/DC salaries inc NI	13500
		Total expenditure forecast	345090
Total income forecast	362800		
		Surplus (Deficit)	17710

## Risk Assessment and Risk Management

Listed are the six key risks that could impact seriously on the GCCF, an assessment of the likelihood of the risk occurring is given in each case along with the degree of impact (high, medium, low) on the business and the actions to be taken to manage and minimise the risk. A heat-map or RAG (Red/Amber/Green) coding for each risk is also given below, this should be reviewed at least twice a year by the Board.

- ❖ Insolvency and subsequent closure of GCCF, or a “hand to mouth” existence, because of the continued use of out-dated 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; Impact: high)**  
**Status: Amber. Action to Manage Risk:**
  - Management and mitigation plan introduced;
  - Strategic & Business Plan with clear actions to better manage the business;
  - incorporation now limits 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; Impact: high)** **Status: Amber. Action to Manage Risk:**
  - Continue to build and increase value of IT Replacement Fund;
  - Business plan outlines activities to raise money via sponsorship, loans, grants, events, etc.
  - IT consultants (volunteers pro bono) to oversee implementation of agreed IT development project plan, continue to review and develop detailed spec as project rolls out to ensure it meets current and future needs;
  - Continue discussions with possible sources of desired IT hardware and software; continue to work with IT specialists within Cat Fancy.

- ❖ 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;
  - Board of Directors 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.
  - IT systems update underway to facilitate on-line registration and similar 21<sup>st</sup> 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: medium; Impact: medium/high) Status: Red/Amber. Action to Manage Risk:**
  - Members of Board of Directors currently visiting office on a weekly basis to guide and support;
  - Appointed Champions take thematic lead for different areas of work eg. Registrations, genetics, show matters, marketing, PR & media, web-site, IT, HR, etc.
  - Performance Management System to be introduced from Jan '12 and clear personal objectives set with measurable milestones
  - 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:**
  - On-going review and evaluation of disciplinary procedures with a view to further streamlining of process.
  - Maximise use of fines and fixed penalties to reduce cost of disciplinary meetings & legal cost.
  
- ❖ 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: low/medium, Impact: medium/high) Status: Amber/Green. Action to Manage Risk:**
  - Recruitment of talent in wider fancy to continue and establishment of group of volunteer “friends of GCCF” now working effectively with Board and 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 GCCF web-site, Facebook & Twitter, GCCF Newsletter, 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.

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

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