



GCCF Strategic Plan 2010 – 2013

Business Plan 2011-12



GCCF Strategic Plan 2010 – 2013 & Business Plan 2011/12

(“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 (Board of Directors), Finance, Investigations and Disciplinary and Appeals, annually. The Memorandum & Articles (formally Constitution) which enshrines the objects, duties and powers of the Council and its committees, has operated effectively for exactly 100 years and GCCF celebrates its centenary year in the 2010/11 show year; 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 21st century Britain and so remain a viable relevant body for another 100 years.

GCCF is now 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 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 Business Plan).

In order to re-invent ourselves for a new age, we need to have a common purpose, clearly expressed and understood with supporting objectives to facilitate change. We 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.

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 growing, with a very definite culture and attracting/inspiring deep loyalty by many.*
- *Enjoys deep commitment from Officers & Committee members and many delegates, several of whom have volunteered 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.*
- *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.*

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 remain 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.*
- *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 a fully 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 has been used to kick-start the process of change 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 we operate and to take advantage of recent developments in technology and business processes. Some minor exploitation of the GCCF brand has resulted in the first income from sponsorship; a new modern logo has also been designed to aid the marketing of the business; a PR/Media group established; and the services of a professional*

sponsorship manager has been secured in the short-term. Even so there is much still to do to promote GCCF via new/refreshed design and a new more extensive website, and to seek out further sponsorship and advertising deals/commercial partnerships to help secure the future.

- *An established process is now in place 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; 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.*
- *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 strategy to achieve the vision and the actions necessary.*
- *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. Make the most commercially and in terms of improved reputation from hosting the World Cat Congress in 2013.*

Threats:

- *That GCCF makes the mistake of assuming that incorporation will remove all financial risks and in consequence slips into insolvency in the immediate future because of complacency among 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.*
- *Negative press focussing on health and welfare issues and genetic anomalies in pedigree cat breeds.*
- *Current fragile UK economy, which is still in the very early stages of recovery, 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 economic climate is likely to continue for the next 18 months to 2 years, this coincides with a crucial period in terms of placing the GCCF on a sound financial basis and firm business footing.*

- *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 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 sponsorship.
 - ✓ Request 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.
 - ✓ Establish and 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.
 - ✓ Embed GCCF Ltd and make every effort to eliminate exposure to unnecessary risk and limit liability of affiliated clubs and elected GCCF officers and members of committees.
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
 - ✓ Promote GCCF as a Welfare Organisation with a clear determination to champion health and welfare issues for ALL cats – suggested strap lines: Giving Cats Care Forever; Great Cats Come First; Happy Cat, Happy Owner.
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 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.
 - ✓ To work with BACs to ensure clear and workable registration and breeding policies for all recognised breeds.
4. To be the premier cat registration body providing an efficient, cost effecting 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).
- ✓ To begin preparations to host 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, 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 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 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 & 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 *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 Directors (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; 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 2010/11

During 2011 GCCF will seek to consolidate and complete actions and tasks begun or planned during 2010; 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 and investment for the business, and staff procedures and training/development.

- Fully establish Board of Directors for GCCF Ltd following launch of registered company with limited liability on 1st March 2011 and ensure all affiliated clubs become fully signed-up members of the new company by that date; review management and decision making structure in the light of new company structure.

- 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 registration policies in line with the Policy and agree a breeding policy for each recognised breed by June 2011. Plan and support establishment of Genetic Register in line with IT refresh project timescale.
- Identify and implement ideas for income generation, new and improved services, new products which can be sold, etc, working closely with professional Sponsorship Consultant. Pursue identified 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 advance of planned introduction of new IT based system to enable on-line registration and more flexible, less bureaucratic and more responsive, tailored service.
- Implement agreed project plan for redesign and refresh/replacement of the current IT system to facilitate new on-line processes of registration, payment, and other services; source capital investment through sponsorship, grants and loans to supplement funds raised through Centenary lottery, and establish 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.
- 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.
- Implement final phase to 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 revised PR and marketing plan for GCCF Ltd and support appointed PR leads. Deliver the remaining key PR/marketing events to celebrate the GCCF's centenary, such as Centenary lottery, London Pet Show, Centenary Celebratory Dinner. If possible publish appropriate articles in the national and specialist press and on webpage on GCCF site, etc.
- Explore business case and appetite in wider fancy for re-launch of GCCF Official Journal, including the opportunity to DTP (desk-top publish) in-house.
- Embed and pro-actively promote Young Exhibitor Scheme (YES); consider publicity opportunities to spread the message and gain further applicants; 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 Supreme Show 2011 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 Important - Should do this year Necessary - Would like to do this year

Action Plan 11/12

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"> ○ Review and redefine role of Finance Committee to strengthen involvement in day to day financial control of incorporated business. Increase powers of scrutiny if necessary. ○ Establish Board of Directors and Board of Management for company and ensure all affiliated clubs are full members of the company ○ 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. ○ Source group of key patrons for GCCF to help promote a positive view and advise on and stimulate fund raising activities. ○ Undertake further work to maximise the benefits for GCCF from its charity (CWT) ○ Decide on next phase in implementing a GCCF membership scheme as a means for both a regular source of income and 	<p>Jan '11</p> <p>Jan '11 Feb '11</p> <p>Apr '11</p> <p>Jun '11</p> <p>May '11 Apr '11</p>	<p>Chair</p> <p>Chair & Board, Office M'g</p> <p>Finance Comm</p> <p>PR/Media working group Finance Comm.</p> <p>Chair & Board</p>	<p>Effective financial planning and management. Preparation of regular financial reports to Exec, Finance Committee and Council.</p> <p>Ltd company status fully enabled with all the benefits around limited financial exposure (in case of future insolvency).</p> <p>Agreed plan to build reserves, implement and gain active support and ideas/ contributions from wider cat fancy.</p> <p>High profile patrons to help fund-raising, champion events and activities.</p> <p>Report to Exec and Council.</p> <p>Results from investigation to shape scheme if felt to be viable. Scope GCCF annual membership status</p>	<p>£? Negotiate minimum cost for any necessary professional services.</p> <p>£ cost of developing new products? £? Potential future income? £/time? £ potential income via promotional work/events</p> <p>Time for survey (min cost). Potential annual income from</p>

<p>building commitment and support for GCCF. Could be linked to Certified Breeders scheme.</p> <ul style="list-style-type: none"> ○ Develop long-term pricing policy, and implement. ○ Work with Sponsorship Consultant to explore sponsorship/commercial partnerships and agree target value for income; continue to build IT Replacement Fund via lottery ticket sales and loans from clubs/etc. to achieve target of £80K (max). ○ 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 & their members, such as possibility of taking show entries, show checking, etc ○ Continue to work with Kennel Club to transfer knowledge and appropriate applications into final design of new GCCF system. ○ Employ programmer and purchase any other off-the-shelf software packages and databases to create new networked database with on-line registration function. 	<p>Apr '11</p>	<p>Finance Comm</p>	<p>and specify benefits for subscription.</p>	<p>membership subscriptions. £ Potential income?</p>	
	<p>Mar '10</p>	<p>PR/Media Group</p>	<p>Improved long-term income & cash-flow.</p>	<p>Investment plan for key infrastructure projects – IT, etc.</p>	<p>£80K fund for IT investment</p>
	<p>From Mar '11</p>	<p>IT working group</p>	<p>New IT system installed and tested via pilot on-line registration project. Offer expanded services to clubs and their members for a modest fee.</p>	<p>£80K(?) depending on success in negotiating competitive prices/contracts for necessary professional services & equipment. Increased income for selling additional products and services.</p>	
	<p>Jan- Jun'11</p>	<p>IT working group</p>	<p>Info to help scope and create on-line registration element of IT refresh specification</p>	<p>Probably within normal running costs</p>	
	<p>From Mar '11</p>	<p>Board & IT working gp</p>	<p>Bespoke software to supplement purchased software and enable full functionality of new GCCF products and services (on-line, etc.)</p>	<p>Cost within £80K above.</p>	

<ul style="list-style-type: none"> ○ Evaluate all aspects of 2010 Supreme Show and use results to improve planning, decision making, promotion and financing of the 2011 Supreme Show. Consolidate and strengthen show committee to implement plan and run show. ○ Undertake audits to comply with financial procedures and legal requirements. 	<p>Mar '11</p> <p>Dec '11</p>	<p>Show Manager/ Sup. show Comm</p> <p>Auditor</p>	<p>Report to Exec (and Council) with recommendations for 2011 show.</p> <p>Audit report for Finance Committee and Council</p>	<p>Normal running costs</p> <p>£1-2K cost of audit/review</p>
<p>2. To be highly proactive in promoting the health & welfare of cats and to offer advice and guidance in the prevention of disease.</p> <ul style="list-style-type: none"> ○ 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. ○ GCCF will support and promote recently published Defra policy: Welfare of the Domestic Cat” ○ Pursue campaign to address negative press coverage relating to cat breeding and genetic faults (link to promotion of testing etc. above). ○ 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 	<p>July '11</p> <p>Ongoing</p> <p>Feb-Sep '11</p> <p>Jan '11 to Nov'11</p>	<p>Genetics</p> <p>Board & PR/Media Group</p> <p>PR/Media & Genetics</p> <p>PR/Media group supported by Board</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 & Comms plan below.)</p> <p>GCCF Marketing & Communications plan to include pro-active campaign targeting specialist magazines and national press.</p> <p>Planned series of GCCF Centenary and subsequent events with costs and fundraising activities to support.</p>	<p>£250 for printing cost</p> <p>£? Cost of PR</p> <p>£?? Investment to pump-prime events. £? Projected income.</p>

<p>3. Ensure the breed integrity and genetic health of all pedigree cats</p>				
<ul style="list-style-type: none"> ○ Promote Breeding Policy and work with all BACs to review and amend their relevant registration policies to ensure they are consistent with GCCF policy. 	From Jan '11	Genetics Comm & PR/Media Gp.	Breeding Policy expresses clearly GCCF advice and guidance on best breeding practice. Key policy to present to media and general public.	Normal running costs
<ul style="list-style-type: none"> ○ 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 	Jun '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.	
<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"> ○ Strongly promote DNA testing for all breeds to enable breeders to understand fully the genetic basis of individual cats and breeding lines. 		Genetics Comm & PR/Media Group	Significant growth in use of DNA and other tests among breeders; breed clubs and BACs actively promoting testing as part of an established policy.	£100 for promotional material/ articles/ adverts
<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. 	Jan '11 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.	£200 for meeting & travel costs
<ul style="list-style-type: none"> ○ Provide information, practical advice and 	Jan '11		Key links to other websites and	Within cost of final up-

guidance on all genetic matters via GCCF web-site, e-mail correspondence, publications, and telephone advice.	Onward		publications of interest to breeders and owners.	grade of website.
4. To be the premier cat registration body providing an efficient, cost effecting registration service for breeders and owners.				
<ul style="list-style-type: none"> ○ Continue work begun in 2010 to evaluate and expand GCCF services, particularly registration, show support, and advice and guidance, to inform decision making during 2011. Develop and introduce new products and services as opportunity and funding permit. Continue to ask: How can current services be streamlined and improved? What is outdated and could be discontinued? ○ Review and simplify GCCF Rules. ○ Support specialist leads (on Board and in wider GCCF) for key areas of the business: Finance, Genetics, Marketing & PR, IT, Disciplinary, HR. 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. ○ Embed and publicise Young Exhibitors Scheme". Develop and launch scheme to 	From Jan '11	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.	£100-200 for meeting/travel costs.
	Jun '11	Nominated lead	Simplified user-friendly book of Rules written in plain English.	£100 for incidental costs
	From Jan '11	Chair & Board	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
	From Jan '11	Board nominated	Young Exhibitors Scheme (YES) is increasingly widely known and has steady	Admin mainly offered pro-bono or covered

<p>promote aimed at affiliated clubs, BACs, show managers, and the wider public, based on a clear message about safeguarding the GCCF for the future.</p> <ul style="list-style-type: none"> ○ 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. ○ Issue show licences for 12/13 show year; encourage venue sharing and joint shows, share good practice to help clubs to minimise cost & maximise entries/income. ○ Finalise proposed improvements to Judges Appointment Scheme and Stewarding Scheme, thus ensuring scheme remains 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. ○ Implement recommendations from Show/BAC Working Group for additional show titles (Olympian Class) and other agreed initiatives (ie. remove Preliminary status, remove Sanction status) to increase number of cats entered in shows and to 	Dec '11	lead & PR Media Gp	flow of candidates. Articles in press and club magazines, etc to publicise. Evaluation report to measure impact/success.	within normal running costs.
	From Jan '11	Chairs of Invest & Disciplin	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
	Sep '11	Board & Office Man	All show licences issued. Advice on joint venues, etc to be included in Show Managers pack.	Normal running costs
	Jun '11	Board	Amendments to JAS as appropriate.	Normal running costs
	On-going	GCCF staff & lead Board member	Improved administration, improved response time for registrations, transfers, etc.	£100 admin & travel.
	Jun '11 for new show year	Working Group & Board	Proposals to March Council meeting for implementation from 1st June 2011.	Normal running costs

<ul style="list-style-type: none"> ○ make exhibiting interesting and exciting. ○ 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. ○ Develop proposal to introduce GCCF registration service for all household pets 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. ○ Develop proposal to allow affiliation of overseas cat clubs and subsequently to allow licensing of overseas shows organised by such affiliated clubs. 	<p>Jun '11</p> <p>Mar to Sept '11</p> <p>Jan to Nov '10</p> <p>Jun '11</p>	<p>Board & Genetics</p> <p>Board working with IT and Genetics Comm</p> <p>Chair & Office Man</p> <p>Show/BAC working group</p>	<p>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>Model for register for household pet cats with rules and guidance to be introduced from Jan 2012 if agreed to cover show exhibits from June 2012. Additional income from new registration policy and medals for Master Cat titles, etc.</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.</p> <p>Affiliation of several overseas clubs who have asked GCCF if they may affiliate and operate shows under GCCF licence.</p>	<p>Normal running costs</p> <p>£ included in cost of IT refresh. £?? Additional income per annum.</p> <p>Normal running costs</p> <p>Increased income via fees</p>

<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"> ○ Final phase of 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. ○ Explore demand for re-launch of GCCF Journal via survey at shows and on-line, and viability re DTP in-house facility. If appropriate develop business case with costing and process for both commissioning external contract or for running as in-house magazine. ○ Actively promoting GCCF Centenary lottery and encourage clubs to do so in order to maximise ticket sales and thus income. Final draw to take place at London Pet Show in May. Evaluate success and consider whether to establish an on-going GCCF lottery to raise income for projects ○ Deal with full range of enquiries and queries; give advice and guidance of all matters relating to work of GCCF, deal with 	<p>Apr - Jun '11</p> <p>Jun '11 Sep '11</p> <p>Promote Jan – Apr '11 Jun '11</p> <p>On-going</p>	<p>GCCF web-master</p> <p>Board working with PR/Media Group</p> <p>Board, Council & PR/Media Group</p> <p>GCCF staff</p>	<p>New modern, well designed and user friendly web-site supported by advertising and sponsorship.</p> <p>Summary of feedback on demand; if appropriate write business case for re-launch of GCCF Journal along with recommendations for delivering of complimentary on-line magazine.</p> <p>GCCF Centenary lottery a success in terms of fund-raising – all money to go to fund IT refresh project.</p> <p>Timely, high quality information and advice provided by GCCF Office supported by lead specialist advisors and</p>	<p>£2-3K for expert web-designer? Income stream from advertising to fund maintenance</p> <p>£? Cost of specialist advice? Cost of in-house production to be covered (as a minimum) by price (on subscription)</p> <p>£15K income from lottery.</p> <p>Normal running costs</p>
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<ul style="list-style-type: none"> correspondence, etc. ○ Review all show paperwork to ensure compliance with GCCF rules. ○ Review all publications and leaflets and update, discard or add to as appropriate. 	May '11	GCCF staff Office Man	<p>lead Board members Efficient show administration and monitoring. Agreed list of key relevant publications to meet needs of breeders, owners, judges, show managers and exhibitors.</p>	<p>Normal running costs Normal running costs</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"> ○ Complete revision of staffing policies and procedures, implement briefing and training of staff to operate; develop set of specific 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. ○ Continue work begun in 2010 to introduce more structure leadership and an improved management and reporting system for GCCF to enable closer, timely and streamlined decision making. ○ Training for staff to build and maintain commitment & improve quality of services. ○ Training for new on-line registration system 	<p>Mar '11 Sep '11 From Jan '11 Jan - Jun '11 From Mar '11</p>	<p>Office Man Chair & HR Group Chair & Office Man Chair supported by Board Office Man supported by Board</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 staff member. Effective operation of new system.</p>	<p>Normal running costs Normal running costs Normal running costs Normal running costs £2-3k for staff training</p>

o Development and briefing for staff and unpaid executives on number of relevant key issues	Sep '11 Mar '11 onward	Office Man Nominated leads	Set of key guidance notes and information sheets which capture and record knowledge and key competences.	Probably within normal running costs, but possibly some added £
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Financial Projection – Income and Expenditure account

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

Income

Registrations & Transfers	262900
Prefix Applications	9900
Capitation & delegates fees	10000
Show License Fees	7000
Medals	6000
Publications	5400
Other Income	1000
Steward scheme	400
IC/DC Fines & costs	4400

Expenditure

Charitable Donations	200
Property depreciation Charge	3500
Gas & Electricity	4500
Office cleaning	1500
Property Maintenance	3500
Rates inc water	6250
Computer Maintenance and ins	2700
Computer Software & progrmng	5100
Computer depreciation	0
Computer consumables	900
Meeting Room hire	6000
Meeting refreshments	1000
Meeting travel	8700
BAC Grants	1500
Equipment Depreciation	1400
Supreme Show recharge	-12000

		Advertising stalls and literature	3000
		Accountancy	10000
		Bank Charges	1100
		Equipment maintenance	5000
		Insurances	16700
		Medals & Engraving	4200
		Professional & secretarial Serv	8000
		Stationary, Printing & pubs	17000
		Miscellaneous	250
		HR HS costs	2500
		Training	3000
		telephones/broadband	2600
		postage	12000
		travel & subsistence	2200
		salaries inc NI	155000
		IC/DC Meetings	4800
		IC/DC Legal fees	3000
		IC/DC salaries inc NI	11200
Total income forecast	307000	Total expenditure forecast	296300
		Profit (loss)	10700

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/high; 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/high; Impact: high) Status: Red/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 Manager at Kennel Club.

- ❖ 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.
 - 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; Impact: medium/high) Status: Amber. Action to Manage Risk:**
 - 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, 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:**
 - On-going review and evaluation of disciplinary procedures 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: 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 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.

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.