



GCCF 2019 and Beyond



**Proud Heritage
and
Future Innovation**



Welcome and Introduction

Welcome to a new format of the GCCF Business Plan for 2019 and beyond. We hope that you'll find it easy to read and understand.

The aim of the plan is to show how GCCF will work towards the Vision and Mission over the coming 5 years.

GCCF Vision : To be the premier cat registration body in the UK that sets the standard others worldwide aspire to emulate.

GCCF Mission : 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.

The main part of the plan has been simplified, so that it focuses on the key goals that GCCF is aiming to achieve, and the actions that are planned to achieve the goals.

GCCF now has a streamlined set of 12 clear goals for the next 5 years. These are shown on the next page, followed by a table to show when we will be working on these goals. These are the top priority projects for the Board and working groups.

As part of creating this streamlined approach, we have reviewed the full project list from the 2014 Business Plan. Some of these are on-going responsibilities which are included in the published remits of Working Groups. Others are specific projects which are allocated to those groups – or still to be assigned. The full details are contained in the Appendix.

The Appendix also contains our review of the business and competitive landscape, and our risk assessments.

The plan shows how the work on the key projects will be organised over the next 5 years. Each year the Board will review the progress against plan, and will make reports to Council during the year. At the beginning of each year, a revised plan will be produced. Additional goals may be added as the plan progresses – this will depend on progress over the previous year and/or changes in the environment.

Once the goals are agreed, the Board and Working Groups will define the projects that need to happen to achieve these goals. The projects will be assigned a leader who will plan the project and build the team who will deliver the work. The leader will report progress to the Board & Council on a regular basis.

By keeping the goals to a smaller list, it will enable the Board, Working Groups and GCCF as a whole to focus together on the key priorities for moving GCCF forward. It is important that we harness the experience, knowledge, skills and creativity from as many GCCF members as possible to help deliver these important changes.

GCCF has a clear set of values as an organisation which shape all of our work and our projects.

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

Together we will build on the great heritage of GCCF to make a stronger organisation which will lead the way in cat breeding and registration for the 21st Century.

GCCF Board

GCCF 5 Year Goals 2019-2023

1	Ensure sufficient judges remain available to service all shows by implementing first stage of new process for appointing and training Judges by June 2019. Agree improved recruitment and training system for new GCCF judges by end 2019 and launch in 2020
2	Increase pedigree registration and transfers by 5% per annum; increase household cat registration to 5000 by 2021.
3	Explore new approaches or structures that will help to increase show entry numbers year on year; improve show entry and documentation within GCCF by 2020
4	Explore opportunities to promote GCCF and expand business via new partnerships and other projects; ensure paid marketing officer is in place by the end of 2019.
5	Ensure GCCF continues to invest in the development of the Phoenix computer system so that it remains relevant to our customers' needs and is robust and responsive at all times.
6	Continue work to improve cat welfare, working in partnership with cat charities, animal welfare organisations and government. Review and revise breeding and registrations policies to tackle genetic disease and any tendency among breeders to breed for extreme type; ensure health is the primary consideration in the breeding of all cat breeds.
7	Broaden and improve GCCF Breeder Scheme to increase participation by 50% by 2023.
8	To produce 35% of GCCF income from non-register sources by 2020
9	To research opportunities to expand internationally and exploit this where appropriate, other registries (including non-cat registries) may utilise our services and provide additional income
10	Establish working group to plan and organise GCCF hosting of World Cat Congress and World Show; successfully deliver Congress and World Show in 2021.
11	Continue to use customer survey and feedback mechanisms in order to improve and expand products and services. Agree specific targets by end 2019 to improve quality of service; consider adopting appropriate quality standard.
12	Regularly review GCCF governance and refine and improve GCCF decision making and management processes; strengthen team working and focus on key business risks.

GCCF Goal Delivery Plan 2019-2023

Goal Description	Projects	Project owner	2019				2020	2021	2022	2023
			Q1	Q2	Q3	Q4				
Ensure sufficient judges remain available to service all Shows by implementing first stage of new process for appointing & training judges by June 2019. Agree improved recruitment & training system for new GCCF judges by end 2019 and launch in 2020	Implement Phase 1 of revised judge training programme. Develop Phase 2 judge training programme based on Grand groups of breeds to speedily & effectively recruit & train new judges	Peter Collin								
Increase pedigree registration & transfers by 5% p a; increase household cat registrations to 5000 by 2020	Improve customer service. Promote HHP reg.	Denise Williams								
Explore new approaches or structures that will help to increase show entry numbers year on year; improve show entry & documentation within GCCF by 2021	Extend offer & reach of YES Scheme. Full STAR service to support shows & SM's Survey exhibitors for ideas to improve shows	Kate Kaye Board								
Explore opportunities to promote GCCF & expand Business via new partnerships & other projects	Seek new commercial partnerships & sponsors. Generate > income via new services/products	John Hansson								
Ensure GCCF continues to invest in the development of the Phoenix computer system so that it remains relevant to our customers' needs & is robust & responsive	Work with IT Group members to ensure Phoenix is maintained & developed; exploit opportunities to expand IT based products & services.	Steve Crow								
Continue work to improve cat welfare, working in p'ship with cat charities, animal welfare orgs & government. Review & revise breeding & registration policies to tackle genetic disease & any tendency among breeders to breed for extreme type; ensure health is the primary consideration in the breeding of all cat breeds	Proactive membership of CFSG, The Cat Group & All Parliamentary Group on Cats. Work to promote positive aspects of pedigree cat ownership. Review GCCF Breeding Policy periodically & work with GC and BACs to ensure healthy breeding practices.	Steve Crow								
Broaden & improve GCCF Breeder Scheme to increase participation by 50% by 2023	Work with focus group to identify & introduce new features; promote benefits of membership	Steve Crow								
To produce 35% of GCCF income from non-register sources by 2020	Support & maintain current commercial p'ships. Seek further commercial income via STAR, etc.	John Hansson Board								
To research opportunities to expand internationally & exploit this where appropriate, other registries (including non-cat registries) may utilise our services & provide additional income.	Explore opportunities to launch GCCF licensed shows outside UK via foreign associate clubs. Contact registration bodies of other pet species with a view to selling GCCF as service provider	Board								
A paid marketing person in place by the end of 2019	Appoint from within current staff compliment	RosemaryFisher								
Continued to use customer survey & feedback mechanisms In order to improve & expand products & services. Agree Specific targets by end 2019 to improve quality of service; Consider adopting appropriate quality standard.	Reintroduce programme of surveys such as survey monkey to gain regular customer feedback. Use to set monthly/quarterly targets & monitor to improve quality/customer satisfaction,	Denise Williams								
Regularly review GCCF governance & refine & improve GCCF decision making & management processes; strengthen team working & focus on key business risks.	Reshape governance & business management to improve structures & decision making. Explore GCCF individual membership scheme.	HR Group								

Financial Projection – Income and Expenditure account

Income

Registrations	216,000
Transfers	82,000
Pedigrees	20,000
Imports	18,000
HHP Registrations	1,000
Prefix applications	14,000
Capitation & delegate fees	11,000
Income from shows	10,000
Medals & engraving	3,000
Publications	500
Other	800
IC/DC	1,500
Printing/postage	4,500
Breeder Scheme	4,000
Agria	80,000
Bank interest	1,300
GCCFI	500

Expenditure

CWT Advertising	100
Property depreciation	4,200
Gas & Electricity	4,000
Office Cleaning	1,500
Property Maintenance	5,000
Rates incl water	9,500
Other property charges	1,200
Computer maintenance & insurance	4,230
Computer software & programming	35,000
Computer hardware depreciation	2,750
Meeting room hire	9,000
Meeting refreshments	2,000
Meeting travel	22,000
BAC grant	100
Equipment depreciation	12,000
Marketing & advertising	2,000
Accountancy & audit	12,000
Bank charges	18,000
Equipment maintenance	4,000
Insurance	13,500
Medals & engraving	4,000
Prof & Sec Services	500
Legal fees	3,000
Stationery & printing	30,000
Telephone & broadband	2,200
Postage	19,000
Travel & subsistence	100
HR/HS costs	3,000

		Training	5,000
		Salaries inc NI	140,000
		Miscellaneous	1,000
		Subs & donations	2,500
		Business gifts	3,000
		IC/DC room hire	2,000
		IC/DC travel	5,000
		IC/DC Legal fees	1,000
		IC/DC Admin	500
Total	468,100		384,030
Gross Profit			84,070
Capital expenses b/f 2017 & 18			25,000
Capital expenses 2019			5,000
Supreme estimated cost			30,000
Net Profit			24,070

Detailed background to GCCF 2019-2023

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

Background: The Governing Council of the Cat Fancy was established in 1910 and is run along highly democratic lines. The key decision making forums are the Council and the Board of Directors. The Council is composed of delegates from all breed and area clubs that are full members of the GCCF, and this body elects the administrative infrastructure to run the organisation: the Board of Directors and the Standing Committees of Finance, Investigations, Disciplinary and Appeals; the Board appoints the Genetics Committee and Veterinary Advisory Committee. The Memorandum & Articles enshrine the objects, duties and powers of the Council, Board and committees, which have 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 21st 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 relatively limited assets, trading to a fairly narrow niche market in what has become in recent years, an increasingly difficult and competitive economic climate within a rapidly changing society. To secure a viable long-term future for the GCCF, action has been taken since 2011 to place the company on a firm financial footing, taking 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 business operating practices. By these means we will ensure our products and services remain in demand and are delivered to a quality and standard to meet the expectations of our valued customers. We must continue to eliminate waste so as 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 has given us the chance to make this paradigm shift in one great leap forward and considerable progress has already been made since this process was begun in earnest during 2010.

In order to re-invent itself for a new age, the GCCF needs to have a common purpose, clearly expressed and understood with supporting objectives and strong leadership 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. Finally it must aim to create a widely recognised brand among the general public, particularly cat owners or those seeking to find a cat or kitten, and ensure that they are aware of how GCCF can help, advise and support them in a variety of ways.

Economic Context

The outlook for 2019 and beyond remains dominated by the UK's decision to leave the EU and the path it follows thereafter. Projected UK growth is likely to remain modest at around 1.5% to 1.6% in 2019. (Pricewaterhouse Coopers (PwC) projected economic growth in 2019 of 1.6 percent for Britain - assuming the shock of a no-deal Brexit in March is avoided - versus 1.7 percent for France and 7.6 percent for India) This reflects the drag on business investment from ongoing economic and political uncertainty relating to the outcome of the Brexit negotiations. But the higher government spending and short-term tax cuts announced in the Budget will provide some boost to growth in 2019.

The strong global economy, and the competitive value of the pound, have boosted UK exports and in-bound tourism over the past two years. But the Eurozone economy has slowed recently and any escalation of international trade tensions could dampen global growth in 2019 and beyond.

Service sector growth should remain modest but positive in 2019, however manufacturing growth has slowed markedly. Construction sector output has also fallen back since early 2017 and looks set to remain relatively weak in the short term, given the uncertainty around Brexit.

London has grown faster than other UK regions for most of the past three decades, but recently there have been signs from both the labour and housing markets that London's relative performance has been less strong. London is expected to grow at only slightly above the UK average rate in 2018-19.

In the case of a smooth Brexit some economists are speculating that the Bank of England will raise interest rates by a quarter of a percent to 1% in mid-2019. But the precise timing of this will be data-dependent and the pace of any subsequent rate increases are likely to remain gradual.

An exit from the EU without any agreement is the most significant risk to the outlook. Moderate growth of just above 1.5% is projected for the coming years, conditional on reaching a broad free trade agreement (FTA) with the EU and a smooth Brexit process, but there are risks on both sides. On the upside, an agreement with fewer impediments to trade could boost confidence and lead to higher growth. On the downside, reverting to WTO trade rules, even in an orderly manner, would lead to long-run output losses for the UK of around 5 to 8 percent of GDP compared to a no-Brexit scenario. This is because of higher tariff and non-tariff trade barriers, lower migration, and reduced foreign direct investment.

A worst-case scenario would be a disorderly exit without a transition period. Such an outcome would lead to a sharp fall in

confidence and reversal of capital flows, which would affect asset prices and the value of sterling. Careful preparation and close cooperation between the EU and UK authorities would help mitigate risks to financial stability associated with a potential disorderly Brexit.

Britain risks slipping from being the world's fifth-biggest economy to its seventh-largest next year after Brexit, analysts have warned.

Leaving the EU is likely to reshape the UK economy and policies could play a role in facilitating the transition. Different economic sectors will be affected differently by Brexit, depending on the new barriers they face. Greater use of active labour market policies could help the adjustment for both low-skilled and highly-specialized workers. It is important that policies are developed that support workers and not particular jobs or sectors.

Steady fiscal consolidation remains critical to rebuilding buffers and keeping debt on a downward path. Public debt is high, and the fiscal position is sensitive to negative shocks to growth. Population aging will create significant spending pressures over the longer term, presenting the public with difficult choices: either taxes and fees will have to increase, or the level or quality of health services and pensions will be affected.

A no-deal Brexit would require greater austerity in the long run through its negative effects on growth: a permanent decline in the level of output relative to the baseline scenario would reduce tax revenues and require further adjustment to maintain fiscal sustainability.

And Duncan Brock, group director at the Chartered Institute of Procurement and Supply, said: "Brexit uncertainty continues to be at the heart of the malaise, as clients delayed orders and consumers were deeply reluctant to spend under the continuing cloud of hesitation, indecision and ambiguity."

SWOT analysis:

The Board has reviewed the Goals and revised where appropriate, to create a set of 12 Strategic Goals for the next 5 years. These are designed to help GCCF achieve its Vision. To support and inform these objectives, 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.

Strengths:

- *Brand recognition is strong and extensive among breeders and exhibitors in the UK and internationally, the brand is mature and has credibility, it is associated with history, quality and integrity. However, there is much less awareness of GCCF among non-pedigree cat owners and the wider public in general. (see opportunities)*
- *GCCF owns its own administrative office premises and this along with the substantial genetic based Register 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. This is a strength in some areas, but can also impede progress if not reviewed objectively (see Weaknesses)*
- *Strong Constitution, governance and rules – the GCCF has been used extensively as the model for other registration bodies.*
- *Well established after almost 110 years in operation with 164 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 into 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, (but see also under Threats).*
- *Proven ability and track-record in managing and delivering change over the past seven years.*
- *A culture that is changing and modernising its approach to meet the demands of its customer base.*
- *Some exploitation of the GCCF brand has resulted in income from sponsorship and the establishment of two commercial partnerships – with Agria Insurance and Royal Canin. Board led is providing a more professional approach to marketing and media relations; the improved GCCF website, regular communication with the wider cat fancy via e-mail updates and the*

quarterly Newsletter and exposure given by the World of Cats at the National Pet Show and at the Supreme Show have provided a more solid basis upon which to build the profile of the organisation. Even so there is much still to do to promote the GCCF and to seek out further sponsorship and advertising deals/commercial partnerships to help secure the future. Also greater media interest must be fostered and secured by working with strategic partners.

- *GCCF now has a robust modern IT platform upon which to base future developments.*

Weaknesses:

- *Relatively low asset base and limited liquidity, this is improving but still needs focus.*
- *Management and decision making structure is lengthy, involved and not suited to running a modern 21st century business; there still remains an 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 increasingly urgent priority.***
- *Lack of a fully established process for analysing possible risks and planning risk management; an interim process is however, in place and this is a specific responsibility of the Finance Committee.*
- *Staff have not been developed to their full potential; a set of necessary competencies has been identified, but because of the number of new staff recent recruited to the organisation, a full staff development plan is yet to be finalised and implemented in order to train all staff to a suitably high level in the philosophy and rationale behind organisation, in genetics (the basis of the registration methodology) 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. The physical location of the GCCF Office is relatively remote and difficult (and costly) for many Directors to travel to on a regular basis.*
- *A small but significant minority of the GCCF cat fancy do not support the company and its Board of Directors. Efforts continue to be made to understand why this is the case and to address the causes.*

Opportunities:

- *The process of fundamental change has progressed significantly over the past six or seven years and much thinking and discussion has taken place regarding the rebasing and refreshing of the GCCF. There are identified opportunities, some of which are currently being exploited, to gain a broader base of support and to promote the organisation and its work. Work is underway to make a shift in the way GCCF operates and to take advantage of recent developments in technology and business processes, this pace of change is accelerating in order to fully secure possible opportunities for the business.*

- *Although the brand of GCCF is long-established and recognised among cat breeders in the UK, it has limited recognition/appeal in the wider cat-owning public. As this is a key market to enable GCCF to grow and develop, consideration must be given to improving the way the brand is positioned, whilst maintaining the benefits of the GCCF heritage.*
- *An established process is firmly in place to assess the business and business opportunities and to provide for longer term planning with clear objectives, priorities and actions to place the organisation on a sound financial footing into the future; 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 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 while there is the knowledge and experience to draw upon, rather than wait until a true crisis point is reached. To 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. The HR Group is honing the approach to enable and monitor engagement amongst the wider fancy, to better harness the loyalty and commitment and to 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 other commercial businesses such as food manufacturers, manufacturers of other cat related products, companies providing a range of services including micro-chipping and health & welfare services, 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 success achieved at the National Pet Show and other similar pet shows, by engaging with other events which raise the profile and “showcase” the work of the GCCF.*
- *GCCF now takes an active role in the Canine & Feline Sector group, The Cat Group and the All Parliamentary Group on Cats, working with other pet animal organisations to debate policy and to influence government thinking. This allows us to position ourselves as the UK’s responsible cat registration organisation and to both encourage breeders to stay with GCCF, and attract breeders from other organisations.*
- *Build on the restructure of GCCF shows which took place in 2018 and to modernise the system for appointing and training new GCCF judges.*

Threats:

- *GCCF has seen a slow and steady decline in registrations in recent years. There is little evidence that this is improving and more effort and innovation is needed to attract more new breeders and owners and thereby increase volumes of both registrations and transfers. Income from shows and other products and services have also reduced. GCCF must consider how to reverse these recent trends and seek to build its customer base and loyalty. This remains a crucial period in terms of placing the GCCF on a sound financial basis and firm business footing so we are able to continue to invest in new technology and new working practices, at the same time the economic climate remains a threat to a small company such as GCCF.*
- *That the GCCF makes the mistake of assuming that incorporation and the investment and development work undertaken in recent years has addressed all financial risks and in consequence the company 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 the GCCF, other than to a relatively small specialist section of the general public/society. This should be addressed by widening the market and increasing the spread of products/services. This will reduce the dependence on pedigree cat owners and on registrations/transfers.*
- *The lack of new judges joining the judge training scheme, coupled with the significant numbers of senior judges retiring or leaving judging list presents a growing challenge to shows managers and shows. It is becoming more difficult to service all the licensed shows in the current show calendar.*
- *Competition from other cat registration bodies seeking to attract kitten registrations and exhibitors away from GCCF. TICA and FB already operate in the UK market; CFA is also active in seeking to break into our home market. 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) in recent years.*
- *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, desire to get even better value for money spent, etc.*
- *The continued and growing focus on animal welfare issues among sections of the general public could put additional pressures on GCCF to implement changes to breeding practices – and if not tackled well by GCCF could result in a*

reduction in the popularity of pedigree cats and consequently the number of breeders who register cats. However, this could also be an opportunity for GCCF (see Opportunities)

Strategic Aims & Objectives:

1. To ensure the long term financial security of GCCF; to reduce or optimise expenditure to give a good return across all GCCF activity including the Supreme Show.
 - ✓ Continue to improve and modernise the Governance structure and processes of GCCF.
 - ✓ Look for opportunities to streamline services and ways of operating; explore options for income generation both short term and long term; investigate and secure additional sponsorship and commercial partnerships.
 - ✓ 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 ensure that cash flow is rigorously managed so that the organisation has sufficient liquidity to operate effectively at all times.
 - ✓ Continue to build financial reserves steadily to a level that allows the business a secure cushion and facilitates inward investment; create and manage contingency funds to finance and resource further investment.
 - ✓ Invest in future growth via modern IT systems and practices, proactive and planned marketing of products and services and other relevant activities.
 - ✓ Explore the opportunity to further expand GCCF services internationally and/or to other animal registries.

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 ICC, 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 closely monitor EU policy with regard to domestic and specifically pedigree cats. Be a pro-active member of the Canine & Feline Sector Group, The Cat Group and All

Parliamentary Group on Cats, using these groups to influence UK government policy on pet welfare and to build closer working relationships with other cat and dog welfare organisations.

- ✓ 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.
 - ✓ Monitor the impact of Pet Vending Licensing on GCCF breeders and provide advice and support to help them meet conditions as appropriate.
3. Ensure the breed integrity and genetic health of all pedigree cats and specifically of those recognised by the GCCF.
- ✓ Enthusiastically promote the GCCF Breeding Policy, revising and improving the policy as appropriate; 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.
 - ✓ Work with BACs to ensure clear and workable registration and breeding policies for all recognised breeds.
 - ✓ Expand scope of GCCF Breeder Scheme and steadily grow membership, offering additional benefits when possible and promote the ethos and ethics of the Scheme widely through an orchestrated marketing campaign.
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; ensure integrity in exhibiting, judging and management of shows.
 - ✓ To regularly review and develop show structure, organisation of sections, approved titles and overall show procedures to ensure they remain relevant and fit for purpose
 - ✓ To address the falling numbers of senior experienced Judges due to retirement, by improving the training and increasing the numbers of new judges entering lists, whilst maintaining the highest standards of judging. Aim for ten All Breed Judges by 2023.
 - ✓ To actively promote the “Young Exhibitor Scheme” (YES) and “young cat owner club” to identify, develop and support a group of committed and knowledgeable young people who will help to build a secure future for GCCF and actively promote succession planning for the future.

- ✓ Offer appropriate online services and support to breeders, exhibitors, show managers and judges, including online registration, transfer, show entry, and club/BAC returns. Continue to review and expand products and services built on a robust IT system, and to promote them effectively and sell the benefits.
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.
- ✓ Participate fully as a member of the World Cat Congress. Attend annual congress meetings in different parts of the world; build closer working relationships with other WCC registration bodies; joint working on issues such as healthy breeding/genetic health, complementary registration systems to facilitate importation and exportation, and improving the exhibitor experience at cat shows.
 - ✓ Run Supreme Show as showcase and premier annual GCCF event.
 - ✓ Plan and build a fund to host and deliver a high quality and successful World Cat Congress and World Show in 2021. Use as a vehicle to promote GCCF and its ethos; gain a high level of media coverage to celebrate the 150th Anniversary of the Cat Fancy.
 - ✓ Address the challenges and competition from TICA and any other registries that threaten GCCF's premier position.
6. To recruit, lead, develop and manage a team of well-motivated people to run the GCCF's services.
- ✓ Build a strong, pro-active and responsive team of office-based staff, focused on delivering excellent customer service to members of the cat fancy and the general public.
 - ✓ To set key performance indicators which establish clear quality standards and measures that seek to meet customer expectations
 - ✓ Succession plan and skill staff to ensure flexibility and maintain cover at all times; ensure sufficient knowledge and skill to provide an excellent service.
 - ✓ Deliver Performance Management System and ensure all staff are set personal objectives for the year ahead; 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.

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.

This list is not exhaustive. A full risk register should be maintained by the Board and reviewed at least quarterly. Suitable projects to address the key risks must be in place

- ❖ 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: low; Impact: high)**
Status: Green. Action to Manage Risk:
 - Improved corporate management structure introduced and being developed and strengthened, however an improved governance structure is required to fit the needs of an SME competing in a niche market.
 - Management and mitigation plan introduced.
 - Strategic & Business Plan with clear actions to better manage the business
 - Incorporation limits exposure and financial risk;
 - Limited Income Generation plan in place and under review and needs expansion.

- ❖ IT system fails or develops significant technical problems which cannot be solved, merely worked around. Loss of current Programmer is also a key risk. **(Likelihood: medium; Impact: high) Status: Amber/Green Action to Manage Risk:**

- Monitor Phoenix system continuously and make annual contributions to an IT development fund that can be used to ensure IT never falls far behind need.
 - Business plan outlines activities to raise money via sponsorship, loans, grants, events, etc.
 - Research suitable options for ongoing IT support and install most viable option during 2019, to reduce dependence on key individuals.
 - Continue discussions with possible sources of desired IT hardware and software; continue to work with IT specialists within Cat Fancy.
- ❖ Lack of leadership on key business development projects from the Board. Active leadership and project management is required to ensure all projects move forward and deliver desired outcomes, so that GCCF does not stagnate and become complacent once again. At present a limited number of Board members are willing to take on executive responsibilities and their capacity is strained. **(Likelihood: medium/high; Impact: high) Status: Red/Amber. Action to Manage Risk:**
- Ensure all Board members who have signed up for executive responsibilities are held to account by Board/Council for leading projects
 - Use members from wider Council who have an interest in projects, together with proven leadership and project management skills, to drive key projects and report to Board/Council.
 - Review progress on business plan projects on at least quarterly basis at Board meetings and report to Council
- ❖ 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:**
- Recruitment into all current vacancies, including Office Manager.
 - Members of Board of Directors currently visiting office on a regular and frequent basis to guide and support new Office Manager and team;
 - Appointed Board Champions take thematic lead for different areas of work eg. genetics, show matters, marketing/PR & media, web-site, IT, HR, etc.
 - Performance Management System embedded in full and clear personal objectives set for each member of staff with KPIs and measurable milestones
 - Staff Training & Development plan to be written following training needs analysis of new manager and team.

- ❖ Lack of availability of sufficient Judges and Show Managers to maintain the existing Show Calendar. Judges and Show Managers are leaving these roles faster than they are being replaced. There is a lack of younger people becoming involved. **(Likelihood: medium; Impact: high). Status: Red**
 - The new Show Structure will give a short-term boost for Title class judges. BAC and Judge Training groups are looking at medium term solutions (training by Grand group) and longer term solutions (revised judge training programme)
 - Working Group has developed the first phase of a fast-track scheme onto new lists for existing full judges; second phase is to urgently develop and launch a sustainable scheme for improved recruitment and training of new judges.
 - A similar training and qualification programme for Show Managers is required.

- ❖ 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 the GCCF web-site, Facebook & Twitter, GCCF Newsletter, and marketing and communications plan.

- ❖ Disciplinary process becomes too unwieldy and expensive to operate successfully and becomes an unsupportable drain on the organisation. **(Likelihood: low/medium; Impact: medium) Status: Amber/Green. Action to Manager Risk:**
 - Review & revision of disciplinary procedures completed. Ensure these are reviewed regularly.
 - Maximise use of fines and fixed penalties to reduce cost of disciplinary meetings & legal cost.
 - Address issue of lack of suitably skilled & knowledgeable candidates to stand for election to IC and DC.

Training and Development Plan

To identify training and development necessary to enable the above Strategic and Business Plans to be delivered. It will be written once a training needs analysis has been undertaken of both the new team of GCCF staff and thematic Champions & volunteers.

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.