

GCCF 2019-2023 Business Plan: 2019 progress update to Council

Dr Gav Eyres (Board Lead: 2019 progress review)

January 2020

1. Background

- In 2019 the GCCF published the '2019 – 2023 five year Business Plan' (developed by Steve Crow), following feedback and agreement from both GCCF Board and GCCF council.
- The plan set out the overarching goals, and projects (with project owners) across 2019-2023, to support GCCF to deliver their Vision and Mission, whilst displaying their agreed Values.
- The 2019-2023 Business Plan mandated an annual review/refresh.
- In quarter four of 2019 all board members were asked to report 2019 progress for the projects they own, along with suggesting amendments and/or additional projects which could be added for 2020.
- This report highlights progress against each goal, and each published project during 2019. It also sets out additional 2020 projects which board members have proposed. The Goals within the published goals (section 2) and the goals within the published delivery plan (section 3) differ. For clarity, this report is structured by the 12 Goals (not the delivery plan).

2. Council agreed 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.

3. Council agreed 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	

4. Project owner reports: 2019 progress against Goals and Projects

Goal One: 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. [Project owner – Peter Collin]

2019 Progress: We have devised, consulted and launched the Judge Accelerated Scheme. This will address the short term need to increase the number of full judges in each section within the next 3 years. It was embraced readily and enthusiastically.

Project	Description	Timescale	2019 Progress update from project owner
1A	Implement Phase 1 of revised judge training programme	Activity scheduled for Q3 and Q4 of 2019.	The new stewarding scheme has been launched and is in operation. This has streamlined the current requirements and has placed the emphasis on producing both competent stewards and from them encouragement to progress to the judge training programme under the early supervision of the BACs.

1B	Develop Phase 2 judge training programme based on Grand groups of breeds to speedily & effectively recruit & train new judges	Activity scheduled for Q3 and Q4 of 2019.	We have formed a new judge training committee to take forward the task of producing an innovative and educational based training programme, with the aim of judges training by grand and imperial group if possible and FJ status for the groups attainable in 2 years.
-----------	---	---	---

Goal Two: Increase pedigree registration & transfers by 5% p a; increase household cat registrations to 5000 by 2020. [Project owner – Denise Williams]

2019 Progress: During 2019 there were 21,402 pedigree registrations (4.7% increase compared to 2018); 7,732 pedigree transfers (5.6% decrease compared to 2018); & 422 HHP registrations (16.6% increase compared to 2018).

Project	Description	Timescale	2019 Progress update from project owner
2A	Improve customer service.	Activity scheduled for Q4 of 2019.	Customer service has improved following the appointment of the new office manager. There are now very few complaints. The office team continue to improve social presence and capture new customers.
2B	Promote HHP reg.	Activity scheduled for Q4 of 2019.	We have been on Facebook for years and are now engaging with customers on Instagram and Twitter. Recently we have started to try to encourage more registrations in general. Facebook figures are going up monthly in all areas including actions, views, likes, and post engagement. 2020 will see a poster campaign on social media to promote HHP registrations.

Goal Three: Explore new approaches or structures that will help to increase show entry numbers year on year; improve show entry & documentation within GCCF by 2021. [Project owner – Board]

2019 Progress: 2019 has seen the introduction and bedding in of new class structures.

Project	Description	Timescale	2019 Progress update from project owner
3A	Extend offer & reach of YES Scheme.	Activity scheduled for Q4 of 2019.	The YES scheme continues to attract candidates. The board expect to review options for extending the offer and reach during 2020.
3B	Full STAR service to support shows & SM's.	Activity to commence in Q3 of 2019.	Pilot scheme continued into 2019. A survey was undertaken of those SMs who have used the STAR system, comments received were discussed at a review meeting held in July. As a result of the review it was decided to extend the pilot phase until May 2020 to give time to: tackle bugs in STAR IT system and test their effectiveness for

			pilot shows; produce a user manual for the Office and SMs and a service agreement; consider the detailed costs of providing different elements of the service and agree a pricing structure.
3C	Survey exhibitors for ideas to improve shows.	Activity to commence in Q3 of 2019.	The show review group conducted a survey for show feedback. The results showed many of the issues raised were beyond the ability of a show team to manage. This project links to 11A and will as such be reviewed in Q1/Q2 of 2020.

Goal Four: Explore opportunities to promote GCCF & expand Business via new partnerships & other projects; A paid marketing person in place by the end of 2019. [Project owner – John Hansson]

Project	Description	Timescale	2019 Progress update from project owner
4A	Seek new commercial partnerships & sponsors.	Activity scheduled for Q3 and Q4 of 2019.	A proposal to work with the National Pet Show has been considered, but not progressed at present due to numerous issues including partner branding. The GCCF have been approached by a new company concerning the launch of a new cat/dog food, but this is still very much in the very primary stages.
4B	Generate increased income via new services/products.	Activity scheduled for 2020.	Activity is due to commence 2020.
4C	A paid marketing person in place by the end of 2019 (Appoint from within current staff compliment).	Activity scheduled for Q4 of 2019.	2018 was a year of change and upheaval. A new OM was successfully recruited in February 2019. Junior staff changes and recruitment of new staff has entailed periods of training. A period of consolidation is needed before this appointment can be comfortably achieved.

Goal Five: 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. [Project owner – Steve Crow]

2019 Progress: Developing IT testing skills among staff has been hampered by staff turnover throughout the year, in order to address this and other identified needs consideration has been given to the need for further IT dedicated staffing. In consequence a business analyst role has now been appointed to.

Project	Description	Timescale	2019 Progress update from project owner
5A	Work with IT Group members to ensure	Activity to commence Q1 of 2019.	Updated Phoenix via three major tranches during 2019, these both fixed identified bugs and improved or extended the IT system to give improved performance.

	Phoenix is maintained & developed.		Recruited permanent part time IT specialist to replace full time consultant. IT Group met every few months to monitor progress and discuss issues and develop solutions.
5B	Exploit opportunities to expand IT based products & services.	Activity to commence Q1 of 2019.	It was agreed within the Board early in 2019 that this should be a year of consolidation and stabilisation of the Phoenix system. Discussions on opportunities for development have been focussed around a programme to review and improvement to the registration breed trees, finalisation and launch of STAR as a costed product, and the future development of a more effective search facility on the GCCF website.

Goal Six:

Continue work to improve cat welfare, working in partnership 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. [Project owner – Steve Crow]

2019 Progress:

A substantial contribution was made to the annual review of licensing and the review is now with DEFRA for consideration. Advice and guidance have been given throughout the year to breeders experiencing problems with licensing and their local authority. In addition, worked a part of a small sub-group to co-author the Code of Practice for Cat Breeding, final draft currently with DEFRA for endorsement. Also worked on the sub-group formulating CFSG response to proposal from government to legislate for compulsory micro-chipping of all cats, response now submitted to DEFRA.

Project	Description	Timescale	2019 Progress update from project owner
6A	Proactive membership of CFSG, The Cat Group & All Parliamentary Group on Cats.	Activity to commence Q1 of 2019.	GCCF was represented at all meetings of CFSG (four), The Cat Group (2) and the Parliamentary Advisory Group (2) during the year.
6B	Work to promote positive aspects of pedigree cat ownership.	Activity to commence Q1 of 2019.	Worked with other members of The Cat Group to finalise The Kitten Checklist, and to gain endorsement for it from CFSG and DEFRA. This document, supported by 20 partner organisations, was launched in September and is on the GCCF website. Spoke at a national conference on animal welfare on ethical and responsible breeding of pedigree cats. GCCF became a member of PAAG (Pet Advertising Advisory Group).
6C	Review GCCF Breeding Policy periodically.	Activity to commence Q1 of 2019.	Genetics Committee reviewed the General Breeding Policy and decided not to update it during this year.

6D	Work with GC and BACs to ensure healthy breeding practices.	Activity to commence Q1 of 2019.	Genetics committee continues to liaise with BACs and the board to ensure healthy breeding practices.
-----------	---	----------------------------------	--

Goal Seven: Broaden & improve GCCF Breeder Scheme to increase participation by 50% by 2023. [Project owner – Steve Crow]

Project	Description	Timescale	2019 Progress update from project owner
7A	Work with focus group to identify & introduce new features; promote benefits of membership.	Activity to commence Q3 of 2019.	Survey of members undertaken to gather views and ideas on the scheme and ways to improve it. Meeting held in March with a number of scheme members and Board members to consider in detail all suggestions in terms of the level of support for each idea, plus practicality and cost. Idea of a three tier membership found widespread favour, however, cost and minimising complexity are issues still to be addressed and resolved. There is a desire for independent inspection to give greater credibility to membership of the scheme, but the resources required are significant and costly.

Goal Eight: To produce 35% of GCCF income from non-register sources by 2020. [Project owner – John Hansson/Board]
2019 Progress: Whilst this is well underway, with the GCCF Star system, this is currently far from complete due to glitches in the current system. 2021 will be the GCCF’s turn to host WCC and is an ideal opportunity to showcase GCCF at its best, but this will require input from various sources and whilst it is appreciated there will be accrued costs as a result of this, it should also be seen as an opportunity to increase potential entry by making the event more open to overseas exhibitors, particularly as the proposed dates will not clash with FIFe Winners show and we will be having a number of overseas Judges, that may well appeal to exhibitors from Europe.

Project	Description	Timescale	2019 Progress update from project owner
8A	Support & maintain current commercial partnerships.	Activity to commence Q1 of 2019.	We continue to work with our business partner Agria. Agria is by far our largest financial contributor to GCCF and it cannot be stressed strongly enough how valuable to GCCF their contribution is in maintaining GCCF’s financial stability. Ultimately GCCF’s viability continues to be dependent upon its club membership promoting our Business partner. It should be remembered there is no cost to the breeder for this service.

8B	Seek further commercial income via STAR, etc.	Activity to commence Q1 of 2019.	When fully operational, the income source, will be greatly improved, it will inevitably take time to resolve some of the user issues. Once fully operational it may well be possible to sell onto other users. Though it is anticipated this may well require additional investment to update as required which will have to be approved by FC and ultimately the Board.
-----------	---	----------------------------------	--

Goal Nine: To research opportunities to expand internationally & exploit this where appropriate, other registries (including non-cat registries) may utilise our services & provide additional income. [Project owner – Board]

2019 Progress: Activity is due to commence 2020. The board need to identify a project owner.

Project	Description	Timescale	2019 Progress update from project owner
9A	Explore opportunities to launch GCCF licensed shows outside UK via foreign associate clubs.	Activity to commence 2020.	Activity is due to commence 2020. The board need to identify a project owner.
9B	Contact registration bodies of other pet species with a view to selling GCCF as service provider.	Activity to commence 2020.	Activity is due to commence 2020. The board need to identify a project owner.

Goal Ten: Establish working group to plan and organise GCCF hosting of World Cat Congress and World Show; successfully deliver Congress and World Show in 2021. [Project owner - Board].

2019 Progress: The board have established a working group and are currently saving monthly towards the costs of delivery.

Goal Eleven: Continue 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. [Project owner – Denise Williams]

2019 Progress: 2018 was a year of change and upheaval. The new office manager was successfully recruited in February 2019 and is now firmly embedded in the role. Project 11A and 11B will be reviewed by the office manager in Q1/Q2 of 2020.

Project	Description	Timescale	2019 Progress update from project owner
11A	Reintroduce programme of surveys such as survey	Activity to commence Q3 of 2019.	A survey was conducted in Q3 2019 alongside Agria, resulting in over 600 responses. We will be reviewing potential further surveys in Q1/Q2 of 2020.

	monkey to gain regular customer feedback.		
11B	Use to set monthly/quarterly targets & monitor to improve quality/customer satisfaction.	Activity to commence Q3 of 2019.	This project requires board review in Q1/Q2 of 2020. Further insights may be gained from surveys during 2020.

Goal Twelve: Regularly review GCCF governance & refine & improve GCCF decision making & management processes; strengthen team working & focus on key business risks. [Project owner – HR Group]

2019 Progress: The board have agreed this is not a HR group responsibility, but a board one. GCCF governance will be reviewed in 2020 in line with exploration of membership options.

Project	Description	Timescale	2019 Progress update from project owner
12A	Reshape governance & business management to improve structures & decision making.	Activity to commence Q4 of 2019.	A new project is proposed to look at risk management which will improve decision making.
12B	Explore GCCF individual membership scheme.	Activity to commence Q4 of 2019.	This is on the agenda for discussion at February Council meeting.

5. Board proposals for amendments to goals

Goal TWO (Increase pedigree registration & transfers by 5% p a; increase household cat registrations to 5000 by 2020). The original goal of 5,000 registrations by 2020 was unrealistic.

Propose amendment to goal: The board propose an annual increase of 5% p a, to bring this in line with the target for pedigree registrations.

6. Board proposals for additional projects for 2020

Goal ONE (Agree improved recruitment & training system for new GCCF judges by end 2019 and launch in 2020).

Propose further project for 2020: *Scope the development of a GCCF educational academy which will enable online education and examinations. [Project owner – Peter Collin]*

General Data Protection Regulation (GDPR): Two members of staff have received training in GDPR, as has the Chair.

Propose further project for 2020: *Review GDPR compliance and secure access to specialist advice (like we do for specialist HR guidance). [Project owner - Denise Williams with support from Gav Eyres]*

Risk Management: This was highlighted in the 2019-2023 business plan. The board do not currently review a formal risk register. A risk management process is required to ensure the board review strategic risks at every board meeting.

Propose further project for 2020: *Development and introduction of a risk management/escalation process for GCCF. [Project owner – Gav Eyres]*

Appointment of board/committee secretary: During 2019 the HR group identified the lack of an employed board/committee secretary as a significant risk to the GCCF.

Propose further project for 2020: *Recruitment of board/committee secretary. [Project owner – Board]*

7. GCCF Finance Committee 2020 Financial Proposal

INCOME	Budget 2020
Registrations	£216,000
Transfers	£75,000
Pedigreees	£23,000
Imports	£18,000
HHP registrations	£1,200
Prefix applications	£14,500
Capitation & delegate fees	£10,000
Income from shows	£10,000
Medals & engraving	£3,000
Publications	£500
Other	£800
IC/DC	£2,000
Printing/postage	£8,000
Breeder Scheme	£4,000
Agria	£75,000
Bank interest	£1,750
GCCFI	£4,000
TOTAL INCOME	£466,750

EXPENDITURE	Budget 2020
CWT advertising	£370
Property depreciation	£4,200
Gas & electricity	£4,000
Office cleaning	£1,500
Property maintenance	£6,000
Rates inc water	£9,500
Other property charges	£1,500
Computer maintain and insurance	£4,000
Computer software & programming	£14,500
Computer consultancy	£12,960
Computer hardware depreciation	£2,100
Meeting room hire	£8,000
Meeting refresh	£2,000
Meeting travel	£19,000
BAC grants	£100
Equipment depreciation	£8,700
Marketing & advert	£2,000
Accountancy & audit	£7,000
Bank charges	£11,000
Equipment maintenance	£4,000
Insurance	£13,500
Medals & engraving	£4,000
Prof & Sec Services	£0
Legal fees	£1,500
Stationery & printing	£28,000
Telephone & broadband	£2,200
Postage	£19,000
Travel & sub	£0
HR-HS costs	£3,000
Training	£5,000
Salaries inc NI	£182,290
Miscellaneous	£1,000
Subs & donations	£1,500
Business gifts	£1,500
IC/DC room hire	£1,500
IC/DC travel	£3,500
IC/DC Legal fees	£1,500
IC/DC Admin	£250
TOTAL EXPENDITURE	£391,670

EXPENDITURE	Budget 2020
Income	£466,750
Gross profit	£75,081
Supreme estimated cost	£20,000
Capital expenses b/fwd - 2018	£25,000
Capital spend 19 & 20	£5,000
SURPLUS	£25,081