



GCCF 2015 and Beyond



**Proud Heritage
and
Future Innovation**



Welcome and Introduction

Welcome to a new format of the GCCF Business Plan for 2015 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. It also shows the projected Income & Expenditure for 2015.

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 2015-2019

1	To have an improved IT system in place & working by June 2015 that will save £190k over 5 years.
2	To become international by being in at least 2 large additional countries by 2016.
3	Increase household cat registration to 5000 by 2019.
4	Increase show entry numbers by 5% each year and improve show entry and documentation within GCCF by 2016.
5	A paid marketing person in place by the end of 2015.
6	Make GCCF the top listed site on Google for all our important keywords by 2016
7	Produce a disciplinary system that saves money & is more effective, whilst being legally compliant.
8	Achieve the delivery of all GCCF services on line by the end of 2016.
9	To produce 30% of GCCF income from non-register sources by 2018
10	Increase pedigree registration and transfers by 20% by June 2017.
11	Consolidate training of breed judges by 2016.
12	Put in place a robust customer feedback mechanism by 2015 (with a view to making us a more customer-focussed organisation).

GCCF Goal Delivery Plan 2015-2019

GOAL NO.	GOAL DESCRIPTION	PROJECTS	2015				2016	2017	2018	2019
			Q1	Q2	Q3	Q4				
1	To have an improved IT system in place & working by June 2015 that will save £190k over 5 years.	Project Phoenix								
2	To become international by being in at least 2 large additional countries by 2016.									
3	Increase household cat registration to 5000 by 2019.	Marketing strategy and plans								
4	Increase show entry numbers by 5% by 2017 and improve show entry and documentation within GCCF by 2016.	Show structure Group. Show Managers' work.								
5	A paid marketing person in place by the end of 2015.	Marketing strategy and plans								
6	Make GCCF the top listed site on Google for all our important keywords by 2016	Marketing strategy and plans								
7	Produce a disciplinary system that saves money & is more effective, whilst being legally compliant.	IC/DC review and changes								
8	Achieve the delivery of all GCCF services on line by the end of 2016.	Project Peacock (enhancements to Phoenix)								
9	To produce 30% of GCCF income from non-register sources by 2018									
10	Increase pedigree transfers by 10% in 2015 by incentivisation. Registrations to remain at current levels in 2015, and aim for growth after that (% TBC in 2016 plan).	Marketing strategy and plans								
11	Consolidate training of breed judges by 2016.	BAC review group								
12	Put in place a robust customer feedback mechanism by 2015 (with a view to making us a more customer-focussed organisation).	Marketing strategy and plans								

Financial Projection – Income and Expenditure account

An itemised projected income and expenditure budget for 2015 is shown below.

2015 GCCF Budget Forecast			
Income	Forecast	Expenditure	Forecast
Registrations	208000	Property / Bills	27,000
Transfers	75000	Computing	16,400
Pedigrees	10000	Meetings	29,300
Imports	12000	Training / Support	6,500
HHP Registration	2000	Stationary / Postage	38,000
Advertising	1000	Medals	4,500
Prefix Applications	10000	Salaries	158,000
Capitation & delegates fees	9500	Insurance	12,000
Show License Fees	14000	Investigation	25,900
Medals	8000	Accountancy	19,500
Publications	1000	Advertising	8,050
Other Income	1000	BAC Support	250
IC/DC Fines & costs	1500	Legal Support	1,500
Breeder Scheme	3000		
Printing	5000		
Agria	22900		
Total income	383,900	Total Expenditure	346,900
Surplus / deficit on ordinary Business	£37,000		
Capital IT Project depreciation	15,000		
Net surplus / deficit after Capital	£22,000		

Appendix

Detailed background to GCCF 2015-2019

(“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 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 over the past few years 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 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 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

In the United Kingdom recovery has continued at a pace greater than that in the Eurozone. However, a recent poll involving 100 economists estimates that British gross domestic product (GDP) will grow 1.2 percent in 2015. This contrasts with predictions of 2.4% for 2014.

The Bank of England predicts that inflation is unlikely to rise above the 2% target even if interest rates do not start rising until October 2015. Interest rates are half a percentage point lower than it expected three months ago. In the short term, the bank thinks inflation is "more likely than not to fall temporarily below 1 per cent at some point over the next six months".

Low inflation in large part reflects downward pressure from food, energy and the prices of other imported goods and services, which were previously pushing inflation above the 2% target. But domestic price pressures are also weaker than previously thought.

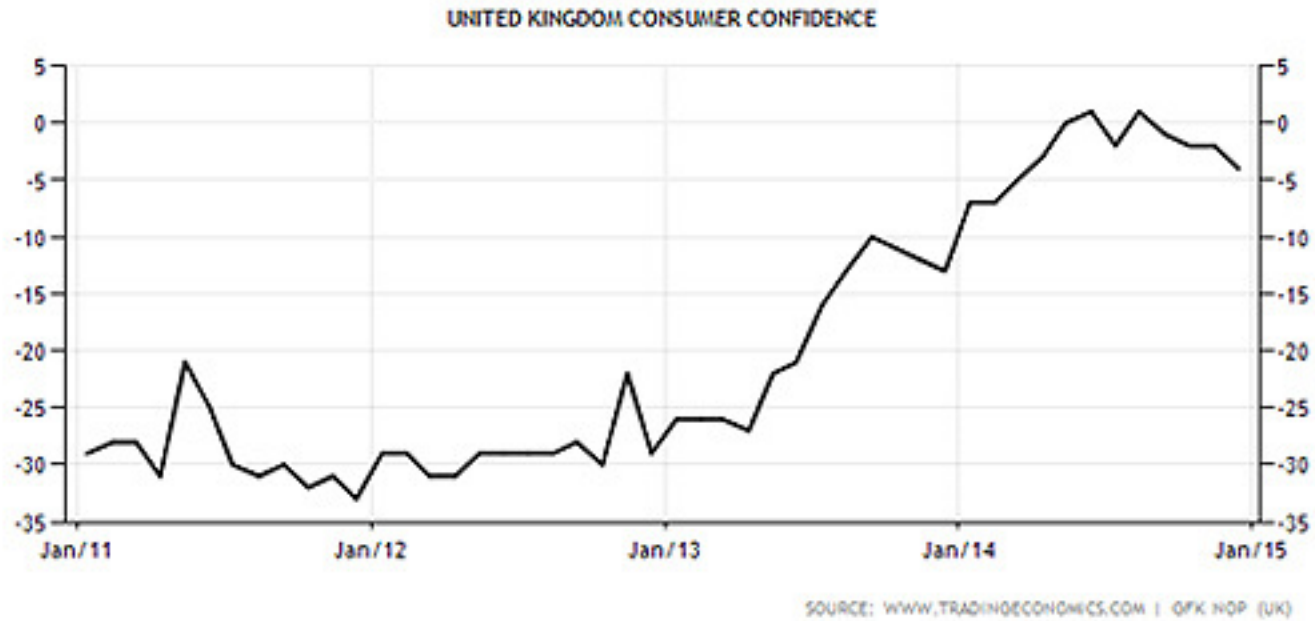
The Monetary Policy Committee's growth and inflation forecasts were revised down a little from the forecasts published in August, and remain stable for three years ahead. They predict growth of 2.9 per cent in 2015, 2.6 per cent in 2016 and 2017.

Consumer demand has continued to strengthen. There are a number of key factors affecting this :

- Rising personal borrowing: unsecured borrowing (credit cards, loans and overdrafts) now stands at £168 bn. In November 2014 alone it rose by £1.25 bn, the highest growth for seven years.
- PPI repayments: the PPI mis-selling scandal has led to massive payouts to customers by banks of more than £20 bn.
- Vigorous retail competition: consumers have been helped by vigorous competition between retailers in the UK marketplace. In grocery, the established businesses like Tesco and Sainsbury's are cutting prices and costs to deal with discounters such as Aldi; and in clothing, electricals, books, entertainment and other non-food, established retailers compete with both online retailers and discount operators. Hence consumers who are prepared to shop around have experienced a cut in prices of 2% to 3% on average, and a cut of up to 25% on major domestic items like washing machines.
- Petrol and diesel prices. In late 2014, another boost to incomes occurred as a result of the fall in petrol prices (Brent crude fell from \$107 a barrel in July 2014 (Reuters, 2014a) to less than \$50 by January 2015 (Critchlow, 2015). These prices have not been passed on in full to the customer yet as most of the cost of fuel is tax, but nonetheless the fall since summer 2014 has cut the costs of filling up a car by say £20 each time. It will take time before it affects consumer behaviour but the fall in fuel prices should aid consumer confidence and lead to extra spending because shoppers effectively have more in their pockets. Lower fuel prices should last for at least one-to-two years and thus provide a further fillip to consumer spending for 12 to 18 months.

Although demand is increasing, and this is likely to continue, consumer confidence has only just started to return to levels prior to the financial crisis (benchmarked at zero in the graph below).

Figure 2
UK Consumer confidence 2011-2014



SWOT analysis:

In conjunction with an external Business Coach from Growth Accelerator in late 2014, the Board has developed a new 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 100 years with 158 member clubs and growing, with a very definite culture and attracting/inspiring strong loyalty by many.
- Enjoys deep commitment from Officers, Directors & Committee members and many delegates, several of whom volunteer a considerable amount of their time, skills, knowledge and talent pro bono to support all areas of the GCCF's operations; this knowledge and experience is vital to the running of the business now and 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.
- Proven ability and track-record in managing and delivering change over the past four 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 the first income from sponsorship and the establishment of GCCF's first commercial partnership – with Agria Insurance. The Marketing group is creating a much more professional approach to marketing and media relations; the GCCF website, quarterly Newsletter and success of the World of Cats at the London Pet Show and National Pet 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 via a new website which is planned for launch in 2015, 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 via for instance marketing the new GCCF Breeder Scheme. (see Opportunities)

Weaknesses:

- Relatively low asset base and limited liquidity, turn-over has flat-lined in recent years, in part because of the economic downturn but also because of changes in society and the specialist and limited nature of GCCF services and products.
- IT hardware and software systems are in the process of being remodelled. The first phase of this was completed in 2014 enabling on-line registration and selling to be offered. However, GCCF still relies on 30-year old systems for its main processing. This remains a limiting factor in enabling the GCCF to realise its full potential to improve the range and quality of its services and products and grow its customer base. Plans are in hand to address this by implementing the next phase of the IT Refresh project in the summer of 2015 (see under Opportunities).
- Registration process, the basis of the organisations existence, is changing and improving but is still overly bureaucratic, further ideas to streamlining and modernisation are planned and rely on further improvements to IT system. Many processes are still paper-based although progressive change is underway and internet based on-line service now available.
- Financial reserves have increased steadily but slowly, and remain relatively limited. A key draw on reserves is the requirement to build up the repayment fund for IT Refresh project loans provided by a number of member clubs and individuals; these loans must be repaid by 31st March 2017.
- Management and decision making structure is lengthy, involved and not suited to running a modern 21st century business; there 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, now in place and this is a specific responsibility of the Finance Committee.
- Staff not being developed to their full potential; a set of necessary competencies has been identified, but a staff development plan is yet to be finalised and implemented in order to train key staff 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 must be made to understand why this is the case and to address the causes.

Opportunities:

- The process of fundamental change is well underway 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 has begun 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 a longer term plan with clear objectives, priorities and actions to place the organisation on a sound financial footing; the business still has to take some brave decisions and must call on the extensive goodwill, experience, talents, professional capability and resources of the wider cat fancy – clubs, delegates, etc., to commit to building a new and relevant future organisation.
- It is important to continue the early work begun to build consensus around a common purpose – building a strong, responsive GCCF that meets the needs of its members - by laying good foundations now while there is the knowledge and experience to draw upon, rather than wait until a true crisis point is reached. Be bold and visionary in aspiration and consider the kind of GCCF members want and need in the future, developing a realistic yet innovative/adventurous strategy to achieve the vision and the actions necessary. The HR Group is developing an 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, retail companies, and the media by convincing them of the benefit of advertising and sponsorship deals, positive articles and media coverage, etc.
- Exploit the Supreme Show as a “showcase” in the way the Kennel Club has Crufts; also continue the success achieved at the London Pet Show and other similar pet shows, by engaging with other events which raise the profile and “showcase” the work of the GCCF.
- The Growth Accelerator programme provides a good opportunity to win additional funding to help develop business processes and to improve marketing ability.
- GCCF now takes an active role in the Canine & Feline Sector group 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. If a Cat Welfare Bill was to become law (including eg. Compulsory registration of breeders as in France), we would be well placed to promote and run an appropriate scheme. This would encourage breeders to stay with GCCF, and could attract breeders from other organisations.

Threats:

- GCCF has seen a steady decline in registrations in recent years. There was an improvement in the volume of transfers in 2013, following the introduction of online services, but this increase has not continued. Income from shows and other products and services have also reduced. The economic climate is now beginning to improve, albeit slowly, and GCCF must consider how to reverse these recent trends and seek to build its customer base and loyalty. This is a crucial period in terms of placing the GCCF on a sound

financial basis and firm business footing and making crucial investments in new technology and new working practices, 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 has addressed all financial risks and in consequence slips into insolvency in the immediate future because of complacency and lack of financial support in the broadest sense among breeders, exhibitors and the wider cat fancy.
- This danger is heightened by the restricted niche market and limited appeal or relevance of the GCCF, other than to a limited 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.
- 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 actively 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.
- A possible Cat Welfare bill could put additional pressures on GCCF to implement change – and if not tackled well by GCCF could result in a reduction in 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.
 - ✓ Look for opportunities to streamline services and ways of operating; explore options for income generation both short term and long term; investigate and secure sponsorship and commercial partnerships.
 - ✓ Use secured grants and (interest free) loans from clubs to facilitate capital investment in order to improve operating systems (specifically IT) and expand products and services; improve efficiency & effectiveness and place GCCF and its register on a much stronger long-term footing.
 - ✓ Embed a strong risk assessment process and maintain and operate a risk management plan. Ensure sound long-term financial planning and ensure that cash flow is rigorously managed so that the organisation has sufficient liquidity to operate effectively at all times.
 - ✓ Build financial reserves steadily to a level that allows the business a secure cushion and facilitates inward investment; create contingency funds to finance repayment of loans and resource/fund further investment.
 - ✓ Invest in future growth via modern IT systems and practices, proactive and planned marketing of products and services and other relevant activities.

2. To be proactive in promoting health & welfare for the cat and offer advice and guidance in the prevention of disease.
 - ✓ Ensure every effort is made to encourage responsible cat ownership, breeding and showing.
 - ✓ Work with FAB, universities and veterinary schools and other bodies as appropriate to research cat diseases and develop methods of prevention and cure.
 - ✓ Encourage and support cat rescue. Give advice and guidance via a range of media on cat care, feeding, neutering, vaccination and prevention of disease, etc.
 - ✓ Support & promote DEFRA policy on the Welfare of the Domestic Cat and closely monitor EU policy with regard to domestic and specifically pedigree cats. Be a pro-active member of the Canine & Feline Sector Group, using the group to influence UK government policy on pet welfare and to build closer working relationships with other cat and dog welfare organisations. Look for opportunities to influence EU policy on cats and cat welfare.
 - ✓ Promote GCCF as a Welfare Organisation with a clear determination to champion health and welfare issues for ALL cats via strap line: Giving Cats Care Forever.

3. Ensure the breed integrity and genetic health of all pedigree cats and specifically of those recognised by 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.
 - ✓ To work with BACs to ensure clear and workable registration and breeding policies for all recognised breeds.
 - ✓ Launch 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 review and remodel show structure, organisation of sections, approved titles and overall show procedures to ensure they remain relevant and fit for purpose
 - ✓ 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.

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 congress 2015 in New Zealand; build closer working relationships with other WCC registration bodies; joint working on issues such as healthy breeding/genetic health, artificial insemination, complementary registration systems to facilitate importation and exportation, improving the exhibitor experience at cat shows.
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.
 - ✓ To set key performance indicators which establish clear quality standards and 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.

- ❖ 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:
 - Management and mitigation plan introduced;
 - Strategic & Business Plan with clear actions to better manage the business;
 - Incorporation limits exposure and financial risk;

- Improved corporate management structure introduced and being developed and strengthened;
 - Income Generation plan under consideration, to be agreed and to be implemented.
- ❖ IT/database fails or develops significant technical problems which cannot be solved, merely worked around. Loss of current Programmer is also a key risk as no-one else currently understands the bespoke programme which operates the register. **(Likelihood: medium; Impact: high) Status: Amber Action to Manage Risk:**
- Continue to build and increase value of IT Replacement Fund;
 - Business plan outlines activities to raise money via sponsorship, loans, grants, events, etc.
 - IT consultants (volunteers pro bono) to oversee implementation of agreed IT development project plan, continue to review and develop detailed spec as project rolls out to ensure it meets current and future needs;
 - Continue discussions with possible sources of desired IT hardware and software; continue to work with IT specialists within Cat Fancy.
- ❖ Technical difficulties and limited people resource/transferable skills result in increasingly slow, unresponsive and poor quality service for registrations, transfers, etc; this will result in loss of business and income (potentially) to other registration bodies. **(Likelihood: medium; Impact: medium/high) Status: Amber. Action to Manage Risk:**
- Work underway to streamline current systems and process to better manage with current technology;
 - Board of Directors currently supporting the office staff on weekly basis (working several days per week pro bono to clear backlog of registrations, answer queries and speed up work-flow.
 - IT systems update underway to facilitate on-line registration and similar 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: medium; Impact: medium/high) Status: Amber. Action to Manage Risk:**
- Members of Board of Directors currently visiting office on a regular and frequent basis to guide and support;
 - Recruitment into key roles to support new working practices
 - Appointed Champions take thematic lead for different areas of work eg. Registrations, genetics, show matters, marketing, PR & media, web-site, IT, HR, etc.
 - Performance Management System introduced in full and clear personal objectives set for each member of staff with measurable milestones
 - Staff Training & Development plan to be written following training needs analysis.
- ❖ Disciplinary process becomes too unwieldy and expensive to operate successfully and becomes an unsupportable drain on the organisation. **(Likelihood: low/medium; Impact: medium) Status: Amber/Green. Action to Manager Risk:**

- Review & revision of disciplinary procedures underway with a view to further streamlining of process.
 - Maximise use of fines and fixed penalties to reduce cost of disciplinary meetings & legal cost.
- ❖ Failure to maximise talent and skills in wider cat fancy and to gain commitment and active support of a critical mass of affiliated club members may result in lack of swift and necessary decision making and the subsequent loss of key opportunities to secure the organisations continuation and future prosperity. **(Likelihood: low/medium, Impact: medium/high) Status: Amber/Green. Action to Manage Risk:**
- Recruitment of talent in wider fancy to continue and establishment of group of volunteer “friends of GCCF” now working effectively with Board and members of existing Standing Committees and GCCF Office staff.
 - Business plan identifies key priorities and actions for year ahead and beyond to inform skills and talents needed from potential volunteers.
 - Improved communications facilitated by the GCCF web-site, Facebook & Twitter, GCCF Newsletter, and marketing and communications plan.

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 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.

Explanation of how projects from the 2014 Business Plan will be handled

<i>2014 Business Plan Task</i>	<i>How this will be handled in future</i>
1. Ensure the long term financial security of GCCF	
Work closely with O'Hara Wood, appointed Financial Advisors to GCCF, to ensure strong financial control of all aspects of the business. Finance Committee to continue enhanced management and scrutiny role; Committee to continue to meet bi-monthly (six times this year). Increase powers of scrutiny if necessary.	Part of Finance Committee Remit
Board of Directors to continue to improve speed of decision making and implementation and to build closer day to day working relationships with Office Manager and staff. Set levels of delegation and targets to monitor improved speed of delivery and efficiency - Growth Accelerator programme could support this.	Ongoing Board remit - plus Growth Accelerator work
Monitor plan to build financial reserves and revise as appropriate to include development of new (possible) products and services. Also consider scope for fund-raising and take action.	Finance Committee & Marketing Group remit
Continue to strengthen partnership with Agria and explore opportunities for additional benefits. Investigate further potential commercial partnerships for GCCF to help promote the organisation, add to range of products and services available to our customers, and provide additional income stream via commission or direct payment.	Marketing group remit
Continue work with CWT to maximise mutual benefits from the work of the GCCF charity.	Marketing group remit
Monitor long-term pricing policy and evaluate income against projected targets; implement price changes if necessary.	Finance Committee remit
Finish final stage of embedding Phase 1 of IT Refresh project. Agree detailed plan for Phase 2 of project to further modernise system and allow database to undertake registration checks and processes. Implement this plan and invest in additional equipment/software as necessary to deliver a fully modernised GCCF offer on-line, including expanded services to clubs & their members, such as taking show entries, show checking, genetic register, etc.	Project Phoenix
Transfer agreed annual contribution (£12,000).	Finance Committee remit
Evaluate all aspects of 2013 Supreme Show and use results to improve planning, decision making, promotion and financing of the 2014 Supreme Show. Consolidate and strengthen show committee to implement plan and run show.	Supreme Show Committee & Finance Committee remit
Develop in-house printing and show support service as resources will allow to meet demand, promote service to clubs, shows, BACs and others to secure further contracts. Monitor quality of product to ensure excellent customer satisfaction.	Office processes & further IT developments
Undertake audits to comply with financial procedures and legal requirements.	Finance Committee remit
2. To be highly proactive in promoting the health & welfare of cats and to offer advice and guidance in the prevention of disease.	
Monitor 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.	Genetics Committee remit
GCCF will support and promote published DEFRA policy: Welfare of the Domestic Cat". Be proactive member of Canine & Feline Sector Group and play fullest role in advising DEFRA on cat welfare issues.	Work on CFSG
Monitor EU Commission discussions and policy development relating to pedigree cats and their welfare; seek to contribute views and opinions if opportunities arise	Genetics Committee remit
Pursue campaign to gain positive media coverage (press, TV, radio and web-based) relating to cat breeding and pedigree cats. Seek opportunities to inform and educate via media regarding work GCCF is doing to reduce genetic faults and to promote DNA and other testing.	Marketing group remit
Planned marketing campaign to include public events, magazine and press coverage, if possible some key public events. Key message: "GCCF – the guardian of cat welfare and of pedigree breed integrity and genetic health".	Marketing group remit
Review GCCF Breeder Scheme with a view to strengthening/extending scheme benefits for both members and kitten buyers – a certificated quality standard promoting responsible breeding and linked to campaign to re-establishing breed integrity in the UK. Promote via dedicated web-site, offering litter advertising service. Deliver marketing campaign via specialist cat magazines, internet, etc.	Marketing group remit
Explore and scope GCCF ambassador role to be offered to senior, experienced, long-term members of cat fancy. Ambassadors to support GCCF in promoting key messages.	Project TBC
Continue to expand and improve the range and quality of information, advice and guidance given on GCCF web-site and in published leaflets to promote excellent cat care, health & welfare; provide improved information and advice to support cat rescue services provided by clubs and cat charities.	Marketing group remit

<p>3. Ensure the breed integrity and genetic health of all pedigree cats</p> <p>Publish revised edition of the GCCF Breeding Policy. Work with all BACs to reformat, review and update registration policies to ensure they comply with EMS codes and GCCF registration procedures and are consistent with GCCF policy.</p>	Genetics Committee remit
<p>Agree with each relevant BAC a breeding policy for each GCCF recognised breed still without such an agreed policy, with the aim to promote best breeding practice and process for management and eventually elimination of any detrimental breed anomalies</p>	Genetics Committee remit
<p>Ensure new on-line IT system facilitates establishment of genetic flagging (Genetic Register) and write clear guidelines to advise breeders and BACs on how best to use this to facilitate genetic testing and management of detrimental anomalies.</p>	Project Phoenix
<p>Strongly promote DNA testing for all breeds to enable breeders to understand fully the genetic basis of individual cats and breeding lines.</p>	Genetics Committee remit
<p>Genetics Committee to provide expert advice and guidance on responsible breeding practice and management of genetic defects, DNA tests via dedicated Cat Genetics web-site to provide easy on-line access to info, advice & guidance.</p>	Genetics Committee remit
<p>Provide general information, practical advice and guidance on all cat health and welfare matters via GCCF web-site, e-mail correspondence, publications, and telephone advice.</p>	Genetics Committee remit
<p>4. To continue to be the premier cat registration body providing an efficient, cost effecting registration service for breeders and owners.</p>	
<p>Continue to evaluate and expand GCCF services, particularly registration, show support, and advice and guidance, to inform decision making during 2013. Develop and introduce new products and services on the back of the new IT system and as opportunity and funding permit. Continue to ask: How can current services be streamlined and improved? What is outdated and could be discontinued?</p>	Marketing Group - Project TBC
<p>Oversee and guide Register Project Manager to continue work of "clean" register and work with BACs to review and revise registration policies. Work on practical details of introducing EMS.</p>	Some completed - Project Phoenix is continuing on this
<p>Introduce Household Pet register and promote and encourage registration of Household Pets. Introduce Information & Advice pack designed to help pet owners give their HPs the best available care. Consider requiring all HPs to be registered before they can be shown at GCCF licensed shows.</p>	Started plus Marketing Group remit
<p>Review and simplify GCCF Rules, publish revised "plain English", user-friendly Rule book.</p>	Project TBC
<p>Support specialist leads (on Board and in wider GCCF) for key areas of the business: Finance, Genetics, Marketing & PR, IT, Disciplinary, HR and Staff Development and World Cat Congress. Actively seek to identify further people with valuable key skills and build a pool of key professional skills among Directors, members of Standing Committees and delegates, who can offer help and professional advice on financial, legal, IT and business matters.</p>	In progress
<p>Publicise, develop and expand Young Exhibitors Scheme. Encourage member clubs, BACs & show managers to promote and actively support and facilitate YES. Monitor and publicise successes to the wider public based on the clear message: safeguarding the GCCF for the future. Develop and launch "young cat owners' club/"Kits" Club.</p>	Marketing group remit
<p>Continue work evaluate investigations and disciplinary processes and use results to recommend changes designed to streamline the disciplinary system to be more efficient, fully relevant and cost effective. Explore potential role for "Arbitration Panel" to broker agreements and reduce number of grievances taken to Disciplinary.</p>	In progress
<p>Issue show licences for 13/14 show year; encourage venue sharing and joint shows, share good practice to help clubs to minimise cost & maximise entries/income.</p>	Show Review Group remit
<p>Monitor Judges Appointment Scheme to ensure it remains relevant and fit for purpose and produce well trained high quality judges.</p>	BAC Review Group remit
<p>Provide high quality service to deal with all registrations, transfers, requests for certified pedigrees, breed recognitions and promotions in a timely and efficient manner.</p>	Office remit

Finalise consultation process on proposed changes arising from Show/BAC Working Group. Formulate final proposals to reform BACs, amend show structure/classes and other agreed initiatives (ie. remove Preliminary status, remove Sanction status) to increase number of cats entered in shows and to make exhibiting interesting and exciting.	Show Review Group remit
Monitor Stewarding Scheme now administered by Judges' Guild. Consider similar service to be provided for Probationer Judges by Guild	BAC Review Group remit
Introduce EMS breed numbering system to provide expanded capacity to register new breeds, colours and patterns, and simplify genetic based breed registration. EMS will facilitate introduction of new integrated, networked database and enable consistent approach for all current and future recognised breeds.	Complete
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.	Board remit
Develop proposal with detailed rules and protocols to enable overseas cat clubs to become members of GCCF and subsequently to allow licensing of overseas shows organised by such member clubs.	Project started with GCCFi - Group to be established
Offer on-line entry facility for Supreme show 2014.	Complete and 2015 and beyond in Project Phoenix
Continue to build close working relationship with the Kennel Club and to work with them to mutual benefit. Learn lessons and explore opportunities for joint working.	Project TBC
5. To provide general advice and guidance on all aspects of cat fancy and to positively and proactively promote the GCCF	
Launch re-designed and expand GCCF website to provide modern, user-friendly medium with simple well sign-posted processes and links. Add further information and up-date existing content as appropriate. Explore need for additional functions and content. Source sponsorship and advertising.	Marketing group remit
Publish and distribute quarterly GCCF Newsletter to communicate key information to members of the general Cat Fancy. Publish on-line summaries of Council meetings to provide swift feedback on discussions and decisions taken. Facilitate communication and canvas opinions and feedback via GCCF Facebook and Twitter accounts. Hold occasional "Roadshows" and forums at shows and elsewhere to facilitate discussion and gauge views and opinions regarding key issues or proposed changes.	Marketing group remit
Deal with full range of enquiries and queries; give advice and guidance of all matters relating to work of GCCF, deal with correspondence, etc.	Office remit
Review all show paperwork to ensure compliance with GCCF rules.	Project TBC
Continue review, redesign and amendment of all publications and leaflets and update, discard or add to as appropriate.	Marketing group remit
Attend World Cat Congress 2014 in Miami to represent GCCF's views and interests	Complete and 2015 booked
6. Recruit, manage/lead and develop/train a team of well-motivated people to run the GCCF's services	
Set Key Performance Indicators for GCCF Office	HR Grup remit
Use Performance Management System structure to set specific objectives for all members of staff and hold regular (quarterly) one-to-one reviews to monitor achievements against personal milestones. Deliver briefing and training of staff as necessary/required; develop set of specific key competences for delivering quality in all aspect of GCCF. Use PMS to inform new recruitment, training and development plan which ensures GCCF team fully understand nature of our business.	HR Grup remit
Register Project Manager provides training, advice and support to Registrars and others as appropriate.	HR Grup remit
Promote flexible working practices and "pairing" to ensure spread of skills with colleagues able to cover for one another.	HR Grup remit
Continue work in hand to provide more structure leadership and an improved management and reporting system for GCCF to enable closer, timely and streamlined decision making.	HR Grup remit
Training for staff to build and maintain commitment & improve quality of services, including specific training in customer service/customer handling.	HR Grup remit
Training for new on-line registration system	Project Phoenix
Development and briefing for staff and unpaid executives on number of relevant key issues	HR Grup remit
Growth Accelerator Programme	In progress