

GCCF Strategic Plan 2014—2016

Business Plan 2014



GCCF Strategic Plan 2014 – 2016 & Business Plan 2014

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

Introduction: 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 Standard 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 four years or so 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 (see achievements against 2010 – 2013 Business Plan reviews).

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 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 finally taken hold. The economy is growing as lifting uncertainty and thawing credit conditions start to unlock pent-up demand. But significant headwinds — both at home and abroad — remain, and there is a long way to go before the aftermath of the financial crisis has cleared and economic conditions normalise.

The UK economy expanded by 0.8% in Q3 of 2013 and business surveys point to continued robust growth in Q4. The gathering pace of expansion during 2013 was supported by an increase in domestic demand. That reflects both an improvement in credit conditions and a reduction in uncertainty. The easing of these headwinds has supported consumer spending and helped to revive the housing market; leading indicators suggest that housing activity is likely to strengthen further in the near term.

Although official statistics suggest that capital expenditure is yet to increase, companies' investment intentions have also improved on the back of reduced uncertainty and improved access to credit, as well as stronger demand prospects. The prospective revival of investment may be most pronounced for large companies since, despite some improvement, access to finance for small businesses remains constrained.

Reduced uncertainty, especially regarding the risks to euro-area activity, and a continued easing in domestic credit conditions should help to release pent-up demand from both households and companies. The economy is well-placed to pick up further, after the UK's dominant services sector ended 2013 in robust health. Figures for December showed that sector – which accounts for almost 80% of output – grew in every month of 2013, and also suggested the economy had its best year since 2007. Additionally, the final quarter of the year saw the best growth in new orders in recorded history, and expectations that businesses will grow in the next year are at their highest since early 2010.

The annual poll involving 100 economists conducted by the Financial Times said "after three years' of virtual stagnation amid an intense global debate over the austerity measures taken by the UK, the country's economy was one of the few to beat expectation over the second half of last year, when the recoveries in the euro area and Japan faltered."

According to forecasts made by these economists, British gross domestic product (GDP) will grow 2.4 percent in 2014, much higher than a forecast of 1.4 percent they made a year ago. A large majority of the respondents believes the recovery will at least maintain its recent strength and households will begin to feel better off in 2014. They said that in the New Year, wages would begin to grow faster than prices and unemployment continue to fall. The inflation rate, also known as consumer price index (CPI), fell from 2.9% in June to 2.2% in October, which is much lower than expected three months ago; it is forecast to be 2.4 percent this year, up from a forecast of 2.3 percent a year ago. Unemployment rate prediction is down to 7.1 percent for 2014, compared with the previous 7.5 percent.

Mark Carney and his colleagues on the rate-setting Monetary Policy Committee in August pledged to keep the BOE's benchmark interest rate at an historic low of 0.5% until unemployment in the U.K. falls to at least 7%.

Retail and leisure sectors

While retailers domestic markets are expected to grow only moderately (around 3.4% in 2014), international expansion provides retailers access to new markets. Online sales now account for 18.6% of consumers spending, a record level, as families use their smartphones and tablets to buy products. This shift from the high street to online has left some of the biggest names in British retailing reeling. Retailers cannot be good at everything, so it is important to know what is critical and invest in those areas. Retailers should focus only on the new technologies that help enhance their brand proposition.

Digital innovations and social media play an increasingly important role as retail, leisure & hobby companies look for ways to engage customers and build long-term relationships. Many companies are deploying analytics tools to gain insights about consumer preferences — and deliver a differentiated experience — which could eventually motivate customers to visit frequently, stay longer and spend more.

“The outlook for the UK consumer is brighter for 2014 with real incomes expected to grow as inflation remains low with the combination of working-hours growth, an increase in personal allowances, and some wage inflation combine to deliver take home pay. The benefits of the consumer pickup has not be evenly shared across companies, and we anticipate that this pattern will continue. We believe that the shift in income distribution seen in recent years points to change in the nature of consumer spending for retailers.” **Gerard Lane, Shore Capital**

SWOT analysis:

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

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.*
- *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.*

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 is almost complete enabling on-line registration and selling to be offered. However, despite these revisions it is not yet fully fit for purpose; and the interim system 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 during 2014 (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. Reserves also include 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 the 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.*
- *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, tri-annual Newsletter and success of the World of Cats at the London Pet Show in 2011, 2012 and 2013 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 an enriched and more extensive website, and to seek out further sponsorship and advertising deals/commercial partnerships to help secure the future. Also greater media interest must be fostered and secured via for instance marketing the new GCCF Breeder Scheme.*

- *There is a discussion to be had about the possible merits of rebranding GCCF to facilitate a greater clearer appeal to the wider cat owning public in the UK.*
- *An established process is firmly in place to assess the business and business opportunities and to provide a longer term plan with clear objectives, priorities and actions to place the organisation on a sound financial footing; the business still has to take some brave decisions and must call on the extensive goodwill, experience, talents, professional capability and resources of the wider cat fancy – clubs, delegates, etc., to commit to building a new and relevant future organisation.*
- *It is important to continue the early work begun to build consensus around a common purpose – building a strong, responsive GCCF that meets the needs of its members - by laying good foundations now while there is the knowledge and experience to draw upon, rather than wait until a true crisis point is reached. Be bold and visionary in aspiration and consider the kind of GCCF members want and need in the future, developing a realistic yet innovative/adventurous strategy to achieve the vision and the actions necessary. Serious consideration must be given to how the Board can better harness the loyalty and commitment of the wider Cat Fancy community and gain a positive “buy-in” from the majority to achieve the vision, objectives and actions outlined in this Plan.*
- *Take full advantage of the GCCF brand to establish mutually beneficial partnerships with 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.*

Threats:

- *GCCF has seen a steady decline in registrations in recent years, although conversely there has been an improvement in the volume of transfers in 2013. 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 the trend in reducing registration volumes over the next 2 to 3 years, 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.*
- *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 actively seeking to break into our home market in 2013. 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.*

Vision & Mission statement: To be the premier cat registration body in the UK that sets the standard others worldwide aspire to emulate. To take a strong lead in protecting the welfare of cats and the interest of cat owners; to provide an excellent service for the registration of cats, cat pedigrees and breed classification; to improve cat breeding; to approve and organise cat shows; to be a source of advice and guidance on all aspects of cat care, health and welfare, cat genetics and sound responsible breeding practice.

Strategic Aims & Objectives:

1. To ensure the long term financial security of GCCF; to 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 2014 in Miami; build closer working relationships with other WCC registration bodies; joint working on issues such as healthy breeding/genetic health, supporting medical research and developments in veterinary medicine, 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.

Business Plan 2014

GCCF Business Processes

Management processes – govern the operation of a system (Corporate Governance and Strategic Management)

- Planning, business development and risk management, leadership and good management practice. Making the best of available resources – people, financial, skills, knowledge and expertise. Use professional expertise in planned, considered and appropriate way to maximise benefits to GCCF.
- Hold required Council meetings annually to ratify key strategic decisions, operational day to day business decisions made via Board of Directors supported by other Standing Committees as appropriate – to include amendments to the Memorandum & Articles, pre-affiliation and affiliation of clubs, make general management decisions and manage day to day running of business via the Office Manager and team, deal with all general correspondence and facilitate smooth administration of all office functions.
- Investigations and Disciplinary process and paperwork including secretariat for Investigations, Disciplinary and Appeals committees. Liaise with the GCCF solicitor.

Operational Processes – processes that constitute the core business and create the primary value (purchasing, products & services, marketing & sales)

- Maintain, develop and expand the GCCF Register; deal with all new registrations and transfers, including registering imports, prefix applications & approvals and registration queries/matters. Establish and maintain genetic register when practical/possible.
- Issue show licences to affiliated clubs on application, work with the Board to gain approval of licences, send out show managers' packs, Certificates and show paperwork, reviewing/overseeing all GCCF approved shows, receive marked catalogues, request entry forms and payments, check and sign off shows as having complied fully with GCCF rules. Award titles and medals.
- Breed recognition in line with the GCCF Breeding and Registration policies, including new colours/patterns/varieties of existing breeds; breed promotion, agreeing Standards of Points and revisions to SOP and Breeding and Registration Policies
- Plan, organise and deliver the GCCF Supreme Show.
- Operate Judges Appointment Scheme
- Market and sell other products and services, design/develop new products and services to increase income and profitability.

Support processes – support core processes (accounting, recruitment, technical support)

- Manage current IT systems effectively whilst undertaking remodelling of the system, implementing design for new “fit for purpose” networked desktop PC system; this work driven through IT Working Group.
- Operate financial systems in accordance with legal requirements, produce draft and final accounts to the agreed timetable and present to Finance Committee, Board of Directors and Council, ensure financial security and probity, arrange internal and external audits of accounts and liaise with appointed auditor, support Finance Committee in scrutiny role.

- Provide secretariat support to Council, all Standing Committees and agreed Working/Task & Finish groups; deal with day to day administration of GCCF office including general correspondence, telephone & e-mail enquires & general administration.
- Promote cat health and welfare, including liaison with key external bodies, giving information, advice and guidance, developing and implementing excellent policies, schemes and recommended practices to ensure responsible breeding, disease prevention and management, all aspects of high quality care and responsible cat ownership.
- Market and promote the GCCF, its policies and practices; ensure excellent communications via a range of media including website(s), publications, telephone and face to face; this work to be lead via Marketing Group.
- Develop process for quality development and improvement – a framework for excellence.
- Investigate the potential to widen the process for licensing clubs from other countries to become GCCF affiliated clubs under patronage.

Statement of Priorities for 2014

During 2014 GCCF will seek to consolidate and complete actions and tasks begun or planned during 2013; it is vital to concentrate energy and resources on the completion of key priorities such as Phase 2 of the IT refresh project, streamlined and strengthened management and decision making processes, expand our market share through selling services and gaining sponsorship, exploiting commercial partnerships and other forms of investment for the business, and staff procedures, performance management and training & development to enable the company to get the very best from its people.

- **Increase the effectiveness of the Board** by improving working practices, communication and decision making. Strengthen the role and increase skills of the Board of Directors and ensure all member clubs are committed to and supportive of the company; continue to review and revise the management and decision making structure to fully reflect the needs of a modern not-for-profit company. Improve speed of both decision making process and implementation of necessary resulting

action. All Board Directors to lead or actively support an agreed area of the business. Introduce more effective management structure to facilitate much better delivering of agreed actions and services.

- **Develop a better defined process for defining, planning and monitoring projects** to achieve our 2014 goals.
- **Use thematic leads and working groups to drive business** activity and supplement as appropriate to make full use of the skills, knowledge and talents available to GCCF. Refine and continue to implement plan to access much needed scarce professional skills from Council delegates/member clubs, such as consultancy skills, sales and marketing skills, negotiation, influencing and communication skills, etc.
- Operate Performance Management System to build flexible integrated committed team of staff, set Key Performance Indicators for core tasks, investing in training and development to maximise potential, liberate talent and achieve agreed targets. Revise and agree team development plan with clear priorities, actions, targets, impact measures and budget. Measure and assess impact and take appropriate action if speed of change is too slow. Through this process **bring real change to operation of GCCF Office and its working practices, move from administration skills to sales and customer service/relationship skills**
- **Complete revision of GCCF Breeding Policy** and publish second edition; actively promote the value and benefits of genetic testing. Work with BACs to ensure revision and reformatting of all registration policies so that all are written in the agreed common format and in line with the Policy, follow-up on all BACs who have not produced a draft breeding policy with a view to agreeing a breeding policy for each recognised breed by December 2014. Plan and support establishment of Genetic Register in line with IT refresh project timescale.
- **Play active role as a member of the Canine & Feline Sector Group** and seek to influence government policy on pet, and particularly cat, welfare.
- **Launch Household Pet Register** and build HP registration service by providing high quality information, advice and guidance for Household Pet owners. Publicise service and its benefits and monitor feedback to help improve and target information and advice and grow register steadily during 2014.

- **Expand the market in which GCCF can operate;** identify and implement ideas for new and improved services and new products which can be sold; working closely with our commercial partner Agria, and build mutually beneficial relationships with other partners such as the Kennel Club, and with sponsors.
- Build on the considerable success of the on-line registration service launched in 2013 by continuing to streamline current processes and revising policies, procedures and practices to fully inform the detailed planning of Phase 2 of the IT Refresh Project. **Agree detail of GCCF Easy Mind System (GEMS)** and introduce this as part of Phase 2. **Deliver fully integrated, flexible and fully networked IT system that enables on-line access to all services and products by the end of 2014.**
- **Build IT Replacement Fund** to resource further developments and new hardware and software into the future.
- **Complete work to populate, update and expand the GCCF website so that it becomes a hub for service delivery, providing the key source of information, advice and accesses to all GCCF services.** Use site to provide greater transparency, improve communications and encourage feedback and greater involvement by members of the cat fancy and the wider cat owning public. Develop GCCF to have much greater relevance to wider cat owning public
- **Develop and publish marketing plan for GCCF** and to support appointed marketing group. Deliver the key PR/marketing events and campaigns for 2014: Celebratory Dinner, London Pet Show, Supreme Show, Breeder Scheme. **Aim to publish positive and informative articles in the national and specialist press and on webpage on GCCF site, and to gain positive media coverage for the work of the GCCF.**
- **Publish GCCF Newsletter** on a regular basis as part of an agreed communication plan/policy targeted at engaging with the wider Cat Fancy and to increase knowledge and understanding of the work of GCCF and to encourage useful feedback and ideas. **Deliver a series of “Roadshows” and explore other means of consulting more widely with cat breeders, exhibitors and owners.**
- Promote and continue to **expand Young Exhibitor Scheme (YES)**; gain feedback from participants, parents and assessors and evaluate success to date and consider additional features as appropriate to keep the scheme vibrant and relevant. Exploit publicity opportunities to spread the message and gain further applicants; monitor and evaluate impact and gain feedback

from participants, judges and show managers to inform further improvements to the scheme. **Develop and launch young cat owner club targeted at 6-16 year olds.**

- **Undertake a radical review of the Supreme Show** with a view to placing it on a sound financial footing by delivering an experience exhibitors will enthusiastically support. Review and analyse past weaknesses and investigate new features, partners and sponsors to create a development plan aimed at improving the quality, cost efficiency and profitability of the show. Plan Supreme Show 2014/15 with the objective of gaining high level of media interest and coverage and to make profit.
- **Refine and streamline the investigations and disciplinary processes;** explore potential for new style Arbitration Panel to deal with grievances, broker solutions and agreements, and look for innovative ways to reduce costs and bureaucracy while maintaining the quality and integrity of the GCCF constitution and rules.
- **Investigate potential for GCCF International** and develop a policy to enable GCCF to offer registration and show licensing services in other countries so we are progressively less UK-centric; devise rules and procedures to allow overseas clubs to become members of GCCF and enable such clubs to be granted GCCF show licenses; aim to secure first overseas members by end of 2015.
- **Develop quality systems** such as the “Balanced Scorecard” approach to facilitate improvements in performance and in the GCCF’s ability to respond to and manage change.
- **Be a key player and influencer in World Cat Congress,** attend the 2014 Congress in Miami

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

Action Plan 2014

This lists all tasks and activities to be undertaken during the year to address each of the priorities listed above, along with who has key responsibility for each, timescale/deadline, targets/desired outcome/impact, resources (money, human). Task leads will make recommendations to the Board and Council as appropriate.

<i>Task</i>	<i>Time</i>	<i>Lead</i>	<i>Outcome/Impact</i>	<i>Resources/Income</i>
<p>1. Ensure the long term financial security of GCCF</p> <ul style="list-style-type: none"> ○ 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. ○ 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. 	<p>Jan-Dec '14</p> <p>On-going</p>	<p>Chair & Finance Committee</p> <p>Chair & Board, Office M'g</p>	<p>Effective financial planning and management. Preparation of regular financial reports to Exec, Finance Committee and Council</p> <p>Stream-lined and swifter decision making; more efficient and effective delivery of services to customers. Agreed targets for response times, etc. Use Growth Accelerator programme to deliver and fund training and development (new skills and working practices) to Board Directors</p>	<p>£600? annual commission plus cost of professional services.</p> <p>Better services to customers, improved customer satisfaction (monitored & reported by OM)</p> <p>See costings below under SA 6.</p>

<ul style="list-style-type: none"> ○ 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. ○ 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. ○ Continue work with CWT to maximise mutual benefits from the work of the GCCF charity. ○ Monitor long-term pricing policy and evaluate income against projected targets; implement price changes if necessary. ○ Finish final stage of embedding Phase 1 of IT Refresh project. Agree detailed plan for Phase 2 of 	<p>Review at each FC meeting</p> <p>Regular quarterly partnership review meetings planned during 2014</p> <p>Work effectively with CWT Bi-monthly</p> <p>Jan-Feb</p>	<p>Finance Committee</p> <p>Chair, Vice Chair & Office Manager</p> <p>Board & Genetics Committee Finance Committee</p> <p>Board advised by IT Group</p>	<p>Agreed plan to build reserves, implement and gain active support and ideas/contributions from wider cat fancy.</p> <p>Review partnership working and seek ways to strengthen communication and joint working. Discuss feedback on insurance products and their impact/effectiveness and refine as appropriate. Consider additional products and services and ways to develop commercial joint ventures</p> <p>GCCF support fund-raising and promotes CWT; Trust funds research & development important to GCCF Monitor business performance and financial data each meeting. Increase prices if economic climate or demands of business viability requires action.</p> <p>Fully integrated on-line registration and transfer service available to all who wish to register/transfer cats on GCCF Register. . Agree delivery</p>	<p>£1,000+ annual income from Investment plan. Regular review of prices may lead to increased income if any price rises agreed. Improved partnership working leading to (minimum £8,000?) commission or other income for GCCF.</p> <p>Funds for research projects of value to Cat Fancy. Additional income depending on % price increase</p> <p>??Estimated cost of Phase 2 implementation to be advised</p>
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<p>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 modernise GCCF offer on-line, including expanded services to clubs & their members, such as taking show entries, show checking, genetic register, etc.</p> <ul style="list-style-type: none"> ○ Transfer agreed annual contribution (£12,000). ○ 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. ○ 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 	By Dec '14		<p>plan, including costs & resources, for Phase 2.</p> <p>Ability to offer Genetic Register as a service. Ability to offer additional products and services (eg. pedigrees, insurance, micro-chipping, etc.) Closely monitor system to ensure effective on-line service is maintained</p>	
	Feb	Finance Committee	Transfer £12K (annual contribution) to repayment account for IT loans.	£12,000
	April	Board, Show Manager & Finance Committee	Report to FC, Board and Council on 2013 Supreme Show – good practice, successes, areas for improvement, suggest plan for delivering improved 2014 Show with associated costings.	Time of Show Manager & Committee, plus cost of GCCF Staff.
	On-going	OM & Finance Committee	Secure contracted printing and reproduction commissions for agreed fee. Build repeat business via quality printing and publications service provided to wider Cat Fancy, delivered within capability and capacity of current GCCF staffing.	£5,000? Profit (after costs deducted)

<p>product to ensure excellent customer satisfaction.</p> <ul style="list-style-type: none"> ○ Undertake audits to comply with financial procedures and legal requirements. 	Jan 2014	Auditor	Audit report for Finance Committee and Council	Cost of audit/review within accountants fee
<p>2. To be highly proactive in promoting the health & welfare of cats and to offer advice and guidance in the prevention of disease.</p> <ul style="list-style-type: none"> ○ 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. ○ 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. ○ Monitor EU Commission discussions and policy development relating to pedigree cats and their welfare; seek to contribute views and opinions if opportunities arise 	On-going	Genetics Comm	Clear, appropriate information, advice and guidance available on GCCF web-site and as printed publication where appropriate. Promoting cat welfare must be a key element of all GCCF work.	£200 printing costs
	On-going	GC & Marketing Group	Welfare promotion plan (possibly an element of the Marketing & Comms plan below.) Influence government policy towards cats and cat related issues. Build closer relationships with other cat related organisations and the Kennel Club.	Normal running costs
	On-going	Genetics Committee	Regularly review EU Parliamentary proceedings and monitor EU published directives	Normal running costs
	On-going			c£500 Cost of PR

<ul style="list-style-type: none"> ○ 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. ○ 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”. ○ 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 website, offering litter advertising 	<p>Mar '14 May '14 Sep – Nov '14</p> <p>Mar '14</p>	<p>Marketing group supported by Board</p> <p>Marketing Group</p> <p>Breeder Scheme Project Team</p>	<p>GCCF Marketing & Communications plan to include pro-active campaign targeting specialist magazines and national press. Synchronise marketing activity with that of Agria as appropriate.</p> <p>Planned series of events to include: London Pet Show & “The Pet Show”, GCCF Roadshows, Supreme Show, promotional articles and publications, etc., with costs and fund-raising activities to support</p> <p>Renewed subscriptions from membership from 1st March; steady growth of in membership during 2014 and beyond. Respond to feedback and provide increased benefits to members such as extended insurance offers, etc Deliver promotional campaign via feature articles, advertising, etc.</p>	<p>£6k sponsorship raised to support LPS.</p> <p>?other costs?</p> <p>£1,500 marketing budget to be set against income from joining & membership fees in year of c£3,500</p>
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<p>are consistent with GCCF policy.</p> <ul style="list-style-type: none"> ○ 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 ○ 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. ○ Strongly promote DNA testing for all breeds to enable breeders to understand fully the genetic basis of individual cats and breeding lines. ○ Genetics Committee to provide expert advice and guidance on responsible breeding practice and management of genetic defects, DNA tests via dedicated Cat Genetics web- 	On-going, but seek to have all policies agreed & in place by Dec	Genetics Committee	2 nd edition in hard-copy & on website. Follow-up progress with each remaining BAC that does not yet have an agreed published Breeding Policy for their breed(s). Agreed and published on GCCF website registration and breeding policies for each recognised breed; advise and educate breeders in managing deleterious genetic traits.	Normal running costs
	Feb/Mar	IT Project Team working with Genetics Committee	Genetic Register fully established with clear guidelines for use by all breeders, provides key tool to manage and eliminate genetic undesirable genetic anomalies	Costs included in budget agreed for IT Refresh Project
	On-going	Genetics Committee & Marketing Group	Significant growth in use of DNA and other tests among breeders; breed clubs and BACs actively promoting testing as part of an established policy.	£100 for promotional material/ articles/ adverts
	On-going	Genetics Committee	Genetics Committee undertakes regular reviews of breeding policies and provides up to date guidance and information on genetic testing, results of academic research, etc.	£400 for meeting & travel costs

<p>site to provide easy on-line access to info, advice & guidance.</p> <ul style="list-style-type: none"> ○ 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. 		Genetics Committee working with PR/ Marketing Group	Key links to other websites and publications of interest to breeders and owners.	Part of final up-grade of GCCF website. Published advice included within other in-house publication costs
<p>4. To continue to be the premier cat registration body providing an efficient, cost effecting registration service for breeders and owners.</p> <ul style="list-style-type: none"> ○ Continue to evaluate and expand GCCF services, particularly registration, show support, and advice and guidance, to inform decision making during 2014. 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? ○ Oversee and guide Register Project Manager to continue 	<p>Jan – Dec</p> <p>On-going</p>	<p>Board supported by nominated Working Group</p> <p>IT Group</p>	<p>Evaluation will be used to draft a forward plan for developing and introducing GCCF products and services as appropriate and affordable. Will inform Business Plan for 2015</p> <p>Register and all registration policies in new agreed format to facilitate</p>	<p>£300 for meeting/travel costs.</p> <p>salary cost of post.</p>

<p>work of “clean” register and work with BACs to review and revise registration policies. Work on practical details of introducing EMS.</p> <ul style="list-style-type: none"> ○ 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. ○ Review and simplify GCCF Rules, publish revised “plain English”, user-friendly Rule book. ○ 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 	Feb/March	Nominated lead & Board	<p>launch of Phase 2 IT and EMS system</p> <p>Live Household Pet database offering registration service for all HP owners along with information and support pack, etc.</p>	<p>??£1,000 income this year from registration fees</p> <p>£200 for incidental costs. Print in-house</p>
	Apr – Sep	Nominated working group	<p>Improved communication within Cat Fancy and greater (and wider) understanding of workings and rules governing GCCF.</p>	Normal running costs
	On-going	Board nominated leads and Champions	<p>Identified leads with knowledge and/or interest act to give specialist advice and to drive specific elements of this business plan working with Board and GCCF office.</p>	

<p>sharing and joint shows, share good practice to help clubs to minimise cost & maximise entries/income.</p> <ul style="list-style-type: none"> ○ Monitor Judges Appointment Scheme to ensure it remains relevant and fit for purpose and produce well trained high quality judges. ○ Provide high quality service to deal with all registrations, transfers, requests for certified pedigrees, breed recognitions and promotions in a timely and efficient manner. ○ 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 to increase number of cats entered in shows and to make exhibiting interesting and exciting. ○ Monitor Stewarding Scheme now administered by Judges' Guild. Consider similar service to be provided for Probationer Judges by Guild 	On-going, formal review date –Sept	Board & Judges' Guild	Show Managers information "pack" published on the GCCF website.	Normal running costs
	On-going	GCCF staff & lead Board member	Amendments to JAS as appropriate. Stewarding Scheme administered and supported by Judges' Guild	Normal running costs
	Phased decisions on different elements: Feb	Working Group & Board	Improved administration, improved response time for registrations, transfers, etc.	Normal running costs
	June		Proposals for amendments to different aspects of reform to be prepared as phased proposals to aid clarity of understanding and clear decision making. Proposals to be presented to Council in sequence as appropriate.	
	Oct			Normal running costs
	June & Dec	Judges' Guild & Board	Effective well regarded stewarding scheme with regular monitoring and feedback given to participants.	Within IT Refresh Project plus normal running costs.
By April			Proposed new system finalised and snags worked through during Spring.	

<ul style="list-style-type: none"> ○ 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. ○ Organise and chair Council meeting; elect to Standing committees; hold all necessary Standing committees meetings to ensure timely decision making and good governance of GCCF. ○ Develop proposal 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. ○ Continue to build close working relationship with the Kennel Club and to work with them to mutual benefit. Learn 	<p>Full launch June ??</p> <p>On-going</p> <p>Dec</p> <p>On-going</p>	<p>Board working with IT Refresh Project & Genetics Committee</p> <p>Chair, Vice Chair, OM & Comms Sec.</p> <p>Show/BAC Working Group</p> <p>Vice Chair & others</p>	<p>Implementation as part of introduction of Phase 2 of IT Refresh Project to facilitate workable Genetic Register and allow for ease of registration of larger volumes of increasingly complex pedigree breeds in a wide range of colours, patterns, hair-types, etc.</p> <p>Council, Board and Committee meetings take place in planned and timely manner with all paperwork and secretariat functions provided to ensure good governance. Process to be monitored throughout & reviewed by Board of Directors at year end.</p> <p>Affiliation of several overseas clubs who have asked GCCF if they may affiliate and operate shows under GCCF licence.</p> <p>Share approaches to running our similar businesses, learn from each other and consider what opportunities might be created to work more closely together. Greater</p>	<p>Normal running costs</p> <p>Normal running costs. Potential increased income in future years from fees.</p> <p>Normal running costs</p>
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<p>lessons and explore opportunities for joint working.</p>			<p>partnership working to inform GCCF business strategy, quality & services.</p>	
<p>5. To provide general advice and guidance on all aspects of cat fancy and to positively and proactively promote the GCCF</p> <ul style="list-style-type: none"> ○ 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 update existing content as appropriate. Explore need for additional functions and content. Source sponsorship and advertising. ○ Publish and distribute tri-annual 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 	<p>Mar – May</p> <p>Mar, July, Nov</p>	<p>Board through Board Champion working with web-designer & web master</p> <p>News & Views Editor</p> <p>Comms Sec.</p> <p>Designated Board members</p>	<p>Modern, well designed and user friendly and inter-active web-site supported by advertising and sponsorship.</p> <p>Improved communication and information sharing by GCCF among members of wider Cat Fancy. Canvas views and opinions as appropriate, monitor views and opinions and feed into decision making process</p>	<p>Web design & implementation costs to be provided pro-bono. Any software/IT costs covered within IT Refresh budget. Income stream from advertising to fund maintenance</p> <p>Normal running costs, plus cost of in-house printing of Newsletter.</p>

<p>“Roadshows” and forums at shows and elsewhere to facilitate discussion and gauge views and opinions regarding key issues or proposed changes.</p> <ul style="list-style-type: none"> ○ Deal with full range of enquiries and queries; give advice and guidance of all matters relating to work of GCCF, deal with correspondence, etc. ○ Review all show paperwork to ensure compliance with GCCF rules. ○ Continue review, redesign and amendment of all publications and leaflets and update, discard or add to as appropriate. ○ Attend World Cat Congress 2014 in Miami to represent GCCF’s views and interests 	On-going	OM & Office Staff plus Board members	Timely, high quality information and advice provided by the GCCF Office supported by lead specialist advisors and lead Board members	Normal running costs
	On-going	OM	Ensure integrity of show licences and compliance.	Normal running costs
	On-going	Marketing Group & OM	Maintain and develop as appropriate a set of key relevant publications, forms and documents to meet needs of breeders, owners, judges, show managers and exhibitors.	£500 to fund further marketing materials as appropriate
	March	GCCF rep	Maintain and further develop closer working relationships with other cat registration bodies to mutual benefit. Play an international role in ensuring the best breeding practice and cat health and welfare.	No cost to GCCF
<p>6. Recruit, manage/lead and develop/train a team of well-motivated people to run the GCCF’s services</p> <ul style="list-style-type: none"> ○ Set Key Performance Indicators for GCCF Office 	Jan	HR/Staffing Group	All staff will have personal work plans focussed specifically on	

<ul style="list-style-type: none"> ○ 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. 	Jan – Dec with reviews as agreed	Chair, Vice Chair, OM supported by HR Group	<p>delivering company’s priorities and desired outcomes. Structured system and procedures which sets clear realistic yet aspirational targets for staff and monitors progress to enable appropriate guidance and training to be given when needed. Performance reviews and individual development plan for each staff member.</p> <p>Up to date policies and procedures that support development and delivery of high quality services. Recruitment and staff training & development plans agreed.</p>	Normal running costs plus support from specialist HR services
<ul style="list-style-type: none"> ○ Register Project Manager provides training, advice and support to Registrars and others as appropriate. 	On-going	RP Mgr	Post-holder responsible for up-grading the GCCF Register, including all registration queries currently out-sourced. Train registrars to operate new up-graded registration system.	Salary costs noted above
<ul style="list-style-type: none"> ○ Promote flexible working practices and “pairing” to ensure spread of skills with colleagues able to cover for one another. 	From Jan	OM & Staff	More flexible working practices that facilitate delivery of a better quality service to the wider Cat Fancy.	Normal running costs
<ul style="list-style-type: none"> ○ Continue work in hand to provide more structure leadership and an improved 	On-going	Board & OM	Improved leadership and management which is fully meets the	Training budget plus Growth Accelerator

Financial Projection – Income and Expenditure account

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

Forecast Budget for 2014

Income	2014	Expenditure	2014
	Forecast		Forecast
Registrations	238,000	Property	8,950
Transfers	85,000	Rates, Water, Phones, Gas & Elec	15,200
HHP Registration	1,000	Computing	13,500
Advertising	1,000	Meetings	33,200
Prefix Applications	13,000	BAC Grants	500
Capitation & delegates fees	10,000	Equipment	9,900
Show License Fees	14,000	Advertising stalls and literature	4,000
Medals	8,000	Accountancy	9,500
Publications	2,000	Card use Charges	3,000
Other Income	1,000	Insurances	18,000
IC/DC Fines & costs	1,500	Medals & Engraving	5,000
Breeder Scheme	3,000	Professional Support	13,000
Printing	7,000	Stationary & Printing total	25250

Agria	12,000	postage	13,000
		Training	4,250
		salaries inc NI	160,000
		Subscriptions & Donations	1,400
		IC/DC Meetings Room hire	24,300
		CWT advertising	1,000
Total income	£ 396,500	Total Expenditure	£ 362,950
		Net surplus / deficit	£ 33,550

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;
 - 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
 - Registration Project Manager to implement revisions to Register, embed on-line registration service and train Registrars (and others as appropriate) to ensure the team has the skills and knowledge to deal with all registration queries and problems
 - Staff Training & Development plan to be written following training needs analysis.

- ❖ Disciplinary process becomes too unwieldy and expensive to operate successfully and becomes an unsupportable drain on the organisation. **(Likelihood: low/medium; Impact: medium) Status: Amber/Green. Action to Manager Risk:**
 - On-going review and evaluation of disciplinary procedures with a view to further streamlining of process.
 - Maximise use of fines and fixed penalties to reduce cost of disciplinary meetings & legal cost.

- ❖ Failure to maximise talent and skills in wider cat fancy and to gain commitment and active support of a critical mass of affiliated club members may result in lack of swift and necessary decision making and the subsequent loss of key opportunities to secure the organisations continuation and future prosperity. **(Likelihood: low/medium, Impact: medium/high) Status: Amber/Green. Action to Manage Risk:**
 - Recruitment of talent in wider fancy to continue and establishment of group of volunteer “friends of GCCF” now working effectively with Board and members of existing Standing Committees and GCCF Office staff.
 - Business plan identifies key priorities and actions for year ahead and beyond to inform skills and talents needed from potential volunteers.
 - Improved communications facilitated by 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 and training needs analysis has been undertaken of both GCCF staff and thematic Champions & volunteers joining the “Friends of GCCF”. The plan will state how training/coaching/mentoring will take place, by whom, when and will include costs where relevant. It will detail the competence base of the GCCF and express its culture and values.

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

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