

## Mid-year Review of GCCF Business Plan 2013

<b>Task</b>	<b>Date</b>	<b>Progress</b>
<p>1. Ensure the long term financial security of GCCF</p> <ul style="list-style-type: none"> <li>○ 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 during the year). Increase powers of scrutiny if necessary.</li> <li>○ 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</li> <li>○ 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.</li> <li>○ Build and strengthen partnership with Agria. 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.</li> <li>○ Undertake further work to maximise the benefits for GCCF from its charity (CWT)</li> <li>○ Investigate viability of GCCF membership scheme, potentially built upon GCCF Breeder Scheme, as a means for both a regular source of income and building commitment and support for GCCF.</li> <li>○ Monitor long-term pricing policy and evaluate income against projected targets; implement price changes if necessary.</li> <li>○ Launch and embed Phase 1 of IT Refresh project to provide on-line registration and transfer service to customers. Agree detailed plan for Phase 2 of project to further</li> </ul>	Jan-Dec '13	End of year accounts 2012 completed and presented to Council (Feb). Working relationship is fully established and is proving productive.
	On-going	Some improvement through more on-line analysis and decision making where appropriate. Additional meetings have ensured business is completed to meet deadlines.
	Review at each FC meeting	Development of some new products still in progress; launch of on-line service and Breeder Scheme.
	Regular review meetings during 2013	Partnership fully in place and tangible benefits identified and delivered (commission). Joint plan for improved range of products and services agreed. Agria has appointed named partnership manager to work with GCCF who will present to June Council meeting. Breeder Reward Scheme launch imminent.
	Work effectively with CWT During Mar-Jun '13	Early discussions.  No progress
	Bi-monthly	Reviewed and agreed pricing structure for 2013.
	Jan-Feb	On-line transfers launched late February and on-line registrations from April. Excellent feedback from customers on speed, ease and quality of this service. Detailed plan and timetable agreed for

<p>modernise system and allow database to undertake registration checks and processes. Invest in additional equipment/software as necessary to deliver a fully modernise GCCF offer on-line, including expansion of services to clubs &amp; their members, such as taking show entries, show checking, genetic register, etc</p> <ul style="list-style-type: none"> <li>○ Transfer agreed annual contribution (£12,000).</li> <li>○ Employ programmer and purchase or develop bespoke software packages to create completely interactive database accessible on-line.</li> <li>○ Evaluate all aspects of 2012 Supreme Show and use results to improve planning, decision making, promotion and financing of the 2013 Supreme Show. Consolidate and strengthen show committee to implement plan and run show.</li> <li>○ Expand in-house printing service as swiftly as resources will allow, promote service to clubs, shows, BACs and others to secure further contracts. Monitor quality of product to ensure excellent customer satisfaction.</li> <li>○ Undertake audits to comply with financial procedures and legal requirements.</li> </ul>		<p>Phase 2 of IT refresh; plan to be delivered between July '13 and April '14. Plan includes specifications for equipment and software with estimated costs.</p>
<p>2. To be highly proactive in promoting the health &amp; welfare of cats and to offer advice and guidance in the prevention of disease.</p>		
<ul style="list-style-type: none"> <li>○ Review and strengthen cat health and welfare policy and ensure strong, clear guidance and advice is available via a range of media: on-line, publications, articles, etc.</li> </ul>	<p>Feb</p>	<p>Done</p>
<ul style="list-style-type: none"> <li>○ GCCF will support and promote published DEFRA policy: Welfare of the Domestic Cat".</li> </ul>	<p>On-going</p>	<p>Work being undertaken by current IT team.</p>
<ul style="list-style-type: none"> <li>○ Monitor EU Commission discussions and policy development relating to pedigree cats and their welfare; seek to contribute views and opinions if opportunities arise</li> </ul>	<p>April</p>	<p>Review undertaken and plans agreed to streamline aspects of the show and reduce costs.</p>
<ul style="list-style-type: none"> <li>○ Pursue campaign to gain positive press coverage 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 promotion DNA and other testing.</li> </ul>	<p>On-going</p>	<p>Steady growth planned within current resources.</p>
<ul style="list-style-type: none"> <li>○ Planned marketing campaign to</li> </ul>	<p>Jan 2013</p>	<p>Done</p>
<ul style="list-style-type: none"> <li>○ Review and strengthen cat health and welfare policy and ensure strong, clear guidance and advice is available via a range of media: on-line, publications, articles, etc.</li> </ul>	<p>June</p>	<p>Work in hand.</p>
<ul style="list-style-type: none"> <li>○ GCCF will support and promote published DEFRA policy: Welfare of the Domestic Cat".</li> </ul>	<p>On-going</p>	<p>GCCF now a member of Canine &amp; Feline Sector Group established to advise DEFRA and Govt. ministers on cat &amp; dog related issues. First meeting in May, group will take account of EU policy developments as they relate to the UK. GC continues to monitor EU discussion on cats and cat related matters.</p>
<ul style="list-style-type: none"> <li>○ Monitor EU Commission discussions and policy development relating to pedigree cats and their welfare; seek to contribute views and opinions if opportunities arise</li> </ul>	<p>On-going</p>	<p>Some press coverage in specialist cat magazines. On-going projects with two TV production companies, early discussions underway with another.</p>
	<p>Mar '12</p>	<p>See above. Very successful "World of</p>

<p>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".</p> <ul style="list-style-type: none"> <li>○ Launch GCCF Breeder Scheme – a certificated quality standard promoting responsible breeding and linked to campaign to re-establishing breed integrity in the UK. Promote via dedicated web-site, intro administrative processes and litter advertising service via GCCF website. Deliver marketing campaign via cat magazines, web, etc.</li> <li>○ 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.</li> <li>○ 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 &amp; welfare; provide improved information and advice to support cat rescue services provided by clubs and cat charities.</li> </ul>	<p>May '12 Sep – Nov '12</p> <p>Mar '13</p> <p>By Sept</p> <p>On-going</p>	<p>Cats" event at London Pet Show 2013. Discussions underway with LPS organisers for 2014 event.</p> <p>Scheme launched on 1<sup>st</sup> March with first intake of members, second membership intake on 1<sup>st</sup> June. Breeder Scheme currently has 117 members. Web-site in place and populated with members details including kitten location map and litter advertising facility. Paperwork and processes have been refined and updated as a result of early feedback. Two feature articles published in specialist cat press.</p> <p>Some discussion but no progress.</p> <p>New design and structure agreed for revised "new look" GCCF web-site. Further meeting with web-designer scheduled for July. Work in hand to provide additional content for website to include veterinary and genetic information, improved advice and guidance to cat owners and breeders, etc.</p>
<p>3. Ensure the breed integrity and genetic health of all pedigree cats</p> <ul style="list-style-type: none"> <li>○ Revise and up-date GCCF Breeding Policy and publish second edition. Continue to work with all BACs to review and amend their relevant registration policies to ensure they are consistent with GCCF policy.</li> <li>○ Agree with each relevant BAC the breeding policy for each GCCF recognised breed with the aim to promote best breeding practice and process for management and eventually elimination of any detrimental breed anomalies</li> <li>○ Ensure new on-line IT system facilitates establishment of Genetic Register and write clear guidelines to advise breeders and BACs on how best to use the Genetic Register to facilitate genetic testing and management of detrimental anomalies.</li> <li>○ Strongly promote DNA testing for all breeds to enable breeders to understand fully the genetic basis of</li> </ul>	<p>Revise by May, publish 2<sup>nd</sup> edition June</p> <p>On-going, but seek to have policies in place by Dec</p> <p>Feb/Mar</p> <p>On-going</p>	<p>Review of current Policy undertaken by GC and completed. Work now in hand to revised and update content. Likely (revised) publication date for 2<sup>nd</sup> edition is Sept/Oct '13</p> <p>Work continues to respond to and suggest improvements to draft policies received, approved policies now being posted on GCCF website.</p> <p>Genetic Register specified within IT Refresh project brief for deliver as part of Phase 2.</p> <p>Dialogue with BACs continues to encourage use of appropriate DNA testing as part of registration and breeding</p>

<ul style="list-style-type: none"> <li>○ individual cats and breeding lines.</li> <li>○ Host major seminar as part of World Cat Congress with key note speakers of international repute.</li> <li>○ 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 &amp; guidance.</li> <li>○ 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.</li> </ul>	<p>May</p> <p>On-going</p>	<p>policies. Successfully delivered with very good feedback received from attendees.</p> <p>See above. GC working with a number of BACs to provide advice and guidance. Vet Advisory Group also offering expert professional advice as/when appropriate.</p> <p>Steady number of telephone and e-mail requests for help, advice and guidance have been addressed by members of GC.</p>
<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"> <li>○ 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?</li> </ul>	<p>Jan Dec</p> <p>–</p>	<p>Some progress facilitated by launch of on-line registration service. Further new products and services planned for Phase 2 of project implementation. IT developments go hand-in-hand with review and revision of GCCF business processes.</p>
<ul style="list-style-type: none"> <li>○ Develop and introduce Household Pet register and promote and encourage registration of Household Pets. Introduce Information &amp; 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.</li> </ul>	<p>Sept</p>	<p>Firm proposal for HP registrations written, considered and agreed by Board. Part of June Council agenda.</p>
<ul style="list-style-type: none"> <li>○ Review and simplify GCCF Rules, publish revised “plain English”, user-friendly Rule book.</li> </ul>	<p>Apr – Sep</p>	<p>Slow progress.</p>
<ul style="list-style-type: none"> <li>○ Support specialist leads (on Board and in wider GCCF) for key areas of the business: Finance, Genetics, Marketing &amp; 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</li> </ul>	<p>On-going</p>	<p>Key specialist roles now well established with Board Champions leading working or task groups. (Non-Board) volunteers with specialist skills in IT, Marketing and fund-raising are making very valuable contributions to the work of GCCF.</p>

<p>and delegates, who can offer help and professional advice on financial, legal, IT and business matters.</p> <ul style="list-style-type: none"> <li>○ Publicise, develop and expand Young Exhibitors Scheme. Encourage member clubs, BACs &amp; 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.</li> <li>○ Continue to monitor and evaluate investigations and disciplinary processes and use results to update and streamline the disciplinary system to be more efficient, fully relevant and more cost effective. Explore potential role for "Arbitration Panel" to broker agreements and reduce number of grievances taken to Disciplinary.</li> <li>○ Issue show licences for 13/14 show year; encourage venue sharing and joint shows, share good practice to help clubs to minimise cost &amp; maximise entries/income.</li> <li>○ Monitor Judges Appointment Scheme to ensure it remains relevant and fit for purpose and produce well trained high quality judges.</li> <li>○ Provide high quality service to deal with all registrations, transfers, requests for certified pedigrees, breed recognitions and promotions in a timely and efficient manner.</li> <li>○ 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.</li> <li>○ Monitor new Stewarding Scheme now administered by Judges' Guild.</li> <li>○ 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.</li> </ul>	<p>On-going</p> <p>Review by June</p> <p>Sept</p> <p>On-going, formal review date – Sept</p> <p>On-going</p> <p>Phased decisions on different elements:</p> <p>Feb June Oct</p> <p>June &amp; Dec June</p>	<p>YES Scheme continues to grow and expand steadily and now has over 40 candidates. Very good retention and progression of candidates; three candidates have reached Advanced Level to date. The scheme has established a network of 7 regional mentors to cope with this expansion.</p> <p>Review group identified but yet to meet.</p> <p>On-line system is improving speed and accuracy of registrations and transfers, good customer feedback.</p> <p>Proposal for removal of intermediate status for agreement at June Council with automatic promotion to championship status for all breeds at Provisional level.</p> <p>Administration of the scheme is working very well with Judges' Guild offering on-going support of stewards, very positive feedback from candidates on the scheme.</p> <p>EMS system presented to February Council meeting. Proposal to move to EMS on June Council agenda with recommendation from Board to approve.</p>
--	--	--

<ul style="list-style-type: none"> <li>○ 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.</li> <li>○ 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.</li> <li>○ Explore possibility of on-line entry for Supreme show, if viable pilot and introduce for 2013 show.</li> </ul>	<p>On-going</p> <p>Dec</p> <p>By Sept</p>	<p>February meeting successfully concluded. June papers with delegates.</p> <p>No progress.</p> <p>Work in hand to enable on-line entry to 2013 Supreme Show.</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"> <li>○ Continue work to refine design and expand content on 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.</li> </ul>	<p>Mar - May</p>	<p>Work in hand, structure and design of revamped site agreed with web-designer who is providing this pro-bono. Meeting organised for late July to discuss detail. GC and Vet Advisory Committee working on additional content.</p>
<ul style="list-style-type: none"> <li>○ 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.</li> </ul>	<p>Quarterly: Mar, June, Sept, Dec.</p>	<p>Spring Newsletter published. Summer Newsletter in preparation. Feedback from WCC and LPS provided via GCCF website, Facebook and forums.</p>
<ul style="list-style-type: none"> <li>○ Deal with full range of enquiries and queries; give advice and guidance of all matters relating to work of GCCF, deal with correspondence, etc.</li> </ul>	<p>On-going</p>	<p>Feedback confirms that enquiries are being dealt with more efficiently, although further improvements can be achieved.</p>
<ul style="list-style-type: none"> <li>○ Review all show paperwork to ensure compliance with GCCF rules.</li> </ul>	<p>On-going</p>	<p>Done for shows to date and on-going.</p>
<ul style="list-style-type: none"> <li>○ Continue review, redesign and amendment of all publications and leaflets and update, discard or add to as appropriate.</li> </ul>	<p>June</p>	<p>Several leaflets redesigned and text revised during March and April in time for WCC.</p>
<ul style="list-style-type: none"> <li>○ Make full use of modular GCCF event stands for use at London Pet Show, Supreme Show, GCCF shows and other events as appropriate.</li> </ul>	<p>On-going</p>	<p>Used at LPS, WCC and "pop-up" banners used at several larger shows.</p>
<ul style="list-style-type: none"> <li>○ Host World Cat Congress 2013 and</li> </ul>	<p>May</p>	<p>Well received tour of Cambridge for</p>

<p><b>WCC Show.</b></p> <p>6. Recruit, manage/lead and develop/train a team of well-motivated people to run the GCCF's services</p> <ul style="list-style-type: none"> <li>○ Set Key Performance Indicators to GCCF Office</li> <li>○ 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 staffs 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.</li> <li>○ Recruit Register Project Manager on fixed-term contract to deliver revisions to Register (including new EMS Code for breed identification, embedding on-line registration &amp; staff training).</li> <li>○ Promote flexible working practices and "pairing" to ensure spread of skills with colleagues able to cover for one another.</li> <li>○ 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.</li> <li>○ Training for staff to build and maintain commitment &amp; improve quality of services.</li> <li>○ Training for new on-line registration system.</li> <li>○ Development and briefing for staff and unpaid executives on number of relevant key issues</li> </ul>	<p>Jan</p> <p>Jan – Dec with reviews as agreed</p> <p>Jan - Mar</p> <p>From Jan</p> <p>On-going</p>	<p>delegates. WCC show, WCC Seminar and Congress all delivered successfully. Positive feedback from WCC delegates</p> <p>Key Performance Indicators agreed and issued. Board and Office staff fully briefed and informed of targets to aim for.</p> <p>PMS Objective for 2012 reviewed. Objectives agreed for 2013 with performance measures for OM and each member of staff.</p> <p>Strategic &amp; Business Plan 2013 presented to all staff and content discussed in detail. KPIs and PMS objectives derived from Business Plan.</p> <p>Successful recruitment process resulted in appointment of Register Project Manager (started April). Programme of work agreed with appropriate training in place.</p> <p>Steady progress.</p> <p>More structured management and reporting system via issue of KPIs and use of PMS. Work continues to streamline and improve decision making process and implementation.</p> <p>Several training sessions delivered from Jan – June, including: genetics, IT skills including relating to on-line registration, customer service, and Breeder Scheme.</p>
--	---	--