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**CHAIRMAN**

Carol Ward

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Dear Mr. Hansson

Having read the recently published Strategic Plan (GCCF Draft Plan 2010-13-SC-Version 3, Jan2010) we note that one of the goals (page 5) states "Ensure sound long-term financial planning and that cash flow is rigorously managed so that the organisation has sufficient liquidity to operate effectively at all times".

We also note (page 3) that an underpinning aspiration is to "Look to build consensus around a common purpose – building a strong, responsive GCCF that meets the needs of its members.....etc".

It is clear that these, and many other elements of the Strategic Plan, endorse the view of The Oriental Cat Association that it is time for the GCCF to professionalize its business process to avoid the historical mismanagement of the past which plunged the organisation into debt and near disaster and to build a solid future. It was this recognition that prompted the OCA to put forward the proposal in 2009 for there to be an Annual Business Plan, which specifically focused on the short-term objectives for the organisation in the coming year, the costs of achieving these and the projected revenues which would allow for such objectives to be carried out whilst maintaining a realistic and healthy profit.

Whether the GCCF does or does not adopt the current proposal to become incorporated, it will be more than ever incumbent upon those with accountability for the management of the organisation to adopt a much more rigorous process for planning and managing the finances of the organisation and, just like any organisation - commercial or otherwise, which has income and expenditures, a sound Business Plan is a 'must'.

It needs only to be a few pages in length, to feature a set of annual objectives expressed in measurable outcomes, together with a brief description of why these are vital for the organisation and what will be the benefits to the members; a timetable for the completion for these objectives to be completed, and a clear, researched cost in relation to each objective. This statement needs to be accompanied by a budget with projected income and expenditures on all the day-to-day running costs as well as the more significant objectives, as above.

This will give those managing the business a clear and prioritised 'road map' for what has to be focused on for the year and, in presenting it to the full Council, it will speak to your aspiration of building consensus around a common purpose as well as ensuring sound long term financial planning. Having presented the Plan at the first meeting in the calendar and achieved an endorsement from the members, this leaves the "management team" able to run the organisation, make all the normal day-to-day decisions, as well as carry out the vital additional projects that will build a strong, modern GCCF for the future.

At subsequent meetings, when a 'real' Profit & Loss statement can be reviewed as progress in relation to the Plan is presented to Council, it will enable the 'management team' to explain any variances they feel necessary to the Plan, put forward any contingency plans if the overall performance in relation to the Budget is not trending in a positive manner and to gain further endorsement from the members as to proposed modifications to the Plan. Overall, this should help transparency, build much needed restored confidence by the members in the 'management team' and remove much of the negative baggage that now exists because of the mistakes of the past.

We propose therefore that the OCA Proposal of 2009 now be embedded in the document "The Governing Council of the Cat Fancy, Rules & Bye-Laws" so that it becomes part of the constitution and is a published and enduring feature of the way the organisation is run. We would like to take this opportunity to recognise the tremendous commitment of those people who give their time and energy to the running of the GCCF and especially in these difficult times when the organisation has been in extremely difficult straits.

Our thanks also go to Steve Crow who has produced a very valuable 'big picture' backdrop, giving a broad perspective as to the aims and aspirations for the future. With very limited resources and the need to rebuild a good financial platform from which vital changes to infrastructure, business process and needed projects can be launched, we recognise the nature of the challenge ahead to prioritise wisely, plan and monitor carefully. think laterally and challenge the status quo. The OCA proposal will certainly be of positive assistance in these endeavours.

We would be very grateful for this letter to be read to Council members and for The GCCF Chair to respond.

Yours sincerely

Carol Ward  
Chair  
Oriental Cat Association

President: Mr John Harrison

Vice Presidents: Mrs Joan Judd

Dr Tim Gruffyd-Jones MRCVS