

Celebrating our

150th
anniversary
in 2023

 THE KENNEL CLUB

Annual Review

2022





Contents

Our Purpose

At the end of 2022, we launched our new, evolved purpose - to make a positive difference for dogs and their owners. This was a part of our strategic review to look at the direction in which The Kennel Club needs to travel to ensure we remain recognised, relevant and respected.

Underpinning our purpose are six new strategic aims. This is the first Annual Review to reflect those aims, as we reflect on our activities and highlights of 2022.

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Chairman's welcome

In the year we mark our 150th anniversary, we welcome you to join us in celebrating some of our achievements and the important work that took place during 2022.

Thankfully, 2022 saw our canine calendar return to something approaching normality, with many activities, events and competitions taking place, but sadly with the oppressive air of a cost of living crisis in the background.

The Kennel Club takes its responsibility to all our canine events seriously and we continue to look at opportunities and ways in which we can help our community through this turbulent time. At the end of last year, the decision was taken to relax benching regulations for a trial period. It is early days and although we are yet to understand the full impact of this move, we will not be complacent in looking for other initiatives to relieve financial pressures and help make it easier for everyone to carry on enjoying activities with their dogs.

Sadly, last year we lost our much loved Patron, Her late Majesty The Queen and we, along with countless organisations and individuals, joined the world in grieving but also celebrating a life well lived. The Queen was, amongst many things, a dog lover

and symbolised the affection that our nation holds for their canine companions and we were deeply grateful for her patronage over the years.

2023 is a milestone in the history of The Kennel Club as one of the principal organisations in the UK committed to dog health, welfare and training. Our Club was founded on 4 April 1873 by Mr Sewallis Evelyn Shirley (MP), along with 12 other gentlemen and as the world has changed over the last 150 years, The Kennel Club too has evolved into a unique, multi-faceted organisation, encompassing the UK pedigree and working dog registry, Crufts and the private members' club itself. In this, our anniversary year, we were honoured to receive the grant of a Royal Prefix to mark our 150th year and we look forward to continuing our journey over the next 150 years, ensuring that we continue to make a positive difference to dogs and their owners.

I would like to thank all those within our community, from our members, staff, puppy owners, breeders, exhibitors, show organisers and to everyone in our wonderful world of dogs for your support and everything you do for our canine friends.



Thankfully, 2022 saw our canine calendar return to something approaching normality, with many activities, events and competitions taking place.



Tony Allcock OBE
Chairman
The Kennel Club





Clearly we have much to do and communicating better with all of our stakeholders is high on our list of priorities.



Chief Executive's welcome

Last year was a year for change, for reflecting on our history, then looking forward to our future as we continued our strategic review - looking at our purpose and focus, and beginning to map the journey to that future place.

But it was, quite rightly, a year of listening too. We contacted our members to see in which direction they thought we should be headed. They told us much; that being a member of The Kennel Club was valued, that dog health and wellbeing should be top of our agenda, but also that times had changed and they were supportive of our strategic review. We spoke and listened to the general public to see what they thought of The Kennel Club, what they knew, understood and most importantly felt about us. Not all of it was easy to listen to as we heard that by some we were perceived as unwelcoming, elitist and perhaps not relevant to many of today's dog owners. Clearly we have much to do and communicating better with all of our stakeholders is high on our list of priorities.

We listened to our Board and staff not only about future direction but also how they felt we should be set up, act and work in the future. They told us things were improving but that we needed to look at how we operate as an organisation. A Governance and Organisational Development project was initiated with the aim of reducing complexity and make it easier to get things done.

Finally, at the end of 2022 and the beginning of 2023 we invited thousands of people to

complete our dog activities survey across a host of dog clubs, societies, individuals, all active or thinking of becoming active in the dog showing or activity world. Results are still being looked at, but this "ask, listen, reflect, then recommend before acting" is a core principle in our strategic work.

All these insights and data have been fed into the Design Groups that are leading the way on our reflections and deliberations on how we can improve our services and products to members, customers and the wider dog community as we look to, and plan for our future. Of course, we also need to do that in a way that makes us financially secure and sustainable. We found ourselves in the unenviable position of making a loss in 2022 and as we go forward, we need to ensure we can balance our books. We have a range of short and medium term plans in place to help us achieve that. Through focussing on our new strategic aims, we are developing longer term plans to ensure that we remain recognised, relevant and respected, for the next 150 years.

This progress is due to the hard work, dedication and good humour of our Board of Directors, The Kennel Club Executives and of course, our staff, without whom we could not continue to make a positive difference for dogs and their owners. I thank them all and look forward to the progress we are going to make in 2023.



Mark Beazley

Chief Executive & Secretary
The Kennel Club



2022 at a glance

Reached

13 million




pets registered on **Petlog** and our website was searched over 40,000 times to help lost pets get home.

Helped

2 million



people who were looking to buy a puppy



15,000

pieces of **press coverage** on breeding, health and welfare

Launched a new genetic health testing service for

80



breeds to help **eradicate** inherited diseases

Supported

333



breed rescues

1,000+

volunteers to find forever homes for **6,000+** dogs

Helped over

30,000

owners **train their dogs** through the Good Citizen Dog Training scheme




272,401

puppies registered

Our Customer Service teams answered over




70,000

calls last year – service scores improved by 30% & now attract 5* reviews

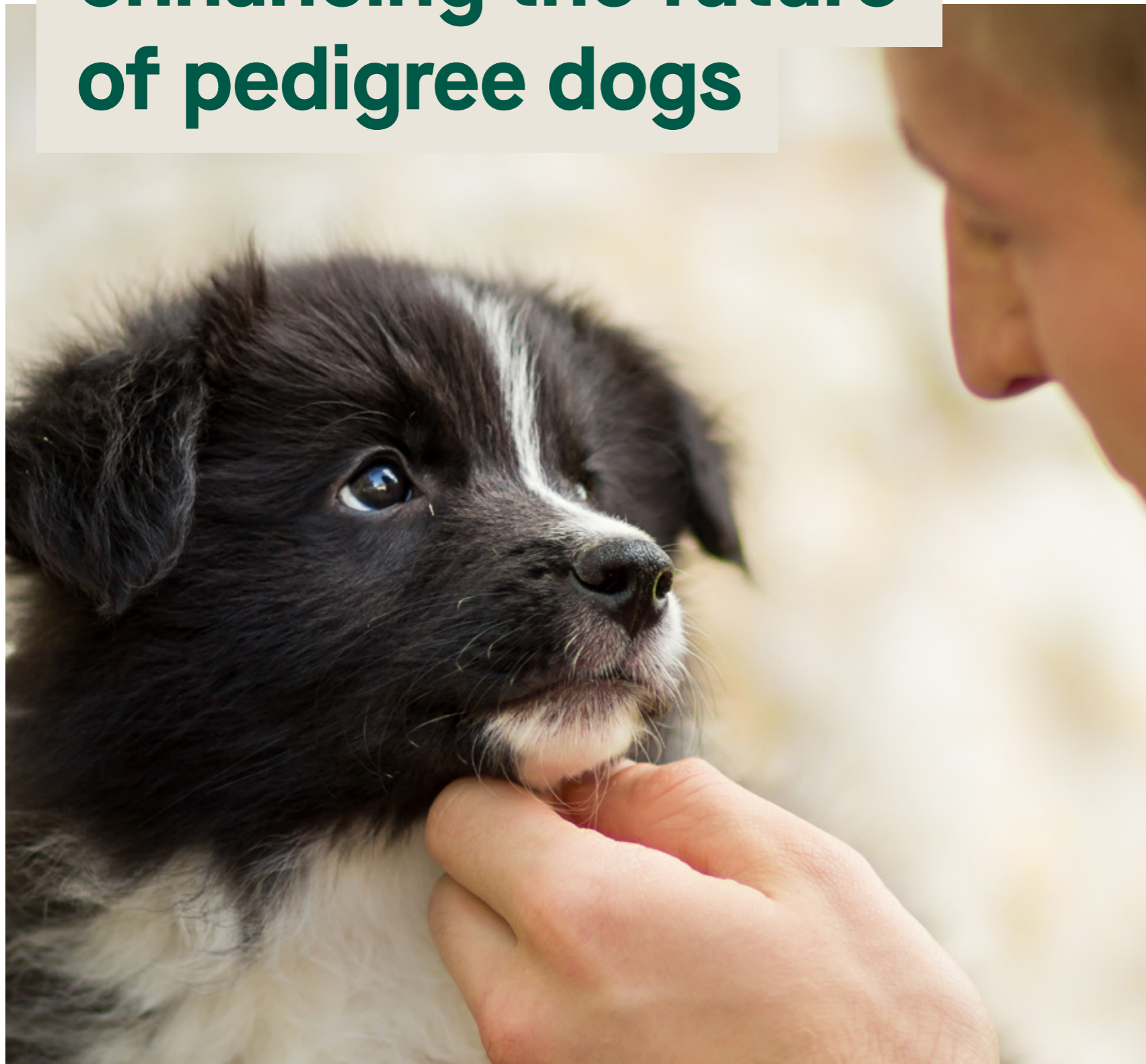
CRUFTS

#1



Greatest dog show in the world with **130,000** visitors and **16 million** viewers and listeners

Safeguarding and enhancing the future of pedigree dogs



We aim both to inform and support owners and breeders to raise healthy, happy dogs, including addressing breed-associated health issues.

The Kennel Club has 150 years of history championing pedigree dogs through our commitment to canine health and welfare. Throughout 2022 we continued to work with our communities breeding and owning pedigree dogs. We continue to offer health testing and screening as well giving breeders access to experts who offer advice and information on important health problems as well as offering DNA testing services.

Finding the perfect puppy

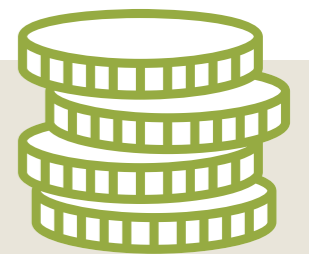
We provide information and resources to help potential owners find their ideal canine companions. Every dog deserves a suitable home and by sharing information with owners about dogs that might suit their needs, we help people to successfully navigate the world of dog ownership.

Discover Dogs allows potential owners to meet, gain hands-on experience with and generally get to know about breeds they are interested in. It was visited by **20,000 people** at ExCeL London in 2022, and **over 130,000 people at Crufts 2022**. **175 breeds** were represented by volunteers from breed clubs, inviting visitors to explore and understand which breed might be right for them, their families or their intended hobby. However, the pandemic and cost of living crisis has contributed to the event suffering significant financial losses in recent years and it is important for The Kennel Club to take the opportunity to look at the event and its objectives to see if there is a better way to meet these in the future.

Throughout the year we ran our Vulnerable Native Breeds campaign to encourage people to remember that there are **222 breeds of dog recognised by The Kennel Club**, each

with their own unique characteristics. Our **554 pieces of press coverage** reminded potential owners about breeds such as the English Setter, Skye Terrier, Smooth Collie, Retriever (Curly Coated) and the Glen Imaal Terrier.

The Kennel Club website is an invaluable resource for everyone interested in dogs and received 8 million visitors in 2022, with **2 million people using** the Breeds A to Z encyclopedia. We made improvements to our Find a Puppy service last year, which included adding direct links through to breeder information to assist the **1.8 million people** who were looking to find litters of puppies.



Last year we spent

£2.2 million

providing and supporting our health and welfare activities, services and Assured Breeders scheme (includes staff and all operating costs)

The site also provides prospective owners with essential information, such as any health tests recorded for the parents.

For owners looking to rehome a pedigree dog, The Kennel Club has supported and promoted **Breed Rescue organisations** for over 30 years. There are currently 333 Breed Rescue organisations with over 1,000 UK-wide volunteers and with their specialist knowledge, they are on hand to offer advice on the type of environment, care and support required to ensure the right dog is rehomed with the right family. Last year they rehomed **over 6,000 dogs**.

Of course, helping people to get the right puppy is not just about getting the right breed. It is also about finding the right breeder. We offer advice and resources, including our Assured Breeders scheme and the information about all Kennel Club registered puppies is transparently displayed on our website, to signpost puppy buyers to breeders who breed in a safe and responsible way.

We put ourselves at the forefront of responsible breeding and puppy buying advice with our annual Be Puppywise campaign and survey, and last year we generated **120 pieces of coverage**, from broadsheets and tabloids, to BBC Breakfast and BBC Radio.

Managing breed-related health issues

We also offer guidance, support and resources to help breeders produce the healthiest dogs possible. Working together, we hope to minimise and even eradicate inherited diseases.

We have collaborated with breed clubs and laboratories for many years to develop DNA disease tests which can accurately identify clear, carrier and affected dogs, and have published the results.

We relaunched our **DNA Testing Services** in November 2022 providing owners and breeders with access to health testing for their dogs. A single, cost-effective DNA sample is collected via a cheek swab and



We relaunched our DNA Testing Services in November 2022.

checked against markers for multiple relevant inherited breed disorders, helping to reduce the risk of these conditions in future generations.

We hosted a series of health webinars to talk about how breeders and owners can manage health conditions. We now have **over 200 breed and conservation plans in place** to support breeders and communities to tackle health problems.

Brachycephalic breeds

The popularity of some brachycephalic (flat-faced) breeds has risen dramatically in the UK. The structure of these dogs' faces is associated with several health issues, including breathing problems, skin fold infections and eye disease. The profile and reputation of The Kennel Club/ University of Cambridge Respiratory Function Grading Scheme has increased worldwide and is supported by the Fédération Cynologique Internationale (FCI), the largest international federation of national kennel clubs. We have embarked on a programme to collaborate with overseas canine organisations to make the scheme available to protect and improve the health of these breeds globally (and as of December 2022 the scheme was licensed in nine countries).

Our ongoing conversations in the press highlighting these health issues have generated over 1,800 pieces of coverage, ranging from the **Respiratory Function Grading scheme** to health research. This coverage has helped to raise awareness amongst dog breeders and the past year has seen a 21% increase in assessments for Bulldogs, French Bulldogs and Pugs.



Improving service levels

The introduction of our new Customer Relationship Management (CRM) system in 2020 coincided with an unprecedented demand for puppies during the pandemic which led to unacceptable delays in registrations certificates and imports. We appreciate the frustrations felt by breeders and new owners. We acted decisively, and have dramatically improved our service levels, looking at a range of solutions, from process reengineering, extra staff training and additional system support. **Our turnaround times are now back to pre-pandemic levels.**

Looking forward...

- **We want to simplify and improve** our support to breeders for established breeders and especially for first-time breeders.
- **We are looking to extend** our single test DNA Testing Services in 2023 and look at ways to add to existing breed bundles where possible. More webinars are planned too.
- **We'll be reviewing what's necessary** for health and welfare of show dogs.
- **We'll be reaching out** to breed clubs and volunteers, who are central to Discover Dogs, regarding plans for the event going forward.

Protecting the future of dog activities together with our grassroots network



After the break caused by the pandemic, 2022 saw the long-awaited return of Crufts, with **over 130,000 visitors** to the show and 16 million viewers around the globe. Additionally, there were 5,000 overwhelmingly positive articles about Crufts 2022 showcasing the loving relationship between the dogs competing and their owners, and presenting dog activities as inclusive, fun and accessible hobbies. Crufts 2022 was covered in last year's report, as the event returned after a two year gap, although we share the highlights here for completeness. Crufts 2023 will be reported in 2023 Annual Review.

The Kennel Club supports a wide range of shows, activities and training clubs at grassroots level throughout the year. 2022 was a tough financial year for everyone, with rising interest rates and spiralling food and fuel costs adding to the financial strain. And similarly, this was felt by the dog-showing world which saw a decline in activity participation and reduced membership in clubs and societies.

To understand the challenges and be focussed on how we could help, we began planning a survey in December 2022 and launched it in January 2023 to **over 10,000 people involved in dog activities**. We wanted to ensure that the support we provide is useful both in terms of running the clubs but also in encouraging more dog owners to take part, support and volunteer. In the survey we asked organisers, participants and the general public what practical and strategic help they would appreciate, as well as seeking greater understanding of who wants to be involved, and how.

We are looking to bring these insights into the work we are progressing throughout 2023 and beyond as we protect the future



There were 5,000 overwhelmingly positive articles about Crufts 2022.

of dog activities together with our grassroots network. This information will help to guide us – and for example, in response to requests from the showing world, General and Group Championship dog show societies, benching regulations have been suspended for a two-year trial, to help ease the financial burden from January 2023.

Some of the highlights of activities throughout 2022:

Agility Team GB – Senior Team

The European Open Championships took place in Opglabbeek, Belgium in July, where the Agility Team GB competed over four days showing an impressive display of skill, dedication and teamwork. The medium height team named GB Gold or Sold, excelled in gaining a silver medal, the first medium medal since 2013.

Agility World Championships

The Agility World Championships in Schwechat, Austria in September saw Martin Reid from Leamington Spa and his 2-year-old Shetland Sheepdog, Selfie, bring home a Bronze medal as well as achieving 3rd place overall in the Small Individual Competition.

The International Agility Festival

The International Agility Festival is open to any dog, as long as it is registered on one of The Kennel Club's registers, making it one of the few world-class agility competitions to be open to pedigrees, rescue dogs and crossbreeds alike. In 2022, **2,683 dogs were entered by 1,523 handlers**, staying on 800 camping spaces alongside 50 trade stands.

The Kennel Club Agility Stakes

The Kennel Club Agility Stakes is one of the top agility events for competitors and took place at London ExCeL alongside The London International Horse Show in December. During the course of five days, over 70 dogs took part in the event.

The Kennel Club Working Trials

The Kennel Club Working Trials Championships are hosted by a different working trials society each year, and in 2022 it was the turn of Hampshire Working Trials Society. The championships are the most prestigious of working trials events, featuring the most successful dogs from trials in the previous 12 months, and are the equivalent of the obedience and agility championships held each year at Crufts, but at a much larger venue.

'Have a go' dog showing

'Have a go' dog showing is an opportunity for people who have never shown their pedigree dogs before, but think they might like to put their toe in the water! After a few hours training, the show was held at nine All Breed Championship shows with a fun and informal final held at Crufts 2023 for the first time. By giving more credence to the competitions and offering new potential exhibitors the opportunity to experience the atmosphere at Crufts, we hope to give them all the incentive to continue ring craft training and to enter more shows.

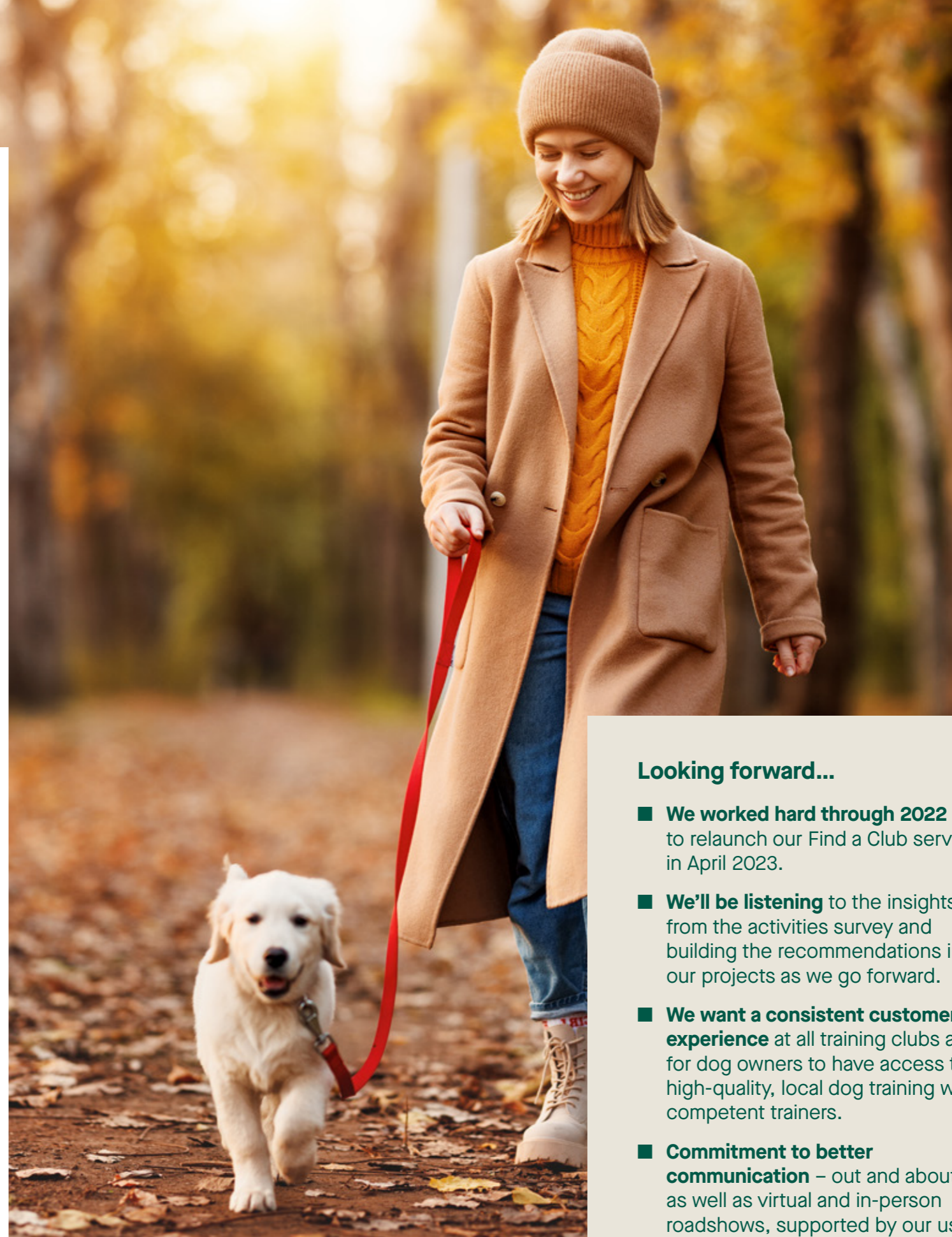
Simplifying structures, working smarter

Feedback from our members, our staff, our dog activities and grassroots networks indicates that most people find our organisation and our governance around shows and committees hard to navigate. They struggle to find the right person to speak to at The Kennel Club and find our processes and decision-making slow and difficult to follow.

To find out how we could be better at this, we commenced a Governance and Organisational Development Project. We included a broad cross-section of people involved with our work, including external stakeholders, our Board, club members, the dog press, staff and more. Our goals are to look at how we are structured and how we make decisions. We want to make our structure, processes, rules and decision-making **simpler and more transparent**. And most importantly, help the people involved to understand the new format and build their skills to enable them to deliver our new ways of working. We'll be communicating more on this throughout 2023.



Feedback from our member surveys indicates that members find our organisation and our governance around shows and committees complex to navigate.



Looking forward...

- **We worked hard through 2022** to relaunch our Find a Club service in April 2023.
- **We'll be listening** to the insights from the activities survey and building the recommendations into our projects as we go forward.
- **We want a consistent customer experience** at all training clubs and for dog owners to have access to high-quality, local dog training with competent trainers.
- **Commitment to better communication** – out and about as well as virtual and in-person roadshows, supported by our usual publications and emails.

Building a relationship with more dog owners



The scheme enables us to reach right into the heart of the grassroots, dog owning public and is open to all dogs, from any background whether Kennel Club registered or not.

One of our aims is to become relevant to more dog owners to increase our impact.

Potential dog owners already turn to us to research the right breed for their lifestyle and to find a new four-legged friend. Our improved Find A Puppy service was visited by over 1.8 million people in their journey to find the right puppy for them. But we don't stop there. We also offer services that make a positive difference for all dogs, throughout their lives with their owners, whether they are Kennel Club registered or not.

Improving the lives of all dogs and owners through microchipping and training

We have 13.5 million pets registered on Petlog, our animal microchip database service. Last year, our website was searched over 40,000 times by vets, wardens and rescues involved in helping lost pets to get back home. Over the past year, we have significantly improved our TrustPilot score for Petlog, which is now at 4.5 out of 5 and 75% of all our reviews are **4 or 5 star reviews**.

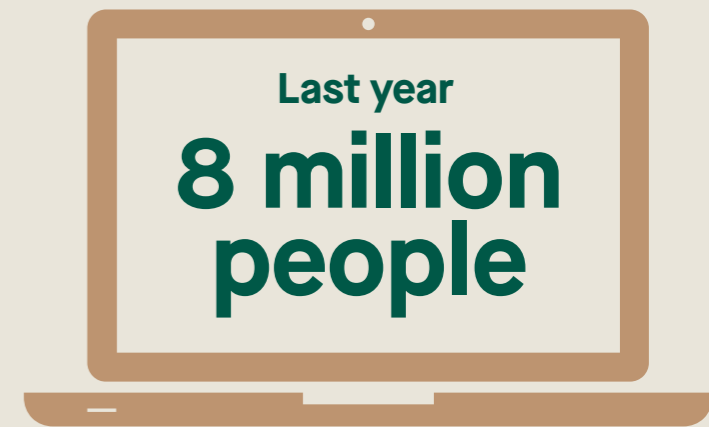
We know that well-trained dogs are happy and so are their owners – which is why we are so pleased that **over 30,000 dogs** took part in our Good Citizen Dog Training

scheme in 2022, the UK's largest dog training programme. The scheme teaches owners to train their dogs for everyday life situations to keep them and others safe and happy. There are currently over **1,600 dog training clubs** across the UK and overseas, registered to take part and offer scheme courses, with **40 new clubs enrolled in 2022**.

Raising awareness of what we offer to dog owners

Beyond the services we offer, we want to create as much awareness as possible about the ways in which we help owners to improve and enhance their dogs' lives, through information, training and activities.

The TV coverage by Channel 4 and More4 highlighted a vast range of topics and issues that are important to the nation's dogs and their owners. There were over 16 hours of Crufts television coverage on C4 and More4, covering every element of the show but also tackling health concerns, choosing the right dog for different lifestyles and exploring the training and activities that people and their dogs can get involved with.



visited our improved website that has enabled us to share information that dog owners want to read. Last year, the most read articles were on health, seasonal dangers, as well as more fun elements such as dog treats and competitions. The stories highlighted by the 'Why does my dog..?' campaign were read by more than **700,000** people.



Digital transformation projects and process improvements are helping us improve our customer service and delivery times.

One of the most popular parts of Crufts is Scruffts, a family crossbreed competition in which the dogs are judged on temperament, health and their relationship with their owners. Approximately 500 dogs entered the six heats from spring to autumn in 2022 with the final being judged at Crufts.

Improving our customer service

More than ever, our focus in 2022 was laying the foundations to help us improve more dogs' lives in the future. We know that to make the positive difference for dogs that we want to, we need to work more closely with their owners. To do that we need to be supported by a robust customer relationship management system.

Digital transformation projects and process improvements are helping us improve our customer service and delivery times, with puppy registration applications now being processed in three days. **A help centre was launched** in March 2022, enabling customers to submit queries quickly and efficiently online, allowing us to respond quickly too.

Work is underway to ensure we are able to take the next step forward to providing a reliable, secure system that not only provides what we need it to now, but will be able to support the new services we want to add in the future too.



Making The Kennel Club more accessible

2022 was also our year for listening to understand how we are regarded by the dog-owning public. We spoke with over 5,000 dog owners and members of the general public, who told us a great deal about how to position ourselves in the months and years ahead, including:

- raising the recognition of The Kennel Club and our role
- sharing with the public what we can offer them
- designing a clear set of products and services that appeal to more dog owners
- demonstrating dog owners that The Kennel Club is a welcoming and inclusive organisation to all

Looking forward...

- **We want to continue** to improve our service to make it even easier to find the breeder and puppy that new owners want.
- **We are developing** a suite of products and services that will support owners and dogs throughout their lives.
- **We aim to increase** our training network and ensure that all of our training clubs offer a top-quality and consistent service.

Delivering an excellent member experience



In 2023, we're celebrating our 150th anniversary and we were delighted to start the celebrations in a number of ways with our loyal members.



Over the past 12 months we have worked hard to give our members an exclusive and excellent service. In mid-2022, we asked members what they valued about their membership through a series of surveys, focus groups, roadshows and online meetings. We also asked what they felt our priorities should be and what more they would like from The Kennel Club. **Over 60% of our 1,500 members responded** and shared their thoughts, much of which has been channelled into the new future direction projects currently in development.

Improving communications

One of the key themes was around better communication. We started to improve our communications and face-to-face meetings, reinstating the out-and-about roadshows to meet up with members to talk about our new purpose and aims, and for those that couldn't make it in person we arranged virtual Q&A sessions. Further communication improvements are in development and are

being guided by a cohort of members who have been willing to give up some time to help us make our communications more effective. Most importantly we heard loud and clear from our members that they were **supportive of change** and that they too felt it was time to evolve. We look forward to working closely with our members as we progress with developing our strategy.

Our Club facilities

We are lucky to have a wonderful club in Mayfair where we continue to host member events and lunches, as well as provide guided tours around the world's most unique canine library and gallery. Stoneleigh and Emblehope also allow us to host our activities for a minimal cost. Our Club facilities are one of our greatest assets and whilst we want to ensure we continue to provide a wonderful setting for our members, we also need to consider alternatives to see how we can make the properties work harder for us, especially at this time of increasing costs.

Highlights

- In 2022, we hosted over **5,000** lunches in our restaurant.
- We welcomed over **600** guests for **20 Breed Celebration Lunches**. These highly popular events will continue in 2023 with over 31 lunches already arranged.
- The Kennel Club Art Gallery held **22 breed tours** with a further general **63 tours** - welcoming over **800** people.



Library and Gallery

In 2022, our Art Gallery main exhibitions were ‘Shirley Baker, L’Amour du Chien’ and ‘The Art of The Earl Family’.

Last year’s rare acquisitions included:

- a very rare signed first edition of The History of the French Bulldog by W.J. Stubbs (1903);
- two spectacular historical Fox Terrier Club trophies, (1877-1880).

Our publications

Each year we produce 12 copies of the Kennel Gazette which is mailed to each of our members and associate members. This is complemented by our monthly online Kennel Club Journal.

Our Library and Gallery

The Kennel Club Picture Library is one of the largest dog image collections in the world, specialising in pedigree dog and historical images. Last year saw us busy curating a capsule exhibition featuring British vulnerable breeds, images for Her Late Majesty’s Platinum Jubilee celebration as well as preparations for our 150th anniversary.

Our canine library is also one of the largest in the world, dealing with thousands of research requests each year. Last year we helped library users catch up with postponed research following the pandemic.

Kennel Club events for the whole family

70 Young Kennel Club members attended the 2022 YKC Summer Camp with their families and dogs, held at Rutland Showground.



Our canine library is the largest in the world, dealing with thousands of research requests each year.

After subscription fees and staff and operating costs, we spent **over £2 million** ensuring a great membership experience, across club management, publications, our library and gallery and providing members’ families with a great experience in the Young Kennel Club.

The camp featured dog training, agility, handling, obedience, hoopers, heelwork to music, and dog grooming. The event aims to progress young people in the dog world to become the next generation of Kennel Club staff, members, judges and trainers.

The Good Citizen Dog Training scheme was also represented at camp, providing dog training sessions and training advice to YKC members. Bronze and Silver Award tests were conducted over two days with a total of 32 Bronze and 7 Silver certificates awarded.

Looking forward...

We are continuing to work on our member communications, with a monthly highlights email, better experiences at Crufts, other dog shows and our AGMs.

As with the other parts of The Kennel Club we have a group of experts looking at the benefits and services we offer members. And we are considering how we can use our properties more efficiently in terms of delivering an improved member experience as well as generating additional income.

We are also exploring how we can widen our membership approach to encourage others to join us in different ways, which would enable our voice to be stronger in our campaigning for better dog health and welfare.



Ensuring financial security and sustainability



We need to review what currently loses money and be clear about what we need to stop, change, or consolidate.

As we celebrate 150 years of The Kennel Club, it has to be our goal to be here for at least another 150 years, **continuing to make a positive difference for dogs and their owners.**

As a profit-for-purpose business, we reinvest any surplus income (after accounting for all our delivery costs) into the services we provide. Some of these have required substantial investment recently and we are currently spending more than we earn and beginning to deplete our reserves.

To continue our vital work, we need to **protect and maximise our existing revenue streams** by making our products and services more relevant and valued by customers. But we also need to consider what currently loses money and be clear about what we need to stop, change, or consolidate. We are looking at how to continue our work in such a way that, where possible, these activities cover their costs, ensuring that we can continue to invest where we need to, for the benefit of dogs.

2022: a financial overview

Last year saw changes to the day-to-day cost of living that have affected us all, along with the significant increases in new dog ownership beginning to decline post pandemic. Last year we spent more than we generated, finishing the year with a net operating loss of £1 million, after all staff, operating costs and depreciation were taken into account. We recognise this is not sustainable and we have plans to reverse this situation.

An illustration of our income flow is on the next page and a summary profit and loss overview is included in the back of this report.

How The Kennel Club made and invested income in 2022

To ensure that we are **financially secure and sustainable in the future**, it's important to understand where our income comes from.

This is a high-level view of how we generated income in **green**, and where we spent our money in **red**, during 2022.

Registrations

£6.6m

We registered over **272,000** puppies, as well as change of Kennel Club registered ownership, imports and issuing imports and pedigree certificates. After covering staff and operating costs, we made **£6.6 million**.

Petlog

£1.3m

With over **13 million** pets now on our Petlog database, we helped over 5,000 pets find their way back home and made **£1.3 million**.

Shows, events and activities

-£5.2m

In 2022 we subsidised licensing, awards, training and canine activities by **£3.6 million**. We also subsidised **£1.6 million** supporting our events including Crufts and Discover Dogs. (In 2022, Crufts made a loss of **£0.4 million**.)

Crufts

Best in Show 2022

Partnerships and Find a Puppy

£3.8m

Our Find a Puppy service helped over **2 million** people search for the right puppy for them. That income, together with our commercial partnerships generated **£3.8 million**.

Health and welfare

-£2.2m

In 2022 we subsidised providing and supporting our health and welfare activities, our newly launched DNA Testing Services and our Assured Breeders scheme with **£2.2 million**.

Our membership services

-£3.1m

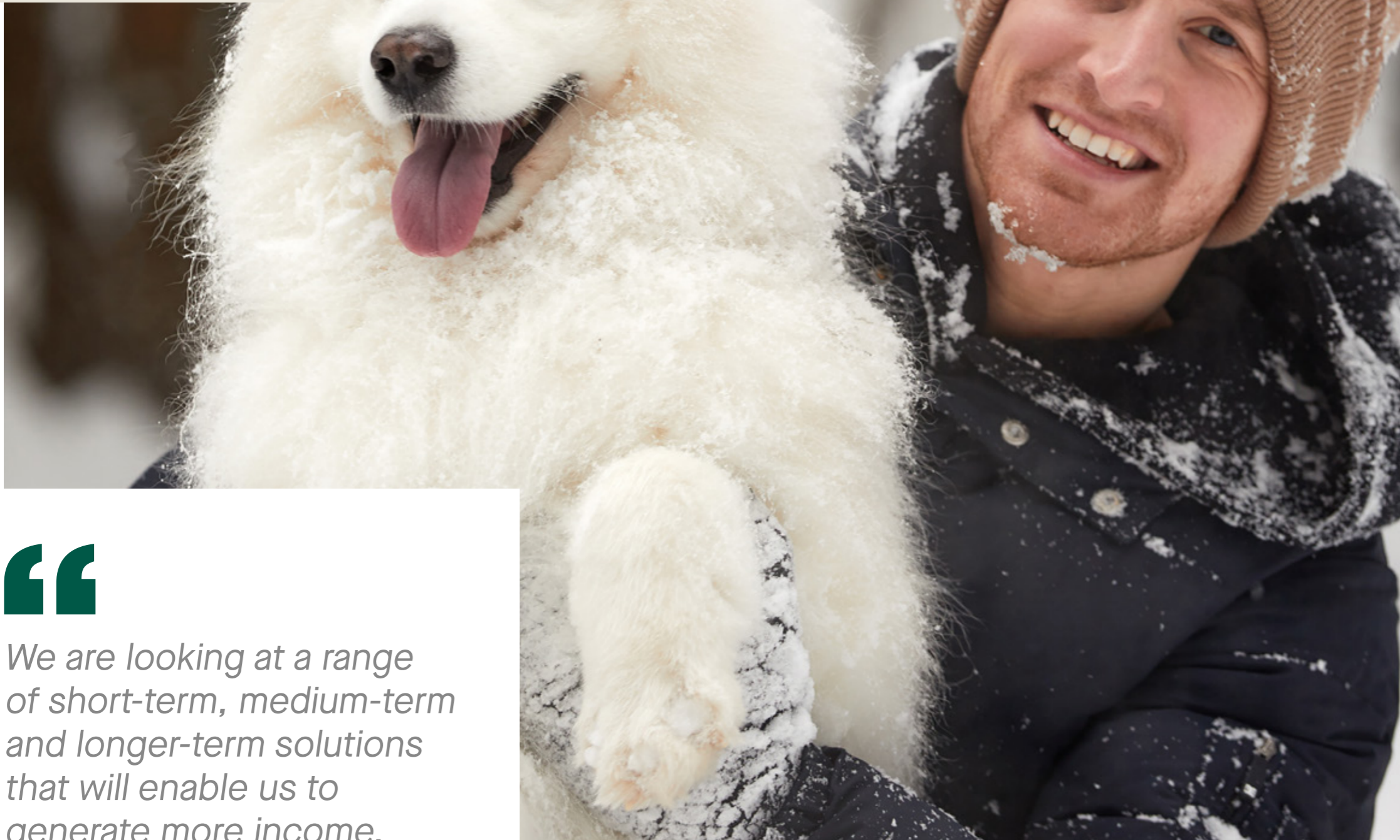
We subsidised providing a great membership experience with **£3.1 million**; including **£1.3 million** on club management, **£1.2 million** on print, production and publications and **£0.6 million** on the library and gallery.

In 2022 in total we generated **£11.7 million** of net income but we subsidised **£12.7 million** of activities including **£2.2 million** depreciation, which meant we made a loss last year of **£1 million**.

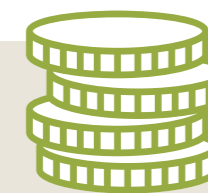
We are developing both short-term and long-term plans to ensure we are financially secure and sustainable for the future.

All figures above are summary figures and are not yet audited. All sums include operating costs and apportioned staff costs.

Ensuring financial security and sustainability (continued)



We are looking at a range of short-term, medium-term and longer-term solutions that will enable us to generate more income.



Operating loss

£1m

Looking forward...

We are aware our current business processes do not enable us to operate as efficiently as we need to and that to ensure we can continue with our vital work, we need to **review what we offer, and most importantly, how we deliver it.**

In time we'll also look to add new products and services to diversify and grow our overall income to allow us to improve the well-being of dogs.

The strategy review and all the associated projects are helping to focus us on our core activities, where we can add value for members, our dog communities and the public. To do that we are looking at a range of **short-term, medium-term and longer-term solutions** that will enable us to generate more income; starting in the short term, like many other organisations at this time, by proposing to raise prices in line with inflation. Medium-term plans include looking at how we can use our property more effectively and our longer-term projects, delivered by the strategic review, will enable us to ensure we continue to make a positive difference for dogs and their owners.



Champion the wellbeing of dogs

The Kennel Club is a human voice for dogs and we actively campaign for better awareness, understanding and action on all dog health and welfare issues. Those issues range from responsible dog ownership, to access, shock collars and breeding. Raising the profile of the issue, stimulating national debate and working with politicians, all form a key part of our work to ensure the health and well-being of dogs. Here are just a few of the activities we led on in 2022.

Licensing of Activities Involving Animals – regulatory review ongoing

There are around **2,300 licensed breeders** in England, around 950 of whom only breed one or two litters, but who have been licensed under the business test. Many of these one and two litter breeders are unsure whether they require a licence from their local authority, as some local authorities interpret the regulations differently from others. To ensure consistency and a fairer system for hobby breeders who only breed occasionally, we are lobbying for the business test to be removed.

Dog access to Dartmoor National Park

As part of our wide-ranging dog access work, in 2022 we lobbied the Dartmoor National Park Authority regarding the review of their park by-laws. The proposed by-laws would both restrict off-lead dog walking access on Dartmoor for almost half of the year and also enable disproportionate fines to be issued against dog owners.

The National Park Authority has taken on board a number of our recommendations, introducing a ‘reasonable cause’ test to penalties associated with dog walkers causing annoyance or nuisance to other park users.



The Kennel Club is a human voice for dogs.



Fireworks

Increasingly the impact of fireworks on dogs and other pets and animals is being understood. The Kennel Club hosted a drop-in event, alongside other animal and human welfare charities, in the House of Commons to raise awareness of the impact of fireworks on dogs, which ranges from anxiety all the way through to death in certain circumstances.

40 MPs attended to learn more, and the relevant Government department agreed to meet with us, and the other organisations, to discuss the campaign.

Hunting with Dogs (Scotland) Act

Our work on this Act started in 2022 and is still ongoing. We succeeded with our primary goal of ensuring that field trials would be permitted following the introduction of the Hunting with Dogs (Scotland) Act. However, we additionally wanted to protect rough shooting in Scotland.

We will continue to seek opportunities to help shape the guidance that will accompany the Act. Our goal is to minimise the impact of the Act on rough shooting and ensure the rules are clear for those who hunt with dogs in Scotland.

Banning shock collars

Electric shock collars – which are occasionally used to train dogs – are harmful, causing physical and psychological trauma. We led a coalition of animal welfare charities in holding an event in the House of Commons in November 2022 calling on the Government to ban electric shock collars. The event boosted our Parliamentary engagement and we are delighted to say **the use of shock collars is due to be banned from 2024 in England.**



We want to remain recognised for the experts we are, respected for the work we do, and relevant to all today’s dog owners and of course, their dogs.

Westminster and Holyrood Dog of the Year awards

Both of these annual events are run in conjunction with The Dogs Trust, honouring the special connection between dogs and their owners. The events allow politicians to showcase their efforts in Parliament concerning dog-related issues, as well as allowing The Kennel Club to engage with them directly on a wide range of subjects.

Westminster Dog of the Year was cancelled due to the passing of our late Patron, Her Majesty the Queen, but Holyrood Dog of the Year enabled The Kennel Club to engage with 14 MSPs. In total our Public Affairs work was underpinned by 586 pieces of press coverage.

Looking forward...

The plans for the months and years ahead will give The Kennel Club an increasingly clear and impactful voice making what we do easier to understand. We are building on a firm foundation as our voice is respected and our views on dog welfare sought and listened to. **We want to remain recognised for the experts we are, respected for the work we do, and relevant to all today’s dog owners and of course, their dogs.**



Looking ahead



Our purpose and passion is to make a positive difference for dogs and their owners and we can only continue to do that if we are financially stable and here for at least the next 150 years.

As we round up our review of 2022 and look forward to 2023, ensuring that we remain financially secure and sustainable has to be high on our list of priorities. Our **purpose and passion is to make a positive difference for dogs and their owners** and we can only continue to do that if we are financially stable and here for the years ahead.

To enable us to do that we must continue to work with, listen to and act upon insights from our members, the dog activities world and the general public. We have spoken with many of our stakeholders throughout the year, in surveys, focus groups, at roadshows and at shows. We have listened, heard and are responding, although there is still lots still to do. We made a good start in 2022, looking at some of the key issues we need to address and throughout 2023 and beyond we will work to find solutions to become better than before.

We will also look inward to see how we can do things differently, **more efficiently and more effectively**. We are looking at our structures and rules to find ways to make it easier to get things done.

Throughout all, we are committed to developing the way forward in an inclusive way; seeking to understand, identifying what is truly needed and why, as we design and deliver projects together.

Finally, in the years ahead we want to ensure that we are seen to be **welcoming and accessible**, to our existing members and customers, but also to new members, new customers, new breeders, and new owners. We look forward to our future conversations with you, as we work together to make a positive difference for dogs and their owners.

The past financial year saw a year of dramatic change for The Kennel Club's finances.

We navigated our activities through the pandemic years of 2020 and 2021 which saw record puppy registrations reaching their peak in September 2021. Although this resulted in similarly record income and high net profit levels from the registrations activities, we also needed to grow our temporary staff resource to help manage this increase.

Whilst we recorded profits from our core income activity in 2021, these profits gradually declined throughout 2022, both in terms of numbers of puppy registrations and the effects of inflation on our income streams. At the same time, our prices have not been increased for over five years, last raised in January 2018 even though our costs have increased due mainly to inflation.

There is no certainty when the decline in registration numbers will bottom out and return to pre-pandemic levels. Currently, in the short to medium term we all face a cost-of-living crisis with inflation at its highest level for 40 years and the possibility of interest rates increasing further.

As the Chairman highlighted earlier in this review, we are aware of the cost of showing and have listened to how we can reduce the financial impact on organisers and participants by commencing a review of what we do and how we do it, whilst maintaining safety and quality standards for dogs and their owners.

The Board are working with the executive team, and have established short, medium, and long-term plans to ensure our activities cover their costs, or deliver income. This will ensure profits which will allow us to continue our vital work.

The following graph shows why this is a key element of The Kennel Club strategy.

Rolling 12 months registrations

January 2018 to December 2022



The table below summarises the operating result for 2022 compared with 2021. A fuller analysis of these results for the year may be found in The Kennel Club Annual Report and Financial Statements for the year ended 31 December 2022.

Summary income and expenditure result 2022 compared to 2021

	2022 £000s	2021 £000s
Income		
Registration activities	11,861	14,679
Health and welfare activities	3,951	4,037
Shows and events	3,757	263
Subscriptions and member services	460	337
Investment income	228	168
Government grant	-	92
Other	1,932	1,700
Total income	22,189	21,276
Expenditure		
Staff costs	9,952	8,872
Shows and events	4,271	1,268
Operating costs	5,368	4,780
External relations and marketing	1,717	1,549
Other	1,871	1,060
Total expenditure	23,179	17,529
(Deficit) / Surplus on ordinary activities	(990)	3,747

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