

Objective / Outcome	Success Criteria / Measures / Targets	Activities to Support These	Month Start	Month End	Resources	Progress & RAG
<b>1. Governance Lead: David Bunt</b>						
<ul style="list-style-type: none"> <li>Maintain the best possible structure and practices to ensure the Institute runs professionally and cost-effectively</li> </ul>	<ul style="list-style-type: none"> <li>New structures and terms of reference in place for Trustees, Exec and Advisory Council</li> <li>Agree and implement business plan that supports the progress of the 5 Year Strategic Plan</li> <li>Charitable Status achieved in 2022</li> </ul>	1. Complete and publish Terms of Reference for each key group	Jan	Mar	Executive	1. Complete for Trustees, Exec, Council. To start for others.
		2. Set meeting dates and reporting regime between 3 groups and ensure maintained	Jan	Dec	'Owl'	2. Dates set. Reporting TBC.
		3. Appoint Chief Executive Officer	Dec 21	Jan 22	Trustees	3. Appointed 1/2/22.
		4. Agree business plan for 2022	Dec 21	28/2/22	Trustees	4. Trustees agreed 24/3.
		5. Action 2022 business plan	Jan	Dec	Exec	5. To review quarterly.
		6. Agree business plan for 2023	Oct 22	31/12/22	Exec, Trustees	6. October.
		7. Communicate Charitable Status achieved and action next steps	Feb	Apr	Trustees	7. May?
		8. Ensure 5 nations' needs addressed			DB	8. All represented at Exec.
<b>2. Finance Lead: Ian Dolben</b>						
<ul style="list-style-type: none"> <li>Manage our budgets carefully</li> <li>Achieve a surplus each year and annual growth</li> <li>Achieve new sources of funding</li> </ul>	<ul style="list-style-type: none"> <li>Budgets managed to plan</li> <li>Audited accounts published on time and according to Charitable Status requirements</li> <li>Annual surplus increases 10% per year on 2017</li> <li>New funding sources identified</li> </ul>	1. Accounts reviewed quarterly	Jan	Dec	ID	1. Already done
		2. Consider and implement new form of accounting	Jan	Dec	Treasurer	2. Considered. Believed unnecessary?
		3. Implement Gift-Aid for subscriptions after Charitable Status	Jan	Mar	ID	3. Awaiting Charity
		4. Identify, consider and recommend grant sources	Apr	Dec	Treasurer	4. Adv. Council. 22-4-22
		5. Complete at least one grant application	Mar	May	ID	5. Awaiting Charity
		6. Identify and seek CSR (Corporate & Social Responsibility) budget from corporates	Jun	Oct	DB, PC	6. To be progressed with Trustees?
		7. Verify surplus achieved on 90% of events arranged by the Dir. Ops & Development Officer	Feb	Apr	Trustees ID	7. Ongoing
<b>3. Operational Management: Staff &amp; Officers Lead: David Bunt</b>						
<ul style="list-style-type: none"> <li>Employ competent officers who are motivated &amp; recognised to meet the IFM Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Staff and officers in place</li> <li>Training and performance review mechanisms in place</li> <li>Succession planning conducted</li> </ul>	1. Progress business cases for individual roles	Jan	Dec	Exec	1. Progressing Training Officer
		2. Complete Role Descriptions for Exec Team members	Feb	Mar	Exec	2. TBD
		3. Conduct and record regular performance reviews	Mar	Dec	DB	3. TBD
		4. All teams to pro-actively seek new members for succession planning	Apr	Sep	Exec	4. Paper to May Exec

4. Branches <b>Lead: Iain Turner</b>						
<ul style="list-style-type: none"> <li>Provide a network of thriving and active branches</li> </ul>	<ul style="list-style-type: none"> <li>All branches active with at least one event arranged in 2022</li> </ul>	1. Develop Branches Guide	Jan	Mar	IT	1. In progress
		2. Hold Good Practice workshop for branches	Apr	Apr	DB	2. Completed. Action plan produced. Reform paper at AC 22-4-22
		3. Focus on reviving Anglian and North West branches for at least one event there	Mar	Sep	IT, NW, An	3. In progress
		4. Provide ongoing support to Branches	Jan	Dec	IT	4. Ongoing. Examples?
		5. Provide regional member lists for Branch Secretaries and update with new member	Mar	Jun	IT	5. To be done
		6. Ensure 5 nations' needs addressed	Jan	Dec	IT	6. Ongoing. Ireland and Scotland tend to get special attention.
5. Business Development <b>Lead: Paul Coulson</b>						
<ul style="list-style-type: none"> <li>Our services to customers and the public are continually expanding and improving</li> </ul>	<ul style="list-style-type: none"> <li>Identify and make the most of new opportunities to provide services to customers and the public</li> </ul>	1. Explore partnerships with new organisations to expand our reach into commercial fisheries.	Jan	Dec	PC	1. Good progress with FSBI, Catch and WATR
		2. Build on links with water companies after the success with Thames	Jan	Dec	PC	2. In progress
		3. In conversation with the FBA about partnering on a new course as well as involvement with their hatchery developments. Meeting May to progress	Jan	Sep	PC	3. Progress with FBA
		4. Continue to build fishery resources as a repository of info for members and the wider industry	Jan	Dec	PC	4. In progress
		5. Showcase past students who have moved on in the industry. Case studies on the website	Mar	Dec	PC	5. To be done?
		6. Promote Armed Forces Covenant	Feb	Dec	PC	6. In progress
		7. Discussion with partners on regional freshwater development hubs	May	May 23	PC	7. In progress
6. Membership <b>Lead: Paul Johnston</b>						
<ul style="list-style-type: none"> <li>Membership increases by 8.5% per year to 750 by end 2025</li> </ul>	<ul style="list-style-type: none"> <li>Membership numbers to increase by at least 8.5% in 2022</li> <li>Membership satisfaction increases – feedback</li> <li>Priority objectives of Membership Action Plan implemented</li> <li>Complete implementation of new membership categories</li> </ul>	1. Complete re-grade of members to new membership categories	Dec 21	Jan	PJ, IT +	1. Complete
		2. Update website membership pages to reflect new structure with clear statement of offer to members.	Dec 21	Mar	Memb. Cttee.	2. In progress
		3. Assist Marketing & Comms team with marketing initiatives relevant to membership	Dec 21	Dec	+	3. In progress
		4. Investigate deficit in female membership as suggested by survey – develop action plan to address deficit if appropriate	Mar	May	Market. & Comms Team	4. To progress with Membership Comm
		5. Establish contacts with key employers and promote IFM membership and offer	Mar	May	IT, PC	5. To progress through IFM contacts
		6. Develop plan/guidance to help us all to promote CEnv to members	Jun	Dec	PJ	6. To progress with Membership Comm

		7. Introduce REnvP award	Jun	Dec	PC, EK, PJ	7. To progress when appropriate
		8. Branch engagement: provide regional member lists for Branch Secretaries and update with new member details when they join	Feb	Mar	IT	8. Yet to be done
		9. Produce and issue certificates to all professional members (AMIFM, MIFM, FIFM)	Feb	Jun	IT	9. Yet to be done

### 7. Conferences **Lead: Paul Coulson**

<ul style="list-style-type: none"> <li>Provide one annual conference and several specialist conferences or workshops per year</li> <li>Annual conferences in October</li> <li>2 – 4 specialist conferences and workshops as identified</li> <li>Significant surpluses achieved</li> <li>&gt;75% satisfaction rate</li> </ul>	<ol style="list-style-type: none"> <li>2022 conference to be hosted by London and SE Branch</li> <li>2023 planned for Scotland</li> <li>Weed control workshop planned for March with EA</li> <li>Fishery Management workshops for the EA to resume</li> <li>Tagging and Telemetry workshop planned for Ireland in May 22</li> <li>Two workshops on Essential Fish Habitat for NE planned for May</li> <li>Options for further online conferences to follow the success of 2021</li> <li>Grayling conference earmarked for Feb 2023</li> <li>Post event surveys sent to all delegates</li> </ol>	Jan	Oct	PC	1. In progress
		Oct	Dec	Scotland Branch	2. Very early stages
		Jan	Mar	EA	3. delivered
		Sept	Mar 23		4. In progress
		Jan	May	Ireland Branch	5. In progress
		Jan	May	NE	6. NE booked
		Jan	Dec	PC	7. To be considered. Year currently full
					8. 2023
		Jan	Dec	PC	9. To report feedback

### 8. Marketing & Communications **Lead: Lawrence Talks**

<ul style="list-style-type: none"> <li>Promote our services and achievements to raise our profile and gain new members</li> <li>Marketing &amp; Comms Strategy approved and adopted</li> <li>Events and achievements publicised regularly</li> <li>Social media used increasingly; 10% annual increase in followers</li> <li>Website visits increase 10% per year; positive feedback from users</li> <li>Membership increases in line with Strategy targets</li> </ul>	<ol style="list-style-type: none"> <li>Develop Marketing Strategy: Define target audiences, personas and review our offer</li> <li>Strengthen our offer to members and provide products for prospective members</li> <li>Build an IFM figurehead</li> <li>Publicise all events and activities using suitable media, often social</li> <li>Update the website, making it more user-friendly and dynamic</li> <li>Maintain visits to HE &amp; FE colleges</li> <li>Maintain the high standard of FISH and produce four copies per year</li> <li>Review finances of FISH on an annual basis</li> </ol>	Dec 21	Jun	LT, PC, IT, PJ, BM, DB, CM, KT (Ned Wells)	1. In progress
		March	Dec		2. In progress
		Jun	Dec		3. In progress
		Jan	Dec	PC	4. Ongoing. Any written plan?
		Jan	Dec	PC	5. Ongoing. How to measure?
		Jan	Jun	IT	6.
		Jan	Dec	LT, KT, HA	7. October
		Sep	Oct	LT, KT, HA	

### 9. Training Programme **Lead: Paul Coulson**

<ul style="list-style-type: none"> <li>Provide an increasing suite of training</li> <li>Certificate and Diploma courses maintained –</li> </ul>	<ol style="list-style-type: none"> <li>Successful submission of business case for a Training Officer.</li> </ol>	Jan	Mar	Trustees	1 Rewrite partially complete resubmission in March.
		Jan	Sep	PC	

courses and workshops to provide professional training to meet a wide variety of customer needs	<ul style="list-style-type: none"> <li>continued positive feedback from students.</li> <li>Ofqual recognize Certificate and Diploma courses by end 2022</li> <li>Another Water Company takes up our course</li> <li>Electrofishing courses taken by 40 delegates</li> <li>Training Officer in place</li> </ul>	2. Follow up on discussions with DAERA in Northern Ireland about a course for their staff. <b>Booked an EF course for July</b>	Mar	Sep	PC, IT	2. Ongoing
		3. Progress the Fisheries Management workshops, looking at developing them into short courses directed at Angling Club officers. Use the workshops to develop a free taster fisheries management course targeted at Fisheries Owner and Angling Clubs.	Mar	Jun	JL	3. Workshops recommence in February.
		4. Complete and implement first part of the Fisheries Monitoring Accreditation Scheme	Apr	Sep	IW	4. Ongoing
		5. Undertake Succession planning	Apr	Jun	PC	5. Ongoing
		6. Complete discussions with RS Aqua to develop a tagging and telemetry short course.	Jan	Dec	IW, PC	6. Discussions with RS Aqua in May about development
		7. Complete & publish range of advisory leaflets, etc.	Feb	Sep	IW, IT	7. Several advisory leaflets already published.
		8. IFM input to T Levels and Scottish apprenticeship				8. Liaison started

#### 10. Professional status **Lead: Emma Keenan / Paul Coulson**

<ul style="list-style-type: none"> <li>Promote and enhance the professional status of fisheries managers</li> </ul>	<ul style="list-style-type: none"> <li>Maintain C.Env status</li> <li>At least one employer to recognise C.Env or IFM Diploma as an advantage for entry or progression by 2024</li> <li>increasing feedback from members that professional qualifications / membership enhances their career</li> </ul>	1. Make CPD points clear on all activities	Jan	Dec	EK, PC	1. Ongoing, examples?
		2. Continue to promote Membership, CEnv and courses to employers	Jan	Dec	EK, PC	2. Ongoing, examples?
		3. Annual audit of Chartered Members now in place to maintain integrity of award	Sep	Nov	EK, PC	3. Nov
		4. Streamline application process to minimize length of time from application to assessment	?	?	EK	4. Now using Dropbox to allow assessors to track application progress
		5. Increase number of assessors	?	?	EK, PC	5. In Progress
		6. Aim to offer REnvP Tech award from 2022	?			6. Waiting for details from SocEnv
		7. Increase number of successful applications each year (target?)	Jan	Dec	EK, PC	7. Provide figures

#### 11. Policy development **Lead: Gurpreet Padda**

<ul style="list-style-type: none"> <li>We are considered to be an authoritative voice, an influencer and advocate of policy</li> </ul>	<ul style="list-style-type: none"> <li>Provide credible and compelling evidence to Governments and their agencies in order to influence new legislation and policies</li> <li>Establish clear policies and positions to further the sustainable management of fisheries</li> </ul>	1. Identify topics needing response and organise the appropriate team to develop the statement to deadline, ensuring all 5 nations needs are addressed.	Jan	Dec	GP/PC/LT Policy Forum	1. In progress
		2. Establish specialist evidence groups via the policy forum	Jan	Sep	Specialist Sections	2. In progress
		3. Monthly catch up with marketing and comms	Jan	Dec	Editors of FISH	3. In progress
		4. Develop and start implementing an influencing strategy	Jan	Sep		4. In progress

<b>12. Specialist Sections Lead: Gurpreet Padda &amp; Steve Colclough &amp; Jim Lyons</b>						
<ul style="list-style-type: none"> <li>We have active specialist sections aligned to policy themes</li> </ul>	<ul style="list-style-type: none"> <li>Specialist sections reviewed to be better aligned with policy areas</li> </ul>	<ol style="list-style-type: none"> <li>Conduct review of Specialist Sections to enable them to be more active, relevant and aligned with national policy areas</li> <li>Succession planning: Map current committee membership to other held IFM roles. Initiative membership recruitment drive where applicable/identified.</li> <li>Complete and launch Fisheries Monitoring Accreditation Scheme</li> </ol>	Jan	Sep	GP, SC, JL, DB	<ol style="list-style-type: none"> <li>Discussions began at the 2021 Annual conference, Nov 21</li> <li>General conversations conducted, Formal assessment to be done</li> <li>In progress ('Soft' launch in May 2022 at Ireland Conference)</li> </ol>
			Apr	May	GP, SC, JL, DB	
			May	Oct	JL, PC	
<b>13. Partnerships Lead: David Bunt (responsibility for all of IFM Executive)</b>						
<ul style="list-style-type: none"> <li>We work with partners where there is mutual benefit, to progress our objectives</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ol style="list-style-type: none"> <li>Implement the next phase of benefits from the partnership with FSBI</li> <li>Continue and improve engagement with relevant organisations to identify where we can help each other</li> <li>Consider a sponsorship e.g. as VSO before perhaps as a Peter Spillett memorial.</li> </ol>	Jan	Dec	PC, NM	<ol style="list-style-type: none"> <li>In progress</li> <li>In progress, eg. FBA, WATR, Catch</li> <li>In progress</li> </ol>
			Jan	Dec	Exec	
			Mar	Jun	Exec, Trustees	