



Objective / Outcome	Success Criteria / Measures / Targets	Activities to Support These G new activity	Month Start	Month End	Resources	Progress & RAG
1. Governance Lead: Paul Coulson						
<ul style="list-style-type: none"> Maintain the best possible structure and practices to ensure the Institute runs professionally and cost-effectively 	<ul style="list-style-type: none"> Register as a CLBG Agree and publish new Purpose and Objects Achieve a positive balance in 2024 IFM standards published IFM Risks managed HSW Risks managed 	<ol style="list-style-type: none"> Support becoming a CLGB Support work to clarify our Purpose and Objects, ensuring a clear link with Strategy Implement finance action plan Publish standards Complete Implementation of Risk Management Complete Implementation of HSW Risk Management 	Jan	Jun	Board	
			Jan	Mar	Sub-group	
			Jan	Dec	Finance team	
			Feb	Dec	DB, PC	
			Feb	Dec	Exec, Bd	
					Exec, Bd.	
2. Staff and Officers Lead: Paul Coulson						
<ul style="list-style-type: none"> We have competent and motivated people to successfully pursue our objectives 	<ul style="list-style-type: none"> Work plans achieved or adjusted according to changing priorities Staff and officers feel well informed A review of Honoraria conducted Employment of key positions considered via business cases Process for success planning implemented 	<ol style="list-style-type: none"> Maintain regular review of work progress against business plan. Maintain regular liaison and good communication Review honoraria and recognition Review and consider employment of, p/t Policy Officer, Develop and implement a process for succession planning across our teams 	Jan	Dec		1
			Jan	Dec		
			Feb	May		
			Mar	Jun		
			June			
			workshop?			
3. Finance Lead: Nicola Teague						
<ul style="list-style-type: none"> Manage our budgets to plan Achieve a surplus each year annual growth 	<ul style="list-style-type: none"> Budgets managed to plan Accounts produced monthly Audited accounts published on time and according to requirements 	<ol style="list-style-type: none"> Transition accounts to Quickbooks and set up new accounting process for 2024 Aim for £20,000 +ve balance Regular meetings of 'Finance Team' to ensure budget on track Implement the investment fund bidding process Implement successor to Director of Finance 				1

	<ul style="list-style-type: none"> Annual surplus target £20,000 in 2024 Invest in services to the public, Institute, members 	6. Board / Treasurer to review provision of Investment Fund				
4. Membership Lead: Iain Turner						
<ul style="list-style-type: none"> Membership increases by 5% per year 	<ul style="list-style-type: none"> Review membership strategy and action plan to focus on increases in line with with strategy targets. Membership action plan implemented. Make renewals easier. Review welcome pack mailing. Contact members with personal email each year 	<ol style="list-style-type: none"> Review action plan to focus on priorities to increase membership Review CRM system functionality (CiviCRM), Make membership offer clear in all comms – eg. on website, at renewal time etc. Delete outdated individual member data (>3 years beyond expiry??) Establish contacts with key employers and promote IFM membership and offer Review & update membership strategy / action plan and learn from other organisations on how to increase and retain membership Implement new pay monthly direct Debit function 	Jan	Dec	IT	1
			DEC	2023	IT	
			Oct	2025	IT	
			Jan	July	IT	
			Jan	Dec	IT	
			Jan	Dec	PC	
			Jan	Dec	Membership committee	
			Jan	July	IT	
5. Conferences and workshops Lead: Paul Coulson						/9 complete /on target
<ul style="list-style-type: none"> Provide one annual conference and several specialist conferences or workshops per year 	<ul style="list-style-type: none"> Annual conference in October 2 – 4 specialist conferences and workshops as identified Significant surpluses achieved 	<ol style="list-style-type: none"> 2024 annual conference booked for Chester on 15-16 October Specialist conference on Challenges and opportunities for resilient freshwater, transitional and coastal waters. May in Bristol 2nd UK Eel Science Symposium. July, Liverpool Fishery Management workshops for the EA. 5 to be delivered in this round. AIFCA Briefing Series - 6 sessions to be delivered Monitoring workshop to line up with accreditation scheme - April/May York Consider options for further online conferences. Biological threats suggested as a good topic Post event surveys sent to all delegates Identify how to increase attendance by public, students, anglers. 	Jan	Oct	Team	
			Jan	Sep	PC, IT	
			Jan	Mar	PC, IT	
			Jan	Jul	PC	
			Jan	Sep	CM	
			Jan	Dec	PC	
			Jan	Dec	PC	
			Jan	Dec	PC	

6. Business Development Lead: Paul Coulson **/9 complete /on target**

<p>• Our services to the public and customers are continually expanding and improving</p>	<p>• Develop and supply new services, increasing income by 10% per year</p>	1. Develop partnerships with new organisations, e.g. New work with FBA through their charr project developing. Early discussions with the EA /Yorkshire Water and Great Yorkshire Rivers Project	Jan	Dec	PC	
		2. Create links with water companies after the success with Thames, eg. South West, Yorkshire Water	Jan	Dec	PC	
		3. Identify new opportunities for training eg. Daera and Loughs Agency in Northern Ireland	Jan	Dec	PC	
		4. Partner in the Free Flowing Rivers Conference	Jan	Dec	PC	
		5. Working with the FSBI on a joint conference in 2025				
		6. Expanding customers for our specialist services e.g National Trust for estuarine fish surveys				
		7. Continue to build fishery resources as a repository of info for public, anglers, members and the sector	Sept		PC, IW	
		8. Launch of new Access Course to drive new business	Sept	Dec	Team	
		9. New contract awarded from NE to produce a monitoring handbook and fish ID guide for transitional waters				

7. Training Programme Lead: Ian Wellby

<p>• Provide an increasing suite of training courses and workshops to provide professional training to meet a wide variety of customer and public needs</p>	<p>• Certificate and Diploma courses maintained and improved – continued positive feedback from students. • Ofqual recognise Certificate and Diploma courses • Training portfolio, enrolments and income continues to grow in line with</p>	1. Develop and launch the ‘Introduction to Fisheries Management’ course targeted at public and anglers	Jan	Dec	Training team	
		2. Successful delivery of Diploma course and arrangement of assessments and exams, with positive feedback from trainees	Jan	Dec	IT	
		3. Successful delivery of existing and new short courses e.g. SNIFFER, fish tracking	Jan	Dec	PC, IT	
		4. Successful delivery of Award course	Jan	Jun	PC, IT	
		5. Successful delivery of EA Fishery Management weekends	Jan	Jun	PC	
		6. Complete annual audit of Chartered Members’ CPD and report to SocEnv	Jan	Jun	PC, EK	
			Jan	Jun	PC	

Training Co-ordinator business case	7. Update the Training Section of the IFM website to include all courses and make it more user-friendly	Nov 22 Dec 22	Dec May	PC PC	
	8. Manage the new Peter Spillett Memorial Award	Jan	Dec	IT	
	9. Edit and re-release the Stillwater Fishery Management book in Spring 2024.	Jan	Dec	JL	
	10. Retention rates of Diploma students maintained or improved	Mar	Dec	IT, PC	
	11. Progress and launch Fisheries Monitoring Accreditation Scheme (FMAS)	Mar	Sep	EK	
	12. Showcase past students who have moved on in the industry. Case studies on the website	Jan	Dec	PC	
	13. Develop plan/guidance to help us all to promote CEnv & REnvP				
	14. Provide Citizen Science training to public and volunteers as per NE contract	Sept		IT	
	15. Delivery of the second phase of the IFM & Rivers Trust Traineeship. Plan for wider rollout in 2025				

8. Policy and Advocacy **Lead: Marcus McAuley**

<ul style="list-style-type: none"> • Promote, facilitate, and influence the best possible standards of fish conservation and fisheries management across the British Isles. • Provide the technical and general knowledge necessary for competent fish 	<ul style="list-style-type: none"> • Success = IFM are an authoritative voice, an influencer, and advocate of policies that protect, restore, and enhance fish communities and fisheries • Measure = Number of published policy position statements • Measure = Identify important policy matters and develop positions on 2 – 3 most important issues 	1. Promote and advocate the draft Strategy for influencing Policy to the IFM Board.	Jan	Mar		
		2. Make a strong business case for employing a policy officer.	Jan	Dec		
		3. Strategy implementation through meetings of, and active communications between, Policy Forum members, and with Marketing and Comms team.	Mar	Dec		
		4. Develop strong links and processes with specialist sections to ensure policy interventions are fully informed and evidence based.	Jan	Dec		
		5. To co-operate with other institutions and associations to achieve common goals including PD regular attendance at relevant WCL and EPF meetings and at Westminster Policy Forum seminars.	Jan	Dec		
		6. Continue to seek other opportunities to establish and build an authoritative voice on				

and fisheries management.		fisheries and broader biodiversity, water, and land use policy in the political and competent authority communities (the policy makers) 7. Align policy themes with Specialist Sections & Branches				
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9. Marketing & Communications **Lead: Lawrence Talks**

<ul style="list-style-type: none"> Promote our services and achievements to raise our profile and gain new members. 	<ul style="list-style-type: none"> Marketing & Comms Strategy adopted Events and achievements publicised regularly Social media used increasingly; 10% annual increase in followers Website visits increase 10% per year; positive feedback from users Membership increases in line with Strategy targets 	<ol style="list-style-type: none"> Publicise and promote the Fisheries Access Course targeted at fisheries managers: Module 1 on water quality (3 further modules on fish biology, fisheries management and fish health to follow). Publicise and promote updated <i>Stillwater creation and fisheries management</i> book. Instigate marketing campaign targeting Environment Agency with 'Spotlight on IFM' (March) and 'IFM week' webinar series (June). Publicise all events and activities using suitable media, often social. Develop concept of IFM ambassadors. Maintain visits to HE & FE colleges. Maintain the high standard of FISH, produce four copies per year and seek to be cost neutral. Review & apply the website CRM functionality for more targeted communications. 	July	Dec	IW, LT, PC	
			Nov	Dec	IT, LT, PC	
			March	June	LT	
			Jan	Dec	PC	
			April	Oct	LT	
			Jan	Dec	IT	
			Jan	Dec	KT, HA	
			Jan	Dec	PC	

10. Professional status **Lead: Emma Keenan & Ian Wellby**

<ul style="list-style-type: none"> Promote and enhance the professional status of fisheries managers 	<ul style="list-style-type: none"> Maintain C.Env status At least one employer to recognise C.Env or IFM Diploma as an advantage for entry or progression by 2024 <p>Feedback from members that professional qualifications / membership enhances their career</p>	<ol style="list-style-type: none"> Review how to present CPD points on events and implement Promote Membership, CEnv and courses to employers Clarify the C.Env process for applicants Report no. new successful applications at AGM Develop a partnership or agreement with an employer that will formally recognize C.Env Develop a mentoring and career progression service and buddy system 	Jan	Mar	EK, PC,	
			Jan	Dec	IT, PC, M&C	
			Jan	Jun	EK, IW	
			Jan	Dec	EK, IW	
			Jan	Dec	IT, PC,	
			Jan	Dec	EK, PC, IT	

11. Specialist Sections Lead: Marcus McAuley, Steve Colclough & Jim Lyons						
<ul style="list-style-type: none"> • We have active specialist sections aligned to policy themes 	<ul style="list-style-type: none"> • Specialist sections reviewed to be better aligned with policy areas 	1. Conduct review of Specialist Sections to enable them to be more active, relevant and aligned with national policy areas	Jan	Mar	DB/PC	
		12. Succession planning: Map current committee membership to other held IFM roles. Initiate recruitment drive where applicable/identified.	Apr	Jun	JL, PC, ML, IW, SA?	
12. Partnerships Lead: Paul Coulson						
<ul style="list-style-type: none"> • We work with partners where there is mutual benefit for aquatic environments, wildlife, fish, and fisheries. 	<ul style="list-style-type: none"> • Strengthen partnership working to pursue our objectives 	1. Implement the next phase of benefits from the partnership with Catch.	Jan	Dec	PC	
		2. New partnership with the FBA to look at Char populations in the Lake District	Mar	2025	PC	
		3. Partnership with the American Fisheries Society to restart in 2025	Oct	2025	PC	
		4. Develop partnerships started for projects such as the Sea trout and transitional waters work	Jan	Dec	Exec	
		5. Continue and improve engagement with relevant organisations to identify where we can help each other, e.g. Thames Estuary Partnership, Substance, UK Sturgeon Alliance for maximum benefits to wildlife and the public.	Jan	Dec	Exec	
13. Branches Lead: Iain Turner						
<ul style="list-style-type: none"> • Provide a network of thriving and active branches and/or on-line events to engage public and members locally 	<ul style="list-style-type: none"> • All branches active with at least one event arranged in 2024 	1. Update and circulate Branches Guide	Jan	Dec	IT	
		2. Hold Good Practice workshop for branches	Jun	Sept	IT	
		3. Organising team for each Branch in place – central to support without need for Branch Committee	Mar	Sept	IT	
		4. More branch events. Can be social.	Jan	Dec	IT	
		5. More with other similar organisations and neighboring regions.	Jan	Dec	IT	
		6. More on-line events open to all, central support for all branches in holding events.	Jan	Dec	IT	
		7. Share resources with/from partner organisations for joint events.	Jan	Dec	IT	
		8. Provide regional member lists for Branch Secretaries and update with new members	Jan	Dec	IT	

		9. Check 5 nations' needs – to ensure addressed				
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