

Advancing freshwater science and conservation action,  
since 1929

Centenary Growth Strategy  
(2022 - 2029)



# Over the next three years. Our strategy will...

Provide a clear plan for stability & growth

Build upon on our existing strengths

Secure organisational resilience

Enable effective leadership & a motivated, high performing team

Grow our income & influence

Engage and nurture our Fellowship

Deliver our science and advocacy goals

Advance our positive impact on freshwaters.



# **Our Vision - Freshwaters sustaining people & nature**

# Our Mission

***Advancing freshwater science and conservation action, since 1929.***

Our mission statement captures the exclusive features and benefits we can offer to the freshwater sector.

FBA has 6 key attributes that differentiate us from other actors in the sector:

1. Our heritage & identity
2. Our fellowship
3. Our hatchery & rearing facilities
4. Our dedicated freshwater science team
5. Our specialist training courses & publications
6. Our data, archives & collections

# What will success look like in 2029?

## **What?**

- *Leading by example, we will have grown our role and impact through targeted & action-focused freshwater science, advocacy and learning, for the benefit of people and nature.*

## **How?**

- *We will co-develop & implement an ambitious, innovative and inspiring programme of freshwater science, education and advocacy.*
- *Minimising overheads and maximising delivery.*

## **Guided by**

- *Our growth strategy - integrated aims & themes.*
- *A rolling three-year business / funding plan & financial forecasting (income & expenditure).*

## **Enabled by**

- *Our unique value proposition (UVP) / mission statement.*
- *Being a self-help enterprise that's blends sources of income (including our own!).*

## **Implemented through**

- *Our portfolio of significant, measurable freshwater science, advocacy and learning projects.*
- *Implementation plans and great people!*
- *On-going evaluation (annual reviews).*

# Our growth strategy

Our growth strategy, covers the period 2022-2029 and will drive the delivery of our mission & uphold our vision.

Over the next 3 years we will continue to build on our strengths, reduce our overheads and develop client focused opportunities for growth.

Our 2029 goals are underpinned by three interlinked strategic priorities that will drive our work over the 8 years.

## SP1 - Freshwater Science

**Developing, delivering and disseminating targeted freshwater science to enable better and faster action to address risks and knowledge gaps affecting freshwater habitats and species.**

## SP2 - Advocacy & Learning

**Increasing awareness of the critical importance of freshwater habitats and species for people and nature.**

**Influencing policy makers and practitioners to drive better and faster outcomes for freshwaters.**

**Providing targeted /accessible freshwater science training and learning programmes for professional, citizen and educational audiences.**

## SP3 - Organisational Strength

**A professional, effective and financially viable NGO that is attractive to funders and partners. A safe pair of hands.**



# Strategic Priority 1 - Freshwater Science

FBA has been delivering and disseminating freshwater science since 1929.

Our freshwater science plan is underpinned by a collaborative and networked approach. The plan will prioritise and target issues affecting freshwater habitats and species where we can drive impact, meet the needs of clients and generate multiple outcomes and benefits.

Our network includes:

- our own in-house scientists and Head of Science
- our world class research fellows
- our science partners in the academic, third and private sectors
- our network of citizen scientists.

FBA's Head of Science is responsible for the development and delivery of our 'Science Plan'. The plan will contain work packages (with actions and targets) to deliver and track the progress of our science priorities.

The plan will be evidence-led and where appropriate, the FBA will use and share our long-term datasets, archives and collections. (e.g. Riverfly, Priority Habitats, Agricultural and Environmental Data Archive).

# Strategic Priority 2 - Advocacy and Learning

Our focused **Advocacy** activities will have a positive effect by increasing awareness about local, national and international issues affecting freshwaters. Our ambition is to have a global reach by 2026.

We want supporters, partners and citizens to become better informed about the benefits healthy freshwaters provide for nature and people, the risks they face and how they can get involved. Effective advocacy initiatives can also increase membership, donations and have the potential to open new sources of funding. FBA's fellows will also play a key role in supporting our advocacy work to influence decision and policy makers and on the ground action.

Our **Learning** ambition is to train existing and future freshwater professional / citizen scientists enabled through a portfolio of initiatives such as modular courses, workshops, seminars and publications. We will also develop a hybrid approach to training that will blend face to face and digital options. FBA will offer stand alone learning opportunities and collaborate with new and existing partner organisations to enable a modular training approach to enable career pathway outcomes. FBA's training initiatives will also aim to support future scientists and early career researchers through engagement with universities that offer undergraduate / postgraduate freshwater science courses and those with active research departments.

We will produce targeted Advocacy and Learning plans which will be developed and managed by our Head of Engagement. The plans will be integrated with the priorities in our science plan. We will undertake market research and competitor analysis to develop the training plan which will focus on the needs of the commercial, public, academic, third sector and citizen science clients.



# Strategic Priority 3 - Organisational Strength

Organisational Strength sets out to develop effective, evidence-driven, consistent and cost-effective operational processes and structures across the FBA.

Sound business mechanics will help us shape how we work internally, how we secure long-term income and how we monitor and evaluate the changes we deliver. We will improve protocols and the quality of evidence required for informed decision-making, thereby helping the organisation to decide where and why our work should be directed.

We will produce an Organisational Strength Plan which will be developed by our Executive Director and delivered by our Business Manager.

## **Experienced, valued & motivated people are mission critical!**

Therefore, FBA will embed 3 interdependent Leadership & People Principles

### **Outstanding leaders**

- *Chair, Board, Fellows, ED, SMT*

### **Engaged & enlivened people**

- *Developing, valuing, retaining & recruiting*
- *High Level Performers*

### **Responsible employer**

- *Caring for our people*
- *Fair reward*

# Work packages (required to deliver our strategic priorities)



## Freshwater Science

### WP1

#### Action Focused Science

e.g.

Species Research & Conservation (e.g. PMs and rare fish)  
Citizen Science (e.g. Riverfly)  
Place based projects (e.g. Windermere)  
Collaborations with academic institutions

### WP2

#### Developing our Fellowship

e.g.

Collaborative working / New Research Opportunities  
Improving Diversity  
Supporting Early Career Researchers  
Recruiting Overseas Fellows

### WP3

#### Scientific Knowledge Exchange

e.g.

FBA 'The Voice' for Freshwaters  
Conferences (e.g. SEFS13) Workshops & Webinars  
Hosting Specialist Knowledge Hubs

## Advocacy & Learning

### WP4

#### An Effective Voice For Freshwaters

e.g.

Position Statements, Thought Pieces, Blogs,  
Social Media, FBA Annual Science Meeting  
Website, Social Media Newsletters, etc.

### WP5

#### Inspiring & Motivating Stakeholders

e.g.

Vibrant & Growing Membership  
Influencing Key Audiences / Funders  
Public Awareness

### WP6

#### Building Knowledge Networks

e.g.

Regional Freshwater Groups  
Hosting Specialist /  
Research Groups  
Webinars

### WP7

#### Growing Our Training Offer

e.g.

Stand Alone Courses Modular  
Training  
Specialist Taxonomy Skills  
Digital & Bespoke Training

## Organisational Strength

### WP8

#### Sound Business Mechanics & Good Governance

e.g.

Growth Strategy  
Operational Plans  
Management Accounts and Financial Forecasting  
Evaluation

### WP9

#### Sustainable Funding & Resources

e.g.

Key account management (KAM)  
Full Cost Recovery  
Minimum Overhead : Maximum Delivery  
Fundraising Strategy

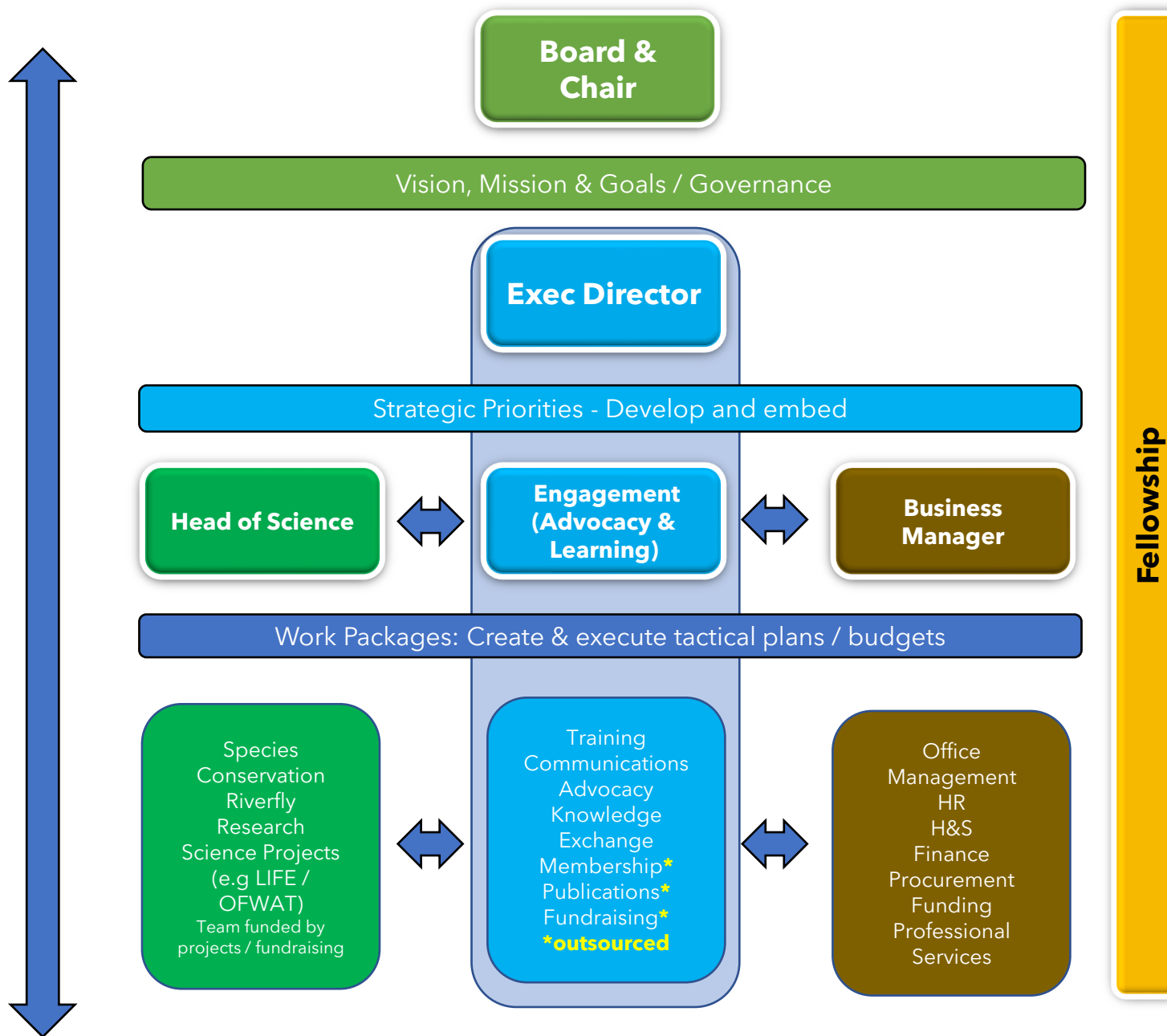
### WP10

#### Great People & Leadership

e.g.

High Level Performers  
Engaged and Enlivened People  
Responsible Employer 10

# Structure



President