Scottish Federation for Coarse Angling

Providing effective governance for the sport of coarse angling in Scotland

Annual Business Plan 2025-26

Document Approval

Authority	Name	Date
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Revisions

Version Number	Description	Date
1.0	Draft	24th February 2025

SFCA Business Plan 2025/2026

Foreword by Gus Brindle, Chairman SFCA

This Annual Business Plan aims to set out the targets and Priorities of Action for the Federation for the coming year. As always, in producing this plan we have aimed to be aspirational in both our planning and approach and to strive to achieve what needs to be done, even if it means by aiming high that we fall slightly short of our targets.

2025/26 is set to be a very challenging year for the Federation. With several key appointment holders stepping down, and at the time of writing this plan, no replacements identified to replace them, the small Executive Committee is going to be stretched to the limit to simply cover essential corporate governance tasks, let alone deliver a full program of activity. We must, and will, continue to work with our partners in Angling Scotland to develop an effective Governance structure that supports the whole of angling for future generations. With the current problems of attracting volunteers to fill committee appointments being faced by all three of the discipline SGBs, this work becomes more important than ever. Key targets for Angling Scotland and the SFCA for the coming year include;

- continuing to push of legislative protection for coarse fish, and particularly for pike,
- dealing with threats to fish populations from sewage discharges,
- addressing increasing predation by both mammals and piscivorous birds,
- and dealing with the ongoing challenge of unlawful fish removals from our canals and stillwaters.

The SFCA will, as always, strive to increase opportunities for, and remove barriers to, participation, by training and licensing more coaches and delivering more grass roots development opportunities. And, in 2025, we also hope to begin to deliver a 'pathway into competitions' program for newcomers to the sport, by providing coach-led mini matches at Strathclyde Park where all of the tackle and equipment will be provided for the young people to use.

We hope that you will continue to give us your support and help us to deliver on our goals by joining both the SFCA and Angling Scotland as individual members this year. And remember, by joining Angling Scotland you will automatically become a member of the JustGo rewards scheme. This will allow you to take advantage of the huge number of discounts on offer from a broad range of high street retailers, helping you to more than recoup all of your membership fees on your routine household expenditure – effectively making you membership free.

I wish you all Tight Lines for 2025 and look forward to seeing you out on the bank.

Gus Brindle

Chairman

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Introduction

Purpose and scope of this Plan - This document sets out the SFCA's Business Plan covering the year 1 April 2025 to 31 March 2026 and supports the delivery of its Strategic Plan.

The Plan can be reviewed at any time in the light of significant current challenges. Progress against objectives set out in the Plan will be formally reviewed by the Executive Committee every quarter in July, October, January and prior to the AGM in March each year. Progress will be recorded within the document on the Balanced Scorecard and against each objective and the Risk Register will be updated. The Business Plan published on the website will be the Master version and will be kept up to date at all times for review by the membership.

Vision and Mission

Vision

• **To be recognised as the governing body for the sport of coarse angling in Scotland delivering sustained growth and development, a safe and equitable environment and demonstrating quantifiable results for its members and the wider sport on all issues related to coarse angling.**

Mission

• **To provide effective governance for the sport of coarse angling in Scotland, protect the future of our sport and the interests of our members and provide the opportunity for all to access angling and pathways to achieve their goals.**

Key Objectives

The SFCA vision and mission will be delivered through the achievement of the following key objectives:

a. Provide a central structure of all clubs and associations and individuals interested in coarse angling.

b. Promote and encourage the sport of coarse angling in Scotland.

c. Promote Equality of opportunity, raise awareness of Child Protection issues and assist member clubs in the development and implementation of their own policies.

d. Encourage and assist member clubs in the development and implementation of tuition and coaching initiatives.

e. Promote the development and availability of suitable waters for the purpose of coarse angling generally, and for the benefit of member clubs, associations and individuals.

f. Organise competitive sport and develop a successful international team

g. Act in, and represent, the best interests of all coarse anglers, partners and other coarse angling stakeholders on all issues affecting coarse angling in Scotland to include; providing appointed representatives to Angling Scotland Ltd, the Angling Development Board of Scotland (ADBoS) and its sub-committees, providing representation at all Scottish Government Steering/Working Groups which have an impact on coarse angling interests in Scotland, providing a liaison with other stakeholders such as Boards and Trusts, Fisheries Management Scotland, Scottish Canals, the Waterways Trust, Visit Scotland, Fish Scotland and the SQA.

h. Ensure that an effective internal governance structure is in place and strive for continuous improvement and modernisation to meet the needs of Coarse Angling as a modern sport.

Targets for 2025-26

Governance. As a recognized SGB the SFCA has a duty to deliver effective governance for the sport and its members. The establishment of Angling Scotland in partnership with the other two discipline SGBs (SANA and SFSA), has provided the opportunity for some of the common core governance issues, like Child Protection, Safeguarding and Wellbeing, Equality and Diversity, Policy and Environment, Coaching & Development to be delivered centrally, with the leads for all three disciplines working together to deliver on behalf of the whole sport. Indeed, Coaching and Development has been done this way for the past 5 years with the training, development and licensing of coaches being delivered through ADBoS. The SFCA will continue the work with our partners within Angling Scotland to develop a sustainable structure for Scottish Angling, which recognizes the unique differences between the three disciplines and SGBs and ensures effective Governance for the whole of the sport. In 2025 this will include continuing the work to change the structure of Angling Scotland from a Limited Company to a Charitable Trust. This will included reviewing all of the common core policies to ensure that they remain fit for purpose, support the governance process and provide an assurance framework across the whole of Scottish Angling, and are readily available to the membership through the Angling Scotland website. We will also review and re-issue all of our discipline specific policies and plans to deliver effective governance within the SFCA.

2025-26 will be a big year for Angling Scotland as transitions to a Charitable Trust and continues its work to take ownership and responsibility for representing the interests of the whole of Scottish Angling on issues relating to Governance, Safeguarding, Equality, Diversity & Inclusion, Policy and Environment as well as Coaching and Development. This work will need to be undertaken by committees comprising the existing SGB leads working together on common issues and reporting to the Boards of Angling Scotland and the three SGBs. Given the current gaps across all three SGBs, Angling Scotland will be looking to directly recruit volunteers to fill these appointments and in particular to identify individuals with the required knowledge, skills and experience to lead each of the committees. If the SFCA is to continue to play a leading role within Angling Scotland and Coarse angling is to have a strong voice in the new structure, we need to ensure that we have capable coarse angling representatives on all of the committees and ideally chairing them. It has therefore never been more important for individuals who are passionate about our sport to step forward and volunteer some time to helping us to protect and promote coarse angling for future generations. If we want a bigger voice for angling, and the ability to influence the decision making of Government Ministers, we all need to play our part in actively marketing and promoting Angling Scotland, and its role, to the wider Scottish public and ensuring that it is structured and resourced to effectively represent the interests of Scottish

Angling as a whole. Part of this includes joining not only the SFCA but Angling Scotland as individual members and promoting membership to every angler we meet. Cost of Membership of the SFCA and Angling Scotland will remain unchanged this year. SFCA Adult Membership is just £8.00 per year, with £5.00 for Concessions and it remains FREE for under 18s. Angling Scotland membership is just £5.00 – and, if members also join the JustGo Rewards Scheme for a further £5.00, the savings that can be made on routine household expenditure each month can more than cover the cost of membership of all of the organisations and help us to fight for anglers and angling in Scotland.

All of this focus on Angling Scotland does not mean however that we as an Executive Committee will be taking our eye off the ball when it comes to protecting and promoting coarse angling interests. On the contrary, he SFCA Executive Committee will continue work to ensure that our own internal governance structures remain fit for purpose and that all of our posts are filled with the best people to represent your interests both as the SFCA and within Angling Scotland Committees. We see Angling Scotland as an opportunity rather than a threat. In this respect we have just seen a pike angler appointed to the Angling Scotland Non-Migratory Fish Committee. By engaging with Scottish Government, key stakeholders and funders through Angling Scotland we will have a bigger voice and thus more influence when tackling the issues that are important to coarse anglers in Scotland.

Pathways & Performance. This work strand is the key to both growing competitive coarse angling based in Scotland and of course feeding our International teams and providing the chance for them to excel on the International stage. Our inability to attract any form of commercial sponsorship in recent years, has left our elite anglers at all levels to totally self-fund their development and participation and has had a hugely detrimental impact on our ability to field representative teams comprising those anglers who deserve to be selected. It is not just our elite anglers however; our coaches and support staff are also currently required to totally self-fund their involvement in support of our teams and this is simply not sustainable. Lack of finance therefore remains our biggest challenge and is a main priority. To succeed we must also ensure that every angler and coach has the opportunity to maximize his/her potential within the sport and that our participant and coaching pathways provide a route to achieve this. These pathways must equally support those individuals who wish only to coach or fish for enjoyment in a non-competitive environment, as well as those who aspire to represent Scotland on the International stage. We will achieve this by:

a. Making attracting sponsorship and generating other fundraising opportunities a priority going forward.

b. Ensuring that our completed pathways for coarse angling dovetail with the grass roots engagement programs that are being developed and delivered by the Coaching and Development Committee of Angling Scotland (ADBoS), to ensure that there is a seamless pathway into competitions. Working within ADBoS to ensure that grass roots activity provides participant pathways that allow individuals to easily transition between the three disciplines as they progress along them. Internally reviewing, updating, implementing and publicising the coarse angling pathways for both participants and coaches to develop individuals from grass roots through to international performance at both junior and senior level.

b. Returning our focus to introducing more juniors to coarse angling; equipping them with the core skills to allow them to safely go fishing on their own. We will achieve this by further developing and widening the Let’s Fish program that we introduced on the Lowland Canals in 2023, and running a range of coaching activities/opportunities at all

levels from grass roots introduction to performance. Our grass roots activities will continued to be centered on Commercial Fisheries, Strathclyde Park and the Lowland Canals. Dates for all coaching and development activity will be published at least 4 weeks in advance on the website and social media channels with on-line bookings available through the JustGo system. We will also work to help clubs, fisheries and shops to provide a structure to support, encourage, develop and retain anglers in the sport.

c. Providing the opportunity, and support, for juniors to compete in competitive coarse angling (Match, Carp and Lure) and begin the process of developing the internationalists of the future. Continuing to provide opportunity for aspiring Internationalists to represent at International level and to make the transition from junior to senior international level. In October 2024, Scotland hosted the Celtic Cup on Strathclyde Park in conjunction with Wales and Ireland. This was an immense success highlighting the potential of Stathclyde Park as a World Class venue. We intend to build on this and run more matches and coaching events of the Loch in 2025. The Celtic Cup will continue to be run in the form of a development event rather than a win at all costs event and will remain the first step on the performance pathway for aspiring internationalists, and those wishing to return to the international squad after a period of absence. The format will inevitably evolve, but for the time being he idea will be to field up to 3 teams of 4 anglers with a maximum of 1 full internationalist (fished at World or European level in the past 3 years) per team. This will provide the opportunity to give more, hopefully young, individuals the opportunity to fish at this level and to identify and nurture future talent. The 2025 Celtic Cup will be hosted by Wales on the River Weaver, at Northwich in England from 9-12 October 2025. Full details will be published at the beginning of April 2025.

d. Continuing to actively seek commercial sponsorship for international squads by identifying the key selling point of the SFCA and the International Teams and actively seeking to market it to potential sponsors.

People. Continue to ensure that everyone has equal access and opportunities within the SFCA, that they are treated with respect, are listened to and have the opportunity to engage with the Federation on the future of the sport. Ensure we have the best people filling key appointments, that they feel valued, and have the resources and support required to deliver the SFCA's objectives by:

a. Continuing to work with the Angling Scotland Coaching and Development Committee (ADBoS) to provide CPD opportunities for our Tutors, Assessor, Verifiers and Coaches. This CPD should include opportunities for them to improve their technical skills as well as core coaching skills.

b. Increasing the number of professionally trained, qualified and licensed coaches and their geographic spread in order to support the growth and development of our sport and to deliver coaching program.

c. Continuing to support both Federation and Club officials by providing advice/guidance and access to training to such as Child Wellbeing & Protection in Sport, Emergency First Aid and Equality and Inclusive Practice in Sport.

d. Ensure that Safeguarding children and vulnerable adults within coarse angling and Equality, Diversity and Inclusion remain the cornerstones of everything we do. We

must also work with our partners in Angling Scotland to identify ways in which we can collectively begin to work on increasing female participation, removing barriers to participation and broadening our reach into rural and SMID areas outside the central belt. This will need to include the conduct of a bi-annual audit of the equality profile of the Executive Committee, coaches/volunteers and members in order to identify any barriers to participation and where necessary take steps to remove them.

Growth & Development. Increase awareness of coarse angling opportunities, remove barriers and increase participation levels in Scotland by:

a. Continuing to deliver the Club Angling Program to schools, community projects and clubs in order to increase opportunities for children to access angling in a safe, structured manner promoting social and environmental responsibility.

b. Continue to grow the new Let's Fish Program and run a series of taster sessions on the Lowland Canal Network and Strathclyde Park, supported by licensed coaches, to allow local families and youngsters to try angling. The focus of these programs will be to; engage more members of the public, raise awareness of opportunities to access the environment in their local areas through fishing on the canals and public parks where permitted, develop a better understanding of the canals as a transport link and as an important ecosystem, promote social and environmental responsibility and encourage local communities to value the canals and wild habitats and everything they have to offer. And, for those who undertook Let's Fish Taster sessions in 2024, provide the opportunity for next steps and a pathway to develop the knowledge, skills and confidence to get out fishing on their own.

c. Linked to the above, build links with Active Schools Teams and Community Sports Hub in areas where the opportunity exists to promote coarse angling.

d. Providing licensed angling coaches to support delivery of the practical elements of the NPA in Angling, Let's Fish and Club Angling Program.

e. Ensure that all Angling Program delivery is linked to either clubs, fisheries, schools or tackles shops willing to act as an information hub/base for new anglers in order to ensure that those youngsters we introduce to the sport have access to the support they require to retain them

f. Make plans and advertise coaching days for women and girls to attract more women into the sport, and also to target minority groups and SMID areas.

g. Increase Individual Membership of both the Federation and Angling Scotland with the focus on juniors.

h. Improve the membership offer by identifying and promoting membership benefits.

i. Review and re-publish the online 'Club Start-up Pack' under the banner of Angling Scotland covering all three disciplines.

Marketing. Continue to promote the sport of coarse angling in Scotland by:

a. Maximising the use of Social media, YouTube and the SFCA website to engage with members, the wider angling and general public to raise awareness of opportunities

within the sport and of the work of the SFCA.. This work will be done in conjunction with the redevelopment of the Angling Scotland website and social media platforms to ensure that everything links correctly. This will also include continued production of a series of 'How to' videos to help promote the sport and support the development of young anglers. Instead of this being a SFCA platform there will be a Coarse Angling section within an Angling Scotland Channel providing a one stop shop for anyone in Scotland looking for information about how to fish. This will include a specific series of 'Let's Fish Scottish Canals' videos covering the basics of how to get started fishing on the canals.

b. Engaging with Fishpal and other external web portals, and contributing to relevant VisitScotland publications, to ensure that appropriate information is available to new and visiting anglers on the opportunities for coarse angling in Scotland.

c. Procuring promotional clothing for coaches and officers to wear at events and for sale to members.

d. Achieving at least two articles in national press and one in the angling press per month.

Facilities. Ensure that Scotland has high quality, sustainable and accessible coarse angling facilities to enable the sport grow by:

a. Promoting the Lowland Canals as the SFCAs own water and working with Scottish Canals to:
   1) Improve access; develop permanent and safe pegs in specific areas to provide access to anglers with disabilities.
   2) Provide information to members about weed cutting and the management of bankside vegetation.
   3) Manage stocking levels and the aquatic environment to promote sustainable populations, natural recruitment and improve the fishing experience.
   4) Providing bespoke video tutorials about fishing on the Lowland Canals network to help to promote fishing on the canals and membership.

b. Engage with Scottish Government, Local Authorities and Riparian owners to protect the rights of access to fishing, protect fish stocks and promote our sport.

c. Dedicate effort to engaging with Local Authorities in the areas where the NPA is being run in High Schools, to identify suitable local coarse fishing venues and promote the establishment of new clubs.

d. Supporting our corporate members, commercial fisheries and clubs in developing their fisheries and businesses to maximise the growth within the sector whilst protecting Scotland's natural biodiversity.

Priorities for Action. 2025 is set to be another very challenging year against a backdrop of a stark reduction in the number of volunteers to take on Executive Committee appointments. We will however continue to focus on doing as much as possible with the time and resources that we have at our disposal and to priorities those targets that deliver maximum benefit for our members. As a totally volunteer run SGB there will always be a limit to the time that our volunteers are able to commit and thus to what we can achieve. Working collaboratively with our partner SGBs within Angling Scotland will hopefully

continue to afford opportunities to share manpower and resources on joint/common work-strands, and we will seek to identify and exploit these opportunities to the benefit of the wider sport of angling. Unfortunately, the reality of having to continue as an unfunded SGBs will mean that lack of external investment will undoubtedly impact on aspirations. We will therefore need to focus on achieving our plans within the financial constraints set by membership income levels. For this reason sound financial management, focusing on the key priorities and sustaining and growing membership will remain the cornerstones of the way we operate. We will:

a. Continue to work with the other two SGBs to establish and promote Angling Scotland as the single umbrella body for the sport, and to develop and refine its structure in order to best represent the whole of Scottish Angling.

b. Under the Angling Scotland Coaching & Development Committee (ADBoS), follow on from the success of the design, development, build and launch of the new Scottish Coaching Certificate qualification; Angling Support Coach (SCQF Level 5), and his year aim to complete the Angling Lead Coach (SCQF Level 6) qualification. Run at least two Angling Support Coach and one Angling Lead Coach courses jointly with the other two SGBs in order to increase the number of coaches available to support our own programs and those of our partners. In addition, run at least two CPD events for our existing coaches and Tutor/Assessors to ensure that we maintain the highest possible standards for our members and the general public.

c. Increase the number of individual members of the Federation, with the focus on juniors, actively linking coaching activity to clubs, fisheries and tackle shops willing to become a base/info center for young anglers.

d. Increase the number of member clubs and corporate members of the Federation by supporting existing members and actively supporting the development of new clubs, including implementation of the Angling Scotland Clubmark program.

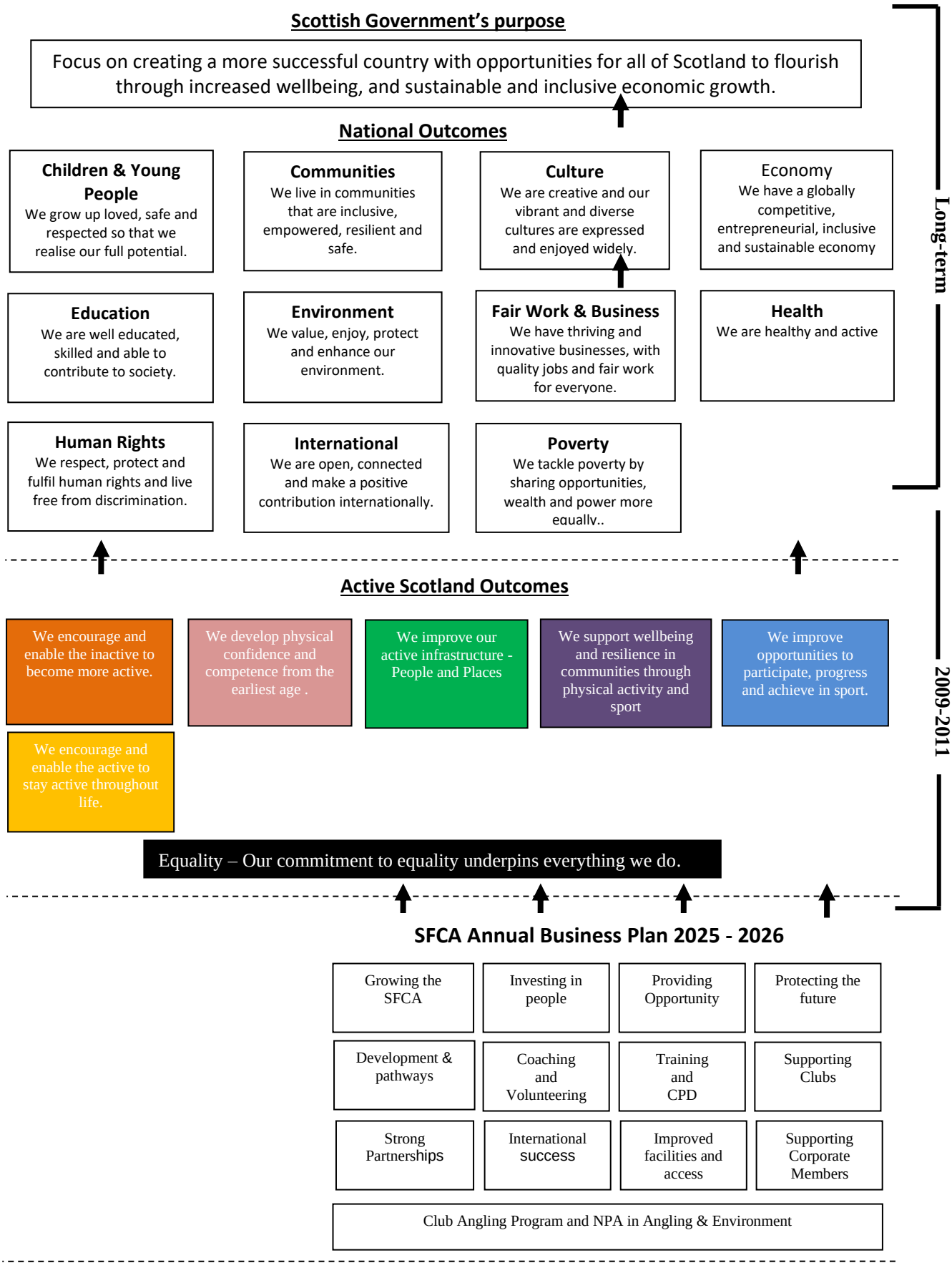
e. Continue to actively engage with Marine Scotland and other key stakeholders to ensure that coarse fishing issues are considered and that coarse fishing interests and access are both promoted and protected. Continue to work to specifically achieve better legislative protection for coarse fish species, and in particular actively engage to pursue the long overdue pike protection legislation.

f. Utilise current Scottish Internationalists and subject matter experts from pike/predator and carp/specimen angling to provide opportunities for the SFCA Coaching staff and junior anglers to improve their technical competences.

g. Run at least 10 Club Angling Programs and 10 Let’s Fish Programs to give youngsters the opportunity to learn the basic skills that will allow them to get out fishing on their own with the focus on attracting more female participation and at reaching minority or groups and individuals from deprived areas or low income backgrounds.

h. Working with Scottish Canals, evidence the success of the output from the joint grant funding applications with a view to securing ongoing grant funding to widen and enhance the program going forward.

Plan in context



Organisation

The Federation's current organisational structure, and the proposed new organizational structure which will be discussed at the AGM is defined in the SFCA Organisation Charts at Annexes A and B.

Behaviours

SFCA success is dependent on every person exhibiting behaviours and values that support the culture of the organisation. The behaviour of all our people fundamentally influences our ability to meet our objectives and will be reflected in the staff management process.

Management Meetings and Management Controls

The SFCA Executive Committee, comprising Chairman, Vice Chairman, Secretary, Treasurer, Policy Officer, Coaching and Development Officer, Child Protection Officer, Equity Officer, Fish Recorder and International Team Manager will meet quarterly to review strategic direction, monitor performance and initiate/agree changes to policies, plans and procedures. The meetings will be joined by a non-Executive Committee member in accordance with the Federation's Corporate Governance and Risk Management Policy.

In addition, Project Leads/Office Bearers will meet regularly with their teams to review performance against the Balanced Scorecard. They will then provide the Executive Committee with a briefing at the scheduled quarterly meetings and a written and verbal report at the AGM.

Performance Reporting

Progress against the Business Plan is monitored through a Performance Management system comprising a Balanced Scorecard and accompanying Risk Register.

Reports

An Annual Report is compiled by the Chairman for the AGM covering SFCA activities during the course of the year. Annual Reports are also produced by each Project Lead/Office Bearer focusing on the work conducted and highlighting relevant issues arising against the Balance Scorecard and Risk Register.

These reports will provide the building blocks and evidence to support the Annual Report to sportscotland and assist in the production of the Business Plan for the following year.

Business Continuity

SFCA business must be able to continue in the event of incidents that disrupt normal operations. The SFCA Business Continuity Plan will be reviewed and updated in April each year and will also be tested annual. This will ensure that the core business of the SFCA can continue in the event of an incident with the ability to impact normal day to day functions.

Interfaces

SFCA will maintain a dialogue with key external stakeholders such as sportscotland, Angling Scotland Ltd, Scottish Government, Fisheries Management Scotland and Scottish Canals in order to influence the direction of any policy or legislation that could impact on the future and the growth and development of coarse angling in Scotland and to be aware of changes and developments. SFCA will also seek to ensure that it is represented at all key external meetings and working groups in order to protect the rights of its members and the future of coarse angling in Scotland and engage with other key stakeholders to benefit its members and ensure the future of the sport for generations to come.

Key Performance Indicator's (KPI's)

OD1 – Governance
OD2 – Policy
OD3 – Assurance
OD4 – Performance
EP1 – Organisation
EP2 – Communications
EP3 – Marketing
RM1 – Staff/Volunteers
RM2 – Finance – Planning/Management
RM3 –
BF1 – People
BF2 – Growth
BF3 – Developing the Organisation
BF4 – Sustainability

SFCA Balanced Scorecard

Output/Deliverables

Quarters

- ☐ ☐ ☐ ☐ OD1 - Governance
- ☐ ☐ ☐ ☐ OD2 - Policy
- ☐ ☐ ☐ ☐ OD3 - Assurance & Risk Management
- ☐ ☐ ☐ ☐ OD4 - Performance

Enabling Processes

Quarters

- ☐ ☐ ☐ ☐ EP1 - Organisation
- ☐ ☐ ☐ ☐ EP2 - Communication
- ☐ ☐ ☐ ☐ EP3 - Marketing
- ☐ ☐ ☐ ☐ EP4 -

Deliver SFCA Objectives

Resource Management

Quarters

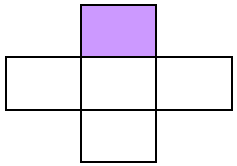
- ☐ ☐ ☐ ☐ RM1 - Staff/Volunteers
- ☐ ☐ ☐ ☐ RM2 - Finance – Management/ Planning
- ☐ ☐ ☐ ☐ RM3 - Facilities/Property/Equipment Management
- ☐ ☐ ☐ ☐

Building for the Future

Quarters

- ☐ ☐ ☐ ☐ BF1 – People
- ☐ ☐ ☐ ☐ BF2 – Growth
- ☐ ☐ ☐ ☐ BF3 – Developing the Organisation
- ☐ ☐ ☐ ☐ BF4 – Sustainability

Output/Deliverables



Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD1 – Governance					
OD1a	SFCA Constitution is sufficiently flexible and robust enough to enable the Executive Committee to govern the sport of coarse fishing in Scotland.	(T1): Approval of amendments to Constitution by members at AGM. (T2): Approval by AGM to give Executive Committee the authority to restructure to best meet the needs of the sport. (T3) Approval by AGM to allow Executive Committee to continue to make decisions over the structure of and engagement with Angling Scotland Ltd and move towards it becoming the umbrella structure for the three SGBs (FC and BA): N/A	Executive Committee		
OD1b	SFCA membership system is fit for purpose and generates sufficient income to fund all Federation activities.	(T1): Actively promote the individual membership system whilst supporting and maintaining the strength of clubs at the AGM, to generate the income required to ensure the future of the Federation. (T2): To continue to actively promote the JusGo Membership System from Azolve (T3): To review the current Corporate Membership to make it more relevant and accessible to fisheries and businesses in the angling sector. (T4) Promote membership of Angling Scotland and JustGo Membership Rewards Scheme.	Executive Committee		Running costs continue to rise. At present, membership generates sufficient income but if we want to achieve all of our targets we need to find ways to increase income.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD1c	Executive Committee Members are appropriately trained to carry out their role.	(T1): All incoming Executive Committee Members complete induction training specific to their role. (T2): All Executive Committee Members make use of the Board Member training available through sportscotland. (T3): Induction process is to be reviewed in partnership with other two SGBs to identify which elements could/should be delivered centrally under Angling Scotland. (FC and BA): N/A – completed internally.	Chairman/ Secretary		Chairman to raise at Angling Scotland Board meeting.
OD1d	Issue of incorporation is kept under regular review.	(T): Executive Committee formally consider the issue of incorporation (cost, viability and risk) in January each year and formally report to the membership at the AGM in March. Requirement for SFCA to become incorporated is to be kept under review. Progress and decisions over Angling Scotland future structure will have a bearing (FC and BA): N/A	Executive Committee		Next review to be carried out in Jan 26. .
OD1e	SFCA complies fully with the Statutes of CIPS, the World Governing Body for Angling)	(T): SFCA maintains membership of CIPS, adopts appropriate best practice and complies with rules and statutes relating to International competition. (FC and BA): £850	Chairman International Team Managers		
OD2 – Policy					
OD2a	SFCA/Angling Scotland Policies are fit for purpose, implemented at Federation level and communicated to the membership	(T): SFCA member clubs, individuals and corporate members are aware of Angling Scotland and Federation policies and how they affect them. (FC and BA): Linked to update of website.	Executive Committee		Ongoing

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD2ai		(T): All policies are reviewed annually in line with the CG&RM plan and all members are given the opportunity to contribute/comment. WADA World Anti Doping Code came into force on 1st Jan 2021. International Team Managers and Competition Committee are to ensure that the Federation is fully compliant with it and UKAD directives, especially with regard to provision of training to National and International Level competitor and maintenance of training records, and ensure that all elite performance level anglers and those in pathways are aware of the annually published Prohibited Drugs List. (FC and BA): Nil	International Team Managers and Coaching & Development Officer		
OD2b	All Angling Scotland and SFCA policies are readily available to all members of the Federation and the General Public	(T): All Angling Scotland and SFCA Policies are available for download from the website in .pdf format and are easy to find. (FC and BA): N/A			
OD3 – Deliver Assurance					
OD3a	SFCA assurance program provides adequate coverage to enable provision of an opinion on internal controls	(T): Approval of the SFCA annual report by AGM. (FC and BA): N/A	Chairman		
OD3b	Clear and concise SFCA Audit Strategy communicated to all SFCA Stakeholders	(T): Audit Strategy to be agreed in accordance with CG&RM timetable and to be communicated to the membership at the AGM. (FC and BA): N/A	Chairman		

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD3c	Clubs and Members have confidence in the running of the SFCA including decision making processes, financial regularity and internal controls	(T): An independent non-executive director is appointed to represent the interests of members and clubs and provide assurance on the workings of the SFCA. (FC and BA): N/A	Executive Committee		
OD3d	Senior process owner engagement	(T): Chairman to ensure senior process engagement is maintained throughout the year. This is to be evidenced in Executive Committee meeting minutes. (FC and BA): N/A	Chairman		Ongoing
OD3e	SFCA activity does not conflict with the activities of other assurance providers	(T): Through ongoing liaison with other assurance providers (Angling Scotland Ltd, sportscotland, Children1st, SQA, UKAD etc), ensure zero conflicts (FC and BA): N/A	Executive Committee		Ongoing
OD3f	Maximize impact through delivery of prompt reports	(T): Full report to be issued annually at AGM. Update reports where required are to be published in the news section of the website. Business Plan is to be updated quarterly and published on the website. (FC and BA): N/A	Project Leads/Office Bearers		Ongoing.
OD3g	Ensure future ability to meet sportscotland investment requirements	(T): Review progress against investment criteria to ensure SFCA remains capable of achieving sportscotland investment requirements should Angling Scotland fail and sportscotland agree to consideration of an investment application. (FC and BA): N/A	Executive Committee		Falling behind on EDI requirements as these include club engagement.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD3h	A register of Member Interests is maintained and kept up to date to ensure that no individual with a conflict of interests is able to, or left open to accusation of, affecting the SFCA decision process for their own ends.	(T): Angling Scotland Conflict of Interest Policy is complied with at all times. Executive Committee Members are reminded that they must declare any personal interest prior to the discussion of any Agenda item and particularly prior to any vote. To be evidenced in all Executive Committee Minutes. (FC and BA): N/A	Executive Committee		Ongoing. All Executive Committee Members to re-register interests as at 1 Jan 26 and inform Secretary of any changes.
OD3i	Risk Management is part of the culture of the organisation and all activity is effectively risk assessed.	(T1): A Risk Matrix is maintained as part of the Annual Business Plan and reviewed alongside Balanced Scorecard objectives on a quarterly basis by the Executive Committee in accordance with the Corporate Governance & Risk Management Policy. (T2): All Officers and Coaches are appropriately trained to conduct risk assessments in their area of responsibility. (T3): Written Risk Assessments are conducted prior to all SFCA Events, Activities and Competitions and are retained for a period of 2 years from the date of the event. (T4): Accident Books are maintained by nominated individuals for each SFCA Event Activity or Competition. (T5): Risk Management Pack is to be reviewed and re-issued to all Coaches and Office Bearers charged with organising or running SFCA events (FC): £250 (BA): £250	Executive Committee Chairman/ Coaching & Development Officer Coaching Officer and International Team Manager		..

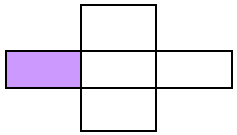
Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD3j	The SFCA has sufficient Insurance Cover for all of its activities.	(T): Maintain sufficient Insurance Cover for all SFCA activities. (FC and BA): £1000			Corporate and Public Liability Insurance obtained centrally through Angling Scotland. Due for review in Apr 25.
OD4 – Performance					
OD4a	The SFCA is Fully Compliant with WADA and UKAD Standards	All competitive coarse anglers in Scotland are aware of the WADA World Anti-Doping Code of UKAD Rules and Procedures, of their Right and Responsibilities and where to go to obtain advice and support and that training records are maintained for all National and International level competitors. Furthermore, that all Licensed UKCC L2/Lead coaches have completed the UKAD Clean Sport Advisor Course and that all Performance Coaches have also completed the UKAD Coach Clean Course.	Chairman/ International Team Manager/ Coaching and Development Officer		Linked to OD2ai
OD4b	Senior International:		International Manager		
OD4bi	Field a Senior International Match, Carp and Carp Ladies Team at World and/or European level	(T): Fielded all three teams - Green Fielded two of three teams - Yellow Fielded one of three teams - Amber Did not field any teams - Red (FC): £8,000 per team (self funded) (BA): Nil	International Managers		.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD4bii	Field three development teams in the Celtic Cup on the River Weaver in October 2025. Revised aim of Celtic Cup is to develop young anglers with aspirations and potential to represent Scotland at World/European level in the future,	(T): Field 3 x teams of 4 - Green Field 2 x teams of 4 – Yellow Field 1 x Team of 4- Amber Not represented - Red (FC): £4,000 – self funded (BA): Nil	International Match Team Manager		
OD4biii	Field a Men's and Ladies' team in Carp Home International competitions in 2025	(T Fielded both teams - Green Fielded one of two teams - Amber Did not field any teams - Red (FC): £8,000 – self funded (BA): Nil	International Carp Team Manager		
OD4biv	Field Match teams in the Walterland Masters, in Szeged in October.	(T) Field 2 x teams of 4 – Green Field 1 x Team of 4 - Amber Not represented - Red (FC): £8,000 – self funded (BA): Nil			
OD4bvii	Attract sponsorship for the Senior squads	(T): Obtain sponsorship (cash or in kind) to support the squads participation in the 2025 Internationals and beyond.	International Managers		Work ongoing in this area.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD4c	Junior International:				
OD4ci	Re-Establish a Junior squad	(T) Set up, advertise and run Junior Development/selection events	International Managers		Delayed – focus for 25 on getting more junior comp.
OD4cii	Attract sponsorship for the Junior squad	(T): Obtain sponsorship (cash or in kind) to allow the squad to progress and support squad in International events in 2027 and beyond. (FC and BA): £N/A	International Manager/Junior Manager		Ongoing
OD4ciii	Field a Junior Team in a Home International in 2025	T) Develop squad to the point where it can compete at Home International level in 2027. (FC and BA – £tbc)	International Manager/Junior Manager		Ongoing
OD4d	Domestic Competition:				
OD4di	Domestic Competition circuit provides a clear performance pathway from grass roots, through club and national competition to International selection.	(T1): Review the new performance pathway and structure through the first half of the Financial Year to ensure that it is fit for purpose. (T2): Prepare any proposals for adjustments to be considered by the Development Committee (Development Officer, Coaching Officer, Senior and Junior International Team Managers) at the Match Committee Meeting in January 2026. (T3): Provide free entry for all under 18s to all SFCA competitions to encourage more youngsters to get involved in competitive angling incl trophies for Junior National: (FC and BA): £250	International Manage/Junior Manager		This continues to be a real area of risk as current structure, whilst reasonably well supported, is not generating newcomers to the sport and is not feeding International Teams.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
OD4dii	SFCA competitions are run to a clearly defined set of match rules and a code of conduct for both organizers and competitors.	(T): Review and amend if necessary the SFCA Model Match Rules at the end of the 2026 Season. T2): Prepare any proposals for adjustments to be considered by the Development Committee (Development Officer, Coaching Officer, Senior and Junior International Team Managers) at the Match Committee Meeting in February 2026. (FC and BA): N/A	International Manage/Junior Manager		Ongoing

Enabling Processes



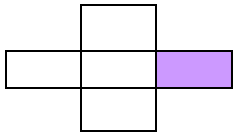
Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
EP1 – Organisation					
EP1a	Achievement of Key Objectives through effective / efficient management		Executive Committee		
	Issue plans by:				
EP1ai		(T): Business Plan – 1/4/2025 (FC and BA): N/A	Chairman		
EP1aii		(T): Marketing Plan – 1/4/2025 (FC and BA): N/A	Chairman		
EP1aiii		Health & Safety Policy covering Volunteers, events and Competitions (FC and BA): N/A	Coaching and Development Officer and International Team Manager		To be developed in conjunction with other two SGBs within Angling Scotland. Ongoing.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
EP1b	Review the Business Plan / Objectives at Quarterly Executive Committee Meetings	All scorecard measures reviewed and corrective action taken against unsatisfactory performance (FC and BA): N/A	Executive Committee		Ongoing
EP1c	Business Management System (BMS) is effective	(T): Conduct an annual Review the BMS in April 2025 to ensure that all internal procedures are fit for purpose and achievable. Engage with sportscotland and SSA to ensure that BMS remains in line with best practice and compliant with the requirements specified in the sportscotland audit criteria. (FC and BA): N/A	Chairman Executive Committee		
EP2 – Communication					
EP2a	Improved Communications with members, clubs and the public by:				
EP2a1		(T): Review SFCA Communications Strategy and ensure effective communications with members, clubs and key stakeholders are maintained throughout the year. (FC and BA): N/A			To be reviewed and reissued in Apr each year with Annual Business Plan
EP2ai	Ensure that the website and social media communication channels/ platforms remain current and fit for purpose.	(T1) Conduct a comprehensive Review of all SFCA online communication platforms and take steps to better integrate them to maximise reach and engagement. (T2) Review website and social media platforms quarterly throughout the year to ensure that it remains up to date. (FC and BA): £1000	Secretary		

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
EP2b	Improve use of national media.	(T): At least one mention of Federation in one of National weekly newspapers every fortnight. At least one article in National Angling Press each quarter. (FC and BA): N/A	Vice Chairman		Need to keep on top of this.
EP3 – Marketing					
EP3a	Improve the marketing of the sport of coarse angling to the general public, business and government clearly demonstrating the benefits that it offers.	(T1): Continue to make best use of the knowledge and expertise of the newly appointed Angling Scotland Marketing, Branding and Communications Director to develop and deliver improved marketing and communications. (T2): Update marketing plan by 1 May 25. (T3): Ensure that the new website remains current and fit for purpose. *See EP2ai.* (T4): Develop and expand FishCoarse, the web based portal linked to Visit Scotland. *See EP2aii.* (T5): Improve use of national media. *See EP2b.*	Executive Committee		Invite Andy MacGregor to AGM to discuss Media and marketing Strategy and to provide an update on work within Angling Scotland.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
EP3a cont…	Improve the marketing of the sport of coarse angling to the general public, business and government clearly demonstrating the benefits that it offers.	(T6): Obtain SFCA branded Polo shirts/jackets for SFCA coaches and office bearers for use at SFCA Let's Fish events. (50% personal contribution) (FC): £1000 (BA): £500 (T7): Investigate with Scottish Canals and Marine Scotland production of marketing material/signs to promote fishing on the Lowland Canals, rules and environmental awareness linked to Let's Fish program. (FC): £1000 canal marketing (BA): £500 (shortfall to be made up from match funding with Scottish Canals and personal contributions for clothing.	Vice Chairman		Dropped back to 2025

Resource Management



Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
RM1 – Staff/Volunteers					
RM1a	Maintain optimum manning level of committee members/office bearers	(T): Total staff in post against complement not to fall below -10% amber, -20% red. (FC and BA): N/A	Chairman		Current gaps to be resolved at the AGM in Mar 25. Ongoing issue with regard to succession planning and suitably qualified and experience people.
RM1b	Ensure that staff and volunteers have the correct skill sets and training to carry out their role.	(T1): Conduct a formal skills audit in Jan each year and produce both CPD and training plans for all staff and volunteers. (T2): Make better use of sportscotland Board training opportunities and specialist resources. (T3): Induction process is to be reviewed in partnership with other two SGBs to identify which elements could/should be delivered centrally under Angling Scotland. *(Linked to OD1c).* (FC and BA): N/A	Vice Chairman Executive Committee		Ongoing

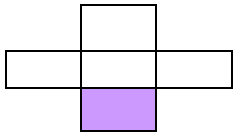
Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
RM1c	Increase the number of qualified and licensed coaches	(T): Increase the number of qualified and licensed coaches by: SCC Angling Support Coaches x 6 SCC Angling Lead Coaches x 6 (FC) & (BA) Courses: Individuals contributions Licensing: £150	Coaching Officer		Need to actively market new SCC courses and train more coaches..
RM1d	Develop the coaching workforce	(T): Provide a structured CPD program for all coaches including both professional and technical elements. This is to be delivered in conjunction with ADBoS for Core professional skills (CP, First Aid and Equity) and independently for technical skills. Technical skills session are to be supported by current Scottish Internationalists and subject matter experts. Program to run throughout the year with opportunities in spring, summer and autumn. (FC): £1575 (BA): £500 – Balance from personal contributions	Coaching Officer/ International Team Coach		Ongoing. Program of CPD events planned 2025.
RM1e	Establish an Executive Committee post for Fisheries Protection and Anti Poaching.	(T1): Due to the loss of the Canalside Ranger post, establish and fill the post of Fisheries Protection and Anti Poaching Officer. (T2) Establish and promote a reporting mechanism for use by anglers and members of the general public .	Policy Officer		Chairman in wider discussion with Scottish Canals about fishery improvements including Protection and Anti-Poaching.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
		(T3): Build closer links with Wildlife Crime Officers to gain better understanding of the problems facing angling. (FC and BA): Unfunded in 2025 to be re-costed. Aim to joint fund with Marine Scotland and Scottish Canals			This work remains unfunded. Hopefully to be picked up by Angling Scotland.
RM2 – Finance – Planning/Management					
RM2ai	Effectively Manage the Finances of the Federation to ensure that it is capable of delivering its core functions.	(T): Set a budget for the year by 1 Apr 25 and manage it effectively throughout the year. 0 to -5% Variance – Green -5 to -10% Variance – Amber Under-spend greater than -10% – Red Any overspend – Red (FC and BA): N/A	Executive Committee		
RM2aii		(T): All expenditure is to be agreed by the Executive Committee. Agreement to any proposed expenditure out with the Annual Business Plan is to be recorded in the minutes of the meeting. (FC and BA): N/A	Treasurer		
RM2b	Develop and Implement a Plan to identify and approach potential sponsors.	(T1): Identify and appoint a non-Executive Director with experience in marketing, media and sponsorship. (T2): Review Sponsorship Plan and identify potential sponsors by 1 May 25. Approaches made to first potential sponsors by 31 May 25. (FC and BA): N/A	International Team Manager		Chairman will take this on in the absence of an International Team Manager and tie in with the Angling Scotland Media & marketing Director.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
RM2c	Go Membership online Membership system from Azolve continues to be well utilised by members. (linked to OD1b)	(T1): Review system to ensure that is it functioning correctly and is fit for purpose for the membership. (T2): Continue to drive a move to Digital Membership Card as default to reduce costs and administrative effort. (T3) Ensure that manual system is still in place for those who do not wish to use the on-line system or those who cannot. (FC): £1400 (BA): £1400	Chairman/ Treasurer		87% of the membership is using the system and new Digital Cards. Need to continue to market the system throughout 2025. Ongoing.
RM2d	Internal Audit system is to be applied to assure financial integrity	(T): Internal audit checks are conducted quarterly throughout the year. (FC and BA): N/A	Chairman		Ongoing
RM3 – Facilities/Property/Equipment Management					
RM3a	The Lowland Canal Network remains a well-managed, accessible and sustainable fishery for members,.	(T1): Engage with Scottish Canals and provide members with details about the annual weed cutting program. (T2): Engage with Scottish Canals about the management of bankside vegetation and access to the water, particularly for anglers with disabilities or mobility issues. (T3): Engage with Scottish Canals with regard to the protection of fish stocks, fish rescues and movements linked to engineering works or canal breaches and restoration of stocks following any losses. (T4): Engage with Scottish Canals/Marine Scotland regarding the challenges experienced over re-stocking in areas of the canal where populations have become unsustainable due to engineering works, breaches, predation or theft.	Executive Committee		Marine Scotland and FRS approached for a meeting regarding the operation of the previously agreed 'Risk Based Approach' to introductions.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
		(T5): Linked to BF2a. Aim to upload at least three angling technical skills videos linked to fishing on the canals to assist members to get the most out of their fishing on the venue. (FC and BA): Stocking and Stock maintenance to be considers based on available funds at time of need. Canal videos, see BF2a (T9).			

Building for the Future



Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF1 – People					
BF1a	Child Wellbeing and Protection is driver in all SFCA activity and is evidenced in all plans and policies.	(T1): Child Protection page on website is kept up to date. (T2): The CPO attends regular meetings with Children1st and other partners. (T3): All coaches, Officer Bearers and club officials are appropriately Enhanced Disclosure checked and trained. (T4): All member officer bearers, clubs and coaches are signed up to the Angling Scotland Child Protection Policy each year. (FC and BA): N/A	CPO		
BF1b	Equity is a driver in all SFCA activity and is evidenced in all plans and policies.	(T1): Equity page on website is kept up to date. The Equity Officer maintains close links with sportscotland and other partners. (T2): All coaches, Officer Bearers and club officials are appropriately trained. (T3): All officer bearers, member clubs and coaches are signed up to the Equity Standard in Jan each year. (FC and BA): N/A	Chairman		All office bearers, member clubs and coaches to sign Equity Standard and Code of Conduct in Jan each year.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF1c	SFCA Code of Conduct and Good Practice is fit for purpose.	(T1): Code of Conduct and Good Practice is reviewed annually and if necessary re-published on website by end Aug each year. (T2): All coaches, project leaders and officer bearers have been issued copies and are complying with Code of Conduct and Good Practice by 1 May 25. (T3): All individual members are directed to the Code of Conduct and Good Practice on the website in their membership letter. (FC and BA): N/A	Chairman Executive Committee		
BF1d	All committee members, project leads, office bearers and coaches are adequately trained.	(T1): Conduct a formal skills audit in Jan each year (see RM1b) (T2): The Mandatory training database is maintained for all training and qualifications required and undertaken for all posts, staff and volunteers (T3): All staff and volunteers are adequately trained and licensed to carry out their role (FC and BA): N/A	CPO Executive Committee		Next review due Jan 26

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF2 – Growth					
BF2a	Increase awareness of coarse angling opportunities and improve participation levels in Scotland.	(T1): Continue to work in partnership with SRUC and other commercial partners to promote the NPA. (T2): Deliver a minimum of 5 Club Angling Programs *(See BF2c).* (T3): Continue to engage with other similar projects to maximize use/benefit of available resources. (T4): Play a key role in the new Marine Scotland Fisheries Group. (T5): Build on the very strong working links with Scottish Canals to improve the angling and facilities along the Lowland Canal network. (T6): Run at least 5 Let's Fish 'come and try' events along the canal network in 2025. (T7): Establish a SFCA YouTube Channel and aim to upload at least one angling technical skills video each month to assist new anglers to develop within the sport. (FC): 1 filming session per month from Jul to Oct with Subject Matter Expert and videographer £800 (BA): £800	Executive Committee Chairman Chairman		On going. Development activity will continue to be significantly constrained in due to the lack of any development funding from sportscotland. Given the impact this is having on practical delivery options, the establishment of the YouTube channel and production of video content aimed at beginners needs to have a higher priority.

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF2b	Individual membership of the Federation grows by at least 5%	(T): Grow Individual membership: By 5% from 1590 (24/25) to 1670 (25/26) 0 to -1% of target – Green -1 to -2% of target – Amber Greater than -2% of target – Red Any reduction in membership – Red (FC and BA): N/A	Executive Committee		
BF2c	Club membership of the Federation grows by 10%	(T): Grow Club membership: By 10% from 6 (24/25) to 7 (25/26) 0 to -2% of target – Green -2 to -5% of target – Amber Greater than -5% of target – Red Any reduction in membership – Red (FC and BA): N/A			Clubs, or the lack of them, is becoming an area of concern.
BF2d	Provide opportunities for young people to learn about and get involved in coarse angling.	(T1): Run at least 5 Club Angling Programs during the year linking with schools, clubs, youth organisations and to grow clubs and membership. (T2): Form partnerships with Community Sports Hubs and Active Schools Teams in areas where the opportunity exists to provide coarse angling opportunities. (T3): Run a minimum of 5 ‘Let’s Fish Scotland’ program days at selected areas along the F&C Canal in spring/summer 25 to provide opportunity for more young people to access angling.	Coaching and Development Officers		

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF2d – cont…	Provide opportunities for young people to learn about and get involved in coarse angling. Cont…	(T4)Run a series of coach led match taster sessions and junior competitions at Strathclyde Park during the summer of 2025. (T5): Advertise and run specific coaching sessions in Autumn 2025 on the Lowland Canals and at major commercial fisheries for ladies and girls with a view to increasing the number of women taking up the sport. (T6): Man an information stand and run taster sessions in cooperation with Angling Scotland linked to Glasgow Angling Centre Open days in spring, summer and autumn 2025. (FC) CAP £1500 Let's Fish Sessions: £1500 (Note1) Match Taster Sessions £600 Ladies Development £360 GAC: £360 (BA): £4260 Note1: Let's Funded through Scottish canals/SFCA grant funding application	Coaching and Development Officers		Lack of active coaches is a real constraint to being able to deliver development activity
BF2e	Provide and promote a structured pathway to encourage young anglers to participate in competition.	(T1): Linked to BF2d (T2) Advertise and run a series of coach led development sessions and junior competitions at Strathclyde Park in summer 25. Tie in with *BF3a).* (T3): Review and publicise the competition pathway from local club competition to International Performance by 30 Apr 25 in time for 2025 season. (FC and BA): N/A	International Team Manager, Coaching & Development Officers		

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF3 – Developing the Organisation					
BF3a	Junior Anglers are provided with the opportunity to develop within the sport.	(T): Run a series of Scotland Squad Open Days across Scotland during school holidays in Jul/Aug and Oct 25 to give young anglers the opportunity to meet and be coached by Scottish Internationalists. Min 3 days at £300 each (FC) £900 (BA): £900	International Team Manager		
BF3b	Coaches are provided the opportunity and support to develop their skills within the sport.	(T1): Run a series of CPD events in conjunction with ADBoS covering key Coaching skills and supporting qualifications. (T2): Linked to BF3a run a series of technical angling skills CPD events supported by current Scottish Internationalists and subject matter experts to improve technical angling ability of the coaching workforce. (FC) Main CPD (see RM1d) Technical CPD: (see BF3a)	Coaching Officer International Team Coach		
BF3c	The SFCA has a competitive domestic match structure that enables members to develop their skills, both individually and within teams, and demonstrate their potential to national team selectors.	(T1): Develop, publicise and run a program of both junior and senior, individual and team, matches throughout the year on a variety of natural and commercial venues, with a geographical spread that allows all members of the SFCA the opportunity to compete. (T2): Collate and publish results of all matches through the website and other media channels.	Match Secretary Match Secretary		

Ref	Performance Measure	Target(T)/ Forecasted Cost(FC)/ Budget Allocation(BA)	Lead	Achievement	Performance Comment
BF3c cont…	The SFCA has a competitive domestic match structure that enables members to develop their skills, both individually and within teams, and demonstrate their potential to national team selectors.	(T3): Provide detailed results from all matches to the International Team Manager to enable him to identify current for and talent for the future (T4): Engraving of Perpetual Trophies (FC and BA): £200	Match Secretary Match Secretary		
BF4 – Sustainability					
BF4a	SFCA is able to continue to deliver governance into the next decade.	(T): Test the Business Continuity Plan in April each year. (FC and BA): N/A	Chairman		Next test Apr 25
BF4b	Improved protection for coarse fish species and access for coarse fishing activities in Scotland.	(T1): Statutory change to provide protection for coarse fish and coarse fishing in line with that in force for salmonid species. (T2): Better links with eastern European communities and angling groups to educate anglers about 'catch and release' and change attitudes and culture. (FC and BA): Work funded through Scottish Government.	Policy Officer		Ongoing.

SFCA Balanced Scorecard Key

	Current performance is unsatisfactory and needs immediate management attention
	Current performance needs management attention
	Progress is Ongoing
	Current performance is satisfactory
	Current performance is affected by external restraints/effects outside SFCA control
	Compliance date for performance measure is passed
	No data available

SFCA RISK REGISTER 2025-26

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
Amendments to Constitution are not accepted at AGM	Chairman	OD1a	Without an effective and adopted Constitution the Federation would not be able to govern the sport. This could possibly lead to a loss of funding from SportScotland	1	3	3	Chairman to engage with all clubs prior to AGM to fully explain draft amendments and impact of non-acceptance	1	3	3	
Individual membership system isn't fit for purpose or is not widely used by the membership	Chairman	OD1b/RM2c	This would lead to the Federation struggling to generate sufficient income and thus have a significant impact on its ability tomeet its commitments and the objectives of the annual plan. Additionally, it would struggle to remain GDPR compliant.	1	3	3	System and usage is to be monitored and more use made of wider functionality available. Use of system to be promoted through website and social media platforms	1	3	3	
Executive Committee Members lack the training and support required to carry out their roles effectively	Chairman	OD1c	Without effective training and support the effective governance of the sport and the outputs of the Executive Committee could be seriously compromised.	2	3	6	All appointees are to go through a formal Induction Process. Best use is to continue to be made of training provided by sportscotland. Training Records to be maintained to evidence compliance/currency.	1	3	3	
The Federation fails to comply with CIPS Statutes	International Team Managers	OD1e	Failing to comply with Statutes of the World Governing Body would fail to meet sportUK/ sportscotland requirements for a Governing Body and may result in loss of recognition status.	1	3	3	International Team Manager is to ensure that the SFCA affiliates to CIPS, pays its membership fees on time, and complies with all World Governing Body Statutes.	1	3	3	
Federation Policies are either ineffective or are not effectively communicated to the membership or wider angling public	Chairman	OD2	Federation would not be able to effectively govern the sport or represent the interests of its members.	1	2	2	All policies are published on the website. Membership are consulted on new policies/plans and on amendments to existing policies and plans. All policies and plans are reviewed on an Annual basis in line with CG & RM Policy.	1	2	2	

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
Internal Assurance procedures and processes are ineffective	Chairman/ Executive Committee	OD3 (all)	Any failing in this area would lead to a lack of confidence within the membership affecting their willingness to join. In addition, failings in this area would call into question the ability of the SFCA to effectively govern the sport and thus its status as the SGB.	1	2	2	Chairman and Executive Committee are to ensure that all SFCA Policies are kept up to date and are implemented fully.	1	2	2	
The SFCA fails to ensure compliance with WADA and UKAD Standards	Chairman/ International Team Managers/ Coaching and Development Officer	OD4a	Anglers of coaches unaware of the WADA World Anti-Doping Code, UKAD Rules and Procedures, their Rights and Responsibilities and where to go to obtain advice and support could inadvertently contravene the Code resulting in a possible ban from competitive sport.. This would also result in huge reputational damage for the Federation and impact future support from sportscotland.	1	3	3	The website is to be updated to reflect the latest Code, regular new posts are to be published on the website and social media drawing the attention of competitive anglers to changes to the Prohibited List and TUE procedures. UKCC L2 coaches to complete the UKAD Clean Sport Advisor Course and all Performance Coaches also to complete the UKAD Coach Clean Course. Anti Doping is to be an agenda item at Executive Committee meetings and the AGM and feature as a separate area in the Annual report.	1	3	3	
Failure to identify a sponsor or raise sufficient funds to support our Junior/Senior International Squads.	International Team Managers	OD4bvii/ciii	Cost of representing Scotland on the International stage is significant and, with no performance funding available from sportscotland, failure to identify a sponsor could result in Scotland being unable to field a team resulting in no pinnacle to the Junior development and performance pathway which could impact on targets to increase and retain membership and juniors.	2	3	6	International Team Managers (Junior and Senior) are to make securing a commercial sponsor a major work strand.	2	2	4	

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
The performance pathway from grass roots, through club and national completion, to international selection is either unclear, ineffective or under resourced.	International Team Managers	OD4di	Without a structured pathway individuals cannot progress effectively within the sport. Furthermore, if the pathways is not transparent and open to all the SFCA is at risk of claims of discrimination or inequality in its selection procedures.	2	2	4	Review the new performance pathway throughout the 2025 season and be prepared to put new proposals to the SFCA Match Committee Meeting in Nov 25. Particular attention is to be paid to mechanisms for development of Junior Team skills now that the SFCA has no team fishing structure.	1	2	2	
Rules for SFCA competitions and Code of Conduct for participants are either unclear or not understood by competitors	International Team Manager	OD4dii	If rules and Code of Conduct are not effective, communicated or understood by competitors breaches or rules or conduct cannot be dealt with and the integrity of competitions will be undermined.	2	2	4	Review and amend if necessary the new SFCA Model Match Rules at the end of the 2025 season. Proposals for changes are to be ready to be put to the SFCA Match Committee Meeting in Nov 25.	1	2	2	
Plans not produced and published in time	Chairman	EP1a	Lack of direction and ineffective ability to measure performance, protect participants, staff and volunteers and detect and deter illegal of unacceptable procedures/behaviours	1	2	2	Chairman to ensure that all plans are written and accepted by Executive Committee on time	1	2	2	
Business Plan and objectives not reviewed on a quarterly basis	Executive Committee	EP1b	Ability to adapt to changing situation would be lost which could impact on all areas	2	2	4	Executive Committee meetings are to be scheduled at the beginning of the year and members are to commit to attend	1	2	2	
Ineffective Communication/ Marketing	Executive Committee	EP2/EP3	Membership and general public will be unaware of the Federation's plans and policies and of the work that is being done on their behalf. This could lead to a reduction in support and/or membership.	2	2	4	Review of website is to be the main effort. Better use is to me made of National media (both general and angling). Additional marketing banners and promotional materials are to be produced and used at all Federation events.	1	2	2	

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
Federation has insufficient Volunteers to fill key appointments.	Chairman	RM1a	The Federation is unable to meet its commitments and deliver governance of coarse angling in Scotland.	2	2	4	Subject of filling appointments is to be an agenda item at all Executive Committee meeting. Chairman is to include the subject in his annual report to the AGM and engage with member clubs to improve uptake.	2	2	4	
All staff and volunteers are to have the correct skill sets and training to carry out their role	Chairman/ Vice Chairman	RM1b	If individuals are not adequately trained or lack the key skill sets required to carry out their role they will be ineffective and not deliver the results expected by the membership.	2	3	6	Chairman and Vice are to conduct a formal skills and training audit in Jan each year and produce plans for both training and CPD delivery Make full use of sportscotland Board training opportunities and Expert Resources.	1	3	3	
That the SFCA has insufficient trained and licensed coaches to deliver it programs and grow the sport.	Coaching Officer and Development Officer	RM1c	Without an increase in the number of professionally qualified and licensed coaches the Federation will not be able to meet its objective to increase participation and deliver the NPA and Club Angling Programs.	2	3	6	Coaching & Development Officer is to continue to work with the ADBoS Coaching Group. Potential Angling Support Coaches are to be identified and nurtured and existing L1 coaches identified and supported to complete the new SCC Lead Coach Qualification.	1	3	3	
The SFCA fails to invest in the coaching workforce	Coaching Officer and Development Officer	RM1d/BF3b	Without investment in the form of time and resources in the CPD of the coaching workforce, it is likely that there will be an impact on the SFCA's ability retain its pool of licensed coaches and also that morale and coaching standards will be affected.	2	2	4	Coaching & Development Officer is to continue to work with the ADBoS Coaching Group and the Chairman to identify CPD opportunities and promote them to the coaching workforce.	1	2	2	

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
Failure to police/bailiff/ oversee the fishery on the Lowland Canals leads to falling membership and further deterioration in the fishery.	Chairman/ Policy Officer	RM1e	Failure to provide effective policing of the Canal network would result in: A continued escalation in illegal fishing and pot hunting along the canal network. A significant deterioration in the quality of the fishery A loss of confidence in SFCA among the angling public A rise in xenophobic behavior (including both abusive social media posts and physical confrontations) by frustrated anglers further damaging the image of coarse anglers and the sport of coarse fishing in Scotland	2	2	4	Engage with Marine Scotland and Scottish Canals to find a solution to attract new long term funding for Canalside Ranger post, or to develop and implement a volunteer bailiffing scheme. Engage with the Angling Trust to identify lessons learned through the establishment of their own volunteer scheme. Identify and conduct background checks on suitable individuals. Ensure progress is regularly reported through the website, Facebook and Twitter pages.	1	2	2	
Financial Management and Budgeting is ineffective and does not include appropriate controls	Chairman/ Honorary Treasurer	RM2a	Without effective budgeting the limited resources available to the SFCA will not be used to best effect impacting on outputs and delivery of effective governance.	2	2	4	SFCA Annual Budget is to be set against main objectives in this Plan and this is to be monitored by the Executive Committee at Quarterly meetings. All expenditure is to be agreed by the Executive Committee and recorded in the minutes of meetings.	1	2	2	
Federation fails to attract any sponsorship	International Team Manager	RM2b	With the UKsport focus remaining on its World Class Performance Pathway and on securing more GB success angling will remain ineligible for performance funding. Failure to identify a sponsor for the Senior and Junior squads will significantly increase the costs that fall to selected individuals. This has the potential to impact on selection as only those able to afford to compete will be able to.	2	3	6	International Team Manager is produce and implement a sponsorship plan.	2	2	4	Current economic/ financial climate will continue to make this piece of work extremely challenging in the short to medium term

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
Internal Audit system is not implemented	Chairman	RM2d	Any instances of financial irregularity would not be identified leading to a loss of membership confidence in our ability to govern the sport and possibly a reduction in membership.	1	3	3	Internal audit checks are to be conducted in accordance with SFCA Policy.	1	3	3	
Child Protection issues are not effectively address potentially putting young and vulnerable anglers at risk.	Vice Chairman	BF1a	Federation would fail to meets its legal obligations to protect children in sport. This could endanger children participating in angling, impact on Angling Scotland's ability to re-engage with sportscotland for investment, lead to a loss of confidence and impact on growth/membership.	1	3	3	Child Protection is to be an Agenda item at all Executive Committee meetings	1	3	3	
The SFCA fails to ensure that equity is a driver in all its activity.	Chairman	BF1b	SFCA would fail to meets its legal/moral obligations to ensure that everyone is treated equitably and has an equal opportunity within the sport. This could impact on Angling Scotland's ability to re-engage with sportscotland for investment and result in the SFCA failing to realize the potential for introducing newcomers to the sport and growing membership.	1	3	3	Equality & Diversity is to be an Agenda item at all Executive Committee meetings until work is complete	1	3	3	
SFCA members are not aware of the Code of Conduct and the expected standard of behavior.	Coaching & Youth Development Officer	BF1c	As two above	1	3	3	Covered by two above	1	3	3	
Staff and volunteers are not adequately trained	Vice Chairman/ Executive Committee	BF1d	Federation would fail to meets remit to SportScotland and possibly its statutory obligations and would be unable to hold individuals accountable for their actions or failings.	2	3	6	Vice Chairman is to identify the training requirement and produce and maintain a database of all personal and professional training of staff and volunteers. Make best use of sportscotland training opportunities.	1	3	3	

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
Public are not aware of coarse angling opportunities in Scotland or there are not enough provided	Executive Committee	BF2a/d	There will be little growth in the number of people participating in coarse angling in Scotland and thus no growth in membership.	2	2	4	Chairman to ensure that the Federation is actively engaged in a wide range of programs to raise awareness and maintains partnerships to meet this aim.	1	2	2	
No pathway exists to encourage young anglers to participate in competition	Junior & Senior International Team Managers/ Coaching & Development Officer	BF2e	Without a structure pathway for junior competition the future of Scottish International Team will be compromised.	2	2	4	Develop and implement a sustainable and structured pathways, in conjunction with clubs and commercial fisheries, to encourage young anglers to get involved in competitive angling.	1	2	2	
Insufficient junior development is conducted	International Team Manager	BF3a	Future success of Scottish Team on the international stage will be compromised	2	2	4	Run coaching events supported by current senior Internationalists.	1	2	2	
SFCA Match Program is not structured in a way that allows individual members the opportunity to develop their match skills and demonstrate their potential for national selection.	Match Secretary	BF3c	Reduction in participation in SFCA matches as individuals lose confidence in the system. And thus possibly a reduction in membership. Future success of Scottish Team on the international stage could be compromised as talent goes unnoticed or undeveloped.	2	2	4	Make sure a full program of individual and team matches is organised. Make sure that a variety of both natural and commercial venues are utilized. Make sure that matches are spread geographically to afford all members the opportunity to compete. Take positive action to encourage Junior participation.	1	2	2	
Events within or without the Federation's control conspire to significantly impact on its ability to function	Chairman	BF4a	Future of the Federation and/or the sport of coarse angling in Scotland could be at risk.	1	3	3	Chairman to ensure that all Executive Committee Members are aware of the Business Continuity Plan and who can activate it. BCP is to be tested this year.	1	3	3	

Risk	Owner	BSC Objective	Impact	L	I	S	Mitigation/ Management Action	L	I	S	Comments
SFCA fails to persuade Scottish Government to implement statutory change to provide better protection for coarse fish and coarse fishing in Scotland in line with that for salmonid species	Chairman/ Policy Officer	BF4b	Failure to secure statutory change would result in: A continued escalation in illegal fishing and pot hunting of coarse fish species on Scottish waters. A significant deterioration in the quality of coarse fishing on Scottish waters A loss of confidence in SFCA among the angling public A rise in xenophobic behavior (including both abusive social media posts and physical confrontations) by frustrated anglers further damaging the image of coarse anglers and the sport of coarse fishing in Scotland	3	3	9	Continue engage with a lobby Scottish Government to review current legislation and make amendments to provide equitable treatment/protection for coarse fish species. Continue to engage with key stakeholders and play and active role in the forthcoming legislative review. Engage with Scottish Canals to push for additional protection for coarse fish on the Lowland Canal network through the introduction/ implementation of Bye Laws setting permit conditions such as catch and release.	2	3	6	

SFCA Risk Register Key

	Overall a High risk exists.
	Overall a Medium risk exists
	Overall a Low risk exists

CONSOLIDATED FORECAST OF EXPENDITURE 2025-26

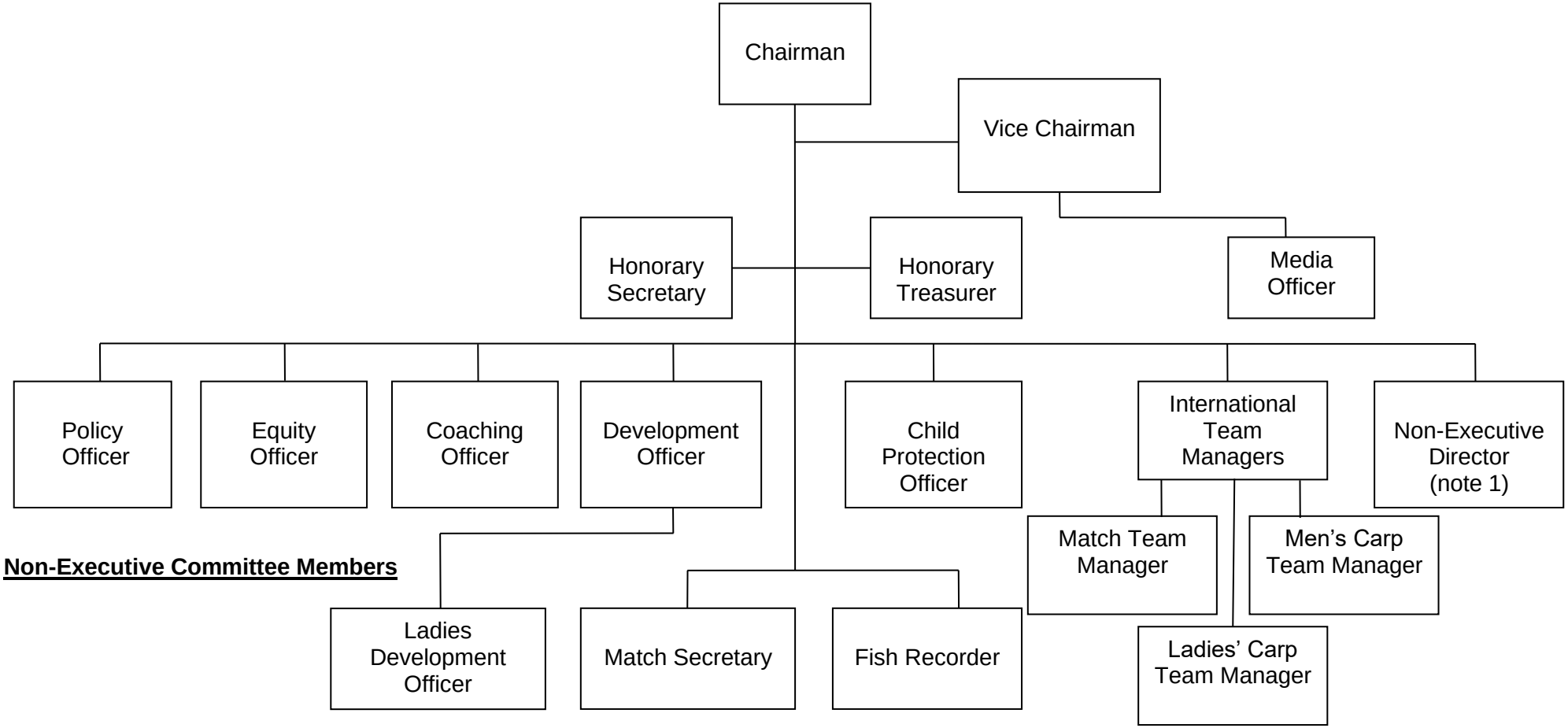
ITEM/TARGET (from Annual Business Plan 25/26)	FORECASTED COSTS (£)			
	EFFECTIVE ORGANISATION	DEVELOPMENT	PERFORMANCE	OTHER
Membership of World Governing Body	£850			
Produce and issue Risk Management Packs to all coaches and event organisers	£250			
Public Liability and Corporate Liability Insurance	£1000			
Senior World/European Championships (Match and Carp)			£24000+£2500	
Senior Home Nations Internationals (Carp & Ladies Carp)			£8000	
Celtic Cup (Strathclyde Park)			£4000	
Walterland Master, Szeged, Hungary			£8000	
Fee Junior Entry to all SFCA competitions plus Junior National Championships		£250		
Website Maintenance and Hosting	£1000			
SFCA Branded Clothing for coaches and officials (safety)				£500 £500
Marketing materials for angling on the canals including costs for production of YouTube clips to teach children how to get started fishing on the canals. SFCA and Scottish Canals Project funding				£500 £500
Coach Licenses		£150		
Coach Education Training and Core CPD program incl venue hire		£500 £1075		
JustGo Membership System	£1400			
Production of Let's Fish- Get Started fishing videos		£800		
10 x Club Angling Programme (SFCA part funding 50% contributions from customer)		£1500		
Lets Fish Program		£1500		
Junior Match Fishing Taster session		£600		

ITEM/TARGET (from Annual Business Plan 25/26)	FORECASTED COSTS (£)			
	EFFECTIVE ORGANISATION	DEVELOPMENT	PERFORMANCE	OTHER
Ladies development and taster sessions		£360		
GAC Open weekend – taster sessions		£360		
International Coach led development sessions for coaches and juniors		£900		
Engraving of Trophies				£200
Property (Purchases and depreciation)				£500
General Administrative costs (Stationery, postage, office costs etc).	£800			
TOTALS EXTERNAL FUNDING (SCOTTISH CANALS PROJECT):		£3375		£1000
TOTALS EXTERNAL FUNDING (ADBOS):	250			
TOTALS EXTERNAL FUNDING (SPONSORSHIP):			£2500	
TOTALS PERSONAL CONTRIBUTIONS (INTERNATIONAL SQUAD MEMBERS):			£44000	
TOTALS SFCA:	£5050	£4620		£1700
GRAND TOTALS:	**£5300**	**£7195**	**£46500**	**£2700**

KEY:
BLUE TEXT – EXTERNAL FUNDING – SRUC/SCOTTISH CANALS
ORANGER TEXT - EXTERNAL FUNDING - ADBOS
RED TEXT - EXTERNAL FUNDING - SPONSORSHIP
BLACK TEXT - SFCA FUNDING
GREEN TEXT – PERSONAL CONTRIBUTIONS (INTERNATIONS SQUAD MEMBERS)
FIGURES IN ( ) ARE UNBUDGETED AND WILL ONLY BE TAKEN FORWARD IF FUNDS ARE AVAILABLE

ANNEX A - SFCA ORGANISATION CHART

Executive Committee



Non-Executive Committee Members

Note:

1. Member clubs will be invited at the AGM to elect a non-Executive Director to provide assurance to the membership of the conduct and workings of the Executive Committee.