

STRATEGIC PLAN 2024 – 2026

Contents

Introduction	03
The Planning Process	04
IAM Purpose and Vision	05
IAM Enduring Objectives	06
IAM Values	07
The IAM Strategic Plan 2024 to 2026	08
The IAM Strategic Plan: Overview	09
2024 Strategic Plan	10
2025 Strategic Plan	12
2026 Strategic Plan	13
Delivering the Strategic Plan	14
Appendix: Review of Previous Strategic Plan 2023 – 2025	15



Introduction

Welcome to the Institute of Asset Management Strategic Plan 2024 to 2026. This plan has been developed through engagement with representatives from our IAM Chapters, our Patrons, our members (both individual and corporate), and our volunteers. The plan sets out the key objectives and actions we would like to achieve over a three-year period to advance the asset management discipline for the benefit of our members and wider society, as well as continue to develop the Institute and its global reach.

The IAM is a not-for-profit, professional body, owned and controlled by our members and committed to remaining independent from commercial and trade associations.

We exist to advance the discipline of asset management, not only for people and organizations involved in the acquisition, operation, and care of physical assets, but also for the benefit of society and the general public.

Ten strategic plan key objectives support the development of the plan. These key objectives support the delivery of the IAM's purpose and vision and the IAM's enduring objectives. The IAM values underpin everything we do as an Institute and provide the foundation for the strategic plan key objectives and strategic plan actions. In pursuing our strategic plan key objectives and strategic plan actions we are also led by our key behaviours.

The format of the plan is designed to provide focus on the delivery of the plan actions and enable a quarterly in-year review of progress against the plan. The plan is updated annually to align with the business planning process.

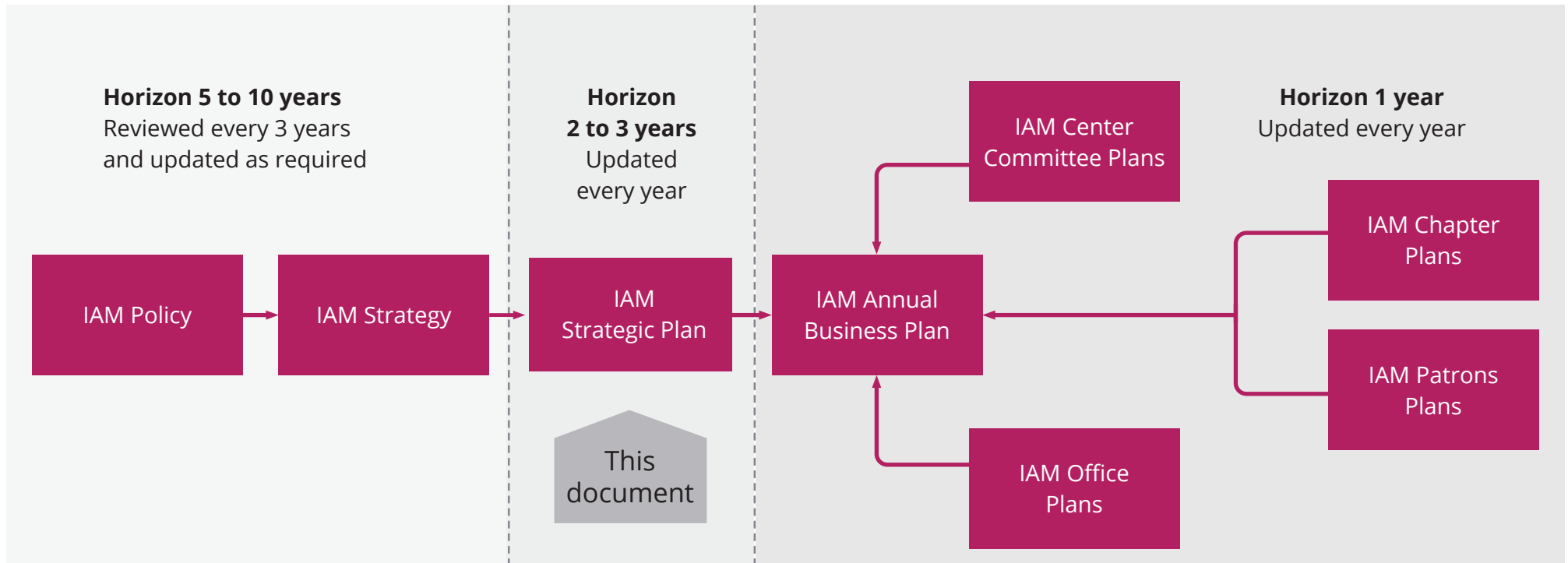
The plan sets out an ambitious but pragmatic set of actions. These have been developed to enable the IAM to increase its reach and influence across the world, support our members with their professional journeys and deliver on our commitment to developing asset management knowledge and best practices for the benefit of our members and wider society.

We hope you find the strategic plan useful, and if you have any feedback, please email our CEO, [Ursula Bryan](#).



The Planning Process

The strategic plan is part of an integrated planning process:



IAM Purpose and Vision

Our purpose and vision reflect the significant positive impact asset management can have in benefiting society and the role we as an Institute can have through furthering the asset management discipline.

Our Purpose

We promote and develop the asset management discipline and profession to positively impact the world's biggest challenges, now and into the future.

Our Vision

To create value by engaging with our members and wider society, through generating and sharing asset management knowledge and innovative solutions, whilst inspiring and supporting individuals and organizations to build their asset management capability.

IAM Key Behaviours

In pursuing our purpose and vision we are led by our key behaviours:

- inclusive and collaborative
- seeking convergence of the discipline
- recognizing good practice wherever it comes from
- inspiring adoption of asset management

IAM Enduring Objectives

The IAM nine enduring objectives have been reviewed but remain unchanged as they continue to emphasize our dual purpose, to be both;

- a Learned Society that develops the discipline and knowledge base, with wider societal objectives to spread good practice and awareness, and
- a Professional Association providing services that both support the development of and recognize the competence of our members.

Enduring Objectives

1. Collect / Collate / Disseminate existing knowledge and good practice
2. Generate and extend knowledge and good practices
3. Influence public policy and stakeholder expectations
4. Promote capability and excellence in asset-owning organizations or their suppliers and structured schemes for recognizing these achievements
5. Promote knowledge and competence of individuals and objective schemes for recognizing these achievements
6. Deliver Member publications, engagement and networking opportunities, and other valuable Member Services
7. Raise profile and respect for IAM and the profession
8. Collaborate and support other bodies having similar objectives
9. Develop and maintain an appropriate and sustainable organization



IAM Values

The six IAM values have also been reviewed and remain the same:

Independence: We shall remain not-for-profit and controlled by our Voting Members. We shall remain evidently free from vested interests, hidden influences, or paymasters, particularly our knowledge and technical products or services.

Inclusiveness: We shall remain open to all individuals without regard to race, religion, politics, sexual orientation, or other discrimination. We welcome the involvement of organizations in all sectors whether large or small, public or private or not-for-profit, including government.



Integrity: We are committed to ensuring both the Institute and our Members promote high standards of ethics and behavior. We require members to abide by the IAM's Code of Conduct and we shall deal with any lapses or complaints fairly and transparently.

Respect: We promote courtesy and professionalism in all our activities. We accept that good practices are not universal and that they may need adjusting for different cultures and contexts.

Collaboration: We shall recognize and support expertise and useful activity wherever it is found. We shall avoid unnecessary competition, and share knowledge rather than reinventing it. We shall work with similar bodies having the same objectives, leveraging our influence by creating structured partnering opportunities.

Transparency: We shall continue to ensure that knowledge work and technical material are actively challenged and peer-reviewed openly. We shall strive for good governance of both member activities and the Institute itself.



The IAM Strategic Plan 2024 to 2026

As part of the strategic plan development for 2023 to 2025, ten key objectives were established through engagement with representatives from our IAM Chapters, our Patrons, our members (both individual and corporate), and our volunteers. In developing the strategic plan for 2024 to 2026 these ten key objectives were reviewed and it was agreed to keep them the same. These key objectives are organized into three themes.

Knowledge and Influencing	Further develop existing and introduce new methods for production and dissemination of relevant and timely knowledge enabling significant expansion of the IAM knowledge base
	Develop and strengthen collaborative relationships with organizations with shared common goals to amplify our joint influence and messages
	Strengthen the IAM's position as an international voice and a trusted advisor on topics relevant to asset management
Professionalizing	Grow the network of asset management professionals by 100% over the next three years and progress becoming a Chartered body
	Strengthen the individual journey offering through the introduction of new professional development frameworks and programs (e.g. qualifications, mentoring, continued professional development, learning journeys)
	Strengthen the corporate journey offering through the introduction of new frameworks and programs (e.g. endorsed maturity assessment, benchmarking)
Thriving Institute	Enhance our attraction, support mechanisms, retention and our recognition of volunteers/key contributors who are the life blood of the IAM
	Create added value for our membership, enhancing local networks and services, through all IAM chapters having transitioned to the Transform22 operating model
	Create added value for our Patrons, globally and locally, through Patrons having transitioned to the Transform22 operating model
	Support the organic growth of individual and corporate membership across the world and establish the Rest of the World chapter to support establishing new chapters where there is critical mass and activity

Bringing all these elements together provides the following overview of the IAM strategic plan, where the ten strategic plan key objectives have been summarized against the themes.

The IAM Strategic Plan: Overview



The first year of the plan 2024 has been organized into actions to deliver in each quarter. The years 2025 and 2026 are not broken down into the same level of detail recognizing that priorities will change over a three-year plan horizon, particularly in the latter years of the plan. The intention is that when the annual update of the strategic plan is undertaken later in 2024, the year 2025 will have more detailed actions added and organized in quarters, and an additional year 2027, will be added to the plan.

Resources for delivering the strategic plan actions are drawn from volunteer members, our sponsors and supporters, and, where required, appointed contractors. We thank them all for their time, effort, and commitment to delivering the plan and to supporting moving the asset management discipline and the Institute forward.

We recognize that actions wholly or substantially dependent on volunteers can be subject to challenges in meeting specified timescales, and the representatives of the IAM who have been involved in developing the plan felt the approach adopted balanced the focus on delivering actions with the adaptability of being able to flex the plan as required particularly in the latter years.

In developing this strategic plan actions, a review of the previous plan 2023 to 2025 was undertaken, and a summary of this progress is included in the appendix to this plan.

As this is a strategic plan, it does not contain all the day-to-day activities undertaken by the IAM. It focuses on actions designed to make an advancement in the asset management discipline or the Institute.

2024 Strategic Plan

	January - March 2024	April - June 2024
Knowledge and Influencing	Mega trends 2024	Investigate media models to promote key asset management topics
	Program of new knowledge by quarter	Working with Patrons and chapters provide options for senior executive engagement
	New professional development workshops launched	
	Establish plan to review and revise knowledge resources to take into account new ISO550xx and new GFMAM Landscape documents when launched	New IAM Anatomy
Professionalizing	Take forward Chartership plan	Survey on corporate asset management schemes/academies
	Establish plan to review and revise professional development resources to take into account new ISO550xx and new GFMAM Landscape documents when launched	Recommendations from review of IAM competences framework
		Review of Endorsed Assessor and Endorsed Training schemes
	Establish a directory of academia contacts with an interest in asset management	Plan for becoming Ofqual recognized
Thriving Institute	Establish IAM Netherlands pilot transform model	Action plan to establish geographical Patrons meetings
	Action plan for Patrons Strategic Priorities	
	DEI plan for 2024	Establish Rest of the World NxtGen group
Events	Celebrate 30 years of IAM across the whole year	Virtual IAM Global Conference
		Physical Global Conference
	Plan of events to support new ISO550xx and GFMAM Landscape	IAM Netherlands conference

2024 Strategic Plan

	July - September 2024	October - December 2024
Knowledge and Influencing	Establish and implement a process to generate and keep up to date a bank of material on topical areas chapters can use as a resource to engage on and respond quickly to topics in their geography (e.g. responding to government consultations, responding to press releases)	Develop a way forward on asset management value and benefits
	Establish sector specific guidance groups	Develop way forward on further 'big picture' type material
Professionalizing	Plan for syllabus for academia	Establish CPD framework and requirements
	Campaign to support better understanding and differentiation of membership grades and professional registration	Establish model for new 'top up' qualifications
Thriving Institute	Review pilots of transform model	Plan for new professional registration on journey to AMP
	Reviewed and if necessary revised code of conduct to support transform model	Develop asset management career paths
Events	Virtual IAM Global Conference	Understand changes required to articles and byelaws to enable transform model and chartership
		Establish IAM systems and website requirements for transform model to include learning journeys
		IAM NA Conference
		IAM UK Chapter Conference hosting GFMAM
		IAM Germany conference

Strategic Plan 2025

Knowledge and Influencing	Asset Management 'wiki' type functionality
	Innovative tools (e.g. AI) to support knowledge generation
Professionalizing	Enhanced assessor scheme launched
	Competences framework
	Diploma questions bank refresh implemented including being translated into languages already supported
	New 'top up' qualifications
	Toolkit for other organizations to award AMP
Thriving Institute	Establish Rest of the World chapter
	Further established chapters move to transform model

Strategic Plan 2026

Knowledge and Influencing	Program of new knowledge by quarter
	Mega trends 2026
Professionalizing	Corporate recognition program launched depending on survey
	New professional registration on journey to AMP
	Refresh exam self study guide
Thriving Institute	Further established chapters move to transform model
	Transform model is in place for all chapters
	IAM app

Delivering the Strategic Plan

As shown in the planning process, the strategic plan feeds into an IAM annual business plan, including an approved budget. The strategic plan actions have fed into this business plan for 2024.

To provide more focus on the delivery of the strategic plan actions and greater transparency on progress being made, the in-year strategic plan actions will be monitored and reported quarterly to IAM Board and IAM Council.

We are extremely grateful to our sponsors and supporters for your monetary and in-kind contributions to delivering our strategic plan.

Our volunteers are the lifeblood of the IAM. Without their dedication and commitment, in conjunction with their knowledge, skills, and capabilities, we could not deliver our strategic plan. We are grateful for all our volunteers across the world.

Volunteer opportunities are predominately open to members of the IAM, and we are particularly grateful to our Chapters and our Patrons who promote and support the calls for volunteers.

We welcome the support of individuals and organizations who want to join us in developing this exciting discipline and delivering our plan. By becoming a member, you can demonstrate your support and show colleagues, clients, and suppliers your commitment to the principles and practice of asset management for the benefit of business and society, so why not join now? theIAM.org/Join



Appendix: Review of Previous Strategic Plan 2023 to 2025

A review of the previous strategic plan 2023 to 2025 is shown below:

Knowledge and Influencing

Activity	Review
Mega trends 2023	Delayed. Included in 2024 plan
Establish regular webinars program	Complete. Launched Sep 2023
Program of new knowledge by quarter	Complete. Published on website knowledge page
Hire technical writers to support knowledge development	Removed from 2023 plan. Decision to progress in 2024 when there is a stronger financial position
Start process of Patrons knowledge captured by technical writer	Removed from 2023 plan. Decision to progress in 2024 when there is a stronger financial position
ITN 2023 launch title and invite partners	Complete. Unlocking Value call for partners April 2023
New professional development workshops	Complete. New workshops launched in 2024
Working with chapters provide options for senior executive engagement	In progress. Patrons are progressing actions to support senior engagement
Make key contribution to the GFMAM landscape revision	Complete. GFMAM Asset Management Landscape launched June 2024
Establish a process to capture and curate knowledge from the IAM Discussion Forum	In progress. Discussion Forum posts used to support some knowledge groups activities and IAM Patrons workshops but more structure required. Included in 2024 plan
Case study library launch	In progress. Aim to utilize to support revision of SSGs

Knowledge and Influencing contd.

Activity	Review
Dynamic knowledge access options	Removed from 2023 plan. Decision to progress at a later date dependent on business case
Establish and implement a process to generate and keep up to date a bank of material on topical areas chapters can use as a resource to engage on and respond quickly to topics in their geography (e.g. responding to government consultations, responding to press releases)	Delayed. Included in 2024 plan.
Plans for publicizing revised and new ISO55000 suite of documents and revised GFMAM landscape	Complete. Social media and webinars hosted
ITN 2023 program launch	Complete. Unlocking Value launched Dec 2023
IAM knowledge review following GFMAM landscape publication	Complete. Fed into a prioritized list of review and revision of knowledge resources
Development way forward on asset management value and benefits	Delayed. Included in 2024 plan.
Develop way forward on further 'big picture' type material	Delayed. Included in 2024 plan.

Professionalizing

Activity	Review
Qualifications Recognition Program Launch	Complete. Launched Mar 2023
Chartership project plan	Complete. Volunteer project manager appointed and steering group established with weekly progress meetings
Mentoring toolkit	Complete. Mentoring resources available on the website professional development page
CPD hub	Delayed. CPD framework and requirements included in 2024 plan.

Professionalizing contd.

Activity	Review
Bursaries launch	Complete. Call for first bursary application In Sep 2023 and first recipients of the bursary in Dec 2023.
Corporate and Patrons value proposition showing clear distinction	In progress. Corporate value proposition available on website. More work being undertaken to clearly show the Patrons benefits
Decision on registering IAM exams with Ofqual	Complete. IAM Council consulted and supported. IAM Board approved decision to move forward with registering IAM exams with Ofqual
Initiate work on enhanced assessor program	Removed from 2023 plan. Requires further work to establish strategy
Establish a directory of academia contacts with an interest in asset management	In progress. Included in 2024 plan
Learning platform requirements	Removed from 2023 plan. Requires further work to establish strategy
Survey on corporate asset management schemes/academies	In progress. Included in 2024 plan
Plan for syllabus for academia	In progress. Included in 2024 plan

Thriving Institute

Activity	Review
IAM Germany pilot transform model	Complete. IAM Germany is piloting the revised model
Identify Patrons with colleagues in different geographies and onboard	Delayed. Included in action plan to establish geographical Patrons meeting in 2024 plan
Implement tiered individual membership pricing	Complete. Introduced Jan 2023
Implement chapter based NxtGen model	Complete. We have a growing number of NxtGen leads in IAM chapters and they have established their own group meeting regularly and sharing best practices
IAM Netherlands pilot transform model	Complete. IAM Netherlands have started piloting the revised model
New chapters launched IAM Kingdom of Saudi Arabia, IAM United Arab Emirates and IAM India	Complete. IAM United Arab Emirates launched Jun 2023 and IAM India launched Nov 2023. IAM Kingdom of Saudi Arabia are resolving final legal arrangements
Volunteer recognition toolkit	Complete. Over 500 volunteers recognized in 2023 with letter and e-badge
Membership model way forward based on survey results conducted late 2022	In progress. Requires further work to produce material and test with chapters and Patrons
DEI plan for 2023	Complete. Plan produced.
Review pilots of transform model	Delayed. Needed experiences from more than one chapter
Establish geographical Patrons groups supporting engagement with chapters	Delayed. Included in action plan to establish geographical Patrons meeting in 2024 plan
Change articles and byelaws to enable transform model	Removed from plan. Following discussions and agreement at IAM Board Sep 2023 no large changes required to enable transform model

Thriving Institute contd.

Activity	Review
IAM systems and website requirements for transform model	In progress. Some IAM system and website changes were incorporated into the 2024 plan and budget to enable the transform model. More work is required to establish a practical and deliverable plan for updating the website
Reviewed and if necessary revised code of conduct to support transform model	Removed from plan. No changes required at this point. This will remain under review



Institute of Asset Management, St. Brandon's House, 29 Great George Street, Bristol, BS1 5QT, United Kingdom
UK: +44 (0) 117 450 4990 | office@theIAM.org | www.theIAM.org

Registered Office: 4th Floor St Catherine's Court, Berkeley Place, Bristol, England, BS8 1BQ, United Kingdom
Design: Bob Design and Marketing www.meetbob.co.uk