

IAP2 AUSTRALIA AND NEW ZEALAND

PROPOSED STRATEGIC PLAN TO 30 JUNE 2025

VISION

Authentic engagement, everyday.

OUR VISION STORY

We believe that authentic engagement* improves economic, environmental, social, and cultural outcomes. We believe that by evidencing the value of authentic engagement, it will become as routine as project plans, budgets, and impact assessments. We believe that by championing authentic engagement it will be embraced and embedded globally. We believe in authentic engagement, everyday!

MISSION

We will champion the engagement sector by advocating for engagement and offering trusted and contemporary services and training for people and organisations across Australia and New Zealand, with the world's largest community of engagement professionals.

*Authentic engagement is founded on the IAP2 Core Values and Code of Ethics, and it recognises the six principles included in the UN Human Rights Council Guidelines on the effective implementation on the right to participate in public affairs, being: enabling environment; safety; equality; empowerment; openness and remedies.

Our members
are at the heart
of everything
we do.

OUR VALUES STORY

As the champion for the engagement sector, we value:

Our members' commitment and passion for authentic engagement.

- Their unwavering belief that including those affected by a decision-making process will improve social, cultural, environmental, and economic outcomes.
- Their courage, generosity, and ability to lean into tough conversations with respect and curiosity.
- Their connectedness and commitment to learning, doing and being better, so that we all live in a better world.

Our small team of caring professionals who put our members at the heart of our decision-making.

- Their commitment to a culture of excellence, memorable service delivery to our members and great can-do attitude.
- How we work together to build a sustainable, contemporary learning and service model, that provides a valuable investment for our members.
- The respect that is intrinsic in their work, and how they care for and support each other like we are family.

THREE STRATEGIC GOALS



STRATEGIC PLAN ON A PAGE

GOAL	PROPOSED STRATEGIES	OBJECTIVES
1. CONTEMPORARY LEARNING	<ol style="list-style-type: none"> Build on our existing services to grow the future learning practice and meet emerging professional development needs. Provide more accessible, responsive and collaborative learning and service opportunities to our members to advance and strengthen engagement practice. Recognise the diversity of the communities that our members work in and with, to support embedding authentic engagement. Support the professionalisation of the engagement sector through the IAP2 Professional Recognition Program with post-nominals. Build a community of engagement professionals by providing members access to high-value events and networking opportunities that support their professional development journey. 	<ol style="list-style-type: none"> Introduce the living and multi-faceted IAP2 Future Learners Model (FLM) for ALL new learning offerings from 2022, with the FLM being fully realised by 2025. Develop a Tertiary accreditation program by late 2023 and launch it by mid 2024. Develop and implement a digital strategy by early 2022, that provides access to quality learning opportunities, other products and services, together with case studies, research, tools, templates, and other resources. Invest in digital learning strategy to deliver more accessible, flexible and learner empowered professional development offerings using fit-for-purpose learning platforms and tools, that is implemented by mid-2022. IAP2A works with a panel of leading engagement professionals to deliver up to three new targeted learning opportunities each year. Ensure that IAP2 FLM, intrinsically includes Diversity Equality and Inclusion (DEI) principles for ALL new offerings from 2022. Respectfully and authentically develop an Aboriginal & Torres Strait Islander strategy and a Māori strategy by late 2021, to support our commitment to DEI. Members have access to the IAP2 Professional Recognition Program, with post-nominals being introduced under a staged launch in 2021. To be fully implemented by 2025. A living calendar of 25+ annual events, including forums, webinars, workshops, and networking opportunities, together with our conference and symposium, is published on our website and promoted through our social media.
2. ENGAGEMENT POLICY	<ol style="list-style-type: none"> Invest in a research agenda that provides evidence for the value of engagement and supports authentic engagement - everyday. Empower and support our members to influence key decision-makers and others. Showcase the value of authentic engagement, to support embedding engagement into policy and regulatory frameworks. 	<ol style="list-style-type: none"> Our research agenda is published by late 2021, with a Research Plan and budget that supports our strategy approved by the Board annually. Launch the “IAP2 Advocacy Recommendations and Calls to Action” and provide access to tools, resources, and templates by late 2021. Build confidence and knowledge for our members for their advocacy efforts by developing a ‘how to’ guide by mid-2022. IAP2A will seek out 10+ opportunities each year to showcase the evidence of the impact and benefit of authentic engagement to key ‘decision-makers’. Authentic engagement is recognised and valued by the IAP2 Assessment Tool (the IAP2 tick), which is to be launched by late-2024.
3. ORGANISATIONAL HEALTH	<ol style="list-style-type: none"> Lead community engagement through world-class governance and leadership. Build the brand and reputation of IAP2 so that we are recognised as the go-to organisation for engagement. Ensure ongoing financial sustainability by introducing targeted products and services that provide member-value. Continue to invest in our people and systems to drive organisational service standards and efficiencies and support our members. 	<ol style="list-style-type: none"> Directors with the required skills and expertise, are elected in line with the Constitution, and supported with their on-going professional development as a Board, to ensure organisational sustainability, and to strengthen and advance engagement. Promote IAP2 as the go-to organisation for trusted and contemporary training and services, access to standards, research, tools and resources, and compelling events, evidenced by a social media engagement of 50,000+ and 1,500+ event registrations annually. Improve and build our contemporary learning and service model, incorporating member feedback, insights and research, and grow and diversify revenue streams with continued strategic investment approved by the Board annually. Through active leadership, recruit and develop a caring, professional and skilled team that lives our values, delivers quality member service and achieves our KPIs. Continue to invest 10% of expenditure annually into our ICT platform, systems, database, and professional development for our team.

OUR STRATEGIC ROADMAP

	FYE 2022	FYE 2023	FYE 2024	FYE 2025
TOTAL MEMBERS	10,000	10,000	11,000	12,000
RETENTION RATE	55%	60%	62%	65%
MEMBERSHIP REVENUE	\$550K	\$600K	\$700K	\$800K
PAYMENT TO IAP2 INT	(\$275K)	(\$300K)	(\$350K)	(\$400K)
STRATEGIC INITIATIVES	Improved member experience Consultancy Register Speakers Bureau YEP program Searchable library of valued resources Revised Local Area Network model	Improved events (ICT) Member needs analysis Continue build library & resources	Thought leadership Career support Develop IAP2 Assessment Tool (tick) Develop Tertiary Accreditation program – stage 1	Launch IAP2 Assessment Tool (tick) Launch Tertiary Accreditation program – stage 2
ADVOCACY	Showcase Engagement Empower members Provide tools & resources Research Agenda ROI project – stage 1	Influencing the decision-maker 'How to' guide. ROI project – stage 2	Members actively advocating for Engagement ROI project finalised Research valued	Engagement embedded into XX policy and regulatory frameworks
PROF RECOGNITION PROGRAM (PRP)	Stage 1 post-nominals	Stage 2 post-nominals Stage 1 – CPD	Stage 2 – CPD	Full PRP in place
FUTURE LEARNERS MODEL (FLM)	Stage 1 Digital Learning Strategy developed and implemented DEI principles included in all new offerings Develop Aboriginal & Torres Strait Islander Strategy, and Maori strategy by late 2021	Stage 2 Fit for purpose Digital Learning platform Develop and pilot other delivery modes Link to Professional Recognition Program Formal and Informal learning	Stage 3 Launch multi-mode and just in time learning Standards-based Trainers shift to multi-role learning partners	Stage 4 Learner/employer empowered learning Quality learning and career outcomes Review and consider other products and service offerings
OPPORTUNITIES	Up to three new targeted learning opportunities Launch Advanced Mentoring Program	Up to three new targeted learning opportunities	Up to three new targeted learning opportunities	Up to three new targeted learning opportunities
TRAINING PARTICIPANTS	5,000	5,500	6,500	7,500
TRAINING REVENUE	\$3.3M	\$3.6M	\$4.3M	\$4.9M
CONFERENCE ATTENDEES	380	450	500	500
CONFERENCE GP	Break even	10%	15%	15%
NZ SYMP ATTENDEES	100	100	120	140
NZ SYMPOSIUM GP	Break even	Break even	10%	10%
FYE SURPLUS/(DEFICIT)	(\$200K)	(\$200K)	Break even	4%
EMPLOYEES (FTES)	12	14	15	16
MEMBER TO FTE RATIO	833	714	733	750