



INTERNATIONAL POWERED ACCESS FEDERATION

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# THREE-YEAR STRATEGIC PLAN

2018-2020

*“To promote the safe and effective use of powered access”*

Version 7



## **Table of Contents**

- 1. Introduction by the CEO**
- 2. Executive Summary**
- 3. Objectives**
- 4. Organisation profile and history**
- 5. Strategic Aims**
- 6. Projects and timetable**
- 7. Process – approval and implementation**
- 8. Support activities**

## 1. INTRODUCTION BY THE CEO

**Mission Statement:** *Promoting the safe and effective use of powered access*

**Vision:** *To be the undisputed world authority on all matters relating to the safe use of powered access.*

The International Powered Access Federation (IPAF) promotes the safe and effective use of powered access worldwide. Set up in 1983, IPAF is a not-for-profit members' organisation that represents the interests of manufacturers, distributors, users, rental and training companies. It serves as a forum for all companies and individuals that are active in the world of powered access. IPAF has played a key role in promoting many of the design, safety and testing procedures that are now established in the powered access industry. IPAF members operate a majority of the MEWP rental fleet worldwide and manufacture about 85% of platforms on the market.

Members enjoy access to practical information and a growing portfolio of member services. They are also able to influence the legislation and regulations that govern MEWP and MCWP use.

A benefit of membership is the ability to deliver the IPAF training programme for platform operators, which is certified by TÜV as conforming to ISO 18878. Almost 200,000 operators are trained each year through a worldwide network of over 600 IPAF-approved training providers. Successful trainees are awarded the PAL Card (Powered Access Licence), the most widely held and recognised proof of quality-assured training for platform operators in the world.

The Federation's governing body is the IPAF Council, which is composed of the IPAF Board members, Committee chairpersons, Country/Regional Council chairpersons and six directly elected members. Council members are elected for a two-year period by IPAF members.

Tim Whiteman  
CEO & MD

January 2018

## 2. EXECUTIVE SUMMARY

IPAF is at a crossroads.

IPAF has huge support and respect around the world and has grown with the MEWP industry. In doing this, it has fostered professionalism around the world. This has been reflected in the adoption of operator training (whether IPAF or an alternative) and a focus on improving standards. One significant weak spot in our geographical growth has been the USA but, even here, IPAF has significantly affected the debate about training and standards.

As the MEWP industry has grown, so has IPAF. The largest companies in this Federation now expect a highly professional and business-oriented approach to our relationship with them. The smallest companies expect service similar to that of a consumer organisation. We are in regular contact with members and non-members from the rental, manufacturing, maintenance, contractor, regulatory and safety sectors. Coping with this rapid growth into 70 countries and about a dozen languages has been challenging. It is no surprise that IPAF has often tried to be “all things to all people,” and as a result IPAF has sometimes struggled to achieve all of its ambitious goals.

The Board has articulated the need for IPAF to have a clearer strategic focus that all people doing the work of IPAF - and ideally all IPAF members - will be able to explain. Further, addressing the challenges identified above implies some of IPAF’s activities that made sense in the past may not be needed in the future and will need to evolve or be discontinued. IPAF’s ELEVATE programme will be an intrinsic part of identifying and implementing such strategies.

IPAF must refocus its strategies and its resources to ensure it delivers the highest possible customer service, while continuing to spread the word about the “safe and effective use of powered access”. There is a mixture of hard-nosed commercial activities and representation that needs to be undertaken, together with the need to spread information about the benefits that powered access brings and the ways that the industry stays safe. High profile accidents anywhere in the world are bad for business.

As IPAF’s success grows, it become a target for “me too” organisations. In several countries, we have seen organisations that have developed, or even tried to copy, training programmes similar to ours. There is a belief that the training programme can be delivered far cheaper.

Our best defence against such activities is to consistently deliver better quality in terms of industry representation, leadership and high-quality training. To deliver on this, we need top quality staff and the enthusiastic involvement of our members.

The Board of Directors believes that the following should be the focus of IPAF for the next three years. Their achievement defines what will constitute future success. They are considered of equal importance and are not necessarily in priority order. The strategic aims set out in the plan are intended to provide direction and individual projects are linked, in so far as is possible, to the achievement of those aims.

Success toward their achievement will be reviewed annually by IPAF management and reported to the Board of Directors and the IPAF Council. Individual project plans will be further developed by managers and will be incorporated into the overall plan.

The primary areas of focus identified by the Board are:

- + Developing and implementing a strategy to optimise the use of VR, Simulators and our expanding eLearning offer, while Integrating the Smart PAL Card into systems to deliver a full digital experience.

- + Engaging with PAL Card holders through membership or subscriptions and delivering ongoing offers and communication via web shop, meetings, eNewsletters and other media.

- + Creating and curating career paths for people employed in the industry – from PDI courses through to fully qualified specialist MEWP technicians. From operator via rental desk controller to manager, or from operator to advanced, multi skilled operator. Including the development of other courses such as telehandler operator.

- + Impacting MEWP usage to reduce the IPAF Fatal Incident Ratio by creating and sharing global industry standards, campaigns and best practice.

- + Identify historical opportunities to expand with the MEWP industry into new countries to share good practice before alternatives are put in place.

This plan represents a strategic policy document that will be annually reviewed within our budget process to ensure that we prioritize our efforts in both a strategic and fiscally responsible manner. Any new activities we undertake within the framework of the plan must be revenue neutral or come with an identified revenue stream. The highest priority is attached to ensuring that systems are in place to manage resources and ensure compliance with budgets and to therefore ensure the sustainability of the Federation.

However, our mission and core objectives remain the same. These were set out in 1983 when the Federation was incorporated and continue to guide our strategies. They are reprinted on the next page.

### 3. OBJECTIVES

The objects of the Federation are to provide goods and services for the powered access industry, including education, training, and research, and representing and promoting the interests of its members at national and international level. In particular:

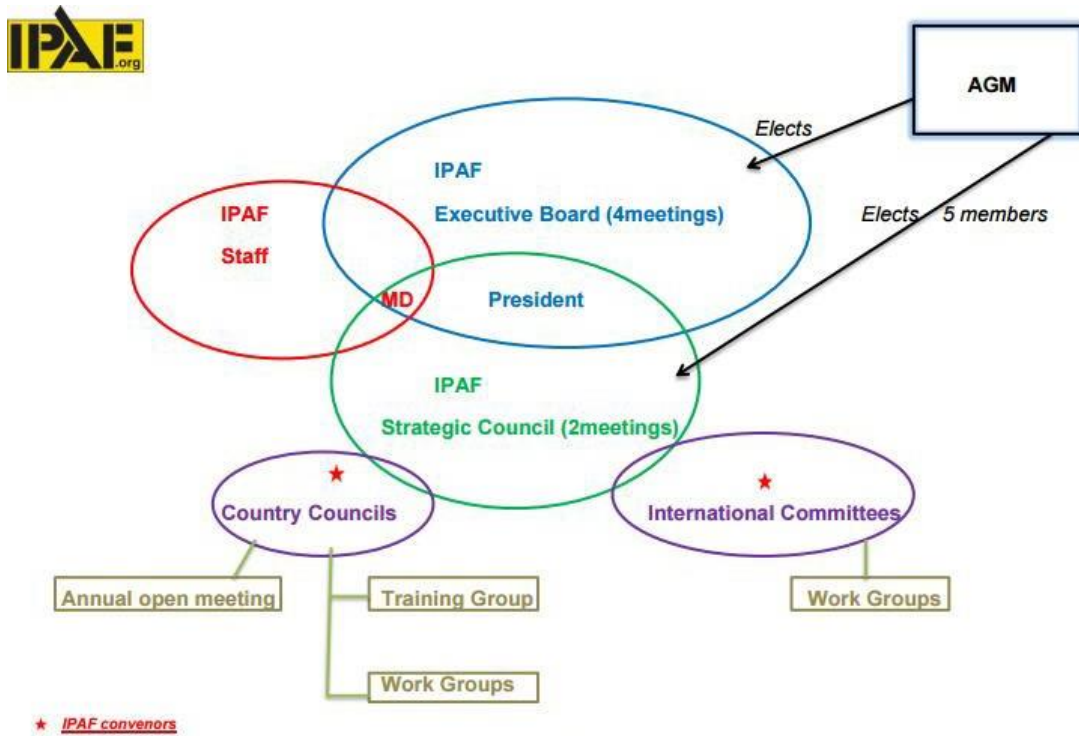
1. To promote and extend the use of members' products on a world-wide basis and, where necessary, take action on all matters of interest to the powered access equipment industry.
2. To encourage the highest standards of safety and good trading by members.
3. To represent the Industry in discussions at Government level in user countries and to liaise with other trade associations as necessary, particularly on the use of powered access equipment and international trade.
4. To encourage technical efficiency in the industry by co-operation in the establishment of standards.
5. To provide for co-operation between all members in the discussion of common problems, and to do all such other lawful things as are incidental or conducive to the achievement of the above objects.
6. To increase the global footprint of IPAF and actively target the involvement of the industry's main players.
7. To maximize the benefits of membership and efficient use of the Federation's resources in an organisation dedicated to the safe and effective use of powered access.
8. To provide, facilitate and expand communication channels amongst all members of IPAF.
9. To provide education and training channels for the whole industry, including the promotion of careers in the powered access industry.

*IPAF is registered under the Co-operative and Community Benefit Society Act 2014 and regulated in the UK by the Financial Conduct Authority ("FCA"). The above objectives are taken from the Federation's official rules and were created at its incorporation in 1983.*

## 4. ORGANISATION PROFILE AND HISTORY

The International Powered Access Federation was founded in 1983 to represent the interests of the powered access industry. IPAF's Operating Rules are based on The Rules of the International Powered Access Federation Limited (IPAF) which are filed with the UK's Financial Conduct Authority.

IPAF's organisation chart is set out below:



25.03.2015

## 5. STRATEGIC AIMS 2018 - 2020

### Strategic aims over this three-year period:

1. To promote the safe and effective use of powered access worldwide.
2. To ensure the sustainability of the Federation.
3. To strengthen the IPAF brand worldwide in terms of recognition, impact, global footprint and influence on national governments.
4. To deliver enhanced benefits to members and to encourage their greater participation individually, through country councils and at conferences.

### Projects to achieve strategic aims

#### Strategic aim 1 – Promote safe use of powered access

- Accident reporting development
- Publish information about all falls from height
- Define strategy to cut fatal accidents by specific figure starting 2020
- Promote and develop global standards for design, use and training
- Develop career paths at all levels
- Improve integration of Smart PAL Card
- Ensure that MEWP operators worldwide have access to some form of IPAF training

#### Strategic aim 2 – Sustainability

- Improve contribution from non-UK activities
- Develop revenue streams independent of Operator Training to be greater than 35%. Examples are the online shop, events and insurance
- Embed core principles of ELEVATE and secure ISO9001
- Develop a marketing strategy to protect and enhance core training income.
- Protect IPAF IP
- Improve PAL Card renewals

#### Strategic aim 3 – Development of brand recognition, footprint and influence

- Strengthening IPAF's national recognition in principle MEWP + MCWP markets
- Expand IPAF into new territories as market conditions change
- Develop advocacy strategy based on sharing standards
- Create global License
- Respond to Brexit impact – EU/UK
- Protect PAL Card against fraud
- Develop VR policy and strategy



**Strategic aim 4 – member benefits and participation**

- Optimise communication with members
- Monitor and improve membership retention
- Improve service to Mast Climbing Work Platform (MCWP) members
- Promotion of IPAF Rental +
- Develop other benefits after member survey
- Launch Operator membership
- Merchandising and online shopping

**Technical and operational projects (TOP)**

TOP1 - Improved reporting and control systems

TOP2 - Logistic outsourcing

TOP3 – Document production control

TOP4 - Implement robust and scalable Information Technology & Communications solutions

TOP5 - Facilitate online membership application

TOP6 - Paperless audit

## **6. Projects and timetable**

A detailed listing of projects and an implementation timetable has been developed for internal use.

## **7. PROCESS – Approval and implementation**

A strategic project plan will be developed for each project identified. It includes:

1. The project leader
2. Rationale for project
3. SWOT analysis
4. Resource implications
5. Outline timelines
6. Project Deliverables

Those projects approved for 2018 will be monitored by the Senior Management Team monthly with update presentations required at key dates during the year.

## **8. SUPPORT ACTIVITIES**

The following important activities will continue to be part of the regular business of the Federation. Not all members benefit from every activity of the Federation. Some of these activities are reiterated in the goals and objectives of the strategic plan as they directly address a specific strategic issue identified during the planning process. Others are not included in the plan.

### **Technical and safety**

- Accident reporting

- Standard & Guidance development

- Developing standards including European EN standards, US ANSI standards, Canadian CSA standards, ISO standards and other national standards

- Monitoring international regulations that govern equipment use

- Working with health and safety authorities worldwide.

- Development of IPAF best practice

### **Operations**

- Maintenance of the IPAF PAL Card training programmes

- Maintenance and development of the CAP Card training programme

- Auditing and Quality Control

- Professional Development Seminars

- IPAF Rental+

- Enhancement of Smart PAL Card

### **Finance, IT and logistics**

- Processing, production and despatch of around 200,000 PAL Cards this year

- Maintenance of internal IT systems and infrastructure

- Processing, authorising and reporting on all financial transactions

- Reporting for functions, the Board and the Council.

### **Regional development and MCWPs**

- Support for country/regional representatives and country councils

- MCWP specific activities

- Translations

- New market development

## Communications

The communications and marketing function supports the strategic aims by delivering tactical solutions which include:

- Events
- Publications
- Media relations
- Digital marketing
- Advertising
- Social media
- Public relations
- Stakeholder engagement

Examples of activities currently undertaken are:

Safety promotion and development

Campaigns

Work with IPAF Country Councils and Regional Councils

Promoting the Powered Access Industry

Conferences and events including the IPAF Summit and International Awards for Powered Access (IAPAs), Europlatform, the IPAF North American Convention, the IPAF Asia Conference, TABS, Regional Meetings and more.

IPAF publications such as Elevating Safety, IPAF Journal, IPAF Informa and Powered Access magazine.

Participating in major exhibitions in sectors such as access, rental, construction, and health and safety.