



**International Powered
Access Federation**

www.ipaf.org

THREE YEAR STRATEGIC PLAN 2021-2023

The International Powered Access Federation (IPAF) promotes the safe and effective use of powered access equipment worldwide in the widest sense – through providing technical advice and information; through influencing and interpreting legislation and standards; and through safety initiatives and training programmes. IPAF is a not-for-profit organisation owned by its members, which include manufacturers, rental companies, distributors, contractors, and users. 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 also have the chance to influence the legislation and regulations that govern platform 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. More than 150,000 operators are trained each year through a worldwide network of 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.

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

EXECUTIVE SUMMARY

With the worldwide disruption caused by the Coronavirus Pandemic in 2020 and the future uncertainty as a result of this ongoing pandemic, IPAF has produced an ambitious but agile three-year plan to ensure that the Federation is in a position to react quickly and adjust the projects in alignment to the financial results on the basis of favourable or unfavourable to plan.

The 2021 plan is ambitious and will stretch the team, however it is deemed achievable within the timescales outlined and the budgeted resource requirements. All projects have a “one-page plan” which details the project, project owner, benefits, timelines, costs, and smart objectives. The measurements will be based on achieving the project(s) on time, within budget and with the agreed benefits/objectives as outlined.

All projects have been aligned to one of the five strategic aims, which align with the Federation's original objectives. Where projects align across several strategic aims, they have been aligned with what is considered the primary strategic aim for that project.

Progress of the projects will be tracked collectively in a project tracker using the RAG reporting status method and each project will be monitored by the CEO & MD during the individual meetings with the project owner and IPAF project updates will be included in the CEO executive summary presented during each IPAF Board and Council meeting.

Projects not included in the three-year plan have been classified as IPAF operational activities, otherwise known as Business as Usual (BAU) projects. BAU projects are mainly infrastructure or required system upgrades, some of these are enablers for the projects outlined in the Process Approval & Implementation section below.



The IPAF Council and Board will be updated on the progress of the rolling three-year plan on an annual basis, as part of the year end Council and Board meetings.

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:

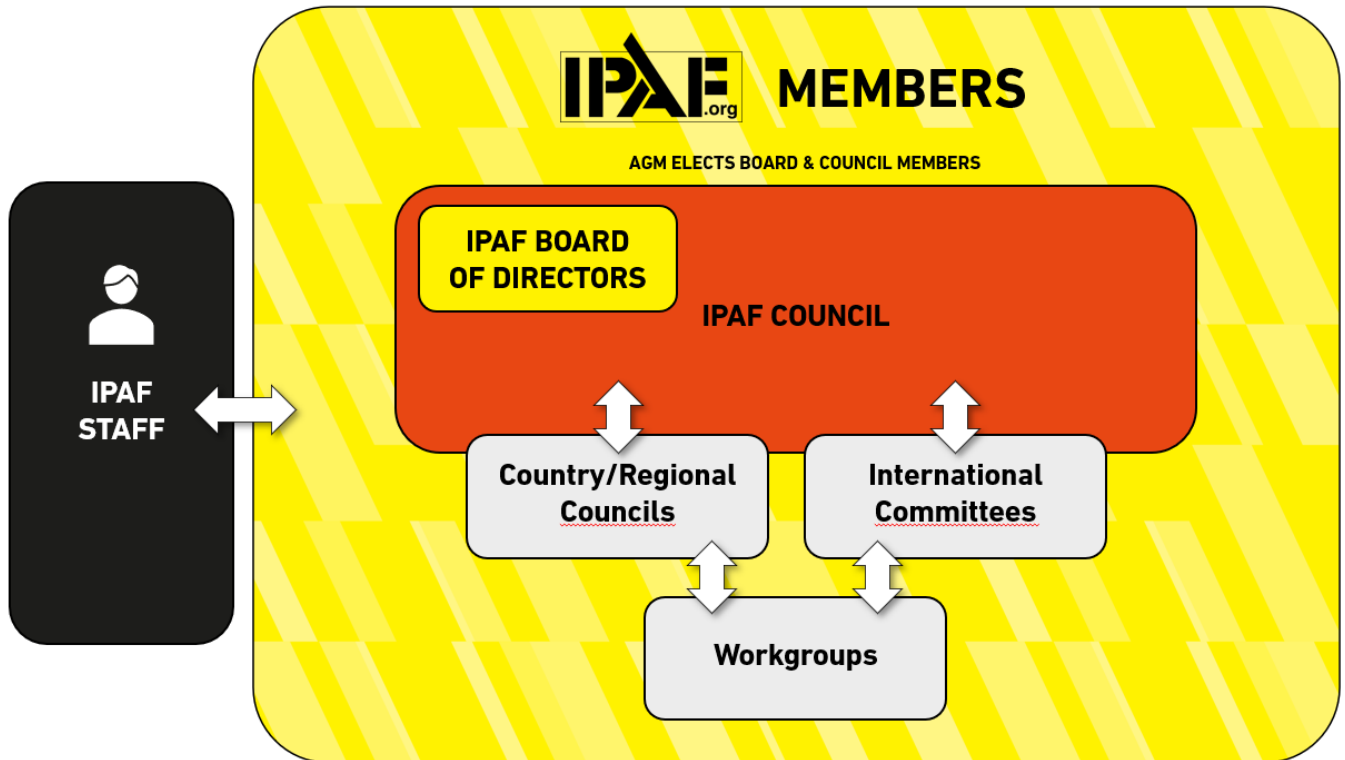
1. To promote and extend the use of members' products on a world-wide basis and, where necessary, take action on all matters of interest to the powered access equipment industry.
2. To encourage the highest standards of safety and good trading by members.
3. To represent the Industry in discussions at 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.

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). Its training programme was launched in December 1990 with the creation of a Demonstrator Training programme.

IPAF's organisation chart and engagement flow between the Federation is set out below:



IPAF MISSION

Promote the safe and effective use of powered access worldwide.

IPAF VISION

To be recognised as the collective voice and leading safety organisation for the powered access industry globally.

STRATEGIC AIMS

Strategic aims over the three-year period are as follows:

STRATEGIC AIM	CATEGORY
1	Improve safety in the industry
2	To be the collective voice of the powered access industry
3	To engage with members through global and targeted communications
4	To accelerate the IPAF digitisation strategy
5	To diversify our offering and introduce other revenue streams



PROCESS – APPROVAL & IMPLEMENTATION

A strategic project plan has been developed for each project identified, a summary of those projects is outlined below. The projects approved will be monitored by the Senior Management Team and project updates will be released throughout the year(s). Note: Projects in yellow indicate top ten essential projects for the year.

AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	MEASUREMENT
1	Improve safety in the industry	Accident reporting development	To drive an increase in Members & Contractors reporting accidents through the portal.	BP	Increase number of reports from 300 to 400 in 2021; increase countries reporting from 16 to 25 in 2021.
1	Improve safety in the industry	Exiting the platform	Reduction in falls from height and address issues for exiting the platform.	BP	Reduction in falls from height; Increased web traffic for IPAF Toolbox Talks and Andy Access.
1	Improve safety in the industry	Inspectors course	Develop on-line course for machine inspectors.	GC	Online course.
1	Improve safety in the industry	IPAF international safety committee	IPAF to form and introduce a new International Safety Committee to promote safety of all powered access worldwide.	BP	Scope and launch by Q3 2021.
1	Improve safety in the industry	Marketing campaign in 2020 worldwide report on fatal incidents	Ensure members and industry are aware of the reported main causes of fatalities when using MEWPs/MCWP.	BP	Fatal accident reduction overtime; Increased web traffic by 10% for IPAF Toolbox Talks, Andy Access.
1	Improve safety in the industry	Operator course update	Full review of IPAF's flagship operator course.	GC	Course engagement survey.
1	Improve safety in the industry	PAL+ e-learning	Creation of a new PAL+ theory presentation to complement the simulator practical test. eLearning & Instructor led.	GC	Launch PAL+ theory on time and within budget; Increase attendees to course by 50%.
1	Improve safety in the industry	Renewals & upgrades	Creation of a new Renewals & Upgrades. eLearning & Instructor led course.	GC	Launch updated courses; Increase course attendance by 10% and to budget parameters; Candidate course registration; Candidate satisfaction survey.
1	Improve safety in the industry	Revitalisation of IPAF courses	Revitalisation of all old IPAF courses in line with the current operator course. eLearning & Instructor led.	GC	Course engagement survey.
1	Improve safety in the industry	Site survey	Creation of a new site survey course. eLearning & Instructor led.	GC	Launch e-learning site survey training course, deliverables, and budget parameters; Achieve 200



AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	MEASUREMENT
					candidate participation by end Q4; Candidate satisfaction survey
1	Improve safety in the industry	Targeted safety campaign	One targeted safety campaign worldwide annually to raise awareness (2021 - Falls) (2022- Electrocutions) (2023- Overturns).	BP	Release global annual safety campaign; Reduce falls; Creation of 12 Toolbox Talks, 12 Andy Access, Videos and supporting comms by Q4 2021.
1	Improve safety in the industry	Targeted sector study	The objective is to choose a sector and work with them to understand PA use and support their members.	BP	Launch targeted sector study by Q3 2021.
4	To accelerate the IPAF digitisation strategy	Digital forms	The digitisation of IPAF training forms and examinations.	GC	Launch digital forms solution; Manpower reduction in hours - training centres by 50%, IPAF by 25%; Candidate satisfaction survey
4	To accelerate the IPAF digitisation strategy	Increase services to MCWP/hoist industry	Increase offer of IPAF training for MCWPs and hoists and develop focused services for this industry segment.	RV	Launch MM for hoists and MCWP; Candidate satisfaction survey.
4	To accelerate the IPAF digitisation strategy	IPAF APP	Production of an app which will hold a digital PAL Card, OSG, and logbook, and enable two-way communication with operators.	JP	Achieve operator download target 150K by Q4 2021; Launch translation releases April 2021 to December 2021.
4	To accelerate the IPAF digitisation strategy	XR strategy	Developing and implementing a strategy to optimise the use of virtual reality (VR), simulators and our expanding eLearning offer, while integrating the Smart PAL Card into systems to deliver a full digital experience.	GC	Conclusion of trials of simulated renewal test by July 2021; Candidate satisfaction survey.
2	To be the collective voice of the powered access industry	Apprentice service	Ensure UK members have defined training routes for new and existing engineers and accessible training courses.	RW	First intake of 10 apprentices in Q1 2021 and second cohort in September 2021.
2	To be the collective voice of the powered access industry	CAP international development	Develop the CAP course in regions outside the UK.	GC	Launch in at least one other territory.



AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	MEASUREMENT
2	To be the collective voice of the powered access industry	IPAF Rental+ international development	To proactively expand and promote the IPAF Rental+ programme outside the UK.	GC/RV	Launch in at least one other territory.
2	To be the collective voice of the powered access industry	Recognition of IPAF Rental+ in UK	To proactively raise awareness of IR+ within the UK through Build UK and principal contractors and seek adoption and endorsement of the standard.	RW	Achieve endorsement and acceptance of IPAF Rental+ by Build UK.
2	To be the collective voice of the powered access industry	Senior instructor seminars	To organise and implement professional development seminars for senior instructors globally.	GC	Candidate satisfaction survey.
2	To be the collective voice of the powered access industry	Sustainability	To ensure IPAF is leading by example in the area of environmental sustainability. To provide a benefit for members in helping them identify sustainability solutions. Save costs and reduce IPAF's carbon footprint.	JP	Achieve IPAF sustainability audit phase 1 Q1 2021; Update policies and strategy by Q2 2021; Rollout IPAF signposting by end Q4 2021; Candidate satisfaction survey.
5	To diversify our offering and introduce other revenue streams	Contractors	To open channels to reach this audience and have a consistent communication strategy to attract them as members.	BP	Increased 10 contractor memberships
5	To diversify our offering and introduce other revenue streams	Corporate sales presentation	In addition to the existing corporate presentation, develop a new member and TC recruitment presentation and a selling the PAL Card presentation for reps to use.	JP	Launch in all languages Q1 2021
5	To diversify our offering and introduce other revenue streams	Global and regional member benefits and services	Introduce and develop new member benefits by region.	RV	25 members by end Q4 2021.



AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	MEASUREMENT
5	To diversify our offering and introduce other revenue streams	IPAF certified global accreditation	Development of 'IPAF Certified' Accreditation in the North American market and investigate the opportunities for 'IPAF Certified' globally.	GC	Increased candidates undertaking IPAF approved training by 10%; Increased certified training organisations by Q4 2021.
5	To diversify our offering and introduce other revenue streams	Market development – China	Increase IPAF's activities in the China region focussing on increasing membership and membership activity to ensure IPAF's standing as the go to Trade Association for the Powered Access industry.	RV	In scoping phase.
5	To diversify our offering and introduce other revenue streams	Market development – North America	Increase IPAF's activities in the North American region focussing on increasing membership and membership activity to ensure IPAF's standing as the go to Trade Association for the Powered Access industry.	GC	Achieve 100 members NA market; Reduction in lost members to 95%; Increased training by 10%; Increased training organisations by Q4 2021; Achieve six webinars by end Q4 2021.
5	To diversify our offering and introduce other revenue streams	New category IPAF safety professional / practitioner	To engage IPAF with safety professionals worldwide in order to raise awareness of IPAF, Training, Guidance and Campaigns.	BP	Achieve 25 members in this category in 2021.
5	To diversify our offering and introduce other revenue streams	Recruit, engage, retain	To develop and implement a strategy to ensure new members are effectively embedded in the membership cycle and in turn increase engagement and improve member attrition rates.	JP	Achieve target rate for attrition, increase member retention above 95% across all countries/regions; Member satisfaction survey.
3	To engage with members through global and targeted communications	IPAF on-line shop	Develop an on-line shop where our members and operators can purchase IPAF merchandising and publications.	RV	Release on-line shop with minimum 20 merchandise products; Candidate satisfaction survey.

AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	MEASUREMENT
3	To engage with members through global and targeted communications	IPAF repository	To create a library of resources, data and collateral for staff and reps to access for presentations, marketing, and reports. It will be easily accessible and updated on an agreed regular basis.	JP	Launch IPAF repository; Uptake and usage by all reps at least once per month.
3	To engage with members through global and targeted communications	Webinar series	Develop and deliver a series of six webinars in lieu of physical events addressing current issues.	JP	Achieve 500 webinar attendees per webinar by end Q4 2021; Candidate satisfaction survey.
3	To engage with members through global and targeted communications	Worldwide market sizing	Establish current UK IPAF market share, identify prospects, and agree the process to establish understand the worldwide PA market.	RW	Launch report in Q1 2021; Review possibility of making this worldwide by 2022.

OPERATIONAL ACTIVITIES

IPAF operational activities, otherwise known as Business as Usual (BAU) will continue to be part of the regular business of the Federation and since not all the members will benefit from every activity of the Federation, some of these activities are reiterated in the goals and objectives of the strategic plan.