



**International Powered  
Access Federation**

[www.ipaf.org](http://www.ipaf.org)

## **THREE YEAR STRATEGIC PLAN 2023-2025**

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 Bureau Veritas 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**

2022 was a very successful year for the federation with training and membership numbers being at an all-time high. By the end of the year over 193,000 people had gone through an IPAF training course, and we saw membership reach 1,638 across 80 Countries worldwide, way ahead of our targets and expectations. The federation embarked on many large projects during the year and had some significant success in membership engagement, recognition of the rental plus standard in the UK, launch of a new demonstrator course, sustaining the apprentice engineering program and our worldwide safety campaign focussed on falls from height.

IPAF recognise, there were a few projects not completed to plan, for example, those projects impacted by the larger project of digitisation. The sheer scale and scope of the digitisation project increased dramatically and through further analysis the additional benefits that could potentially be achieved for our members and to the federation for digitising our training programs and linking our systems together was crucial to the federations success. Other project delays were impacted by the lack of resource within IPAF which was unforeseen at the initial planning stages.

IPAF have learned from the blockers and the senior management team have put together an ambitious but robust plan for the coming three years that will realise the benefits of several projects that started in 2022 along with the exciting new opportunities for the federation going forwards.

All projects have a detailed project plan with targeted smart objectives, resource planning for the federation and realistic timetables, to support prioritising the key projects.

As in previous years the IPAF Board and IPAF Council will be updated on the progress against the plan during each meeting, the update focusing on the top ten key projects determined by the IPAF team. In



addition, the IPAF CEO and Managing Director as part of the IPAF Board and IPAF Council report will update on this progress against targets and supply actions, for any potential project delays or issues.

The IPAF team have reviewed and updated the strategic aims to ensure alignment with the current strategy and direction of the federation and each project has subsequently been aligned accordingly to the relevant strategic aim.

## **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:

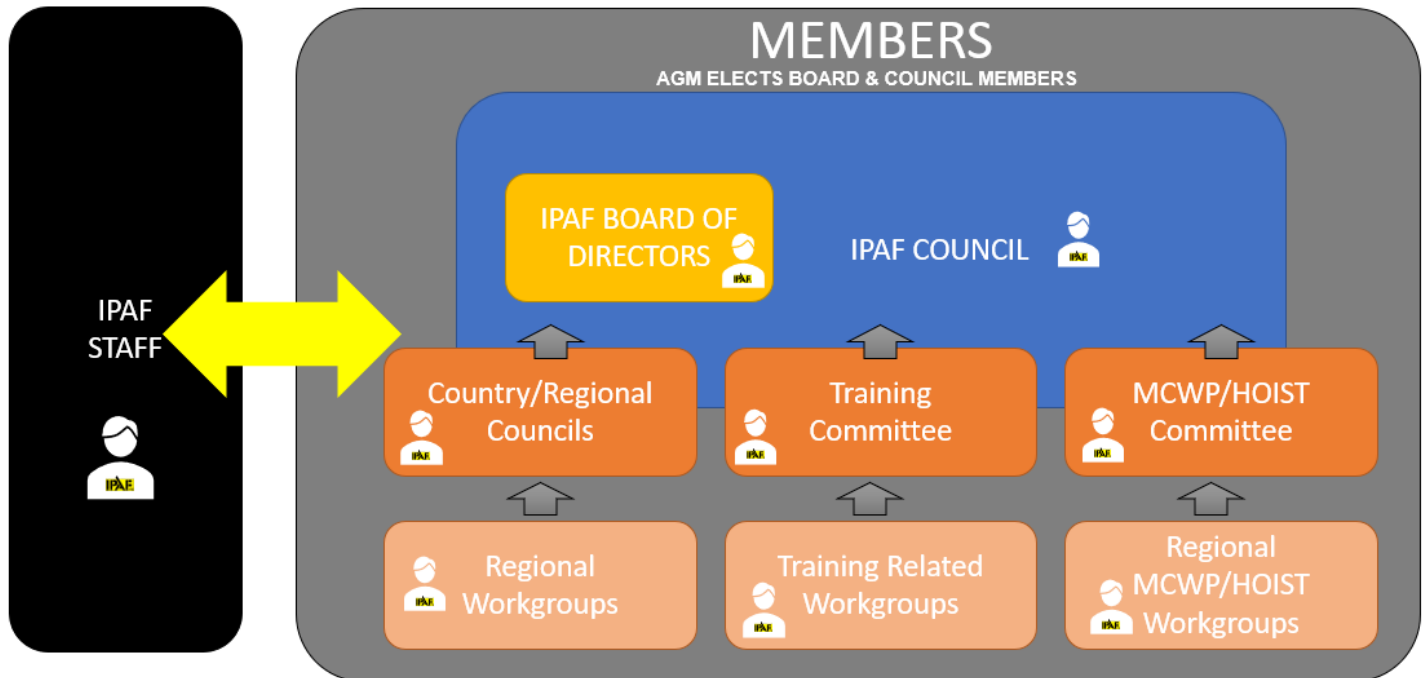
1. To promote and extend the use of members' products on a world-wide basis and, where necessary, take action on all matters of interest to the powered access equipment industry.
2. To encourage the highest standards of safety and good trading by members.
3. To represent the industry in discussions at 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 and enable 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	Demonstrably improve safety practices in the industry
2	To be the collective voice of the powered access industry
3	To be recognised as an organisation who is committed to transparency and collaboration towards its members globally
4	Driving to be digital wherever practicable in whatever we do
5	Make the organisation increasingly relevant to a global audience through diversification and sustainability



## CORE VALUES

Integrity	We value honesty, fairness and trust and strive to act in the best interests of our global community of staff, members, partners, and the wider industry.
Diversity & Inclusion	We embrace differences, creating environments where members of our global community are free to be their authentic selves, to feel valued, that they belong; together, as a team, we are stronger
Transparency	We endeavour to be unambiguous and clear in our actions, decisions, and communications.
Pioneering	We are committed to driving change, to being at the forefront of introducing and continually improving industry safety standards, training, good practice, legislation and technical guidance across the world.
Professionalism	We employ excellent staff who demonstrate high standards of knowledge, skills, expertise and personal conduct, reflected in the excellent quality of their work.

## 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 essential projects.

## 2023-2025 Projects:

AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	START	FINISH
1	Demonstrably improve safety practices in the industry	Operator Course – Update	Full review and update of IPAF's Flagship Operator course - to include translation into the core languages.	GC	Q1 2021	Q3 2023
1	Demonstrably improve safety practices in the industry	Targeted Safety Campaign – Working Near Power Lines	Produce a global campaign and create guidance, TBT's and literature to raise awareness of electrocutions when working near powerlines. Measure outcomes and demonstrably show a reduction in fatal and serious incidents globally over time.	BP	Q1 2023	Q4 2025
1	Demonstrably improve safety practices in the industry	UK Targeted Safety Campaign – Load / Unload	Analyse UK accident stats for loading/unloading and transportation activities. Create a targeted safety campaign to improve safety practices. Measure outcomes and demonstrably show a reduction in load/unload accidents over time.	BP	Q1 2023	Q4 2025
1	Demonstrably improve safety practices in the industry	IPAF Short Videos	IPAF will produce six new short safety videos in 2023 following the initial video about avoiding electrocution produced in 2022. They will highlight common safety issues including the catapult effect, overreaching, hit by or contact with, stability/overturn, entrapment and mechanical & technical failure.	JP	Q4 2022	Q3 2023
2	To be the collective voice of the powered access industry	Non-Member Education	To promote and enable the safe and effective use of powered access outside of IPAF membership by education and sharing of information with non-members, new territories, schools and further education establishments. STEM Activity	RW	Q1 2023	Q4 2023
2	To be the collective voice of the powered access industry	Standards & Design	To ensure IPAF represents its membership and is at the forefront on national and international standards and design committees. To ensure industry and regulatory changes are understood and communicated promptly to members in all regions.	BP	Q4 2020	Ongoing
2	To be the collective voice of the powered access industry	Contractor Engagement	To increase hirer/rental member visibility in the construction supply chain. To promote the IPAF Rental+ standard and increase contractor membership globally. To introduce a UK contractor forum.	RW / RV	Q4 2022	Q4 2023

AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	START	FINISH
2	To be the collective voice of the powered access industry	Increase Services to MCWP / Hoist Industry	Develop installer course for hoists. Improve and modernise outlook of the present courses.	RV	Q2 2023	Q4 2023
2	To be the collective voice of the powered access industry	Environmental Paper	IPAF should be leading the industry in identifying and assessing the sustainability challenges that the industry will be facing in the coming years. IPAF will work with partners to produce a white paper looking at the impacts to the industry and how to address them.	JP	Q1 2023	Q4 2023
3	To be recognised as an organisation who is committed to transparency and collaboration towards its members globally	Website Personalisation	To improve the member engagement experience for members to the IPAF portal by enabling personalisation, such as own login, multi-member login, ability to tailor own homepage, to be alerted to information of interest to you, bring all web logins together in one homepage.	JP	Q1 2024	Q3 2024
3	To be recognised as an organisation who is committed to transparency and collaboration towards its members globally	Non-Member Engagement	Positively promote the safe use of MEWPs where risk still lies and influence MEWP management. Use the rental member standard and regional meetings to educate, explain benefits and help understand risks, to increase awareness and membership take up.	RW	Q2 2023	Q4 2023
3	To be recognised as an organisation who is committed to transparency and collaboration towards its members globally	Recognition of IPAF Rental+ in the UK	To proactively raise awareness of IR+ within the UK through Build UK and principal contractors and seek adoption and endorsement of the standard. To include Contractor Engagement project. Supplier version of Common Assessment Standard.	RW	Q1 2021	Q4 2023
3	To be recognised as an organisation who is committed to transparency and collaboration towards its members globally	CRM System	To implement a new CRM system which will integrate with all other IPAF data systems to provide a vastly improved functionality, show increased efficiencies in membership and renewal processes and will allow transparent and real time member engagement.	JP	Q2 2023	Q4 2023
3	To be recognised as an organisation who is committed to transparency and collaboration towards its members globally	Regional Marketing Campaigns	To pilot regional marketing campaigns in Switzerland and Germany to increase market share and raise awareness of the IPAF brand. Using local teams to develop campaigns that can be measured and monitored.	JP	Q1 2023	Q4 2023
4	Driving to be digital wherever practicable in whatever we do	Digitisation of Training	Full Integration of IPAF Training systems including IPAF's TC admin the Learning Management System (LMS) and the ePAL App and the	GC / AB	Q2 2022	Q4 2023

AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	START	FINISH
			digitisation of training forms and examinations.			
4	Driving to be digital wherever practicable in whatever we do	North America eLearning Plan	We will develop a new approach to offer MEWP training using IPAF's eLearning courses in North America with 3 options that will align with current accepted training demands in the region. The selection of the options by the user will be based on their individually assessed needs to offer MEWP training. IPAF will offer flexible and streamlined solutions that align with our mission: Promote the Safe and Effective use of Powered Access Equipment Worldwide.	GC	Q4 2022	Q2 2023
4	Driving to be digital wherever practicable in whatever we do	China eLearning Plan	Increase safety awareness of MEWP Operators in China, establish IPAF as a safety focused trade association and make eLearning easily accessible to all operators.	RV	Q4 2020	Q4 2023
4	Driving to be digital wherever practicable in whatever we do	ePAL Next Phase	Further development of the app to bring improved functionality around user experience, including improved automated logbook and recording of user experience, familiarisation and pre-use checks. Development of Access control solution.	JP	Q3 2022	Q3 2023
5	Make the organisation increasingly relevant to a global audience through diversification and sustainability	IPAF Marketplace / Improved Membership Directory	Create a web portal where our members can "advertise" their products and services. The IPAF marketplace will be trialled in ASIA first, being Asia the main region requesting this service.	RV	Q3 2023	Q4 2023
5	Make the organisation increasingly relevant to a global audience through diversification and sustainability	Market Development Korea	Develop eLearning for Operators and market it through the Korean Crane Association (KCA) and other local partners.	RV	Q3 2022	Q2 2023
5	Make the organisation increasingly relevant to a global audience through diversification and sustainability	Women in Powered Access	To ensure IPAF has policies and plans in place to monitor and measure EDI internally and externally for example at events. To also support the Women in Powered Access campaign with relevant activities and material as driven by the working group.	JP / LB	Q1 2022	Q4 2023
5	Make the organisation increasingly relevant	Course Development in	Operator Training Instructor Led Slovenian, Estonia, Lithuanian, Latvian	RV	Q1 2023	Q4 2023



AIM	CATEGORY	PROJECT	DESCRIPTION	OWNER	START	FINISH
	to a global audience through diversification and sustainability	Additional Languages				
5	Make the organisation increasingly relevant to a global audience through diversification and sustainability	IPAF / CACES France	Develop training programme suitable for France. At the end of the course the operator will hold a license combining PAL CARD and French CACES.	RV	Q1 2023	Q3 2023