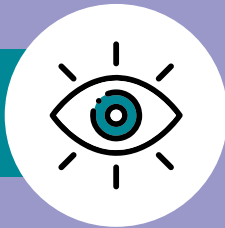


# STRATEGIC PLAN

TO 30 JUNE 2025

## VISION



Authentic engagement, everyday

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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.

## OUR VISION STORY

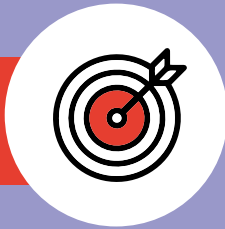


We believe that by championing authentic engagement it will be embraced and embedded globally.

We believe in authentic engagement, everyday!

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## MISSION



To champion engagement that improves environmental, social and governance outcomes.

\*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 VALUES AND GOALS

## OUR VALUES STORY

As the champion for the engagement sector, we value:

**Our members' commitment and passion for authentic engagement.**



Their unwavering belief that by including those affected by a decision in the decision-making process it 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 skilled and experienced team of professionals who put our members at the heart of our decision-making.**



Their commitment to a culture of excellence, focusing on an attentive service to our members with a can-do attitude.

The way they work together to deliver world-class products and services, providing a valuable investment for the benefit of the practice and members.

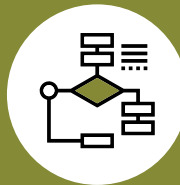
Their genuine respect, care and support for each other, and commitment to achieving our strategic objectives.

## STRATEGIC GOALS

**Leading professional development, products and services**



**Engagement embedded into policy and regulatory frameworks**



**Excellent organisational health**



**Championing Engagement**



## STRATEGIC GOALS

## STRATEGIES

## OBJECTIVES

### Leading professional development, products and services



- 1 Build on our existing services to grow the future learning practice and meet emerging professional development needs.
- 2 Provide more accessible, responsive and collaborative learning and service opportunities to our members to advance and strengthen engagement practice.
- 3 Recognise the diversity of the communities that our members work in and with, to support embedding authentic engagement.
- 4 Support the professionalisation of the engagement sector through the IAP2 Professional Recognition Program with post-nominals.
- 5 Build a community of engagement professionals by providing members access to high-value events and networking opportunities that support their professional development journey.

- 1 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 late 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.
- 2
- 3 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 mid-2022, to support our commitment to DEI.
- 4 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.
- 5 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.

### Engagement embedded into policy and regulatory frameworks



- 6 Invest in a research agenda that provides evidence for the value of engagement and supports authentic engagement - everyday.
- 7 Empower and support our members to influence key decision-makers and others.
- 8 Showcase the value of authentic engagement, to support embedding engagement into policy and regulatory frameworks.

- 6 Our research agenda is published by late 2022, with a Research Plan and budget that supports our strategy approved by the Board annually.
- 7 Launch the "IAP2 Advocacy Recommendations and Calls to Action" and provide access to tools, resources, and templates by mid-2022. Build confidence and knowledge for our members for their advocacy efforts by developing a 'how to' guide by late 2022.
- 8 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.





### Excellent organisational health



- 9 Lead community engagement through world-class governance and leadership.
- 10 Build the brand and reputation of IAP2 so that we are recognised as the go-to organisation for engagement.
- 11 Ensure ongoing financial sustainability by introducing targeted products and services that provide member-value.
- 12 Continue to invest in our people and systems to drive organisational service standards and efficiencies and support our members.

- 9 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.
- 10 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.
- 11 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.
- 12 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
<b>Total members</b>	12,487	14,000	11,000	12,000
<b>Retention rate</b>	 63%	 65%	 62%	 65%
<b>Membership Revenue</b>	\$648K	\$840K	\$700K	\$800K
<b>Payment to IAP2 Int</b>	(\$324K)	(\$420K)	(\$350K)	(\$400K)
<b>New Member/ Strategic initiatives</b>	Improved member experience Launch Young & Emerging Professionals program Build searchable library of valued resources Launch revised Local Area Network model and grant fund	Launch Consultancy Register & Speakers Bureau Launch Tertiary Partnerships Implement Reconciliation Action Plan 'Reflect' Plan My Career tool – feasibility study Develop contemporary membership model	Develop Thought Leadership Event Series Launch Plan my Career tool Develop IAP2 Assessment Tool (tick) Develop Tertiary Accreditation program – stage 1 Introduce improved event management platform (ICT) Launch contemporary membership model	Launch IAP2 Assessment Tool (tick) Launch Tertiary Accreditation program – stage 2 Member Value Analysis completed
<b>Advocacy</b>	Showcase Engagement Empower members Provide tools & resources Develop Research Agenda Publish annual white paper	Develop Advocacy Strategy Publish the Influencing the decision-maker 'How to' guide Launch Case Study Library Launch Practice Notes	Implement and resource Advocacy Strategy Invest in Research Agenda	Embed Advocacy Strategy Suite of tools and resources available for member-led advocacy Research valued
<b>Prof Recognition Program (PRP)</b>	Stage 1 - post-nominals	Stage 2 - post-nominals Stage 1 – CPD	Stage 2 – CPD	Full Professional Recognition Program in place (post-noms and CPD)
<b>Future Learners Model</b>	<b>Stage 1</b> Digital Learning Strategy developed and implemented Launch online Engagement Methods Tool	<b>Stage 2</b> Launch fit for purpose Digital Learning platform DEI principles included in all new offerings. Develop Aboriginal & Torres Strait Islander Strategy, and Māori strategy Formal and Informal learning introduced	<b>Stage 3</b> Expand suite of tools and resources to support learners and the profession Develop and pilot other delivery modes.	<b>Stage 4</b> Review and consider other products and service offerings Multi-mode and just in time learning opportunities – feasibility study Consider Standards based assessments for learners
<b>New learning opportunities</b>	Up to three new targeted learning opportunities: • Deliberative Engagement • Diversity, Equity & Inclusion • Authentic Collaboration Launch Advanced Mentoring Program	Up to three new targeted learning opportunities: • Launch new curriculum • Facilitating the Tough Stuff • TBC	Up to three new targeted learning opportunities Consider formal program for the advanced practitioner	Up to three new targeted learning opportunities
<b>Training Participants</b>	7,434	7,500	6,500	7,500
<b>Training revenue</b>	\$4M	\$4M	\$4.3M	\$4.9M
<b>Conference attendees</b>	317	382	500	500
<b>Conference GP</b>	\$4.5K	Break even	15%	15%
<b>NZ Symp attendees</b>	N/A	100	120	140
<b>NZ Symposium GP</b>	N/A	\$3K	10%	10%
<b>FYE surplus/(deficit)</b>	\$1.15M	(\$974K)	Break even	4%
<b>Employees (FTEs)</b>	13.6	16	15	16
<b>Member to FTE ratio</b>	918	875	733	750