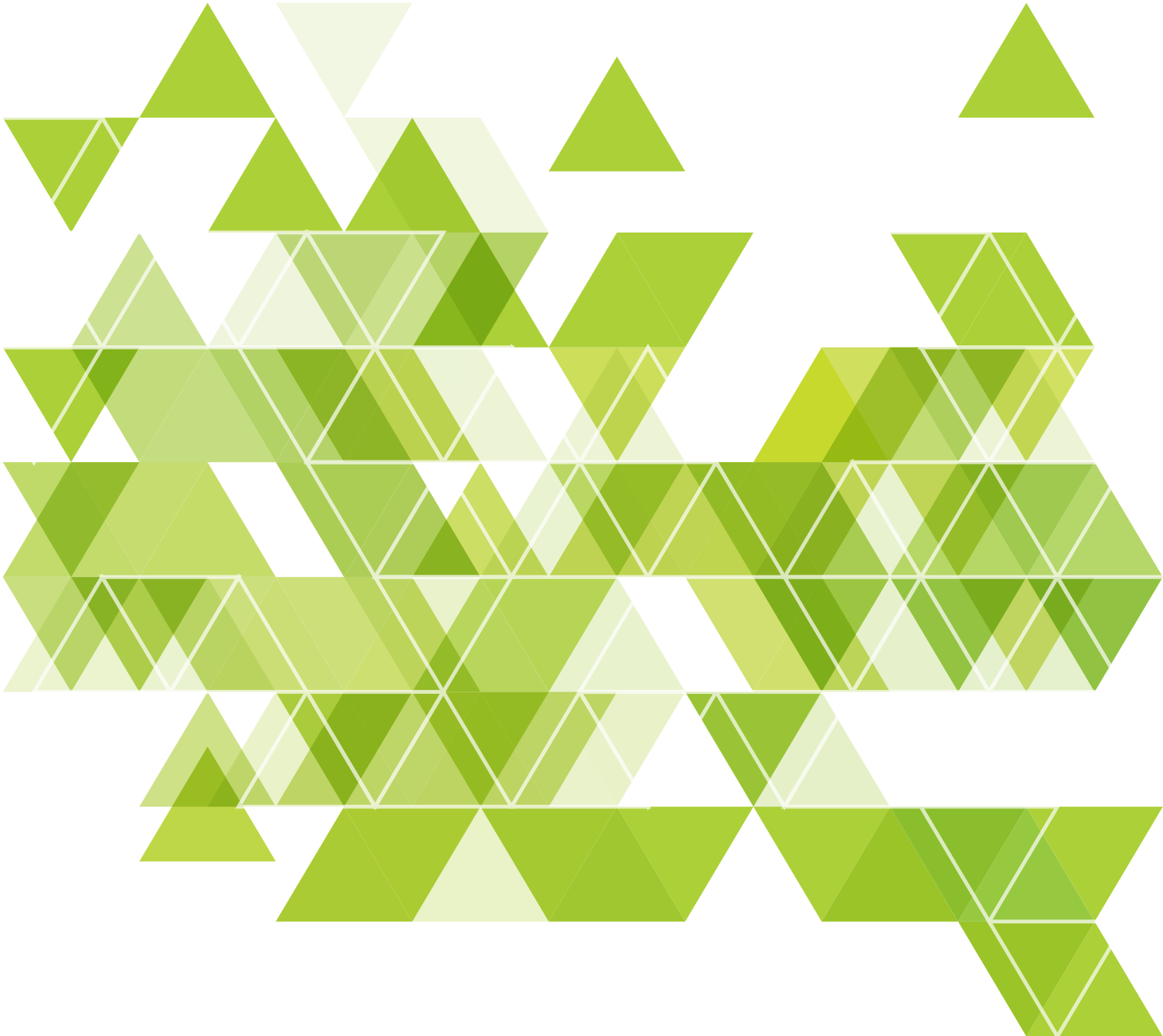


STRATEGIC PLAN 2022-2027







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Our purpose	By associations for associations advancing association leadership and congress management
Our ambition	To be the recognised global leader for associations driving innovation and excellence for impact
Our members	International and regional self-managed associations.
Our partners	We can do more when we work in partnerships with others who share our values and objectives

OUR VALUES

	<p>Integrity</p> <p>We build trusting relationships We create safe spaces for honest discussions We are respectful and reflective</p>
	<p>Inclusive</p> <p>We embrace the diversity of our members We integrate equity, diversity and inclusion in all that we do We support each other</p>
	<p>Community</p> <p>We are a connected engaged community where every member is valued We facilitate connections We recognise and support the needs of different segments</p>
	<p>Collaboration</p> <p>We are open to the benefits of working with others We seek collaborative advantage We recognise impact builds from connections</p>
	<p>Accountability</p> <p>We are transparent and responsible for our actions We encourage and respond to feedback We model good governance and business excellence</p>

OUR OBJECTIVES

 <p>Delivering valuable meaningful education: improve educational offerings and knowledge curation for our members</p>	 <p>Advancing excellence in association leadership: develop good practice guidance and resources</p>
 <p>Demonstrating thought leadership and influence for impact: use the collective insights of members with external stakeholders and partners</p>	 <p>Building a sustainable inclusive organisation: develop a sustainable business model that matches ambitions and the needs of members</p>

OUR OBJECTIVES AND STRATEGIES TO ACHIEVE THEM

 <p>Objective 1: Delivering valuable meaningful education improve educational offerings and knowledge curation for our members</p>	 <p>Objective 2: Advancing excellence in association leadership develop good practice guidance and resources</p>
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To achieve this objective, we will:

- > Consult with members to identify needs
- > Respond with agility to deliver solutions
- > Monitor Basecamp discussions to identify learning needs, opportunities and contributor
- > Partner with others to provide solutions
- > Curate educational/knowledge offerings and outcomes via an accessible website
- > Evaluate offerings to inform future programme of activity

To achieve this objective, we will:

- > Further invest in permanent secretariat services
- > Grow membership by seeking out members from more diverse sectors
- > Consider alternative membership fee models
- > Diversify income revenue by exploring sponsorship/partnership opportunities
- > Review By-laws to be more inclusive

Success will look like this:

- > Survey of members conducted on an annual basis with majority participation
- > Deliver at least 10 different educational events each year covering any aspect of association business
- > Develop the website by end of 2023 with a knowledge hub of resources
- > Partner with other organisations on at least 2 educational activities per year
- > Report to our members annually on evaluation outcomes and action implemented

Success will look like this:

- > Recognise 3-5 new members per year
- > Retention of current eligible members is maintained, and they rate value of membership highly
- > Income includes 20% of revenue from sources other than membership fees
- > Consultation on options for a revised membership fee model and proposal for member approval



Objective 3: Demonstrating thought leadership and influence for impact use the collective insights of members with external stakeholders and partners



Objective 4: Building a sustainable inclusive organisation develop a sustainable business model that matches ambitions and the needs of members

To achieve this objective, we will:

- > Apply the corporate relations policy to use opportunities with external stakeholders and groups to showcase leadership of AC Forum and its members
- > Build alliances and partnerships with suitable organisations for research and knowledge generation
- > Keep under review and evaluate the outcomes of any partnerships
- > Publish articles as opportunities arise

To achieve this objective, we will:

- > Further invest in permanent secretariat services
- > Grow membership by seeking out members from more diverse sectors
- > Consider alternative membership fee models
- > Diversify income revenue by exploring sponsorship/partnership opportunities
- > Review By-laws to be more inclusive

Success will look like this:

- > AC Forum is a sought-after partner for thought leadership, research and education collaboration, selectively choosing opportunities that support its strategic plan
- > AC Forum has a number of strategic partner agreements that enhance benefits for members and bring influence in the sectors that its members operate
- > The membership base of AC Forum grows and is diverse

Success will look like this:

- > Recognise 3-5 new members per year
- > Retention of current eligible members is maintained, and they rate value of membership highly
- > Income includes 20% of revenue from sources other than membership fees
- > Consultation on options for a revised membership fee model and proposal for member approval

