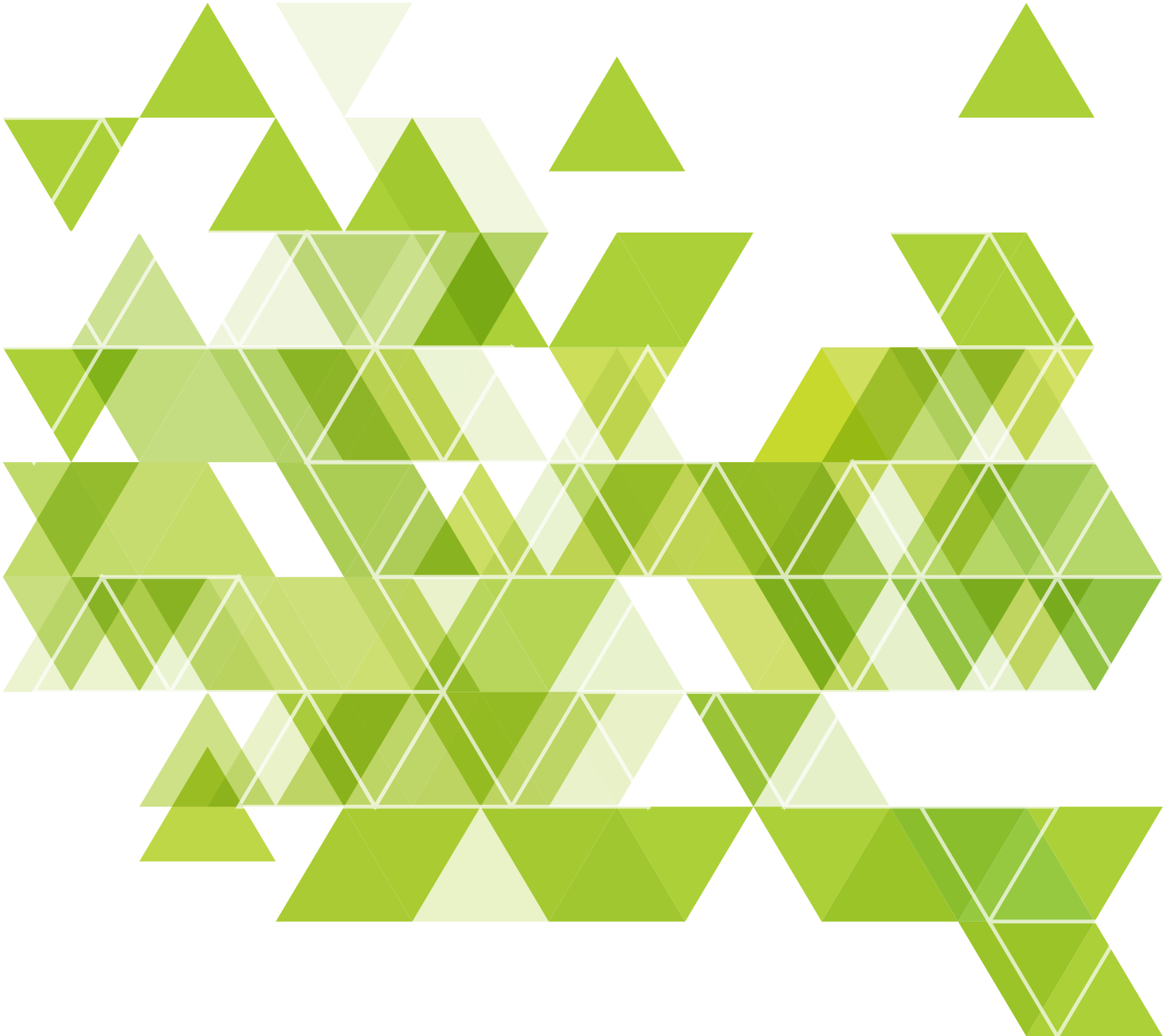


# STRATEGIC PLAN 2022-2027







## STRATEGIC PLAN 2022-2027

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

## OUR VALUES

	<p><b>Integrity</b></p> <p>We build trusting relationships                  We create safe spaces for honest discussions                  We are respectful and reflective</p>
	<p><b>Inclusive</b></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><b>Community</b></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><b>Collaboration</b></p> <p>We are open to the benefits of working with others                  We seek collaborative advantage                  We recognise impact builds from connections</p>
	<p><b>Accountability</b></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><b>Delivering valuable meaningful education:</b> improve educational offerings and knowledge curation for our members</p>	 <p><b>Advancing excellence in association leadership:</b> develop good practice guidance and resources</p>
 <p><b>Demonstrating thought leadership and influence for impact:</b> use the collective insights of members with external stakeholders and partners</p>	 <p><b>Building a sustainable inclusive organisation:</b> develop a sustainable business model that matches ambitions and the needs of members</p>

## OUR OBJECTIVES AND STRATEGIES TO ACHIEVE THEM

 <p><b>Objective 1: Delivering valuable meaningful education</b> improve educational offerings and knowledge curation for our members</p>	 <p><b>Objective 2: Advancing excellence in association leadership</b> 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:**

- > Set up working groups to develop guidelines for good practice on a range of association activities, including congress management
- > Support a CEO network and activities arising from it
- > Facilitate networks for speciality areas within association business
- > Introduce an awards programme for members
- > Help members grow their organisations through active engagement

**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:**

- > Establish time limited working groups to work on defined guidance
- > Publish at least two good practice guidelines annually, with review every three years
- > Engagement with the CEO Basecamp group increases and needs assessment completed in 2022 with action plan developed & implemented
- > Facilitate all staff to have a profile on the member-only area of the website to find contacts and develop specialty groups
- > Create at least 5 speciality groups (eg finance, HR, communications)



**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

