



The Institute of Quarrying
Australia

IQA Board Approved

2017 - 2021 Strategic Plan & 2017 - 18 FY Annual Operational Plan

2017 - 2021 STRATEGIC PLAN

Our Vision

Educating and connecting our extractive industry

Our Values

- **Respect**
- **Integrity**
- **Excellence**

Our Goals

1. **To provide world class professional development for the extractive industries**
2. **To establish an Australian Academy of Quarrying**
3. **To align service offerings with industry needs**

Success Drivers

1. **Membership Engagement and Diversification**

2. **World Class Provider of Professional Development and Member Services**

3. **Strong Local Leadership**

4. **Governance and Financial Viability**

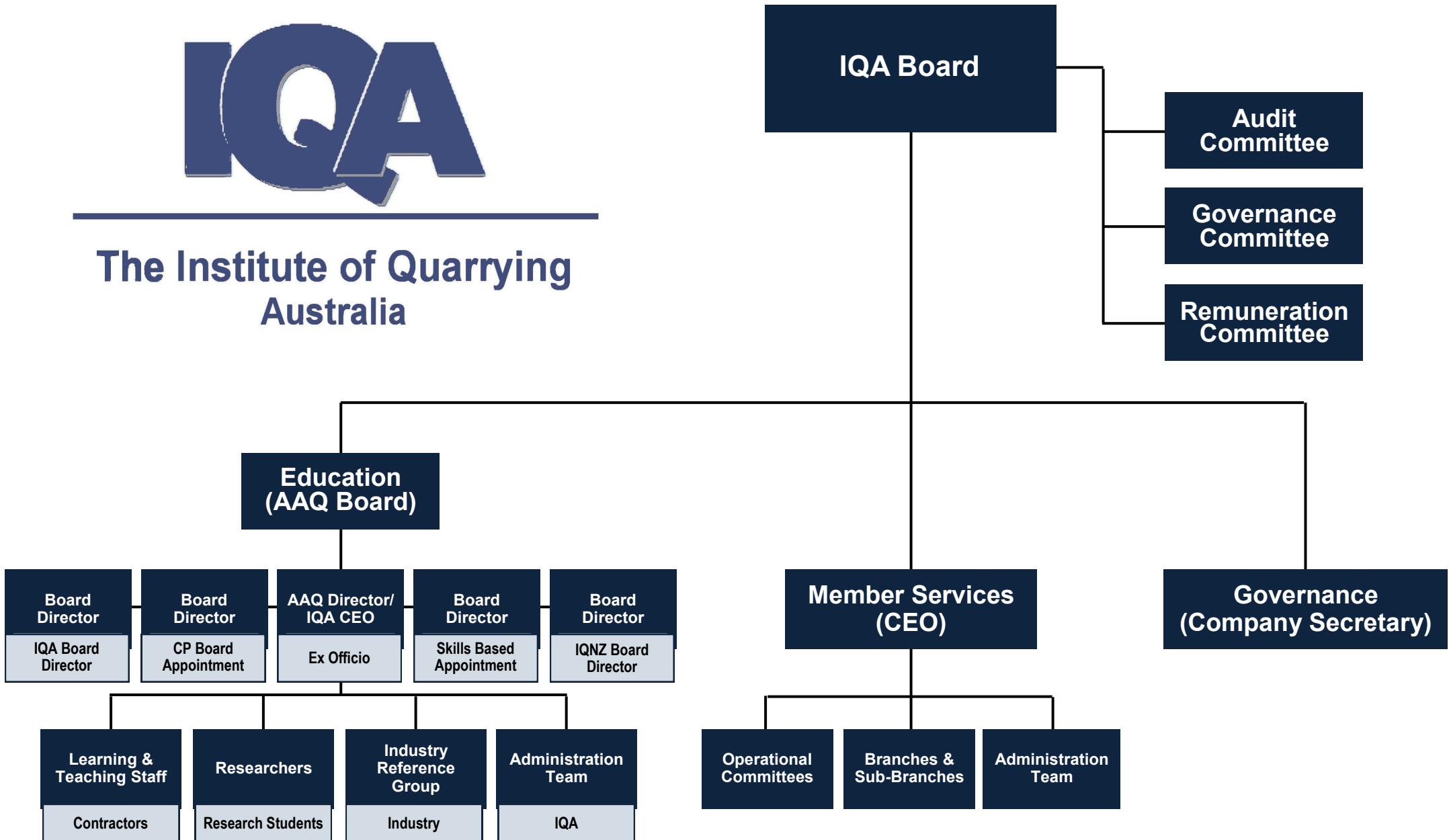
Strategically defined alliances










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Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
<p>1.1 Promote the value of IQA membership to the extractive industry.</p>	<p>1.1.1 Increase IQA membership on an annual basis by setting a membership growth target.</p>	✓	Chief Executive Officer
	<p>1.1.2 Align and integrate the Young Member Network (YMN) and Women in Quarrying (WIQ) to the IQA's vision, values, goals and success drivers.</p>	✓	Chief Executive Officer YMN National Coordinator WIQ National Coordinator
	<p>1.1.3 Promote the IQA to our communities, industry, suppliers, regulators, schools and universities.</p>	✓	Chief Executive Officer
<p>1.2 Provide current and relevant information, using a variety of mediums, to our members.</p>	<p>1.2.1 Review, adjust and promote the current IQA website inline with contemporary trends in web-based communication and services using appropriate social media forums, including a secure member profile section.</p>	✓	Chief Executive Officer
	<p>1.2.2 Promote and market annual IQA events using all available forums:</p> <ul style="list-style-type: none"> - IQA Awards Program - 2017 IQA Conference - IQA Branch/Sub-Branch Events 	✓	Chief Executive Officer Branch/Sub-Branch

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
<p>1.3 Promote the value of IQA membership to the extractive industry.</p>	<p>1.3.1 Establish an annual CEO visiting schedule to all IQA Branches and Sub-Branche s to discuss success planning, mentoring program, vision, values, goals, policies and procedures and listen to local needs and requirements.</p>		Chief Executive Officer
	<p>1.3.2 Recruit and manage staff and contractors inline with organizational needs (Board approval required). In 2017 -2018 recruit a Communications and Marketing Officer on a 3-day week contract.</p>		Chief Executive Officer
	<p>1.3.3 Generate and release useful and positive information to the media to achieve a stronger community understanding of the quarrying industry.</p>		Chief Executive Officer
	<p>1.3.4 Ensure that all members' contact details are updated regularly with adherence to the IQA Privacy Policy and Procedures.</p>		Chief Executive Officer
	<p>1.3.5 Celebrate the many successes of the IQA at every opportunity.</p>		Chief Executive Officer
	<p>1.3.6 Promote the importance of the IQA's Member Code of Conduct at every opportunity.</p>		Chief Executive Officer
	<p>1.3.7 Engage with industry employers to promote IQA programs and initiatives and programs and to listen to the education and networking needs of the employers</p>		Chief Executive Officer

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
2.1 Establish the Australian Academy of Quarrying to deliver world class professional development and member services.	2.1.1 Be guided by the research outcomes of IQA's SMART QUARRYING Research and Development Project.	✓	Chief Executive Officer
	2.1.2 Develop and deliver leading evidence-based professional development and training products and services for Australian Qualifications Framework Levels 3 to 10 educational outcomes via face-to-face and webinar programs.	✓	Chief Executive Officer
	2.1.3 Establish, monitor and review quality assured partnerships with universities and registered training organisations.	✓	Chief Executive Officer
	2.1.4 Deliver on and offshore customised professional development packages.	✓	Chief Executive Officer
	2.1.5 Coordinate industry research and development projects.	✓	Chief Executive Officer
	2.1.6 Collate and disseminate industry research knowledge.	✓	Chief Executive Officer

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
	<p>2.1.7 Deliver personalised individual career path professional development, mentoring and coaching programs.</p>	<p>✓</p>	<p>Chief Executive Officer</p>
	<p>2.1.8 Ensure a balanced offering of technical, management and leadership programs promoted in the IQA's Skills Matrix.</p>	<p>✓</p>	<p>Chief Executive Officer</p>
	<p>2.1.9 Develop and promote communities of practice.</p>	<p>✓</p>	<p>Chief Executive Officer</p>

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
<p>3.1 Increase capacity and effectiveness of IQA Boards, Committees (internal and external) and Branches/Sub-Branches.</p>	<p>3.1.1 Set capability and performance standards for the IQA Board of Directors, Committees (internal and external), Branches/Sub-Branches and Certified Practitioner Board of Directors.</p>		Board of Directors
	<p>3.1.2 Implement capability and performance standards for:</p> <ul style="list-style-type: none"> - IQA Board of Directors - IQA Board Committees (internal and external) - IQA Operational Committees (internal and external) - IQA Certified Practitioner Board - IQA Branches/Sub-Branches 	    	<p>Company Secretary</p> <p>Company Secretary</p> <p>Chief Executive Officer</p> <p>Company Secretary</p> <p>Chief Executive Officer</p>
	<p>3.1.3 Develop and implement a mentoring program for each role on all IQA Branches/Sub-Branch Committees</p>		Chief Executive Officer
	<p>3.1.4 Develop and implement succession plans for each role on all IQA Branches/Sub-Branches.</p>		Chief Executive Officer

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
<p>3.2 Implement Systems Thinking Principles with sponsors and stakeholders to ensure maximum value to members.</p>	<p>3.2.1 Identify entities for alliance to advance the IQA’s vision, goals and success drivers.</p>	<p>✓</p>	<p>Board of Directors</p>
	<p>3.2.2 Determine ideal scope and nature of alliances.</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>3.2.3 Develop, implement and review an alliance action and evaluation plan for each identified strategically defined alliance.</p> <ul style="list-style-type: none"> • Why is the IQA seeking the alliance? • What is benefit of the alliance to the IQA members? • What are the expected outcomes of the alliance? • How will the alliance be evaluated on an annual basis? 	<p>✓</p>	<p>Chief Executive Officer</p>

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
<p>4.1 Implement contemporary standards for effective governance and management.</p>	<p>4.1.1 Review and management governance roles, responsibilities, performance measures and provide identified governance training.</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>4.1.2 Identify and mitigate risks through internal audits.</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>4.1.3 Ensure compliance with current board approved policies and procedures.</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>4.1.4 Develop a succession plan for IQA Board of Directors</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>4.1.5 Ensure the IQA complies with its statutory obligations under any relevant laws and regulations.</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>4.1.6 Ensure all IQA Charters, Rules, Objects and Insurances reflect the needs of the IQA as well as meeting the regulatory requirements.</p>	<p>✓</p>	<p>Company Secretary</p>
	<p>4.1.7 Annually review the organisational design of the IQA.</p>	<p>✓</p>	<p>Board of Directors</p>

Strategy	Actions	Allocated in Budget	Responsibility Linked to Annual Key Performance Indicators
<p>4.2 Maintain financial accountability and transparency in the management of IQA funds.</p>	<p>4.2.1 Approve annual budgets, externally audited financial reports and annual operational plans.</p>	<p>✓</p>	<p>Board of Directors</p>
	<p>4.2.2 Review the annual royalty income from Gunnamatta Media as well as the current contract/schedule and meet with publisher twice yearly to discuss IQA's expectations.</p>	<p>✓</p>	<p>President Company Secretary Chief Executive Officer</p>
	<p>4.2.3 Deliver a 5% increase in retained earnings per annum.</p>	<p>✓</p>	<p>Chief Executive Officer</p>
	<p>4.2.4 Develop a rolling high level 5-year financial forecast.</p>	<p>✓</p>	<p>Chief Executive Officer</p>