



Strategic Plan 2016-2019

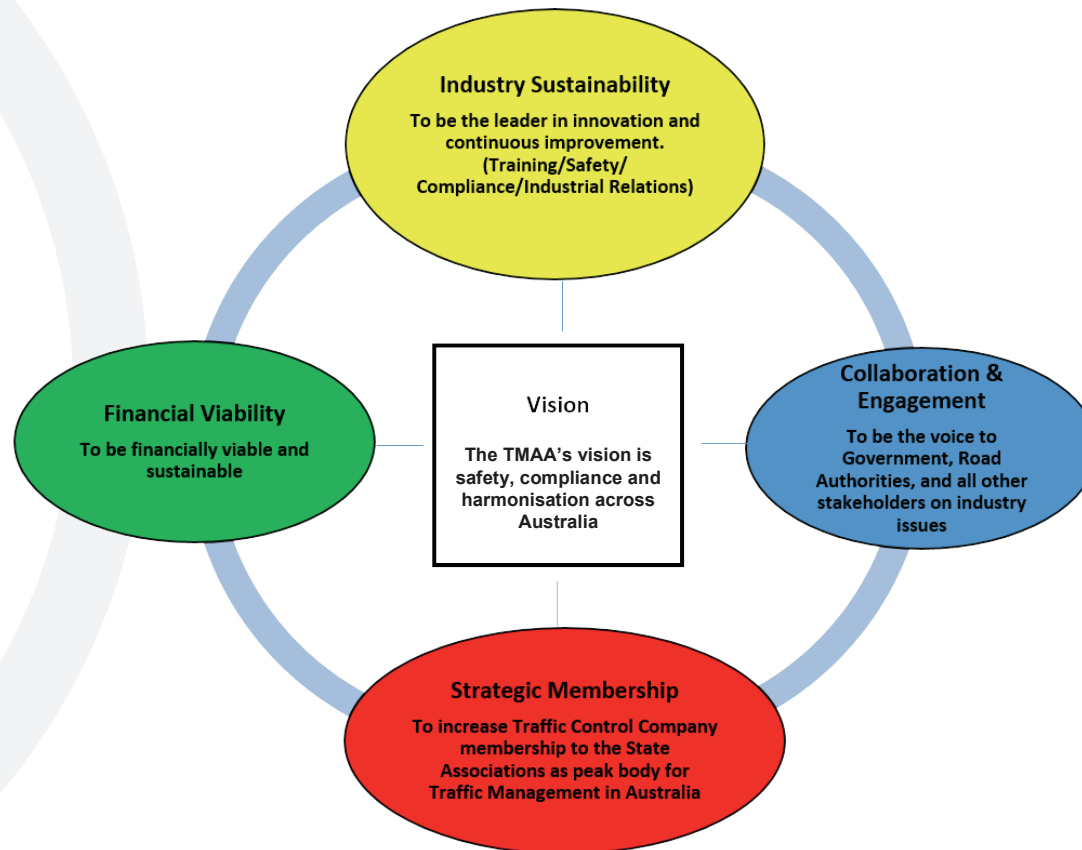


1. TMAA Strategic Direction

MISSION STATEMENT: The TMAA’s mission is to promote national harmonisation and best practice within the unified traffic management industry through engagement and collaboration with all relevant stakeholders.

VISION: The TMAA’s vision is safety, compliance and harmonisation across Australia. Our motto is ‘SCOPE’.

Safety. Compliance. Observation. Protection. Engagement.



2. TMAA OBJECTIVES



Objective 1
INDUSTRY SUSTAINABILITY **To be the leader in innovation and continuous improvement for safe work practices by providing ongoing input into training and registration initiatives. (SAFETY/TRAINING/COMPLIANCE)**

GOALS	Goal 1 Safe Work Practices	Goal 2 Training Quality, Funded Training and National Recognition	Goal 3 Registration Scheme and audits for compliance
STRATEGIES	<p> 1 To develop a portfolio of specialist service suppliers TMAA members in Human Resources, Industrial Relations, Legal, Accounting, Safety and Quality Assurance etc.</p> <p> 2 Develop a suite of statistical data, incidents, accidents, nos of traffic controllers across Australia, etc.</p>	<p> 1 RTO Project launched with specialist RTOs across Australia to engage in traffic control and related training.</p> <p> 2 Work with SkillsDMC, Austroads, to develop Traineeships, Nationally Recognised Training Qualifications.</p>	<p> 1 Develop National Registration Scheme in partnership with key stakeholder: AAPA.</p> <p> 2 Maintain information flow from Standards Australia representation for industry standards and codes.</p>
ACTIONS	<p> 1 Develop sustainable relationships with specialist providers for mutual benefit.</p> <p> 2 Explore and implement data collection tool/s to gather statistical intelligence.</p>	<p> 1 RTO Contract finalised and submitted to RTOs for response.</p> <p> 2 RTOs and Training Sub-Committee to provide feedback on progress of funded training and nationally recognised qualifications.</p>	<p> 1 Registration Scheme model designed, developed and delivered to Austroads.</p> <p> 2 Provide feedback re industry standards and codes and operational guidelines.</p>
PERSONS	<p> 1 National Communications and Member Relations Manager</p> <p> 2 National Engagement Manager and TMAA Board Member</p>	<p> 1 National Engagement Manager</p> <p> 2 State Training Representatives</p>	<p> 1 TMAA Board, National Engagement Manager</p> <p> 2 TMAA Standards Australia Representative</p>
COMPLETION	<p> 1 2016</p> <p> 2 2016 - 2017</p>	<p> 1 2016</p> <p> 2 2016 -2019</p>	<p> 1 2016 - 2017</p> <p> 2 2016 - 2017</p>
RESOURCES	<p> 1 Provided by National Engagement Manager and Communications and Member Relations Manager</p> <p> 2 TMAA Membership, non-members</p>	<p> 1 SkillsDMC, Austroads, RTOs, National Engagement Manager</p> <p> 2 SkillsDMC, Austroads Harmonisation Committee, State Road Authorities, RTOs</p>	<p> 1 TMAA Board, National Engagement Manager, other stakeholders</p> <p> 2 Standards Australia, Austroads, TMAA Board Members</p>

2. TMAA OBJECTIVES



Objective 2

To be financially viable and sustainable

FINANCIAL VIABILITY

GOALS	Goal 1 Financial Management	Goal 2 Planning	Goal 3 Grant Funding
STRATEGIES	<p> 1 Develop and implement training program with RTOs for ongoing financial viability.</p> <p> 2 Develop National Registration Scheme model for ongoing financial viability</p> <p> 3 Continually engage sponsors and potential sponsors</p> <p> 4 Debt free and positive end of year balances</p>	<p> 1 Provide annual budget for financial year re national model memberships, suppliers, RTO project and proposed national registration scheme.</p> <p> 2 Ensure monthly budget and financial reports provided to Treasurer for sign off each month and final end of year reports.</p>	<p> 1 Source project funding grants.</p>
ACTIONS	<p> 1 Implement RTO project for traffic control and associated training.</p> <p> 2 Develop National Registration Scheme financial proposal.</p> <p> 3 Plan key events and activities to engage current and potential sponsors, suppliers (National and State based) and membership (eg Conference – lunches with State Associations etc).</p> <p> 4 Review and audit financial reports monthly for positive balances.</p>	<p> 1 Frame and implement financial model through State Divisions, suppliers, sponsors, RTO and Registration Scheme funds and projects.</p> <p> 2 Profit & Loss and Balance Sheet Reports monthly/cash flow analysis. Utilise budgeting tools as a form of cash control, forecasting cash flow for a 2 year period. Present a budget to TMAA Board/Treasurer at the beginning of the Financial Year.</p>	<p> 1 Identify all grant sources and outline key dates. Maintain vigilance on Government and/or JV project sponsorship opportunities and prepare proposal as per Government guidelines.</p>

2. TMAA OBJECTIVES



Objective 2

To be financially viable and sustainable

FINANCIAL VIABILITY

GOALS	Goal 1 Financial Management	Goal 2 Planning	Goal 3 Grant Funding
PERSONS	[1] TMAA Board, TMAA Treasurer, TMAA Accounts Manager, TMAA National Communications and Member Relations Manager, RTOs, Sponsors [2] TMAA Treasurer, National Engagement Manager, TMAA Board, other key stakeholders [3] National Communications and Member Relations Manager, National Engagement Manager, TMAA Board, TMAA Treasurer [4] TMAA Treasurer, TMAA Accounts Manager, TMAA Auditor	[1] National Engagement Manager, TMAA Accounts Manager and TMAA Treasurer, National Communications and Member Relations Manger [2] TMAA Treasurer, TMAA National Accounts Manager	[1] TMAA Board, National Engagement Manager, National Communications and Member Relations Manager
COMPLETION	[1] 2016 Ongoing [2] 2016 Ongoing [3] 2016 Ongoing [4] 2016 ongoing	[1] 2016 Ongoing [2] 2016 Ongoing	[1] 2016 Ongoing
RESOURCES	[1] RTOs [2] Austroads, National Engagement Manager, Other Associations, Key Stakeholders, TMAA Board [3] National Communications and Member Relations Manager, Sponsors, National Engagement Manager, TMAA Board [4] TMAA Treasurer, TMAA National Accounts Manager	[1] TMAA Treasurer, TMAA National Accounts Manager, National Communications and Member Relations Manager [2] TMAA Treasurer, TMAA National Accounts Manager, TMAA Auditors	[1] TMAA Board, National Engagement Manager, Government bodies, National Communications and Member Relations Manager

2. TMAA OBJECTIVES



Objective3
STRATEGIC MEMBERSHIP

To increase Traffic Control Company membership and retain employer Association peak body status for Traffic Management in Australia. (Membership).

GOALS	Goal 1 Targeted promotion	Goal 2 Review of Supplier Benefits	Goal 3 Membership Recruitment Strategy
STRATEGIES	<p> 1 Undertake a coordinated and targeted promotion to increase Traffic Management industry company membership by 15% per Annum (measurable at end of financial year) Target 100 members by 2017.</p> <p> 2 All members engaged under National Divisional Model.</p>	<p> 1 Review of Supplier Benefits</p>	<p> 1 Manage a Membership recruitment strategy within the industry through National Engagement Manager.</p> <p> </p>
ACTIONS	<p> 1 Approach non-members with invitations to TMAA events and meetings. Reverse marketing – what non-members are missing out on. Survey non-members. Cold call non-members. Email non-members with membership package and benefits. Promotion of TMAA Membership through State Divisions: TMAA VIC, TMAA QLD, TMAA NT, TMAA SA, TMAA NSW, TMAA WA.</p> <p> 2 Engage new members under National Divisional Model.</p>	<p> 1 Engage corporate support and interested parties in key association events eg. Golf day, Annual Lunch, TMAA Conferences, Hosting. Distribute operational calendar to members, stakeholders and suppliers.</p>	<p> 1 Develop a recruitment package. Distribute recruitment resources in key areas eg. Non-Members and potential sponsors and suppliers. Consider individual company membership strategy (long term).</p>
PERSONS	<p> 1 TMAA Board, National Engagement Manager</p> <p> 2 TMAA Board, State Divisions, National Engagement Manager, National Communications and Member Relations Manager</p>	<p> 1 TMAA Board, State Divisions, National Engagement Manager, National Communications and Member Relations Manager</p>	<p> 1 TMAA Board, TMAA National Engagement Manager, National Communications and Member Relations Manager</p>
COMPLETION	<p> 1 2016 - 2019 Ongoing</p> <p> 2 2016 Ongoing</p>	<p> 1 2016 ongoing and by negotiation</p>	<p> 1 2016 – 2019 to achieve 15% membership growth per annum</p>

2. TMAA OBJECTIVES



Objective3
STRATEGIC MEMBERSHIP

To increase Traffic Control Company membership and retain employer Association peak body status for Traffic Management in Australia. (Membership).

GOALS	Goal 1 Targeted promotion	Goal 2 Review of Supplier Benefits	Goal 3 Membership Recruitment Strategy
RESOURCES	[1] TMAA Members, State Divisions, Non Members, Associations, Sponsors and Suppliers, State Road Authorities, Marketing and promotional packages, National Engagement Manager, National Communications and Member Relations Manager, External Consultants for conferences, events, surveys etc [2] TMAA National Engagement Manager, National Communications and Member Relations Manager	[1] Sponsors and suppliers, TMAA Board, National Engagement Manager, National Communications and Member Relations Manager	[1] TMAA Board, State Divisions, Suppliers, Sponsors, TMAA Members, State Government Road Authorities, National Engagement Manager, National Communications and Member Relations Manager

2. TMAA OBJECTIVES



OBJECTIVE ACTIONS

Objective 4 COLLABORATION AND ENGAGEMENT

To be the voice to Federal Government, Road Authorities and all other stakeholders

GOALS	Goal 1 Develop Partnerships	Goal 2 Source Funding (Other)	
STRATEGIES	1 Develop partnerships with CCF, AAPA, Federal & State Governments to facilitate support and increase communication.	1 To source funding for key projects (eg recruitment, safety and training resource development).	
ACTIONS	1 Seek support from CCF, AAPA, DTMR, Federal & State Governments. Provide a communications plan.	1 Apply and undertake process with State Government and potential funding bodies (as available).	
PERSONS	1 TMAA Board, National Engagement Manager, National Communications and Member Relations Manager	1 TMAA Board, National Engagement Manager	
COMPLETION	1 2016 Ongoing 2 2016 – 2019 Ongoing	1 2016 Ongoing 2 2016 – 2019 Ongoing	
RESOURCES	1 TMAA Board, Road Authorities, State, Federal Government, Peak Industry Bodies, National Engagement Manager, National Communications and Member Relations Manager, External Consultancies, Legal Advisers	1 TMAA Board, Legal Advisers, Federal & State Government contacts, National Engagement Manager	



3. TMAA HISTORY & PROFILE

The Traffic Management Association of Australia (TMAA) was formed to represent State Based Traffic Management Associations (now TMAA Divisions) on a national platform. The TMAA represents all State Division Member companies as the National Peak Body for Traffic Management. Registered with the Fair Work Commission on 2 November 2011, the TMAA has as its overarching goal the harmonisation of Traffic Management Practices and services across Australia. The TMAA works directly with National stakeholders, government and industry representatives on key industry issues. These include Safety, Training, Licensing, PPE, Registration, Quality Assurance, Industrial Relations, Employment and Conditions. The TMAA promotes a professional Traffic Management industry focused on best practice.

Since 2011, the TMAA has engaged a range of Founding Sponsors and Suppliers to support the State Divisions and TMAA's goals. Suppliers and Sponsors are now engaged across State Divisions and the National portfolio including Events and Conference sponsorship.

The TMAA lobbies government and stakeholders to ensure that Traffic Control companies are recognised as stand-alone and independent in their industry.

The TMAA works closely in cooperation with its member Divisions and other National and state based associations (CCF, RIAA, AAPA, SIA, Arborists Association, Crane Association etc) to ensure communication and collaboration on industry issues.

4. A MANAGEMENT BOARD & STAFF

The TMAA boasts a National Board comprising representatives from each State Territory Division. Positions held are for a two year tenure: President, Vice President, Treasurer, Secretary and Board Representatives from each Division.

Elections are held every second year in March/April by the Australian Electoral Commission in line with the TMAA Constitution. TMAA Board positions are voluntary. The National Engagement Manager will be full time as a TMAA employee. The National Communications and Member Relations Manager will be a part-time/casual engagement. Accounts management and bookkeeping duties are outsourced. Secretariat management in each Division is outsourced.



5. STRATEGIC PLAN OVERVIEW

This strategic plan has been developed by the TMAA Board 2016. It recognises that whilst there are and will always be individual needs within the Association, there is the need to share common goals and focus on the good of the industry in all objectives. It is these common goals that are documented. The plan begins by documenting the following:

- Environment** – An overview of external factors that directly or indirectly affects the Association.
- Targets** – The people and organisations we need to communicate to both now and in the future.
- Positioning** – How are we generally perceived in the community.
- Competitors** – Those who take human resources, time and money that could be utilized in achieving our goals.
- Resources** – What we have to work with.

The plan then focuses on a SWOT analysis, reviewing the strengths, weaknesses, opportunities and threats to the Association. Four major TMAA objectives are identified along with the actions or operational objectives required to achieve these goals.

This strategic document provides for a three year rolling plan, reported year by year.

6. ENVIRONMENTAL SNAPSHOT

This strategic plan is prepared with the consideration of the environment as it can be perceived at the time of writing. It is vital to highlight the issues in the general environment within which all Traffic Control Companies. The TMAA membership operates in a competitive marketplace for both government and private sector work. TMAA and its membership of employers work with relevant targets, resources, competitors and finally the positioning of the industry within the community. A summary of these factors includes the following areas.

6.1 General Environment

- Traffic Management and Traffic Control companies across Australia
- Growth industry of Australia
- Increasing external commitments for companies, including Training, OHS, Registration and audits
- Compliance to government regulation
- High risk activity
- Suppliers competing for our business
- Supporting State Traffic Management Associations



6. ENVIRONMENTAL SNAPSHOT

6.2 Targets

- Potential and current members
- Past members
- Suppliers
- Federal Government
- State Government
- Local Government Authorities
- National and State Road Authorities
- Civil Construction Contractors
- Other Associations, AAPA, CCF, Master Builders
- RTOs
- Business community

6.3 Positioning

- Peak body for Traffic Management in Australia
- Seen as an innovative association
- A financially viable association
- Friendly association with history of successful implementation of projects

6.4 Competitors

- Other Traffic Management Associations (Security & Traffic Control Association (Gold Coast), BSCAA, CCF, Master Builders, AIG)

7. SWOT ANALYSIS



STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <input type="checkbox"/> Success with project implementation for Industrial Award creation <input type="checkbox"/> Ongoing close relationship of consultation and collaboration with Fair Work Commission, Government and some Road Authorities <input type="checkbox"/> Core membership is stable and represents the majority of traffic controllers in the industry <input type="checkbox"/> TMAA is recommended as association of choice by stakeholders <input type="checkbox"/> A good reputation in Traffic management community <input type="checkbox"/> Collaborative and friendly membership base <input type="checkbox"/> Strong communication culture <input type="checkbox"/> Maintained website <input type="checkbox"/> Access to Supplier and Membership resources <input type="checkbox"/> Committed and participatory membership base <input type="checkbox"/> Active committees <input type="checkbox"/> Financially viability <input type="checkbox"/> Acknowledgement as peak industry body for Australia <input type="checkbox"/> Membership talent with expertise in Training, Industrial Relations, Safety and Management 	<ul style="list-style-type: none"> <input type="checkbox"/> Volunteers – Board Committee elected are volunteers except (Secretariat is a paid position, but not a Board position) Time impost on senior managers who are President, Vice President, Secretary, Board Members and Treasurer <input type="checkbox"/> Lack of statistical information for decision making and benchmarking <input type="checkbox"/> Ability to engage non-members <input type="checkbox"/> Small, young Association 	<ul style="list-style-type: none"> <input type="checkbox"/> Create strategic relationships with Federal, State and local OHS stakeholders to ensure optimum safety and compliance levels in high risk industry <input type="checkbox"/> Engaging product specialists to introduce best practice and best product for safety as legislation <input type="checkbox"/> Sponsorship and business community (eg Construction, Infrastructure, Emergency Services, Energex, Reconstruction, Emergency Response, Event Management) <input type="checkbox"/> Coordinate approach by better committee structure <input type="checkbox"/> Nationalisation of licensing, training and compliance standards for across border work <input type="checkbox"/> Other Associations, CCF, AAPA, RIAA <input type="checkbox"/> Union influence <input type="checkbox"/> Communications & Marketing Plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Other Associations <input type="checkbox"/> Differences in State legislation for introduction of harmonisation <input type="checkbox"/> Increasing costs for compliance on a state and national basis <input type="checkbox"/> Loss of Sponsorship <input type="checkbox"/> Union influence

8. EVALUATION



Formative Evaluation

Monthly Board Meetings, State Division Meeting Feedback, Stakeholder Meetings, Board Positions for Austroads Committees, Standards Australia, SkillsDMC, Working Parties, State Road Authority Committee Representation

Summative Evaluation

Financial Stability Monthly and Annual Reports

Membership Register of Members, Event and Meeting attendance Registers

Stakeholder Engagement Sponsors and Supplier Retention, (Supplier Register), Meeting Register, Event Participation

Training/Safety/Compliance/Industrial Relations

Training Package Development and Implementation, Safety Awareness Week national roll out, Statistical information gathering, Registration and Harmonisation implementation nationally, Creation and Implementation of Modern Award for Traffic Management