

SOUTH EAST AUSTRALIAN TRANSPORT STRATEGY INC.

SEATS



Business and Marketing Plan

2007 - 2012

SEATS Mission

SEATS provides highly coordinated and influential advocacy for the development of transport infrastructure in the South East Australia region that supports economic development and the prosperity of its constituents

SEATS Vision

The South East Australia region, between Wollongong and Dandenong, will have high quality transport links forming a Regional network that facilitates economic growth and production and enhances the lifestyle of the region's population.

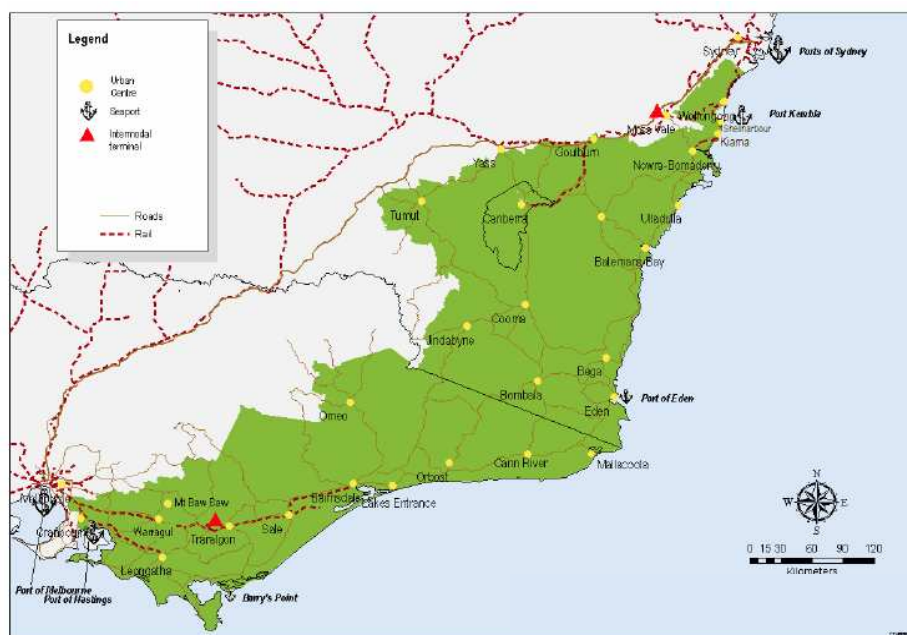
Introduction

In 1999 SEATS produced the first three year Business and Marketing Plan setting the direction for future action.

The Business and Marketing Plan 2003 - 2005 reviewed that document reflecting changes and achievements and setting a direction for the ensuing three years. Building on this work, this document sets a Business and Marketing Plan for the next five years, 2007 - 2012.

South Eastern Australia is rich in primary resources, has a skilled labour force and a wealth of natural assets. Transport impediments are holding up identified investments in the region. Poor access is also reducing the returns for existing businesses and preventing further investment. It is likely that key transport improvements would generate billions of dollars in new investment.

SEATS – the South East Australian Transport Strategy Inc -- is an organisation concerned with establishing and facilitating investment in transport infrastructure which drives regional economic development. The organisation consists of local government organisations, regional development corporations, government departments, tertiary education institutions and private enterprise who work cooperatively together.



SEATS has undertaken a comprehensive review of the measures necessary to improve road, rail, air and sea transport and access to ports (sea and air) and major metropolitan markets. In all, there are some two and a half million people in the geographical area that SEATS represents.

This plan aims to develop a broad awareness of the issues relating to the development of transport infrastructure, to promote the benefits of such development and communicate the work of SEATS and its members.

Key Areas of Focus	Key Objectives
<p>1. SEATS Strategies and Priorities</p> <p><i>Advancement of key transport infrastructure developments in the SEATS Region</i></p>	<p>1.1 Transport Network Determination</p> <p>1.2 Network Strategy Development</p> <p>1.3 Determining Priority Projects</p> <p>1.4 Coordination & Promotion</p>
<p>2. SEATS Identity</p> <p><i>Ensure a broad awareness of SEATS and grow its influence in the development of transport infrastructure in the SEATS region</i></p>	<p>2.1 Regional Profile</p> <p>2.2 Government Relationships</p> <p>2.3 Membership Communication</p>
<p>3. SEATS Management</p> <p><i>Ensure the effective management and development of SEATS</i></p>	<p>3.1 Executive Management</p> <p>3.2 Funding Growth & Development</p> <p>3.3 Membership Development</p> <p>3.4 Performance Management</p> <p>3.5 Regional Cooperation</p>

Key Objectives

1. SEATS Strategies and Priorities

Advancement of key transport infrastructure and policy projects in the SEATS Region

Key Objectives	
<p>1.1 Transport Network Determination <i>Determine a transport network that is a set of routes, links and assets within the SEATS region</i></p>	<p>As a preliminary step in developing an integrated transport plan, SEATS identified the need to carry out a strategic network analysis. Such an analysis would provide the basis for developing a preliminary list of infrastructure improvement projects to support and enhance the network as a whole. The network consists of a set of routes, links and assets within the SEATS region; each one either owned or funded at local, state and federal level, and each deemed to be strategic for ensuring internal and external connectivity of both freight and passenger traffic, and for underpinning regional economic and social development.</p>
<p>1.2 Network Strategy Development <i>Develop the strategies to enhance the SEATS network</i></p>	<p>This objective is to enhance the connectivity within the Region and to links external to the region which drive regional economic development. This objective is not limited to physical infrastructure but includes policy and regulatory issues.</p>
<p>1.3 Determining Priority Projects <i>Determine key transport infrastructure and policy projects to be advanced in the SEATS Region</i></p>	<p>Identified priority projects will be progressed during the next five years. There is capacity within the management process for priorities to be adjusted to take achievements and changed circumstances into account. This objective also recognises that SEATS members are able to pursue projects and opportunities in addition to those identified as priorities for the Region with SEATS support.</p>
<p>1.4 Coordination and Promotion <i>Ensure the effective advancement of key transport infrastructure projects in the SEATS Region</i></p>	<p>This objective focuses on the need for potential transport infrastructure projects to have a clear plan of action to advance its prospects. A key element is the development of an effective justification for projects. The development of such a position will depend on the information continually gathered in the development of the regions profile. Within this objective there is a need to ensure that all projects, both priority and local, are effectively marketed and coordinated. To this end all projects will have a project manager or champion. The project manager will be nominated by the Council or organisation most effected by the proposed project. He/ she will take stewardship of the project, liaise closely with the SEATS CEO who will ensure the effective coordination with other projects.</p>

2. SEATS Identity

Ensure a broad awareness of SEATS and grow its influence in the development of transport policy and infrastructure

Key Objectives

<p>2.1 Regional Profile</p> <p><i>Develop an effective understanding of the SEATS Region and its key characteristics</i></p>	<p>This objective focuses on developing a substantial understanding of the demographic and economic, social and environmental factors, potential benefits and stakeholder relationships within the Region that will influence decision-making and support for key infrastructure projects. This profile will underpin a number of other objectives</p>
<p>2.2 Government Relationships</p> <p><i>Foster effective relationships with governments and their mechanisms and promote their awareness of SEATS and its priorities</i></p>	<p>This objective recognises the importance of establishing and maintaining an effective relationship with relevant government representatives and departments that transcends the diversity and fluidity of political representation within the region.</p>
<p>2.3 Membership Communication</p> <p><i>Establish and maintain the SEATS members, and their constituents, knowledge of relevant issues and SEATS achievements</i></p>	<p>This objective recognises the need to ensure that members understand the value of their membership and the importance of retaining their active support</p>

3. SEATS Management

Ensure the effective management and development of SEATS

<p>Key Objectives</p>	
<p>3.1 Executive Management <i>Ensure that SEATS effectively operates throughout the region of interest and provides effective coordination and support for local activities and initiatives</i></p>	<p>This objective targets the need for an effective management structure and process to implement the SEATS Business and Marketing Plan.</p> <p>A key focus is to ensure that SEATS is effective across the region through an efficient coordination of local issues and activities.</p> <p>Another key area of management is the development and coordination of Project Marketing Plans for SEATS projects. The SEATS management structure needs to facilitate this coordination.</p>
<p>3.2 Funding Growth and Development <i>Identify funding opportunities for the operation of SEATS</i></p>	<p>There is an ongoing requirement to generate financial resources to operate SEATS and implement the SEATS Business and Marketing Plan</p>
<p>3.3 Membership Development <i>Grow the membership of SEATS</i></p>	<p>This objective focuses on the need to increase the number and breadth of membership. The challenge is to gain membership from both Local Government and industry. Membership growth is the responsibility of all SEATS members</p>
<p>3.4 Performance Management <i>Monitor and report SEATS performance</i></p>	<p>This objective addresses the need for an active monitoring of SEATS performance in a range of activities. The results achieved will be communicated to the membership</p>
<p>3.5 Regional Cooperation <i>Improve and enhance cooperation within the SEATS Region</i></p>	<p>This objective recognises the need for effective cooperation both across and within the SEATS Region. The objective focuses on ensuring the sharing of resources and knowledge to advance key transport infrastructure projects</p>

Critical Actions

A number of critical actions have been identified for each of the Key Objectives. To enable the successful implementation of the Business and Marketing Plans critical actions are to be achieved and reviewed within the next 12 months. Critical actions need to be proposed each year, leading to a regular adjustment.

1. SEATS Strategies and Priorities

Key Objectives	Critical Actions (and description)	Last updated
1.1 Transport Network Determination	1.1.1 Adopt Meyrick Report	
	1.1.2 Determine critical actions	
	1.1.3 Implement recommended actions	
1.2 Network Strategy Development	1.2.1 Incorporate safety considerations	
	1.2.2 Include linkage with AusLink	
	1.2.3 Incorporate Economic Development drivers	
	1.2.4 Incorporate environmental considerations	
1.3 Determining Priority Projects	1.3.1 Maintain status of all priority projects	
	1.3.2 Administer the process for the identification of new/potential projects	
	1.3.3 Develop project marketing plans for all priority projects	
	1.3.4 Monitor and report project progress	
1.4 Coordination and Promotion	1.4.1 Develop project marketing plans for all priority projects	
	1.4.2 Monitor and report project progress	
	1.4.3 Provide newsletters, websites, fact sheets	
	1.4.4 Develop and make available a regional profile	

2. SEATS Identity

Key Objectives	Critical Actions (and description)	Last updated
2.1 Regional Profile	2.1.1 Collate and audit key Regional statistics and demographics relevant to transport infrastructure	
	2.1.2 Develop a "SEATS Profile Document" available through the website for the use of all SEATS members	
	2.1.3 Promote the Regional Profile within government, business and public arenas	
2.2 Government Relationships	2.2.1 Maintain contact with relevant Federal and State Politicians and their advisers	
	2.2.2 Maintain contact with relevant Ministers and their advisers	
	2.2.3 Maintain contact with relevant Government Departments	
	2.2.4 Distribute relevant information package to all key Ministers, Members and Departments	
	2.2.5 Establish a meeting program with all key Ministers, Members and relevant Department contacts	
2.3 Membership Communication	2.3.1 Continually update the SEATS Website	
	2.3.2 Publish a quarterly Newsletter for all relevant stakeholders	
	2.3.3 Produce and distribute Media Releases and other public information as appropriate	
	2.3.4 Promote SEATS achievements	
	2.3.5 Provide quarterly Reports for Councils	

3. SEATS Management

Key Objectives	Critical Actions (and description)	Last updated
3.1 Executive Management	3.1.1 Maintain the structure and operation of SEATS	
	3.1.2 Implement the SEATS Business & Marketing Plan	
3.2 Funding Growth and Development	3.2.1 Identify and pursue a range of potential funding sources that can support the operation of SEATS and the implementation of the Business and Marketing Plan	
3.3 Membership Development	3.3.1 Identify organisations, associations and individuals who can contribute to SEATS and can draw benefit from membership of SEATS	
	3.3.2 It is the role of all SEATS members to canvass and encourage new members to join SEATS	
3.4 Performance Management	3.4.1 Ensure that performance is regularly, and comprehensively, reviewed, actions updated and progress is reported to the SEATS membership	
3.5 Regional Cooperation	3.5.1 Identify opportunities for Regional Cooperation	
	3.5.2 Develop appropriate strategies and actions	
	3.5.3 Develop strategies and actions to capitalise on opportunities	
	3.5.4 Develop a network of Task Groups to: <ul style="list-style-type: none"> ▪ provide a local/ sub-regional focus for priority projects ▪ promote specific priority projects ▪ enhance/update the project marketing plan ▪ share ideas and practices with others with interests in priority projects 	

Project Marketing Plans

All SEATS projects must have a *Project Marketing Plan*. The Project Marketing Plan will include the following key elements:

- Relevant background/historical information
- The anticipated benefits (financial, economic, social and cultural) to be gained from the project
- Identification of relevant stakeholders and key decision-makers
- Promotion and contact plan for relevant stakeholders and key decision-makers
- Identification of relevant funding sources and options
- Community awareness program for the project (this may include a number of communities depending on the nature of the project)
- The identification of any relevant linkages with other SEATS projects and/or activities
- Time frames for execution of the above actions
- Responsibilities for the above actions including the identification of a liaison officer from within the SEATS Executive
- A Project Marketing Plan Review/update process

Appendix I Performance Indicators

Performance Indicators

The following framework of performance indicators is to be used to evaluate the implementation and effectiveness of the SEATS Business and Marketing Plan

Key Area of Focus	Strategic Indicators	Last updated
<p>1. SEATS Strategies and Priorities <i>Advancement of key transport infrastructure projects in the SEATS Region</i></p>	<p>Project Development As measured by the development and implementation of project plans</p>	
<p>2. SEATS Identity <i>Ensure a broad awareness of SEATS and grow its influence in the development of transport infrastructure</i></p>	<p>Level of Awareness As measured by the awareness of SEATS amongst the membership and other key stakeholders including media releases, website updates and usage of website and quarterly Newsletters</p>	
<p>3. SEATS Management <i>Ensure the effective management and development of SEATS</i></p>	<p>Plan Implementation Quarterly report by CEO in line with B & M Plan</p> <p>Level of Membership As measured by the level and type of SEATS membership including an annual membership drive program</p> <p>Level of Funding As measured by the level of funding with appropriate applications actioned</p>	

Appendix II

PRIORITY PROJECT DETAILS

The detailed Schedule will be maintained by the CEO/ project teams and will be available on the SEATS website (www.seats.org.au) and at SEATS meetings.