

**SEATS**



## South East Australian Transport Strategy



### Business and Marketing Plan

2011 – 2014

#### Vision

*South East Australia has an effective integrated transport network that stimulates the Region's economy and enhances the community*

#### Mission

*Advocacy for the development of transport infrastructure for South East Australia*

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## Executive Summary

The South Eastern Australian Transport Strategy Inc (SEATS) charter is to establish and facilitate investment in transport infrastructure that drives regional economic development. The Seats Region covers the area between Australia's two largest capitals Melbourne and Sydney. SEATS primary stakeholders are local councils, state road and rail authorities and private companies dependent on transport networks. Secondary stakeholders are State and Federal Governments, economic development agencies and local communities.

Key to SEATS policy and philosophy is the *SEATS Strategic Transport Network*. Guiding the implementation of the Plan through processes, activities and projects is the Business and Marketing Plan.

The 2010-2114 SEATS Business and Marketing Plan is built on four essential elements:

### 1. Advocacy and Marketing

SEATS aims to continue to raise its profile and grow its reputation as the professional and credible voice for regional transport issues in South East Australia

### 2. Triple Bottom Line

SEATS will develop a holistic and sustainable approach to regional transport infrastructure that delivers whole of community solutions across the region.

### 3. Best Practice

SEATS will implement processes that demonstrate model behaviours when dealing with members and stakeholders on internal and external matters.

### 4. Membership

SEATS will undertake initiatives that nurture, increase and encourage the performance of its membership base.

The SEATS Executive will implement a number of projects from each of the four elements over the next three years among them:

- SEATS will form an Advocacy Sub-committee that profiles the decision landscape and scopes an Advocacy Plan. The Plan aims to identify key influencers of political decisions and form stronger relationships with decision influencers such as politicians, policy advisers and agency staff. The Plan will be completed by May 2011.
- SEATS will develop a regional environmental, social and economic profile relevant to transport infrastructure needs. The document will provide a better understanding of the drivers within the region. The project will be completed by October 2011.

- SEATS will introduce procedures to produce quality outcomes by the Committee. These include a revamp of meeting procedure and a dedicated calendar of presentations with local government Mayors and CEO's. The process is ongoing.
- SEATS will scan the public and private sectors to discover businesses and agencies that share synergies with SEATS activities. It will conduct a membership drive to attract new members with a mutual interest in an improved transport network. The membership drive will be completed by May 2011 and will also be an ongoing process.

SEATS has increased its profile and credibility and is now recognised as the peak advocate to Government for transport infrastructure in Regional South Eastern Australia.

SEATS has proactively networked with Local and State Governments to deliver in excess of \$485 million, of built and upgraded roads over a five year period. Of particular significance are:

- \$175M Princes Highway Traralgon to Sale upgrade
- \$120M Main Road 92 from Nowra to Nerriga
- \$54M Princess Highway NSW Mt Conjola realignment

These successes have raised the bar for lobbying and advocacy and now demand a higher level of performance and delivery.

SEATS current activities will refine and improve its processes across the four key elements. This will deliver short term outcomes that lay the foundation for long term sustainable projects for transport infrastructure within the Region.

Measuring and monitoring techniques will provide data for an annual report card that will celebrate successes and identify gaps.

The successful future long term direction for SEATS is optimistic:

- SEATS has a pertinent and whole of community mission and vision
- SEATS has scoped the elements essential to the implementation of its *Strategic Transport Network*
- SEATS has identified key projects for implementation
- SEATS has developed sustainable best practice procedures to assess its performance

The 2011-2014 Business and Marketing Plan is a living document and a work in progress. SEATS will continue to update the Plan so it reflects current issues that are consistent with SEATS policy and essential to the implementation of the *SEATS Strategic Transport Network*.



# SEATS Business & Marketing Plan

## Purpose

This document provides the Business and Marketing Plan for SEATS for the period 2011-14. It was adopted at its meeting in November 2010.

The document outlines the key goals, projects and performance indicators to guide the SEATS over this period. The target audience of this document is SEATS members and other key stakeholders.

Progress against these strategies will be reported to SEATS meetings by the Chief Executive Officer.

## Rationale

Key to SEATS policy development and project initiatives is the *SEATS Strategic Transport Network –Creating Economic Development by Improving Transport Networks in South East Australia (2009)*. The projects undertaken by SEATS are consistent with the strategies outlined in this plan. These key dictums provide the rationale for SEATS advocacy within the Network and across the Region.

The *SEATS Strategic Transport Network Plan* provides 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

## Process

SEATS has developed submissions of specific relevance to each jurisdiction. These documents are delivered to both government and opposition politicians. These include:

*Federal Policy Statement*

*New South Wales Policy Statement*

*Victorian Policy Statement*

*Regional profile*

*\*Reports undertaken by other Agencies*

*\*(From time to time strategic reports prepared by other agencies and used by SEATS as appropriate)*

## Key Objectives

During the period 2011-2014 the Seats Marketing and Business Plan will concentrate on achieving specific outcomes in four essential areas.

### 1. Advocacy & Partnering

Seats advocacy and partnering activities will:

- Identify the key influencers of political decisions and form stronger relationships with these decision influencers including politicians, policy advisers, and agency staff.
- Develop professional tactics to lobby political influencers.
- Advocate for specific Priority Projects as scoped in the *SEATS Strategic Transport Network Plan*.
- Grow stronger relationships with State Governments and their departments, agencies and utilities.
- Market to industry and improve the regional profile of SEATS.
- Increase media awareness of SEATS at a regional, state and national level.

### 2. Triple Bottom Line

SEATS will develop a holistic and sustainable approach to regional transport infrastructure and:

- Arrange presentations by regional professionals on current economic and social drivers.
- Undertake a SWOT exercise to develop a position on intermodal hub development.
- Seek briefings on the Regional, State and Federal funding packages and transport opportunities available to SEATS by RDV, RDNSW and RDA officers.
- Identify funding stream conversions as large projects wind up on the Pacific and Hume Highways.
- Investigate the Federal Regional Review Process through advocacy to Federal Independents.
- Remain informed of real and potential environmental effects on transport infrastructure within the SEATS region.

### 3. Best Practice

SEATS will maintain a high code of conduct and demonstrate best practise by:

- Remaining apolitical and non parochial while maintaining SEATS peak status
- Encouraging debate regarding significant issues.
- Seeking greater involvement with Economic Development practitioners from Local Government.
- Improving meetings by making them more engaging and relevant to the SEATS vision and mission.

#### **4. Membership**

SEATS will nurture its members and improve the efficiency and effectiveness of the organisation through:

- Valuing and serving the needs of existing members and working with existing members to:
  - encouraging a high level of active participation by members;
  - aligning and co-ordinating activities to maximise mutual benefit;
  - increasing membership that is relevant to the SEATS vision and mission with synergistic regional state and federal agencies and industry associations.

## Implementation & Monitoring

### 1. Advocacy & Partnering

Objective	Action	Responsibility
<ul style="list-style-type: none"> <li>Identify key influencers of political decisions and form stronger relationships with these decision influencers</li> <li>Lobby for specific priority projects in the context of the strategic network</li> <li>Demonstrate more professional practises when lobbying to decision makers &amp; influencers</li> </ul>	Form an Advocacy Sub-committee to profile decision landscape and determine an Advocacy Plan	Advocacy sub-committee chair May 2011 Set up committee immediately
	Establish a lobbying/ delegation protocol	Advocacy sub-committee May 2011
<ul style="list-style-type: none"> <li>Grow stronger relationships with Governments</li> </ul>	Implement Advocacy Plan	Local proponents + SEATS Executive From June 2011
<ul style="list-style-type: none"> <li>Market an understanding of SEATS to regional industry</li> </ul>	Identify industry sectors and companies to CEO Approach locally, provide feedback to CEO on mutual needs Develop a matrix	Individual Councils and SEATS Executive Stage 1 Feb 2011 Stage 2 June 2011 Stage 1 Apr 2011 Stage 2 Aug 2011
<ul style="list-style-type: none"> <li>Increase media awareness of SEATS</li> </ul>	Develop media release template and pack	CEO Dec 2010
	Prepare pre and post media release for meetings	CEO Dec 2010 Ongoing

## 2. Triple Bottom Line

Objective	Action	Responsibility
<ul style="list-style-type: none"> <li>Investigate environmental, economic and social drivers within the Region</li> </ul>	Complete the regional environmental, economic and social profile for SEA at local level	Individual Councils June – Sept 2011
	Aggregate the profile for the SEATS region	SEATS Executive Oct 2011
<ul style="list-style-type: none"> <li>Undertake a SWOT to better understanding of intermodal hub development</li> </ul>	Ascertain State plans; input into plans; liaise with private enterprise intent.	NSW SEROC/SCG Vic La Trobe City ACT – Canberra Airport Feb 2012
<ul style="list-style-type: none"> <li>Seek assistance to gain an understanding of the Regional Federal/State funding packages and opportunities available to SEATS</li> <li>Identify funding streams conversion as larger projects on the Princess and Hume Highways are completed</li> </ul>	Research current funding programs. Approach regional RDV & RDA offers for an information session on funding programs	CEO to draft request and forward Feb /May 2011
	Formulate a case for meaningful funding programs suited to regional needs by a Transport Funding sub-committee	Form Transport Funding S/C May 2011 Review by sub committee August 2011
<ul style="list-style-type: none"> <li>Investigate the status of Federal Regional Review process</li> </ul>	Monitor and review process as it unfolds and keep members informed	CEO Feb / May 2011

### 3. Best Practice

Objective	Action	Responsibility
<ul style="list-style-type: none"> <li>Remain apolitical and non parochial and maintain SEATS peak status (maintain) Generic PRs</li> </ul>	Continue existing practice	All members Ongoing
<ul style="list-style-type: none"> <li>Encourage relationships with Governments</li> </ul>	Implement Advocacy Plan.	Local proponents SEATS Executive From June 2011 onwards
<ul style="list-style-type: none"> <li>Seek greater involvement by Economic Development practitioners from local government</li> </ul>	Contact Mayors and CEOs to encourage greater involvement and attendance at SEATS	CEO Ongoing
<ul style="list-style-type: none"> <li>Improve meetings making them more engaging and relevant to the SEATS vision and mission</li> </ul>	List agenda items that include regular discussions on SEATS projects and policies	SEATS Executive Ongoing
	Gain feedback from SEATS members regarding relevance and engagement Change the meeting agenda format	SEATS Executive Ongoing

## 4. Membership

Objective	Action	Responsibility
<ul style="list-style-type: none"> <li>Value existing members</li> <li>Work with members to understand their needs</li> <li>Encourage a high level of active participation</li> <li>Align and co-ordinate activities to maximise mutual benefit</li> </ul>	Gain feedback from members	SEATS Executive - Ongoing
	SEATS Exec to assist host Councils regarding content of meeting to advance the delivery of the SEATS Business Plan	SEATS Executive and host Council Ongoing
<ul style="list-style-type: none"> <li>Increase membership to agencies synergistic to the SEATS vision and mission</li> <li>Liaise with and inform regional, state and federal agencies and industry associations of SEATS progress</li> <li>Actively promote and market Seats membership</li> </ul>	Identify potential/desired members with a mutual interest in an improved transport network	All members May 2011 and ongoing
	Produce of an annual review or report card. Distribute a quarterly newsletter Provide quarterly report to members. Continually update the website	SEATS Executive Aug AGM each year  Ongoing  Ongoing
	Ascertain involvement by potential members. Engage key stakeholders to exchange information	SEATS Executive and members – June 2011 and Ongoing
	Review Membership structure and costs and constitution Review Industry fee structure to reflect purpose for increased industry membership.	SEATS Executive Feb 2011
<ul style="list-style-type: none"> <li>Increase understanding of SEATS by regional industry</li> </ul>	Implement Advocacy Plan	Local proponents and SEATS Executive June 2011 onwards

## Future Directions

SEATS has a deserved reputation for advocating for regional transport infrastructure projects which will benefit the whole of the SEATS region.

SEATS will need to ensure that its initiatives are relevant to the regional community. The task is to vigorously pursue its aims and objectives to ensure that the south east Australian region is well served by the transport infrastructure needed to sustain and enhance its economy and life style. This in turn will create employment opportunities and enhance the social and environmental aspects of our community life.

The development of a medium and long term view that will advance the strategic planning process into the next decade and beyond will set the future direction for SEATS in the years following the current Marketing and Business Plan as outlined in this document.

SEATS will continue to develop meaningful relationships with all political parties, appropriate government officials and other stakeholders to ensure that SEATS priorities are accepted, planned and funded.

It will be necessary to continue to ensure that membership remains invigorated and dynamic. It will be essential to indicate to government that SEATS will continue to represent a broad cross section of local government and industry.

SEATS must continually assess and analyse its priority projects to ensure that they are acceptable to funding bodies. Appropriate project templates and economic data must be continually updated to assist in this task.

The successful long term direction for SEATS is optimistic. It has developed a pertinent and whole of community mission and vision. It has identified key projects for implementation in the short term and devised processes that will assist and guide the development of a sustainable future consistent with the *SEATS Strategic Transport Network* objectives.



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