AITPM
Leadership in Traffic and Transport

STRATEGIC
PLAN
2021-2025

A plan to guide our future

AITPM has rich history of providing a platform for members and industry to share, learn and communicate. It is an important time for AITPM to consider the future transport trends, industry needs and the Institute's relevance for members to continue to grow. We must plan the right way to meet the high expectations we set ourselves and deliver services for our members.

We are pleased to share with you our five year Strategic Plan providing assurance that AITPM will continue to deliver the services you expect of us, but also able to adapt to new emerging trends. This plan has been developed as a result of the conversations with AITPM members and partners, reflecting the themes and delivery of the organisation's future. This five year plan will set the direction for the National Board to deliver on these themes and future initiatives.

As we all face the task of recovering and building from the COVID-19 pandemic, AITPM will continue to monitor the industry trends. Our strategic directions are reviewed periodically by the National Board to ensure we understand the trends and remain relevant to our members, our partners and the industry.

**Gary Wood
AITPM
National President**

**Kirsty Kelly
AITPM
Chief Executive Officer**

AITPM STRATEGIC PLAN 2021-2025

OUR VISION:
A sustainable, efficient, safe, multimodal transport system that is accessible by all communities.

OUR MISSION:
Leading our members and practitioners to connect, collaborate, participate to advance their skills, capabilities and knowledge.

OBJECTIVE 1: COMMUNITY
AITPM will grow a strong, connected and supportive community of practitioners to enhance the resilience and capacity of the industry.

OBJECTIVE 2: COLLABORATION
AITPM will facilitate collaboration and engagement across the industry to influence better outcomes.

OBJECTIVE 3: CAPABILITY
AITPM will grow industry capability through sharing and developing knowledge and experience.

STRATEGY 1A:
Value and grow our membership and partners

STRATEGY 2A:
Raise our profile nationally in the industry

STRATEGY 3A:
Coordinate relevant, accessible Continuous Professional Development

STRATEGY 1B:
Build connections and camaraderie through networking and engagement

STRATEGY 2B:
Grow mutually beneficial partnerships

STRATEGY 3B:
Curate and disseminate quality information

STRATEGY 1C:
Promote personal career development

STRATEGY 2C:
Build stronger trusted relationships with governments that promote engagement with our membership

STRATEGY 3C:
Lead and share research and technological innovation

STRATEGY 1D:
Encourage and promote greater diversity and inclusive membership growth

STRATEGY 2D:
Collaborate with peak industry stakeholders and universities

STRATEGY 3D:
Recognise and promote excellence in policy making, industry practice and practitioners

FOUNDATION OBJECTIVE: GOVERNANCE AND ORGANISATIONAL EXCELLENCE
We will ensure the correct operational enablers are in place to allow us to fulfill our mission and objectives

STRATEGY 4A:
Effective and transparent governance

STRATEGY 4B:
Mentor and support our people

STRATEGY 4C:
Sustainable and accountable financial systems

STRATEGY 4D:
Continuous improvement in systems, procedures and practices

OBJECTIVE 1: COMMUNITY

AITPM will grow a strong, connected, and supportive community of practitioners to enhance the resilience and capacity of the industry.

Strategy 1A: Value and grow our membership and partners

INITIATIVES FOR SUCCESS

- Improve the value of our service offering to members
- Provide exclusive events for members and partners
- Deliver a mutually beneficial partnership model

MEASURE OF SUCCESS

- Diversity of the membership
- Increase membership retention and recruitment rates
- Number and value of partnerships grows

Strategy 1B: Build connections and camaraderie through networking and engagement

INITIATIVES FOR SUCCESS

- Increase opportunities for our membership to meet face to face
- Continue to communicate with our membership often
- Allow networking opportunities at all events, including online
- Provide tools and resources to support engagement amongst membership

MEASURE OF SUCCESS

- Achieve benchmark member engagement levels on Interchange
- Increase attendance levels at networking events
- Receive positive feedback from our networking events

Strategy 1C: Promote personal career development

INITIATIVES FOR SUCCESS

- Understand the professional development needs of the membership/industry
- Partner/collaborate with universities and other providers to support the delivery of relevant content
- Provide regular Learning and Development sessions for all members
- Recognise achievements and success of members
- Make it easier for members to contribute to AITPM and obtain committee/board positions

MEASURE OF SUCCESS

- Positive feedback and increased attendance levels at annual Learning and Development sessions delivered in each State Branch
- Increase engagement and attendance levels in technical events and content
- Increase in first- and second-year graduates joining and retaining membership
- Annual feedback from partners on our relevance to the market

Strategy 1D: Encourage and promote greater diversity and inclusive membership growth

INITIATIVES FOR SUCCESS

- Understand the professional development needs of the Understand the composition of the industry and deliver initiatives to ensure the AITPM membership is reflective of the industry
- Understand the motivations for belonging to AITPM and delivering member services and experiences that satisfy those motivations
- Address challenges to AITPM engagement
- Utilise segmentation to deliver relevant and valued services to the membership and industry
- Provide opportunities for all members to engage in AITPM volunteering
- Work with partners to increase the exposure of AITPM within their teams

MEASURE OF SUCCESS

- Membership composition that more closely reflects the composition of industry participants
- Diversity of board, committees, and volunteers
- Engage with partners and organisational members annually to understand industry conditions

OBJECTIVE 2: COLLABORATION

AITPM will facilitate collaboration and engagement across the industry to influence better outcomes.

Strategy 2A: Raise our profile nationally in the industry

INITIATIVES FOR SUCCESS

- Collaborate with industry and government partners for mutual benefit
- Regular national information sharing with governments
- Strengthen AITPM's role as a conduit for communication with members and industry
- Deliver, develop and promote signature events across the country
- Protect and enhance the AITPM brand

MEASURE OF SUCCESS

- Promotion of AITPM within industry organisations
- Keynote speakers provided and leadership in attendance at AITPM signature events
- Industry challenges provided to AITPM members to solve
- The AITPM brand is protected, valued and recognised

Strategy 2B: Grow mutually beneficial partnerships

INITIATIVES FOR SUCCESS

- Encourage and provide opportunities for industry and community to engage with AITPM
- Provide exclusive events for members and partners
- Improved partnership model to deliver mutual benefit
- Strengthened relationship and communication with partners

MEASURE OF SUCCESS

- Retain and grow partnerships
- An overall increase in the partnership satisfaction score through an annual survey
- Positive feedback from AITPM members on the value of our partnerships

Strategy 2C: Build stronger trusted relationships with governments that promote engagement with our membership

INITIATIVES FOR SUCCESS

- Representative meetings with government
- Leveraging strong relationships with key stakeholders
- Industry meetings both nationally and locally
- Continual membership engagement and opportunity for collaboration and knowledge sharing

MEASURE OF SUCCESS

- Senior government representatives regularly engaging with AITPM at organised meetings and events
- Governments proactively collaborating with AITPM as a conduit to understand our members views on key topics

Strategy 2D: Collaborate with peak industry stakeholders and universities

INITIATIVES FOR SUCCESS

- Identify and form strategic partnerships with aligned peak industry stakeholders
- Partner with universities to advance and disseminate research, connect with industry, and grow the AITPM membership pipeline
- Facilitating regular engagement between universities and industry

MEASURE OF SUCCESS

- Partnerships that result in positive reputational and service outcomes for AITPM
- Level of engagement between members and academics through AITPM hosted services
- Increase in student members actively engaged in AITPM activities
- Conversion of Student members into First- and Second-year Associate members
- Industry stakeholders and universities proactively seeking AITPM views and collaboration

OBJECTIVE 3: CAPABILITY
AITPM will grow industry capability through sharing and developing knowledge and experience.

Strategy 3A: Coordinate relevant, accessible Continuous Professional Development

INITIATIVES FOR SUCCESS

- Monitor Continuous Professional Development (CPD) program delivery to both respond to industry need and proactively provide exposure to the latest advances in research and practice
- Collaborate with industry, government, universities, and other stakeholders to provide continuous relevant CPD content and expertise
- Coordinate a tiered delivery program to provide local and national access to CPD
- Utilise technology to provide members with accessible CPD and associated dialogue to advance the profession and practice

MEASURE OF SUCCESS

- Positive feedback and increased attendance levels at CPD events
- Increased penetration of CPD attendance across the membership
- Breadth of engagement with stakeholders in the generation of technical content

Strategy 3B: Curate and disseminate quality information

INITIATIVES FOR SUCCESS

- Grow our sources of trusted, quality content to harvest information
- Provide relevant information at the annual National Conference
- Manage content platforms and channels to efficiently curate and disseminate information
- Explore segmented distribution of information to provide targeted relevant content

MEASURE OF SUCCESS

- Levels of engagement on content
- Open and viewing rates on content
- Approaches from stakeholders for use of AITPM content services

Strategy 3C: Lead and share research and technological innovation

INITIATIVES FOR SUCCESS

- Collaborate with industry, government, universities, and other stakeholders to understand, support, and disseminate research and innovation
- Provide a two-way conduit for member engagement with research and innovation, particularly with universities
- Opportunities to partner with universities

MEASURE OF SUCCESS

- Stakeholders collaborating with AITPM as a conduit to our members
- Member engagement regarding research and innovation topics on AITPM platforms
- Increased number of events/opportunities for knowledge sharing

Strategy 3D: Recognise and promote excellence in policy making, industry practice and practitioners

INITIATIVES FOR SUCCESS

- Review AITPM awards programs to provide a platform for identifying and promoting excellence
- Develop approaches to value-add to awards process to broaden the promotion of excellence
- Develop partnerships with industry leaders to showcase excellence in key areas of practice, products, and technology

MEASURE OF SUCCESS

- Increase number of quality awards submissions
- Level of engagement with award winning content

FOUNDATION OBJECTIVE: GOVERNANCE AND ORGANISATIONAL EXCELLENCE

We will ensure the correct operational enablers are in place to allow us to fulfill our mission and objectives

Strategy 4A: Effective and transparent governance

INITIATIVES FOR SUCCESS

- Continuous improvement of governance processes and documentation in line with best practice in the Association sector
- Undertake annual board performance assessment and governance CPD
- Improved transparency in governance policies and processes put into action
- Transparent Board reporting for members

MEASURE OF SUCCESS

- Well-functioning Board and Committees
- Level of engagement of members in democratic processes
- Increase attendance at Annual General Meetings
- Processes are aligned and consistent across AITPM

Strategy 4B: Mentor and support our people

INITIATIVES FOR SUCCESS

- Develop programs to support members to grow their skills and experience through AITPM volunteering
- Acknowledge, support and promote the positive contribution of volunteers
- Provide a supportive environment for AITPM staff to grow professionally
- Recognise potential AITPM leaders early and provide opportunity for mentoring and development
- Implement appropriate recognition programs for staff

MEASURE OF SUCCESS

- Positive feedback from volunteers and their employers
- Engagement through all levels of membership with designed programs
- Performance and feedback of our staff
- Greater number of nominations for Committee positions

Strategy 4C: Sustainable and accountable financial systems

INITIATIVES FOR SUCCESS

- Continuous improvement of financial systems and process in line with industry standards
- Development of robust transparent budgeting processes to support the delivery of agreed financial and organisational growth outcomes
- Diversify revenue sources to manage revenue risks
- Develop robust partnership approaches that provide more sustainable financial return

MEASURE OF SUCCESS

- Positive feedback in the annual Audit
- Achieving a surplus budget for the institute
- New partnerships to support AITPM

Strategy 4D: Collaborate with peak industry stakeholders and universities

INITIATIVES FOR SUCCESS

- Support a culture of continuous improvement that strives to identify and deliver improvements to benefit the organisation and its members
- Improvement review programs to periodically examine systems, procedure and practices and identify areas for improvement
- Leverage technology to enable members to easily contribute to AITPM

MEASURE OF SUCCESS

- Improved quality, efficiency, effectiveness and/or cost of service delivery
- Reduced member and volunteer effort or staff time and cost on tasks
- Positive feedback from users

ALL ENQUIRIES TO

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