



Strategic Plan

2025-2028

Who are we?

The Transport Professionals Association (TPA) is the peak industry body for transport professionals across Australia.



We support and guide transport professionals at every stage of their career by arming them with industry leading resources and access to a full calendar of networking, events and professional development opportunities. Our members are professionals and practitioners who plan, design, engineer, deliver, operate, manage, measure and shape Australia's transport systems. Some of the diverse members we represent:

- Transport planners
- Traffic and transport engineers
- Land use, transport and traffic modellers
- Road safety practitioners
- Transport economists
- Road and public transport infrastructure designers
- Active transport specialists
- Travel behaviour change specialists
- Transport researchers, educators and engagement professionals
- Transport policy specialists
- Data analysts
- Traffic and transport data collection practitioners
- Urban designers.

Our community of industry professionals and practitioners work within all levels of government, the private sector and academia from a wide range of roles, disciplines and backgrounds.

We are dedicated to empowering the professional transport community to influence and shape cities and regions into great places to live, work and play.

Our efforts include advocating to government and industry, providing career support, delivering professional development, encouraging new individuals to join the industry, and promoting the importance of transport to the broader community.

We strive to build a connected community of members by facilitating collaboration and engagement across the industry, as well as sharing and developing knowledge and experience. Additionally, we seek partnerships with universities to encourage students to enter the sector and to foster and share research and innovation.

Our goal is to ensure that Transport Professionals Association and its members are recognised as trusted experts and thought leaders who contribute and shape the development of safe, sustainable and thriving communities where Australians use transport to live, work and play.

Introduction

The Transport Professionals Association Strategic Plan 2025–2028 sets a clear and ambitious path forward, positioning us as the voice of the professional transport community in Australia.



REECE HUMPHREYS
NATIONAL BOARD CHAIR | TPA



KIRSTY KELLY
CHIEF EXECUTIVE OFFICER | TPA

Through extensive consultation with stakeholders and careful deliberation by the Strategic Planning Working Group, the Plan identifies key priorities and actions to address the evolving needs of members and the transport community. We aim to cement our reputation for transport professionals by being a thought leader and trusted advisor that delivers meaningful outcomes for our members and the community.

Building on our proud history of nearly 60 years, we are the home for transport professionals in Australia, with a broad and diverse membership spanning multiple disciplines. Our members praise Transport Professionals Association for a nurturing and inclusive culture. The cornerstone of our profession, the national conference, is well-attended, connecting our strong networks for specialised subgroups, such as emerging professionals and transport modellers.

Transport Professionals Association plays a unique role in supporting transport professionals with

opportunities to network, share knowledge and support each other's work. This plan outlines bold measures to navigate the complexity of the current landscape and harness future opportunities. It highlights the importance of presenting a unified national voice through coordinated efforts across state-based committees and leveraging our technical expertise on regulatory frameworks and policy outcomes. By being an active and visible advocate, providing expert technical advice, and convening topical events with decision-makers, we aim to ensure that transport professionals contribute to safer, more sustainable and thriving communities.

Other core goals include focusing on the professionalisation of all members of the transport community. By doing so, we will make transport professions a more visible and attractive career prospect to students and new entrants, while providing greater assurance to employers and stakeholders.

It is vital that our culture reflects

contemporary professional values and our diverse member needs. We will focus on inspiring students to pursue careers in transport and promote the Transport Professionals Association as the professional home for the transport community. As part of outreach and engagement, we will cultivate dynamic networks for students and members and connect them to share knowledge and support and coordinate advocacy efforts.

Finally, we listened to our members and have undertaken a rebranding process to better reflect our evolving role, to clarify the Transport Professionals Association's purpose, and to support growth by attracting new members and to strengthen relationships with stakeholders.

The Strategic Plan 2025–2028 is a bold vision for Transport Professionals Association and our role in shaping Australia's transport future.

We look forward to working with you to turn this plan into reality.

Strategic Direction

Transport Professionals Association's Strategic Plan 2025–2028 was developed through a comprehensive and iterative process facilitated by external consultant THINK: Insight & Advice Pty Ltd in November and December 2024.

Our Purpose

TPA and the transport community exist...

To shape safe, sustainable and liveable communities by championing integrated, future-proof transport solutions.

Our Mission

Our work is...

To empower the professional transport community to influence and shape cities and regions to be great places to live, work and play.

Our Vision

When our work is done...

TPA and its members will be trusted as experts and thought leaders who help shape safe, sustainable and liveable communities where Australians use transport to live, work and play.

Extensive consultation was undertaken with Transport Professionals Association's:

- Board
- Management
- State government policymakers
- Industry counterparts
- Sponsors and industry partners
- Members at large
- Emerging and mid-career professionals
- Local government and general members

A strategic planning workshop was conducted with 25 participants, representing Transport Professionals Association's:

- Board
- Management
- Staff
- Volunteers
- State Branch Committee
- Transport Modelling and Emerging Professional Network members
- Life members
- Sponsors and partners

From the workshop, a Draft Plan was created, reviewed and refined, with the continued active engagement of workshop participants.

The Transport Professionals Association Strategic Plan 2025–2028 identifies key priorities and actions to address the evolving needs of members and the transport community.

This document provides a summary of the Strategic Plan 2025–2028 and is intended to inform and engage members and stakeholders. Please contact us at transportprofessionals.com.au if you would like to know more or discuss the finer details.

Strategic Goals

The strategic goals define how Transport Professionals Association will deliver on our purpose and mission.



A. Impact

To help shape cities and regions by representing and empowering a diverse, multidisciplinary transport community.

B. Technical Excellence

To promote safety, efficiency and sustainability in transport through technical excellence.

C. Professionalisation

To define and elevate the standing of transport professions, starting with transport planning.

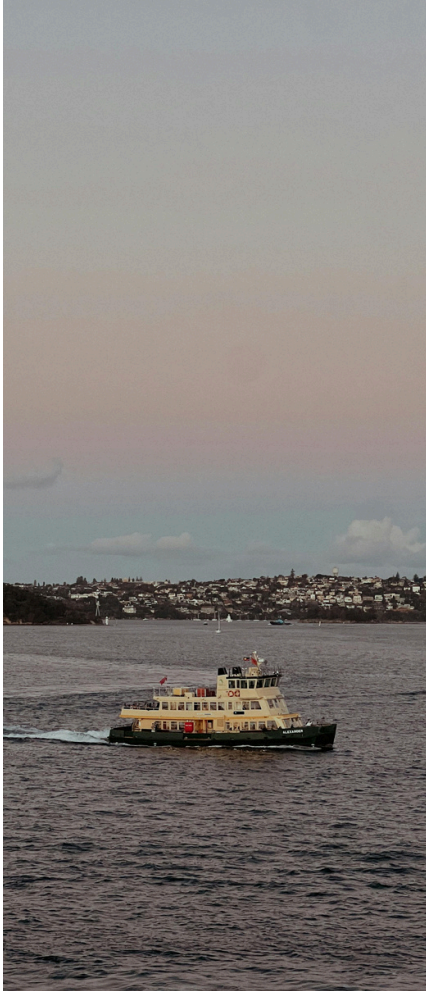
D. Outreach

To be proactive in supporting and empowering new entrants to the transport community, while reaffirming our position as the leading voice of the transport community.

E. Engagement

To cultivate dynamic networks tailored to students' and members' distinct career stages, locations and interests and actively connect these networks to share knowledge, support professional growth and coordinate advocacy efforts.

Strategic Objectives



A. Impact

To help shape cities and regions by representing and empowering a diverse, multidisciplinary transport community.

1. Increase influence in transport decision-making by building a large, diverse community of transport professionals drawn to a purpose-driven brand and a compelling membership value proposition.
2. Embed long-term change in transport systems by influencing educational pathways for all transport professionals, beginning with transport planners.
3. Become the voice of the transport community to advocate for safe, sustainable and liveable communities.
4. Position Transport Professionals Association and transport professionals as indispensable partners in identifying ways to reduce transport-related emissions.

B. Technical Excellence

To promote safety, efficiency and sustainability in transport through technical excellence.

1. Maintain and grow Transport Professionals Association's reputation for technical excellence across all transport modes.
2. Leverage Transport Professionals Association's members' technical knowledge and expertise to offer expert technical advice to government.

C. Professionalisation

To define and elevate the standing of transport professions, starting within transport planning.

1. Define and communicate the competencies of transport planners, to be followed by other disciplines.
2. Collaborate with industry, academia, all levels of government and vocational trainers to determine the best form of recognition for transport planners.
3. Refresh Transport Professionals Association's culture to align with evolving professional expectations, embrace generational shifts in attitudes, and reflect a more diverse transport community.
4. Refocus volunteer and partner contributions from organisational tasks to impactful, mission-aligned activities.

Strategic Objectives

D. Outreach

To be proactive in supporting and empowering new entrants to the transport community, while reaffirming our position as the leading voice of the transport community.

1. Promote professional careers in transport and strengthen support for student committees, nurturing future professionals.
2. Leverage a refreshed brand and strategic direction to strengthen existing stakeholder alliances and create new partnerships that support Transport Professionals Association's role in the transport sector.

E. Engagement

To cultivate dynamic networks tailored to students' and members' distinct career stages, locations and interests and actively connect these networks to share knowledge, support professional growth and coordinate advocacy efforts.

1. Strengthen existing networks and foster new ones to meet the evolving needs of diverse membership segments.
2. Connect state-based committees to regularly share expertise, best practices and resources, fostering more impactful and cohesive engagements across the network.
3. Leverage state-based committee networks to coordinate campaigns and advocacy efforts that drive aligned national policy outcomes.



Actions

In order to achieve the strategic goals, a range of actions and activities will be undertaken.

The Key Areas and related activities in service of implementing the Strategic Plan are organised in the following areas:

1. Advocacy

Develop an advocacy strategy

Activate expert technical advice

Conduct a national contact program

Promote transport decarbonisation

Convene thought leadership events

Run a national campaign

2. Education

Develop competency framework for transport planning

Develop an education strategy

Create an Education Council

Review curricula and offerings

Convene a National CPD Coordinating Forum

3. Branding and Communications

Change our name to reflect who we represent

Develop our brand identity

Run a career in transport recruitment campaign

Develop a marketing strategy

4. Creating Value

Create a Local Government Network

Convene a Local Government issues forum

Do a competitor analysis

Offer reciprocal discounts

Create a sponsor think tank

Conduct a member satisfaction survey

5. Governance and Culture

Develop board skills and perspectives matrix

Articulate statement of our values

Develop a Code of Conduct

Review membership grades and benefits

6. Capacity Building

Develop membership and subscription growth strategy

Update event timelines

Convene information sharing and coordinating forums



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