

The Crane Industry Council of Australia (CICA)



Strategic Plan (Final) 2009 – 2012

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**Alan Marshall, Chief Executive Officer, CICA
On Behalf of the CICA Board**

1. Introduction

CICA Profile:

CICA is the peak national Not-For-Profit body representing the crane industry in Australia. CICA is Incorporated, Limited by Guarantee. The CICA Board comprises a maximum of 10 Directors elected from CICA members around Australia, along with up to two appointed Directors (a maximum of 12 Directors in total). The current Board comprises:

John Gillespie (President) NSW
Bob Davis (VP) SA
Marcus Ferrari SA
Albert Smith QLD
Danny Black QLD
Malcom Smith VIC

Phil Chadwick VIC
Craig Meldrum WA
Stephen Lazenby WA
Andrew Esquilant NSW
Jeff Brundell (appointed)

CICA maintains strong relationships and communications with the respective state associations:

CIA NSW
VCA

CIAQ
SACA

CAWA
NTCA

CICA currently employs three full time staff in the CICA office located at 43 View Point Ave, Glen Waverley, Victoria:

Chief Executive Officer:	Alan Marshall
CraneSafe Administration Officer:	Kylie Charrett
Administration Officer:	Lisa Legge

CICA currently has 103 (national) members.

Refer the CICA website for more details: www.cica.com.au

CICA's national industry crane safety program is CraneSafe; refer www.cranesafe.com.au . Jeff Brundell is engaged as a sub-contractor to CraneSafe, as well as being the current CraneSafe National Co-ordinator.

Background on the Strategic Plan:

CICA last formally reviewed its strategy in 2005. Some further strategic discussions took place when the CICA Constitution was reviewed in 2006. Hence a fresh Strategic Planning process was agreed by the CICA Board at its 13 November 2008 meeting, as follows:

- * CEO to advise State Associations and invite state input
- * CICA to advise Members in the December Newsletter inviting input by 6/2/09 and the completion of a Strategic Planning Survey
- * CICA to contact other stakeholders (such as the union, state WorkCover departments etc) to invite input
- * CICA CEO to compile and summarise all input received and to pass this on to the Board along with any other relevant planning information by 8/2/09
- * CICA Board to hold a Strategic Planning Workshop 18/2/09 to consider all tabled input and to develop the CICA Strategic Plan for the three years 2009 - 2012 (this workshop will be linked to the first 2009 Board Meeting being held in Perth 19/2)
- * The CEO to document the agreed Draft CICA Strategic Plan and to share this with State Associations, Members and stakeholders. Final feedback will be considered with the aim of the CICA Board to endorse the Strategic Plan at the CICA May 2009 Board Meeting.
- * Once finally approved a summary document will be put on the CICA website as an open and transparent CICA 'road map' for the industry.

2. Survey Responses

A vital part of the Strategic Planning process was inviting and involving the input of Members, State Associations and other Stakeholders. Appreciation is therefore acknowledged and recorded for the following respondents who completed survey forms/provided input:

Andrew Holden, Andola Marine Engineering
Brenton Salleh, Boom Logistics
Phil Chadwick, Australian Crane & Machinery
David Potter, Australian Crane & Machinery
Craig Meldrum, Perth Crane Hire
Marcus Ferrari, Ferrari Bros Crane & Rigging
Adam Culf, BHP Billiton
Gregory Hams, Hams Crane Hire
Steve Asher, Asha Plant Repairs
Andrew Esquilant, Morrow Equipment

Mark O'Kane, Hercules Crane Hire
Malcom Smith, Tutt Bryant
Jill & Brian Campbell, Campbell Cranes
Jenny Harkess, Gow's Trans. & Mobile Cranes
SACA
CIAQ
CIA NSW
Aspermont/Cranes and Lifting magazine
Jardine Lloyd Thompson

All survey forms were passed on to the CICA Board for consideration and these were also discussed at the Board Strategic Planning Workshop, held 18 February 2009. A summary of the survey feedback is provided below.

40% rated CICA as performing Above Average (good to great); 46% rated CICA as performing Average (OK); while 14% rated CICA as performing Below Average (poor). This means 86% rated CICA as performing OK to great.

60% rated the CICA Mission Statement as current and valid; 14% did not agree; while the balance did not respond.

It is not practical to list every point made, but key issues typically raised in the surveys included:

- the importance of CraneSafe
- inspection quality standards
- collective voice / lobbying
- the economic downturn
- better communication
- succession planning (volunteer committees and staff)
- the Board quality and effectiveness
- achieving outcomes
- national uniformity (OH&S, Road Regs etc)
- industrial relations
- safety issues / standards
- training matters
- the ageing workforce
- increasing membership
- member products and services
- small operator support
- over-regulation
- hirer vs marketer issues
- member profitability
- member input / consultation
- working with like-minded associations
- international links

3. Mission Statement

As part of the process, the Board considered the relevance of the CICA Mission Statement. After considering the survey responses and to better reflect the interests of our members, it was agreed to add a fourth point, as follows:

'To represent and promote members' interests and assist their ongoing success'

Therefore the Board agreed to the following revised Mission Statement:

CICA Mission Statement

- To be the authority for the lifting industry of Australia
- To develop and promote a safe and effective crane and lifting industry
- To strive to achieve uniformity in standards and regulations
- To represent and promote members' interests and assist their ongoing success

CICA Slogan

To support the promotion of the CICA mission and role within the industry and the wider community, the Board agreed to adopt a corporate slogan as follows:

'Lifting Industry Standards'

It was agreed that the slogan will be added to and promoted on the CICA communications such as the website, letterhead, newsletter, media releases etc.

4. SWOT Analysis

As part of the Strategic Planning process it was agreed to consider the CICA Strengths, Weaknesses, Opportunities and Threats (SWOT). See the lists below.

Strengths

- Good history and industry respect
- Recognised industry voice
- Stable membership / industry support
- Good information sharing
- Strong financials
- CraneSafe program success
- Successful conferences
- Established newsletter & website
- Stable volunteers / board / leadership
- Active lobbying / industry representation
- Strong mobile crane focus
- Good support from trade magazines
- Good association governance
- Revised and effective Constitution
- Capable office / staff support
- Some good CICA products
- Good relationship with state associations
- Good International links / relationships

Weaknesses

- Member benefits may be regarded by some as limited
- Member business services/support limited
- Membership growth limited
- No marketing or promotional program / brand management
- Member communications may be seen by some as basic to satisfactory
- Does not have its own / dedicated magazine
- Only one CICA member meeting (Conference) held each year
- Website is serviceable but could offer more
- Office premises basic & out-grown (rented)
- Basic office administration / procedures
- Limited Board succession planning
- Limited industry training focus
- Limited industry accident response / management plan
- No industry crisis / disaster response plan
- Tower Crane focus could be more
- Limited regional activity / support
- Low recognition in some states
- Internal politics
- Can improve achievements

Opportunities

- Review/improve membership services / value
- Develop services to assist smaller members
- Economic climate assistance
- Develop benchmarking program
- Improve member communications
- Develop a clear financial reserve/investment policy
- Explore a bigger, better office and/or purchasing an office property
- Review website
- Develop trade magazine relationships/opportunities
- Develop a sales campaign / grow membership
- Strengthen / further promote / grow CraneSafe
- Scope to expand with VLCs
- Improve promotions / PR
- Develop an Annual Report / Members Handbook
- Expand industry issues program / management
- Expand lobbying / contact with Ministers
- Collective voice / IR negotiations
- Identify / Develop Board Portfolios, to be allocated to individual Directors to oversee & champion (already partly exists)
- Ensure annual budget links with annual business plan and overall Strategic Plan

Threats

- International recession
- Local economic recession
- Disgruntled members
- Baby boomers exiting the industry
- Any lack of national unity
- Internal politics
- Any lack of planning / goals / action
- Industrial relations pressure / uncertainties
- Anything that undermines CraneSafe
- Any financial hiccups
- Industry issues that impact negatively on members
- Government policy that impacts negatively on members
- Lack of quality volunteers / committee
- Retention/development of quality staff
- Over-extending resources (vol. & staff)

5. Strategic Goals

An important part of the Strategic Planning process was to identify what the CICA major focus / major goals should be over the next few years and beyond.

After considering the survey input, the following major strategic goals were identified:

- Membership
- Communications
- Industry Issues Representation/Lobbying
- CraneSafe
- Training and Education
- Board Governance and Succession plans
- Administration, Finance and Planning

It was noted that any important matters not specified in the above list, could be categorised under one of the above goals, or identified as an agreed action in the next step (see below).

6. Action Plans

Once the strategic goals were identified, the next step was to brain storm and agree the range of activities / action plans that could be considered and prioritised, to achieve the required outcomes. See the details agreed below after consideration of the survey responses.

No.	Strategic Goals	Action Plans	Target Date
1.	Membership Benefits & Services	<p>Maintain/Increase Membership Levels</p> <ul style="list-style-type: none"> - Identify non members within State memberships - Identify other non members - Write to and phone prospect - Set-up a Member-Get-a-Member program - Review relationship CICA / State members - Issue Membership flier with Non-Mbr Green Stickers - Ensure annual renewals managed effectively <p>Improve member benefits</p> <ul style="list-style-type: none"> - Develop a benefits fact sheet flier - Develop an achievements factsheet flier - Review options for HR, IR, OH&S and Legal advice services - Develop benchmarking service - Explore group member discount program - Consider an additional member annual event / roadshow - Develop an annual member survey program <p>Foster International Links and Global Discussions</p> <ul style="list-style-type: none"> - Support representation at FEMs - Support representation at the WC&T Summit 2009 - Support BAUMA 2010 group trip - Support ConExpo 2011 event <p>Progress the Annual Conference</p> <ul style="list-style-type: none"> - Work with Veritas and CIA NSW re Canberra 2009 - Re-tender Conference contract services (PCO) - Support CAWA re Perth 2010 - 2011 QLD 	<p>2009</p> <p>2009</p> <p>2009</p> <p>2010</p> <p>2010</p> <p>2009</p> <p>2009/10/11</p> <p>2009</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2009</p> <p>2009</p> <p>2009 / 10</p> <p>2011</p> <p>2009</p> <p>2009</p> <p>2009 / 10</p> <p>2010 / 11</p>
2.	Improve Communications	<p>Manage CICA outward emails to ensure add value</p> <p>Develop an Email Hot News bulletin</p> <p>Improve/expand Newsletters</p> <p>Seek state input to Newsletters</p> <p>Continue to work/liaise with state associations</p> <p>Review/improve website services</p> <p>Develop news issues summary for state meetings</p> <p>Develop a Summary of Board Meetings</p> <p>Implement Media Release program</p> <p>Implement a Member phone call and visit program</p> <p>Expand the CICA Annual Report</p>	<p>2009</p> <p>2009</p> <p>2009</p> <p>2009</p> <p>2009 / 10 / 11</p> <p>2009 / 10</p> <p>2009</p> <p>2009</p> <p>2009</p> <p>2009</p> <p>2009</p> <p>2009 / 10</p>
3.	Industry Issues Program, Representation & Lobbying	<p>Develop an industry issues register</p> <p>Consider an Industry Accident Reporting project</p> <p>Map-out a Government Lobbying Meetings schedule</p> <p>Develop specific industry issue surveys</p> <p>Enhance/develop the Industry Forum</p> <p>Liaise / consult with Marketers & Hirers</p> <p>Develop contacts with like-minded associations</p> <p>Liaise with Internationals on global issues</p> <p>Improve industry projects funding</p> <p>Support safety developments</p> <p>Progress discussions with the Tower Cranes sector</p> <p>Progress industry consultative committees</p> <p>Progress links with sister associations and magazines</p> <p>Explore other key event group travel</p>	<p>2009</p> <p>2009 / 10</p> <p>2009</p> <p>2010</p> <p>2009 / 10</p> <p>2009 / 10 / 11</p> <p>2009 / 10</p> <p>2009 / 10 / 11</p> <p>2009 / 10</p> <p>2009 / 10 / 11</p> <p>2009 / 10</p> <p>2009 / 10</p> <p>2009 / 10</p> <p>2010</p>

4.	Manage/Grow the CraneSafe Program	Support the National Co-ordinator Implement the new data base Reporting Service Progress advertising plans Explore VLC sector support Develop engineers approved list Increase assessors in all states Enhance assessor state meetings Progress the assessors audit program Promote CraneSafe at the annual conference Explore higher quality standards e.g. Gold Stickers	2009 / 10 / 11 2009 2009 2009 2009 / 10 2009 / 10 / 11 2009 / 10 2009 / 10 2009 / 10 2009 / 10 2010 / 11
5.	Training & Education	Review member training needs / activities Develop a new entrant pathway for trainees Develop existing operator skill development pathways Develop/promote business assistance services Explore business training courses Integrate with existing industry programs and services Expand awards	2009 / 10 2010 / 11 2010 / 11 2010 2010 2010 2010
6.	Board Governance and Succession Plans	Introduce a Director Information Kit Develop a Benefits of being a Director fact sheet Develop / support the Directors' training program Run an annual Director training session Develop succession planning for existing Board Volunteers Develop Board roles and job descriptions Develop a recruitment plan for prospective Board members Consider grass roots members/state committees	2009 2009 2009 2009 / 10 / 11 2009 / 10 2009 / 10 2009 / 10 2010
7.	Administration, Finance and Planning	Recruit/Retain/Develop staff Improve financial monitoring & reporting Enhance audit program Agree scope of Financial Reserves required Establish an Investment policy Explore purchasing an office property Ensure compliance program in place Develop a risk management program Clarify income tax status Monitor association NFP trends/developments Ensure Strategic Plan progress monitored each Board Meeting	2009 / 10 / 11 2009 2009 2009 / 10 2009 2009 / 10 2009 / 10 2009 / 10 2009 2009 / 10 / 11 2009 / 10 / 11

7. Summary

This document is the summary of the CICA strategic plans for the future. It is a living plan and should be reviewed regularly, i.e. at each Board Meeting, for any adjustments or additional tasks, to measure progress and to recognise achievements. A major review is recommended by 2012. The strategic goals and action plans will be incorporated in the CICA annual business plans and budgets.

For any inquiries on this document or for more information on CICA, please contact the CICA Chief Executive Officer.

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