

TAA (VIC) STRATEGIC PLAN 2017-18



Tourism
Accommodation
Australia (VIC)

A division of the AHA



OUR PURPOSE

TAA (Vic) strives to be recognised as the leading provider of advice and advocacy on issues relevant to operators of 3, 4 and 5-star hotels, motels and serviced apartments.

We lead the accommodation hotel industry's (the sector's) collaboration with a range of tourism agencies, infrastructure and planning organisations, major event providers, all levels of government, suppliers to industry and the media to ensure our members' businesses continue to be recognised as an integral component of the Victorian and Australian tourism product.

To achieve this end, TAA (Vic) actively contributes to the development and growth of tourism and tourism related industries in Victoria, and nationally, through our relationship with the TAA National Office, when working on matters of common interest.

TAA'S SCOPE

TAA is an independent division of the AHA, with a national office based in Canberra and branches in each state and territory. TAA is a respondent to Federal Industry Awards and related legislation.

TAA's relationship with the Australian Hotels Association enables joint lobbying efforts, resource support and influence on issues and opportunities that impact both accommodation hotels and AHA's increasingly diverse membership of pubs, hotels and related businesses.

WHY WE DO WHAT WE DO

BUSINESS COMPLIANCE OBLIGATIONS

TAA (Vic) recognises that the regulatory environment in which our members' businesses operate can be complex. In turn, meeting related compliance obligations can be time consuming for hoteliers.

We provide timely, effective and value adding advice and services to members to ensure that they keep abreast of these obligations. In doing so, TAA (Vic) contributes to the enhancement of the sector's reputation as a collective of credible businesses that operate with high standards of integrity and a focus on quality in the delivery of their products and services to staff, guests and other stakeholders.

IMPORTANCE OF TOURISM TO AUSTRALIA AND VICTORIA

Domestic and international tourism to Australia and Victoria promotes economic activity that stimulates job growth, investment in infrastructure projects and further development of local communities.

Tourism is a significant driver for the Victorian economy, worth almost \$25 billion (directly and indirectly) in 2016-17. It is forecast that visitor spending in Victoria will reach \$36.5 billion by 2025.

The tourism sector also employs 210,400 Victorians and generates 7.2 per cent of employment in Victoria. To reach the targeted forecast of visitor expenditure, it is estimated that an additional 110,000 jobs will be created and need to be filled by 2025.

Australia is poised for an influx of new middle class Asian tourists, supported by new airline technology, new flight paths, cheap airfares and the arrival of new carriers, particularly from China, spur a 'tourism bonanza that has the potential to replace mining as the country's key economic pillar'.¹

¹ Smith, M, 2017, Australian Financial Review, Australia braces for new tourism boom as flights surge.

IMPORTANCE OF ACCOMMODATION HOTELS IN TOURISM INFRASTRUCTURE

Accommodation hotels provide vital infrastructure for visitors to Victoria and Melbourne and assist to enhance the attractiveness of our tourism products and services.

Our hotel network affords guests a home away from home. Compliance with applicable building codes, food standards codes, fire safety and disability access standards, liquor licensing requirements, tax obligations and employee entitlements, enhance business credibility and ensure that the safety and security of guests is of the utmost importance. Such attention to operating standards contributes to a positive guest experience and reinforces Melbourne and Victoria's position as a destination of choice for domestic and international visitors alike.

DOMESTIC OVERNIGHT VISITOR TRENDS

Visitor trends for Victoria for the year ended December 2016, as reported by Tourism Victoria, reflected the following:

	VIC numbers	VIC trend	National average	NSW trend	QLD trend
Total number	21.9m	+1.3%	+4.2%	+4.3%	+3.4%
Intrastate visitors	15m	+3.3%			
Interstate visitors	6.9m	-2.7%			
Nights spent – Victoria	64.4m	+1.6%	+4.0%	+5.1%	+4.7%
Expenditure	12.2b	+1.0%	+5.3%	+3.8%	+4.0%

Period: December 2015 – December 2016

KEY OBSERVATIONS

- The growth in domestic visitor numbers, nights spent and expenditure in Victoria was behind the national average and that of key interstate competitors in New South Wales (NSW) and Queensland (QLD).
- Interstate overnight spend and visitor numbers declined in Melbourne (and Sydney), but increased, on average, for other capital cities.
- Regional Victoria recorded growth in domestic spend (+2.0% to 5.1b) and visitors (+1.2% to 14m), with a marginal decline in visitor nights (-0.5% to 39.9m)
 - All measures were well below national regional average growth rates (spend +9.0%, visitors +5.4% and nights 4.7%).

INTERNATIONAL VISITOR TRENDS

- Victoria experienced year on year growth in international visitors to reach 2.7m arrivals
 - This represented a growth rate of 10.7%, which was behind the national average of 11.2% and that of NSW (+13.2%).
- Visitor nights grew to 62.9m (+8.2%), well ahead of the national average (+2.0%) and key competitors.
- International visitors to Victoria spent 6.9b in the year ending December 2016
 - This represented growth of 6.1% for the period, behind the national average of 6.7% and that of NSW (+12.7%).
- Growth in visitor spend for Melbourne (+5.9%) was ahead of Gold Coast (-2.0%) and Brisbane (+3.3%), but lagged behind Sydney.
- International overnight expenditure in Victoria for the period was \$483m, an increase of 9.6%.

(Source: Tourism Victoria visitation fact sheets, year ending December 2016).

The variability of these results and the fact many trends were behind national averages, or those of key interstate competitors, illustrates the importance of TAA (Vic) forming a strong partnership with Visit Victoria to fully understand, and position the sector to assist, the organisation's strategic plan to grow intrastate, interstate and international visitor numbers to Victoria.



HOW WE FUNCTION

Our overarching objective is to contribute to the enhancement of a business environment in which our members operate responsibly and prosper through their efforts. We aim to provide value adding services and demonstrate a tangible return on their membership investment.

We do this through:

OPERATIONAL SUPPORT

We support our members at an operational level of their business through the provision of workplace relations advice; industry benchmarking; advice on compliance, licensing, tourism and planning issues; responses to government submissions, and industry research.

In doing so, we aim to assist operators to raise the level of professionalism employed in our sector and position it as an employer of choice for staff at multiple entry points to the hotel industry.

SECTOR ENGAGEMENT

We coordinate a range of networking opportunities to enable our members and industry stakeholders to meet, exchange information and discuss issues and opportunities of common interest.

As a conduit between accommodation hoteliers and suppliers of related products and services to the accommodation sector, we provide opportunities for both parties to interact and form mutually beneficial business partnerships.

ADVOCACY AND ISSUES MANAGEMENT

TAA (Vic) represents the rights and interests of our members to all levels of government to ensure politicians have regard to these rights and interests when making policy decisions that impact our sector. In doing so, we realise the need to remain apolitical.

We proactively address salient issues for our members, focusing on likely challenges and assisting them to exploit potential opportunities to better position their businesses for success.

OUR BUSINESS LANDSCAPE

Factors that impact the business success of TAA (Vic) members have been considered at a macro-environmental, sector and organisational level. This approach will assist TAA (Vic) not to be myopic, when simply responding to the issues of the day, but also having regard to the wider business environment in which our members operate.

MACRO ENVIRONMENT - EXTERNAL INFLUENCES

POLITICAL

EXTERNAL INFLUENCE	DEVELOPMENTS	OUR FOCUS
Political – Federal level		
Federal funding of tourism related activity	Changes to funding of tourism related bodies, including Tourism Australia and Tourist Research Australia	Continued availability of reporting that assists business decision making within our sector, for example, the Survey of Tourist Accommodation
	Announcements on infrastructure investment funding	Federal Government funding commitment of \$30m for a feasibility study into the Melbourne Airport rail link. Understand how this money will be allocated and spent
Changing regulatory environment	Visa requirements and entitlements for foreign workers, including abolition and replacement of the 457 visa	Continue to assess, advocate and advise members on changes to visa entitlements to ensure continued availability of skilled workers
	Cap on foreign ownership of housing and apartment dwellings	Assess recently announced cap as a condition of new dwelling exemption certificates and its implication on our position regarding shared accommodation
Political – State level		
State funding of tourism related activity	Government investment to attract new drawcard events to Victoria and increase their value to regional Victoria	Announcement of an \$80m, four year commitment in 2015/16. Work with Visit Victoria to understand priorities, strategy and status relating to this spend
	Announcements on infrastructure investment funding	State Government funding commitment of \$10m for a feasibility study into the Melbourne Airport rail link. Understand how this money will be allocated and spent
Infrastructure spending	Some State Government funding commitments are contingent upon receiving Federal Government funding first	Access whether any of these commitments will impact the development of necessary tourism infrastructure
Changes to regulatory environment impacting accommodation hotels	Government appetite to implement a formal complaint handling mechanism for body corporates in strata title accommodation units	Continue to advocate the need for an even regulatory playing field for traditional hotels and quasi commercial-residential developments

ECONOMIC

EXTERNAL INFLUENCE	DEVELOPMENTS	OUR FOCUS
Emergence of millennials as influencers	Growth in number of tech savvy and tech driven travellers with an increase in disposable income and greater freedom of choice	Consider expectations and implications for product and service delivery to ensure accommodation hotels are able to meet these needs
Emerging markets	Growing middle class of consumers in key Victorian tourism target markets, particularly China and India	Increased importance of conversance with culture, languages and customs and implications on how services are delivered
Direct flights to Victoria	Direct flights to/from key tourist markets drive increased visitor numbers from those locations	Work with agencies such as Invest Victoria and Melbourne Airport to support endeavours to grow direct flights to/from key markets
Currency fluctuations	Weaker Australian dollar leads to slow-down in growth of outbound travel by Australians	Assist hoteliers to exploit opportunities to promote inter and intra-state travel to and within Victoria

SOCIETAL

EXTERNAL INFLUENCE	DEVELOPMENTS	OUR FOCUS
Cost of air travel	The 'real cost' of air transportation has fallen significantly since 1950, increasing the attractiveness of international travel for Australians	Assist Visit Victoria's endeavours to develop a campaign to promote inter and intra-state visitation to and within Victoria, particularly during periods of lower hotel occupancies
Health	Rising obesity levels in Australia, with increased prevalence of related health conditions	Continue to consider implications for the hospitality sector, including special diets, food allergies and healthy food movement
	Healthy lifestyle trends	Continue to understand and embrace how these trends impact the delivery of a range of tourism related services
Greater focus on sustainability	Sustainability is a key driver in the delivery of hotel services	Continue to assist hoteliers to modify their business practices to meet these changing needs

TECHNOLOGY

EXTERNAL INFLUENCE	DEVELOPMENTS	OUR FOCUS
Process delivery	Continued enhancement of technology and its application in the hospitality industry	Provide opportunities for hotel staff to learn about new technologies, that drive efficiencies in process delivery
Disruptive technologies	Social and mobile technologies continue to disrupt traditional business processes	Assist members to address challenges and embrace opportunities that come as a result of evolving technologies

LEGAL

EXTERNAL INFLUENCE	DEVELOPMENTS	OUR FOCUS
Industrial Relations landscape	Changes to the Hospitality Industry (General) Award 2010	Once changes to the Award are finalised, educate members to better understand and benefit from these changes

DEMOGRAPHIC

EXTERNAL INFLUENCE	DEVELOPMENTS	OUR FOCUS
Australian population trends	Ageing population - increase in baby boomer travellers, with a propensity to spend	Consider implications for hotel infrastructure and need for service customisation

BUSINESS LEVEL

INFLUENCE	DEVELOPMENTS	OUR FOCUS
Change in hotel ownership structures	Consolidation of hotel ownership and mergers of different hotel brands	Forge and maintain relationships with key management personnel to ensure they continue to see relevance and value in TAA (Vic) membership
	New brands emerge and existing brands evolve to address changes in consumer preferences and needs	Actively recruit these brands as TAA (Vic) members to ensure our member base is representative of the diversity of properties in our sector
Rising costs of doing business	Profit margins are being squeezed as costs of doing business increase, particularly energy costs and land tax. Operating costs for energy are seen to be a significant emerging issue for hoteliers, as supply prices rise	Keep members abreast of Federal Government measures to address rising energy costs and drive efficiencies and transparency in the energy sector. Access subject matter advice from 'experts' within the TAA network to determine TAA (Vic)'s future advocacy strategy on the issue
International visitor growth in key markets	China leading solid growth in international visitor arrivals. Tourist arrivals from core Western markets (USA, UK and NZ also strong).	Develop, publish and advocate TAA (Vic)'s aviation strategy, given the imperative to ensure Melbourne's airports remain curfew free, with 24 hour access. Encourage industry partnerships between airlines and accommodation providers to drive visitation
Growth in visitor expenditure	Strong international visitor expenditure growth, also driven by visitors from China	As above, advocating the importance of establishing direct flight routes from Melbourne to key international destinations that are driving growth in international visitor arrivals to Victoria
Domestic visitor growth to Victoria	Melbourne attracts more interstate visitors and expenditure than any other Australian city and will continue to be Australian's preferred domestic destination in the short term (to March 2018)	Support Visit Victoria's endeavours to develop a new inter and intrastate visitor attraction strategy, that encourages visitors to Victoria to extend their intended stay and spend within the State
Availability of skilled staff	Availability of suitably skilled staff, in sufficient number, a significant issue for hoteliers	Develop and lead a strategy to promote the accommodation hotel industry as employer of choice Continue to celebrate industry excellence to raise its profile, whenever possible

ORGANISATIONAL

ITEM	PRIORITIES	OUR FOCUS
TAA (Vic) image and profile	Digital marketing profile	<p>Improve look and functionality of the TAA (Vic) website</p> <p>Determine how and when social media channels can be used to raise the profile of the TAA (Vic) brand</p>
TAA (Vic) collateral	Consistency of brand application and currency of information presented	<p>Update TAA (Vic) membership attraction collateral</p> <p>Provide regular updates to members on issues, opportunities and activities addressed and undertaken on their behalf</p>
Sustainability and future prosperity	Achieve growth in member numbers, continuing to reflect TAA (Vic)'s status as the peak body of a diverse membership base across metropolitan and regional Victoria	<p>Communicate achievements on key Strategic Plan initiatives to demonstrate effectiveness</p> <p>Find new and meaningful ways to engage with members and stakeholders to continue to build TAA (Vic)'s relevance and profile</p> <p>Understand TAA (Vic)'s financial position, set revenue and expense targets to keep within an agreed operational budget</p>
Stakeholder management	Build relationships with key stakeholders	<p>Identify key stakeholder groups, build or enhance mutually beneficial business relationships</p> <p>Grow relationships and value proposition with accommodation hotel specific suppliers, with the aim to build commercial partnerships</p> <p>Build key relationships with media to promote the sector, including the provision of 'good news' stories and responses for comment on relevant matters.</p>

Having scanned the external environment at a macroeconomic, sector and organisational level, the TAA (Vic) Board has worked assiduously to agree on four issues of national significance and four state specific issues that TAA (Vic) will concentrate effort and attention on in FY2017/18.

Advancement on other matters impacting the sector, as detailed herein, will be made as resources permit. Priority attention will be afforded to the eight issues, as nominated in consultation with the TAA (Vic) Board and detailed below. Objectives that underpin the attainment of these strategic goals may be subject to review, by nature of how they evolve. Timeframes for their achievement may need to be adjusted accordingly.

PRIORITY ISSUES OF NATIONAL SIGNIFICANCE:

NATIONAL GOAL ONE: UNREGULATED ACCOMMODATION

Continue to work with relevant stakeholders and all levels of government to address the short-stay accommodation issue

Objective 1.1

Work toward achieving parity for all accommodation providers to ensure that residential/commercial and traditional accommodation providers are subject to the same compliance obligations, with regard to food safety, fire safety, disability access, liquor licensing, building development applications, building amenity, employment and taxation provisions.

Related actions

- Further refine and detail TAA (Vic)'s position on what 'regulatory parity' looks like and recommended steps to achieve this, when engaging in continued advocacy directed to the State Government.
 - Reinforce with government the importance of maintaining future attractiveness in the hotel asset class to meet growth projections in visitor numbers.
 - Leverage similar messages with the State Opposition to engender bipartisan support for the hotel industry's position.
- Find and use 'real life' examples of how the short stay accommodation product is evolving within our sector, to bolster advocacy position.
- Engage with other stakeholders in the residential-commercial accommodation space to determine whether 'common ground' can be found in arriving at an agreed solution.
- Develop a media strategy to ensure consistency of messaging when engaging with key stakeholders on the issue.

NATIONAL GOAL TWO: INDUSTRIAL RELATIONS

Develop an education campaign to help members implement changes to the Hospitality Industry (General) Award 2010 – HIGA.

Objective 2.1

Communicate changes in the HIGA to members to ensure they understand and benefit from them, including in the event that they choose to retain the use of workplace agreements.

- Develop a communications strategy detailing the implications of, and opportunities presented by, these changes.
- Educate employers to position them to decide whether they remain with the traditional Award structure or chose to retain the use of workplace agreements.
- Develop key messaging to address any potential negative sentiment that hoteliers have profited, at the expense of workers' rights.
 - Stress outcomes afford the hotel industry flexibility to meet the needs of travellers and remain competitive with key overseas destinations.
- Also develop advice on the impact of payroll tax cuts for regional accommodation hoteliers, including timing of changes and compliance obligations.



NATIONAL GOAL THREE: ON LINE TRAVEL AGENTS

Continue to advocate the right for hotels to publicise their room rates on their own public website, at whatever price they determine, including lower than rates offered by online travel agents (OTAs).

Objective 3.1

Work with the TAA National Office to keep abreast of developments in their discussions with the Australian Competition and Consumer Commission (ACCC) and support their advocacy efforts, where appropriate

- Support national advocacy developing and maintaining consistency of messaging with key stakeholders.
- Keep TAA (Vic) members abreast of developments in the ACCC's investigation into OTAs and the impact of the High Court decision (TAA National Position Paper 5).
- Provide assistance to the TAA National Office to support their advocacy, where appropriate.

NATIONAL GOAL FOUR: LABOUR FORCE PLANNING

Address labour force planning issues to position the hospitality industry as an employer of choice, able to attract and retain a high calibre of staff at multiple entry points to the industry.

Objective 4.1

Address challenges hoteliers face in attracting and retaining suitably skilled staff to meet the growing demand for hospitality related services

- Assess, advocate and advise members on changes to visa entitlements, supporting the advocacy efforts of TAA and AHA nationally
- Form an advisory panel and coordinate meetings of key industry stakeholders to develop an agreed strategy to encourage Victorian's to consider the hospitality industry as a long term career option.
- Provide advice to members regarding the recently announced 'Skilling Australians Fund' and how it intends to support 300,000 apprentices, trainees, pre-apprentices and higher skilled Australians in growth industries and regional and rural areas.
- Become conversant with and advise members of opportunities under the 'Rural and Regional Enterprise Scholarships Program' to improve educational attainment, skills development and employment opportunities for rural and regional students.

PRIORITY ISSUES OF STATE SIGNIFICANCE

STATE GOAL ONE: VISIT VICTORIA

Understand the role, performance and structure of Visit Victoria and the fundamental function the organisation plays in attracting meetings, events and visitors to Victoria.

Objective 5.1

Maintain effective working relationships with key Visit Victoria staff to ensure they are cognisant of the sector's position when making decisions that impact the accommodation hotel industry

- Understand and communicate to members Visit Victoria's role in stimulating investment in and visitation to Melbourne and regional Victoria.
- Assist Visit Victoria's efforts to maintain and promote Victoria as a destination with unrestricted visitor access (no airport curfew)
 - Support the promotion and image of our state as a sophisticated 24 hour destination that continues to evolve and offer new and edgy experiences to visitors.



- Understand how additional funding earmarked by the State Government will be spent by Visit Victoria to market the state and achieve growth targets that drive additional international, interstate and intrastate visitors to Victoria.
 - Appreciate that Victoria's competitive landscape is changing, with key interstate markets becoming more aggressive in targeting this business.
 - Understand and support the fundamental link that airline capacity plays in driving growth in international visitor arrivals to Victoria, particularly where direct routes can be established or maintained between our state and key international flight hubs.
 - Support Visit Victoria's endeavours to continue to attract high profile events to Victoria, that showcase the ability of our state to embrace these events and deliver them effectively.
 - Work with Visit Victoria to confirm availability of necessary hotel accommodation infrastructure, that assists to continue to position Victoria as being capable of attracting and delivering large scale business events to the state.
- Nurture and leverage our relationship with Visit Victoria to drive outcomes that support the attractiveness of Victoria as a destination of choice for domestic and international visitors
 - Ensure that they are cognisant of the sector's position when making decisions that impact the hospitality industry.

STATE GOAL TWO: INDUSTRY INFRASTRUCTURE

Actively participate in discussions regarding the future development of industry infrastructure, including the Queen Victoria Market, the Melbourne Convention and Exhibition Centre, new rail loop, airport access, load and carriers.

Objective 6.1

Develop relationships and engage with key stakeholders to understand and contribute to the intended scope of works, advising of implications for accommodation hotels

- Continue to engage with Invest Victoria and develop position paper on aviation to ensure capacity exceeds demand on key flight routes.
- Develop relationships with key contacts and become conversant with how funding upgrades to key infrastructure (Arts Centre and National Gallery of Victoria) and visitor experiences (Melbourne International Film Festival and the Australian Centre for Moving Images Screen Worlds exhibition) drive tourism
 - Position the sector to provide assistance in doing so, where practical.
- Rail infrastructure relating to Federal Government funding of upgrades to Victorian rail infrastructure
 - Understand intended scope of works and implications for accommodation hotels.
- Melbourne Metro Tunnel Project
 - Continue to engage with senior management of the Melbourne Metropolitan Rail Authority to educate members on project development stage, timelines and likely impact on hospitality businesses.

STATE GOAL THREE: ARTS AND THEATRE PRECINCTS

Lead the hotel industry's support for the continued development of arts and theatre precincts, as an integral component of the Victorian tourism experience.

Objective 7.1

Position the sector to support the endeavours of key stakeholders, understanding the causal link that arts and cultural events have in driving visitation to Victoria

- Appreciate the fundamental link that the arts and cultural events have in driving visitation to Victoria, particularly during winter.
 - Position the sector to support Visit Victoria's, and the Arts and Theatre Precinct's, endeavours to develop new events and activities that enhance Victoria's reputation as the arts and cultural capital of Australia, with a view to increasing intrastate and interstate visitation.
 - Develop new and enhance existing relationships with key stakeholders in the arts and theatre precinct to exploit opportunities of common interest.
 - Encourage and support the sector to embrace, engage and communicate these initiatives to their stakeholders, including staff and guests.



STATE GOAL FOUR: RISING ENERGY COSTS

Assist members to address rising utility costs, presenting energy and cost saving initiatives that offer alternatives to hoteliers to mitigate market price volatility.

Objective 8.1

Work with commercial partners to present a range of options to members that enable them to address what they are paying for energy supply, how they can be more efficient with current and future energy usage and how they can, where possible, generate their own energy supply for consumption.

- Conduct seminars for members to enable members to assess energy savings options, select and implement solutions that address their needs.
- Produce relevant information bulletins that keep members abreast of changes in the energy market landscape and provide options to address them.
- Develop an understanding of evolving technologies that assist hoteliers to address their current and future energy usage and provide members opportunities to become familiar with them.

POSITION PAPERS

TAA (Vic) will develop a paper on each of the eight issues stated above. These papers will provide clarity to stakeholders on TAA (Vic)'s position on the issue. Importantly, wherever possible, TAA (Vic)'s position paper will be consistent with a TAA (National) position paper developed on the same issue. This approach will enhance consistency of message, particularly when advocating on issues of national significance.

HOW WE WILL ACHIEVE SUCCESS

Understand our stakeholders and their needs

- Provide members the opportunity to contribute to key policy positions and convey timely updates to them on developments in related advocacy.
- Enhance mutually beneficial relationships with key stakeholders to maintain access to key decision makers.
- Access well-established state and national relationships to provide considered and comprehensive advice to members on salient issues.
- Leverage technical expertise within our network to provide thought and sector leadership on evolving industry issues.
- Engage with key media contacts to position TAA (Vic) as a primary source of information on sector-relevant issues and opportunities.

Maintain appropriate support structures

Best practice administrative processes will underpin our success and enhance our operational efficiency. To this end, we will:

- Maintain a current member database and, where possible, tailor messages, activities and events to meet the needs of key departmental staff.
- Monitor levels of member and stakeholder engagement to ensure productive relationships are maintained, enhancing the prospect of member renewal.
- Enhance TAA (Vic)'s online presence to reposition the brand as a central information repository for accommodation hotels across Victoria.
- Develop a communications strategy to detail how key messages will be conveyed
 - Consider how social media will be used to ensure these messages reach their intended audience in a timely manner.
- Enhance TAA (Vic)'s membership collateral and develop a targeted non-member attraction campaign.
- Leverage opportunities to engage with industry suppliers who are non-TAA (Vic) members, with a view to building mutually beneficial partnerships.
- Develop and maintain a financial plan to support achievement of stated strategic objectives.
- Maximise opportunities for engagement with other tourism related bodies to achieve positive outcomes for TAA (Vic) members.