



STRATEGIC AND OPERATING PLAN

APRIL 2008 – MARCH 2009

ROTORUA CHAMBER OF COMMERCE

ROTORUA'S LEADING BUSINESS
SUPPORT AGENCY

***THIS STRATEGIC PLAN BUILDS ON THE STRATEGIC
PLANNING UNDERTAKEN IN THE PREVIOUS THREE
YEARS. ACKNOWLEDGEMENT IS MADE OF THE
FACILITATION OF THESE SESSIONS BY DERYCK SHAW,
APR CONSULTANTS***

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STRATEGIC AND BUSINESS PLAN

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ROTORUA CHAMBER OF COMMERCE

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1. MISSION STATEMENT

The Rotorua Chamber held a strategic planning day on 28 November 2007 attended by members of the governing Executive Board and all staff. After three years of sustained growth it was appropriate to review the mission statement.

This review commenced by working in group to achieve a common understanding of the nature and justification of the organization.

What is the Rotorua Chamber of Commerce?

- A non profit organisation working together for business in Rotorua.
- A voice for business to improve the business environment.
- A support network for existing business.
- A support agency for potential new business.
- A social partner as well as a business partner.
- An organisation that encompasses the whole business community.
- An association mandated by its members to create a healthy business environment that encourages growth and sustainability.

What is the basic justification for the Chamber's existence?

- To make Rotorua successful by contributing to a healthy environment. A stronger community providing strong employment.
- To enable success for business to achieve its aspirations.
- To encourage an environment in which there is freedom to do business.
- To encourage positive relationships between all those involved in the business of commerce.
- To advocate for business to local and national government to improve the business environment.
- To keep business owners informed of the impacts of new and existing legislation.
- To keep business aware of its social and political responsibilities through their providing increased employment opportunities.
- To provide assistance to set up new business and grow existing business and by doing so stimulate economic growth in Rotorua.
- To enable skills to convert business ideas to successful businesses.

How does the Chamber achieve this?

What does the Chamber do to recognize, anticipate and respond to those needs or problems? How does the Chamber find out about them and decide what to do?

GATHER

- Obtains feedback from members and surveys to provide a mandate for action.
- Solicits the views of non member businesses and organisations by facilitating surveys and public forums.
- Seeks information from environmental, trade and social agencies.
- Seeks information from news and media.

ANALYSE

- Develops consensus from the information gathered.
- Identifies the issues important to business.
- Analyses the information with respect to the issues.
- Develops a position on the issues.
- Supports the position with research.
- Develops relevant programmes for business
- Look outside business constituency for other products/needs.
- Communicates back to the members to check integrity and relevance of our position or programme.

ACT

- Provides submissions to local, regional and national government.
- Takes all opportunities to advocate the consensus view of business.
- Utilises the networks of its associate organisations, those of the members of the executive and those of its members to enable effective communication.
- Arranges formal meetings with elected and appointed officials of the Rotorua District Council, Environment Bay of Plenty, and the Member of Parliament to communicate with agencies influencing the business environment. Keeping abreast of emerging government policies.
- Organises networking sessions to communicate to member organisations and to enable communication between members.
- Utilises the print and radio media to communicate issues and opinion.

EVALUATES

- Monitors the effectiveness of the advocacy.
- Determines where and when a leadership role is required to achieve positive outcomes.
- Monitors the quality of the provision of products and services.
- Monitors the participation of its members and their utilisation of its programmes.

Who are the Chamber's key stakeholders

Who are those individuals who have a stake in the Rotorua Chamber of Commerce's activities and achievements? How do we find out what they want from the Chamber? How should we respond to them?

- Member organisations of the Rotorua Chamber of Commerce.
Email communication, website, newsletters, networking sessions, annual report and annual general meeting.
- The wider business community.
Annual report, radio and print media, press statements, guest speaker engagements.
- Funding sponsors and partners.
Email communication, sponsors newsletters, annual review workshop, contract negotiations
- Governing agencies – local, regional, national, international.
Formal submissions, regular formal meetings, informal meetings,
- Business partners such as the Ministry of Social Development, Biz Networks
Formal weekly reports, web based data entry
- Governing Executive Board of the Rotorua Chamber of Commerce.
Regular committee meetings, monthly Board meetings, monthly reports, email communications.
- Staff of the Rotorua Chamber of Commerce.
Weekly staff meetings, policies and procedures, minutes of meetings, attendance at networking sessions, website, newsletter.
- Staff of members.
Through member organisations, website, email communication.
- The national and international Chamber of Commerce organisations
Regional Northern Hub Quarterly Chamber of Commerce meetings, National annual New Zealand Chamber of Commerce Conference.
- Young people interested in business careers.
Speaking engagements at schools, media statements, Young Enterprise support

The review group suggested the following changes to the Mission Statement and tagline:

In the Mission Statement:

Remove 'together' and replace with 'working throughout the community for better business'

In the tag line:

We do this by working with all business organisation and agencies (insert the word) and by providing advocacy, ... (identify the city) in Rotorua.

(Add the word) an enhanced business environment.

(Include) potential businesses.

(Include) a leadership role.

(Include) social and economic growth in Rotorua.

Previous Mission Statement

WORKING TOGETHER FOR BETTER BUSINESS IN ROTORUA

The Rotorua Chamber of Commerce works with all business organisations and agencies by providing advocacy, support services and networking towards building a better business environment in its city.

Adopted Mission Statement

WORKING THROUGHOUT THE COMMUNITY FOR BETTER BUSINESS IN ROTORUA

The Rotorua Chamber of Commerce works with all existing and potential business organisations and agencies and by providing leadership, advocacy, support services and networking contributes to an enhanced business environment that achieves economic and social growth for Rotorua.

It was recommended

- That the organization should seek every opportunity to use mission statement in its collateral and media advertising.
- That the Mission Statement should be used as a gauge and outcomes should be tested annually to ensure that the organisation is effective in its achievements.

2. LOCATION

The Rotorua Chamber of Commerce is situated at 1209 Hinemaru Street in a building known as “The Business Hub”. This building has been established to provide a “One Stop Shop” to encourage economic and business development through a coordinated and comprehensive range of activities and support services.

The following organisations and agencies are situated or represented at The Business Hub

- Rotorua Chamber of Commerce
- Destination Rotorua Economic Development
- APR Consultants
- Power Solutions Consultants
- New Zealand Trade and Enterprise
- Export New Zealand, Bay of Plenty
- Sustainable Business Network, Bay of Plenty
- BIZ Business Information
- Business Mentors New Zealand
- The Foundation for Research Science and Technology

3. OUR VALUES

In fulfilling its purpose the Chamber will abide by guiding principals that represent best business practice. These values underpin all activities that the Chamber undertakes and provide a strong foundation and focus on activities. These values are:

The Rotorua Chamber of Commerce will be CREDIBLE. This will be reflected in the following characteristics

INTEGRITY in its business dealings
PROFESSIONAL in its activities
CONFIDENT in its voice
APOLITICAL in its views
COMMUNICATIVE in its relationships
CONFIDENTIAL with its information

The Rotorua Chamber of Commerce will be RELEVANT. This will be reflected in the following behaviour:

CURRENT with its position statements
TIMELY with its responses
REPRESENTATIVE of all business
PRO-ACTIVE in identifying issues
STRATEGIC in its thinking
OUTCOME FOCUSSED in its planning

The Rotorua Chamber of Commerce will be COMMERCIAL. This will be reflected in the following business principles:

ADDS VALUE to organisations through their membership and association
INDUSTRY BEST PRACTICE is followed and encouraged in others
STRONG PLANNING PRINCIPLES will underpin all Chamber activities
RESPONSIVE in its dealings with other organisations
FINANCIALLY SOUND in its ongoing management

The Rotorua Chamber of Commerce will be BALANCED in its opinion. This will be reflected in the following criteria:

WELL RESEARCHED to underpin business opinion
WELL REASONED in argument
MANDATED by its constituency
INCLUSIVE of all stakeholders
CULTURALLY AWARE of ethnic considerations

The 2007 strategic planning group endorsed the values of the Rotorua Chamber of Commerce.

As part of the 2007 review, the group also identified the organisational mandates that formally and informally underpin the Rotorua Chamber of Commerce activities.

Formal:

- To abide by, and work within, the law of New Zealand.
- To adhere to the organisations constitution.
- To abide by the policies and procedures as authorised by the governing Executive Board of Directors.
- To meet the obligations as outlined in the accreditation requirements of the New Zealand Chambers of Commerce.
- To meet the commitments of the formal contracts with sponsors and partnership organisations.
- To provide marketing opportunities for members of the organisation as outlined in the membership collateral.
- To provide capability development for members as outlined in the membership collateral

Informal

- To spend money wisely and respect the investment of member and sponsor contributions to the organisation.
- To be a credible organisation that acts with professionalism, integrity, ethics, and confidentiality.
- To adopt best industry practice and be perceived as the model for best industry practice
- To establish opinion and positions based on research and reflects a consensus of business.
- To be apolitical and work with all agencies in the best interests of business.
- To avoid personal financial and political interest in activities of the Chamber.
- To be fair and just in the adjudication and administration of any programmes. business awards.
- To be the conscience of Council, the local authority.
- To provide a communication conduit for local regional and national government agencies with the business community.
- To be the public representative and spokesperson of all business not just the membership.
- To be a good employer and provide secure, and fairly remunerated employment.
- To provide updated business information.

4. THE ROLE OF THE CHAMBER

The 'One Stop Shop' concept provides a coordinated and cooperative approach to economic and business development. The two key agencies are Rotorua Chamber of Commerce and Destination Rotorua Economic Development. The different roles of the two organisations are:

Chamber of Commerce Role: Business Development

Business Capability Development

By providing:

- Ø Resources
- Ø Networking
- Ø Business related information
- Ø Facilitating access to funding
- Ø Signposting to other information and support agencies
- Ø Market intelligence
- Ø Support to exporters
- Ø Mentoring
- Ø Immigrant business support

Communication

By providing

- Ø An effective business communication network
- Ø Advocacy on behalf of business
- Ø Facilitation to achieve agreement and opportunity for business

Global Connections

By utilising

- Ø An extensive overseas network of Chamber offices to facilitate opportunities
- Ø Global certification to assist exporting

Building an Enterprise Culture

By

- Ø Encouraging young persons to participate in appropriate programmes (Y.E.S.)
- Ø Endorsing the value of business to the community
- Ø Strengthening the links between business and schools
- Ø Encouraging business excellence by organising the Rotorua Business Awards
- Ø Encouraging women into employment (Choices for Women Programme)

Social and Business Cohesiveness

By facilitating

- Ø Society and the business community working together
 - Ø A united business community
 - Ø Fostering links between business and local government
-

Destination Rotorua Economic Development
Role: Economic Development

Information

By providing:

- Ø Relevant economic and business information

Facilitation

By enabling:

- Ø Business to business interaction
- Ø Business to government (local and national) interaction

Marketing

By promoting Rotorua as a place to:

- Ø Work, Live, Play, Invest

Project Management

Management of strategic level economic development projects

- Ø BrightEconomy
- Ø Rotorua Employment Skills
- Ø Film Volcanic
- Ø CBD Retail Strategy
- Ø Infrastructure development
- Ø Business mentoring

5. CORE FUNCTIONS OF THE CHAMBER OF COMMERCE

The mission statement review during the strategic planning meeting in November 2007 endorsed the core functions of the Rotorua Chamber of Commerce to effectively achieve a positive business environment and contribute to the social and economic growth of Rotorua.

- Ø Provide leadership for the business community in Rotorua
- Ø Provide advocacy for business on local and national issues of relevance to business
- Ø Promote a positive environment for business development
- Ø Promote a positive public image of business to encourage support and participation
- Ø Provide business information, awareness and advice, and act as a signpost to agencies and portals for further sources of information
- Ø Work with partner organisations to provide access to resources for business planning, development and growth
- Ø Promote best business practise. Recognise and encourage excellence in business
- Ø Provide seminars to assist organisations to make informed decisions
- Ø Act as a conduit between business in Rotorua and local, regional and central government to provide two way communication on issues and matters of business relevance
- Ø Provide a variety of networking forums for organisations to promote products and services and create business opportunities
- Ø Act as a agency to coordinate and deliver business events for the support of business in Rotorua
- Ø Provide mentoring support for new and small business (those that do not qualify under Business Mentors NZ) by coordinating the resources and Chamber network
- Ø Provide support for existing and new exporters
- Ø Promote business as a career opportunity

It was determined that two functions were not within the role of the Chamber of Commerce to provide

- Ø Provide a central point of contact for business opportunities in Rotorua
- Ø Promote Rotorua as a place to do business

To enable the Rotorua Chamber of Commerce to effectively fulfil this role, the strategic planning group identified the Rotorua Chamber of Commerce's competitive advantage in the Rotorua market.

The Rotorua Chamber of Commerce has:

- A group of passionate people committed to achieving the organisation's objectives (CEO, staff, executive).
- Effective relationships with all of the organisation's stakeholder groups.
- A strong cross-sector representation of the Rotorua business constituency as reflected by a large and growing membership.
- An affiliation with a global, highly respected, non profitable and apolitical organisation.
- The respect of other business organisations in Rotorua.
- A strong mandate from its membership.
- An effective and vibrant network of members.
- A range of products and resources that adds value to member business organisations.

6. FUTURE SECURITY AND SUCCESSION PLANNING

The Executive Board is intent on ensuring the sustainability of the Rotorua Chamber of Commerce and the ongoing provision of quality support services to the business community of Rotorua.

To provide background for this section of the strategic plan, the working group at the 2007 strategic planning day conducted an appraisal of the 'highs' and 'lows' of the past four years.

The 'Highs' 2003 to 2007

The willingness of the Executive Board to work together to pick up the pieces of a disintegrating Chamber in 2003. Having the ability to analyse the operation and identify the risk of not having policies and procedures in place to control quality.

Being able to recruit CEO Roger Gordon. The right man at the right time in the right place with the depth of knowledge, skill and application to address weaknesses. Sheer stroke of luck, more by good luck than good judgement.

The tremendous growth in membership and sponsorship support. Growth consistently ahead of budget reflecting the increased support of the business community. This success has enabled the Rotorua Chamber of Commerce to progressively plan an increase to its capability without risk.

The development of a good team across both governance and operational levels. A passion throughout the Executive, CEO, and staff. Passionate leadership provided by CEO at governance and operational level. Level of experience in events and project management.

Strong growth in The Rotorua Business Excellence Awards. Long-term relationships have been developed with sponsors. The Rotorua event is considered the national benchmark event for regional business awards.

Relocating offices into The Business Hub. Increased visibility, street frontage, better parking and room to grow. Increased the Rotorua Chamber's connectedness with other business support entities and allowed the Rotorua Chamber to see itself as a key part of the business support structure.

Expanded the portfolio of products and services provided to business. Quality of the events was maintained. Began to differentiate functions and associated responsibilities within the staff team. Strengthening the operational base.

High public profile. Regular media spots in radio and print media. Intense Chamber month with higher public profile and number of events.

Moving to a position of financial security. The development of an appropriate financial reporting system with strong financial management.

The 'Lows' 2003 to 2007

Ineffective communication of value. The Rotorua Chamber of Commerce is perceived by some as having only the BA5 product. Some resigning members have advised that they have left because they can't get to BA5.

Inability to achieve any substantial change from the submissions presented to Council. These have not been communicated strongly enough. There has been an over-reliance on table talk.

The lack of succession planning for CEO and Executive. Why aren't people jumping up to volunteer for Executive Board and committees. Communicating opportunities around chamber members being involved proactively with the Chamber has not been successful.

Unable to gain the Enterprise Training contract. The Rotorua Chamber of Commerce not seem to be robust enough at the time. The Rotorua Chamber was still suffering from an historical negative perception. Key reason was we were not seen as having a whole of region strategy for the implementation of the project.

Perception of unprofessional look of office and quality of support systems. Lack of storage space results in floor space used as storage. Insufficient room to store everyday operational files.

Lack of research to support the submissions presented to Council. There is a perception by some members of Council that the Chamber should be able to conduct appropriate research on all of its submissions.

A large dependence on IT resources. The computer crash in 2007 showed how vulnerable the Rotorua Chamber was. On the other hand, the resources could be better utilised to market the Chamber and develop awareness of other products.

Early in the period the financial and HR management crises. A lack of budgeting. A lack of understandable financial reports. No HR procedures and policies. This has now been addressed. Three years ago the Rotorua Chamber had to take out a loan to meet operational requirements.

Negative aspects of BA5. The high level of no-shows. The need for alcohol. The low level of attention given to speakers. Speakers talking for too long. These aspects need to be considered.

Lack of support from media for press releases. The election manifesto was a successful document but did not get the support from the media. Where does the fault lie? Is it the relationship with the media, or is it because media reporters don't understand business environment.

Periodic demise of the Rotorua Chamber

To maintain continuity of the focus on succession planning, the following is reiterated from the 2006/07 strategic plan.

Reasons for the periodic demise of the Chamber of Commerce in Rotorua have been:

- Lack of focus on core activities of the Chamber
- Leadership focused on personal agendas rather than business sector goals
- Perception of the Chamber as a club for big business
- Personality conflicts between members of the Chamber's staff.
- Poor location limiting visibility and accessibility
- Inappropriate office hours.

Considerations for a sustainable Rotorua Chamber

The following have been identified as considerations that should be reflected in on-going operational plans to ensure that the Rotorua Chamber sustains its level of products and services to the community:

- Clear identification of the role that the Chamber plays in the community.
- Consistent and quality delivery of programmes and projects encompassed in that role
- Tangible delivered outcomes that add value to members of the Chamber
- Effective communication networks with the membership and business stakeholders
- High profile location with good accessibility for clients of Chamber services
- Professional presentation of the office environment
- Portfolio of programmes and contracts that build on the core activities of the Chamber
- A continued high public profile
- Well trained staff with identified roles and responsibilities for products and services.
- Policies and procedures that ensure consistency of performance

- Chamber Operations model good business practice
- Organised and comprehensive records that provide substantial historical background to activities
- An Executive Board that is at full strength, with members from a range of backgrounds, willing and able to provide strong governance and make an active contribution to the activities of the Chamber.

The following specific action plans are an ongoing projects towards achieving a sustainable Chamber both at governance and operational level.

- Review the Constitution of the Rotorua Chamber of Commerce Incorporated with a view to introducing biennial elections for half of the elected Executive Board positions and the possibility of two vice-presidents to support the President.
- Consider a 'buddy' system for newly elected Executive Board members to ensure a supported introduction to their role.
- Fully utilize the co-opted positions to extend the capability of the Executive Board.
- Use co-option to replace any elected member that resigns from the Executive Board.
- Conduct a risk assessment and prepare a risk management plan
- Prepare a business disruption plan
- Complete the electronic file structure particularly with respect to historical files.
- Locate and archive historical files, hard copy and electronic.
- Conduct a job analysis of current operation. Review job descriptions. Restructure responsibilities to fully utilize strengths of existing staff. Recruit additional staff if necessary
- Develop capability of staff to provide dual cover for all functions of the Chamber
- Identify current operational procedures not currently included in current policies and procedures document. Write procedures to complete manual.

The above points will be incorporated in to the operational action plan for the Rotorua Chamber

7. SWOT ANALYSIS

The following SWOT analysis was conducted by the Executive and staff at the 2007 strategic planning day and will form the basis for the 2007/2008 Action Plan. Those items considered key or of high priority are highlighted and italicized.

| STRENGTHS | WEAKNESSES |
|---|---|
| <p><i>An experienced staff and board.</i></p> <p><i>A successful portfolio of programmes and services. BA5; Westpac Rotorua Business Excellence Awards; Focus on Business, The Export Club; M2M.</i></p> <p>Strong momentum in growth of membership with support from members for what we are trying to achieve</p> <p>Effective and supportive governance processes.</p> <p><i>High profile CEO, respected by the business community.</i></p> <p><i>Strong media profile of the Rotorua Chamber.</i></p> <p><i>A supportive family of sponsors many with current two and three year contracts. Strong support of Westpac.</i></p> <p><i>A dedicated and capable CEO and staff.</i></p> <p>A developed policies and procedures manual.</p> <p><i>A good strategic and operational planning process.</i></p> <p><i>A financial cushion and strong equity in balance sheet.</i></p> <p><i>Good (and now secure) computer network.</i></p> <p>A website that is self manageable and the resource person to manage it.</p> <p><i>An established email communications network.</i></p> <p>A strong Chamber network with good relationships with other CEOs.</p> <p>Perceived as a successful organisation that understands the issues facing business.</p> <p>Been around for 100 years.</p> | <p><i>Overdependence on CEO (Roger Gordon). His vision, drive, enthusiasm, personality is a core attribute of the Chamber today. As such CEO has major influence on decisions. There is no succession planning.</i></p> <p>As the Chamber grows and succeeds there is a reducing involvement of the Executive.</p> <p><i>Unable to achieve change. The balance between achieving outcomes through advocacy and maintaining the relationships with the agencies of change.</i></p> <p><i>No advocacy strategy.</i></p> <p><i>Outgrowing the current premises. Lack of space for activities and for storage. Team dynamics changing because of multiple locations.</i></p> <p><i>No strategy to handle growth. Understanding the drivers of growth.</i></p> <p><i>Lack of dedicated staff training. No time available for on job training for staff. The need for executive training. No formalised Induction process. No developed HR processes. Professional Development. Appraisal processes.</i></p> <p>Too many part timers. Risk of fragmenting and impacting the long term continuity of office. Put on more Negative impact on office efficiency.</p> <p>Non-integration of current database systems.</p> <p>High reliance on membership moneys and sponsorships</p> <p><i>Some of the content and functionality of the website is outdated and needs to be reviewed.</i></p> <p><i>Insufficient contact with the members. Need more visits to individual members. Understand what our membership wants. Can't just be a survey. Need face to face contact.</i></p> <p>Some office systems need streamlining.</p> |

| OPPORTUNITIES | THREATS |
|--|--|
| <p>Subsume SWAP brands. Ensure sustainability for two years through conducting due diligence.</p> <p>Develop other websites to add value to the Chamber membership. BuyRotorua.co.nz and ShopRotorua.co.nz. Use as advertising revenue opportunity.</p> <p>Target not for profit organisations. Grow the relationships in retail sector. Maori Organisations. Other ethnic business groups.</p> <p>A further 2000+ businesses are not members of the Chamber. Must position Chamber as a must join organisation.</p> <p>Airport development. This will attract more business to area. Need to have resources in place to meet their needs.</p> <p>Become more effective in the advocacy role. Requires time and specialisation. Further develop the Media relationships to gain greater profile in advocacy.</p> <p>Use the facility of the issues papers on the NZ Chamber website to develop a higher issues profile.</p> <p>Must ensure that the Chamber has a strong mandate. Establish sector networks that enable the mandate to become confirmed, e.g. Vision Rotorua, Tourism Advisory Board. Further utilise the online survey tool.</p> <p>Conduct an annual score-card of Council against points of manifesto. Work together rather than against Council.</p> <p>Increase the size and capabilities of the Executive in line with growth. Skills / Ethnicity / Gender / Sector balance. Develop a policy of best practice for governance.</p> <p>Deliver more government funded programmes .Be aware of RFP's (GETS). Evaluate programmes offered by other Chambers. Bid for Enterprise Training Programme). Need to clarify roles between Chamber and EDU.</p> <p>Consider long-term subscriptions. May assist with cashflow.</p> <p>Win the Vero Award. Benchmarking. Treat as a high priority goal. Work to do in HR area first.</p> <p>Align strongly with other agencies eg ExportNZ; . Her Business etc.</p> | <p>Loosing current programmes. Ensure quality of performance and achievement of required Use the strength of the networks. Link programmes into the services the Chamber offers.</p> <p>Other business organisations coming in and competing e.g. EMA.</p> <p>A declining membership. Membership growth must be maintained.</p> <p>Current regulatory systems. Multi-agency. Risk averse. Regulations driven.</p> <p>Stagnant population growth of Rotorua will effect economic growth.</p> <p>Lack of timely consultation on many issues by RDC not allowing properly researched submissions. Lack of recognition by local, regional and national authorities of the Chamber's submissions.</p> <p>Historic negative perceptions to the Chamber.</p> <p>Losing CEO leaving or even worse through health risk. Encourage work/life balance and exercise.</p> <p>Loss of sponsors support.</p> <p>Over reliance on BA5. Need to emphasise value of other programmes.</p> <p>Breakdown of relationships with elected or appointed RDC, EBOP, MP. Need to strengthen relationship but effectively advocate. Opportunity for all lobby groups to combine on key issues. Influence on key Council staff. Have papers going to councillors as well as Council.</p> <p>Inflexible overhead structure. Need to have a structure that can respond quickly to highs and lows of activity and membership. Over-extending the resources of the Chamber.</p> <p>Tax. liability with changing income streams/structures outside circle of membership. Charitable organisation status.</p> |

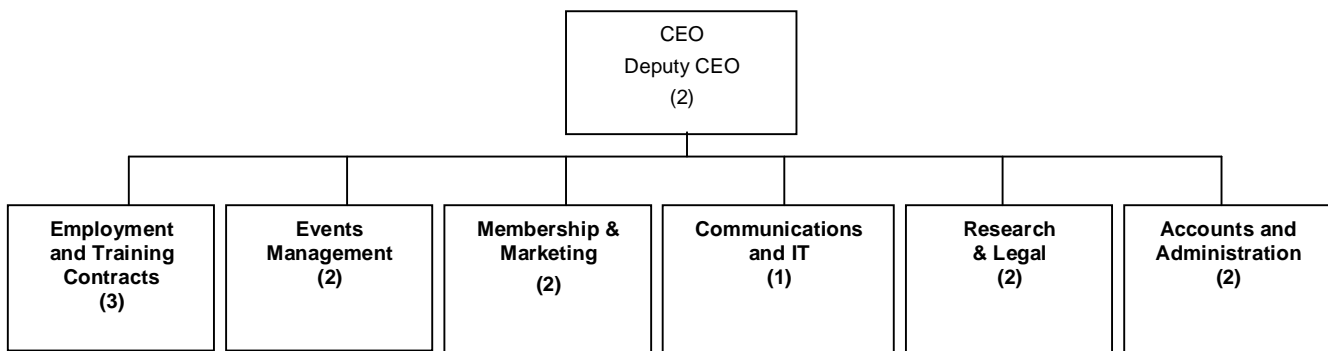
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|---|--|
| Provide business mentoring. Provide regional leadership. Share best practices. | |
|---|--|

8. OUR VISION

Using the SWAT analysis the strategic planning group undertook an 'Envisioning the future' exercise to a point 5 years in the future (December 2012). The following selection of bullet points captures this vision:

- The sole cross sector business organisation in Rotorua. (Having subsumed SWAP and established strong alliances with other organisations.)
- Over 1,000 members with strong representation in each business sector..
- Owns its own premises with ample space and facilities for future growth. Has conference room/video conference facilities and serviced office space for lease / rent.
- Acknowledged as the voice and principal representative of business in Rotorua.
- The governing executive is replaced with a Board of Directors. The President is replaced by a Chairperson of the Board. Members of the Board of Directors are appointed directors and receive a directorship fee for their involvement.
- A high profile Chairperson of the Board with strong reputable group of Directors. Business leaders consider a directorship of the Chamber is an effective vehicle to influence the direction of Rotorua business. The Chair and Board provides strategic direction and strong governance for the organisation. The governance structure is considered best practice.
- It represents all sectors of the Rotorua business community. It has strong ethnic business community support and involvement.
- The Board of Directors and Operational Arm of the Chamber is supported by an established network of committee (Chamber function based) and Industry Sector Advisory Groups (Key business sector based) that are drawn from the membership and provide effective feeds of information.
- The Chamber of Commerce is a significant social partner as well as business partner in the community. It has active participation from its membership.
- There is an acceptance and acknowledgement by all members that the value of Chamber membership for any size or sector of business exceeds the value of the investment in membership.
- There is an investment fund established that has been developed through contributions from members and supported by philanthropic gifting that ensures the financial sustainability of the Chamber and reduces its total reliance on membership and sponsorship. It offers a portfolio of services from which all members can gain benefit.
- The Chamber has an organisational structure that function based with a core permanent full-time staff complement that has the capability to sustain the role of the Chamber. The Chamber has 14 staff that cover the roles of CEO and Deputy CEO; Administration (2); Events Management; (2) Membership and Marketing; (2), Employment and Training contracts (3); Research and Legal Services (2); IT and Communications (1).

- The Chamber will have a comprehensive HR system that optimises the contribution of all members of the team and develops a flexible multi-skilled group able to maintain a consistently high quality provision of services.
- The combined websites (rotoruchamber.co.nz; buyrotorua.co.nz; shoprotooria.co.nz) provide an effective virtual marketplace and one-stop shop for business. It provides a 'trade me' for Rotorua businesses, a search engine, a business support library, an information portal and a marketing window. It is also a strong revenue generator.
- The Chamber has a number of commercial contracts and partnerships that provide sustained revenue for the Chamber. Central government has devolved and funded a number of the business support and development functions.
- The Chamber offers a series of support and business capability programmes that have been developed and co-branded with members of the Rotorua Chamber.
- The Chamber has a partnership arrangement with Council. It acts as a business advisory group to Council and annually provides feedback to Council on its performance in meeting the needs of the business community. It is the acknowledged conduit for businesses who want representation with Council.
- A single integrated customer relationship system has been developed to manage the member data and communication.



9. GOVERNANCE AND ORGANISATIONAL STRUCTURE

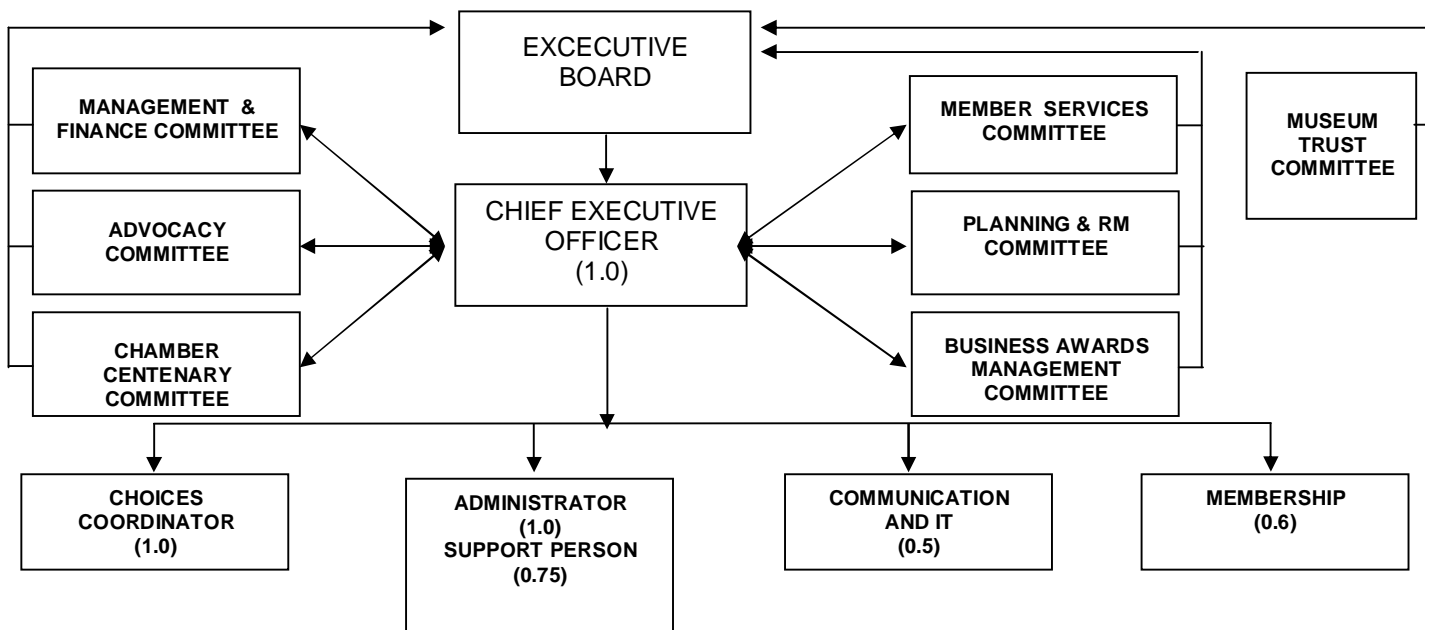
The Chamber is currently governed by an Executive Board comprising of up to 14 members

| | |
|-----------------------------|--|
| President | Elected by the members of the Chamber |
| Vice-President | Elected by the Executive Board from amongst its members |
| Immediate Past-President | Held by immediate Past-President |
| Chief Executive Officer | Appointed by the Executive Board, ex-officio member of the Board |
| Executive Board Members (8) | Elected by the members of the Chamber |
| Executive Board Members (2) | Co-opted by members of the Executive Board |

A review of the constitution will determine the tenure of the Executive Board members and the structure of the Executive Board

With 2008 being the Centenary Year, the organisation structure of the Chamber will be the same as 2007/2008. However during the year, the Executive Board will review the current structure and determine the appropriate structure for the future.

ORGANISATIONAL STRUCTURE



The objective of the strategic plan is to consolidate the strengths, address the weaknesses, optimize the opportunities and minimize the impact of the threats. The SWAT analysis identified a number of factors in each area. It is acknowledged that it may not be possible to address all issues, those that have been identified as key or high priority have been addressed in the year of this strategy

Consolidating the Strengths

- ***An experienced staff and board.***
Retain staff and Executive Board members.
Ensure that the contribution of staff and Executive members is recognized and respected.
Involve staff and Executive members in the decision making process.
Provide an opportunity for professional development where appropriate.
- ***A successful portfolio of programmes and services. BA5; Westpac Rotorua Business Excellence Awards; Focus on Business, The Export Club; M2M.***
Ensure that the processes underpinning all programmes are robust and maintain a high quality.
Review each event to identify and address deficiencies.
Maintain appropriate records.
Review each programme during the year.
Research member needs to ensure programmes provide value to membership.
- ***High profile CEO, respected by the business community.***
Identify opportunities for CEO to address business and community groups.
Ensure that all media releases and chamber submissions are adequately researched and supported by a mandate from the membership.
Establish and maintain industry sector groups
Plan a time allowance for CEO to be involved in public profiling opportunities.
- ***Strong media profile of the Rotorua Chamber.***
Meet regularly with General Managers and Editors of all four media.
Maintain weekly radio interview spots.
Maintain weekly newspaper column with relevant material.
Generate increased number of relevant press releases based on local and national issues.
- ***A supportive family of sponsors many with current two and three year contracts. Strong support of Westpac.***
Arrange annual meetings with all sponsors.
Ensure contracts of performance are agreed with all sponsors.
Conduct a sponsor's review workshop annually.
Ensure sponsor's are recognized in collateral and in Chamber media.
Acknowledge all sponsors by the presentation of certificates.

- ***A dedicated and capable CEO and staff.***
 Maintain a strong team culture within the Chamber staff.
 Facilitate cross-function training of staff where appropriate.
 Delegate tasks with appropriate level of responsibility.
 Acknowledge staff performance and contribution.
 Provide feedback to staff on their performance and contribution.

- ***A good strategic and operational planning process.***
 Prepare an annual strategic plan.
 Prepare an annual business plan.
 Prepare an annual budget.
 Conduct a six-monthly review of business plan and budget.
 Prepare a six-monthly re-forecast budget.
 Conduct a strategic planning day

- ***A financial cushion and strong equity in balance sheet.***
 Budget for an appropriate surplus to contribute to financial cushion.
 Conduct operations in line with budgeted income and expenditure.
 Maintain operating financial accounts up to date.
 Conduct monthly review of operating performance against budget
 Invest surplus funds as appropriate

- ***Good (and now secure) computer network.***
 Conduct a security review of the Chamber's computer network.
 Review compliance of all software licenses and compatibility of software across all work-stations.
 Prepare a policy on staff internet use.

- ***An established email communications network.***
 Ensure currency of all contacts in the distributions lists.
 Evaluate current composition of distribution lists in line with ISP procedures.
 Prepare a policy on email communication to members.
 Review back-up procedures for distribution lists

Addressing the Weaknesses

- ***Overdependence on CEO (Roger Gordon). His vision, drive, enthusiasm, personality is a core attribute of the Chamber today. As such CEO has major influence on decisions. There is no succession planning.***
 Delegate the administration and planning of projects and activities to staff.
 Allocate duties at Chamber events to members of the Executive.
 Involve members of the Executive in Chamber networks.
 Invite Executive members to act as co-Chamber representative with CEO at meetings and industry/issue focus groups.
 Prepare a business plan that delegates responsibility for projects and activities amongst the staff and executive.

- ***No advocacy strategy. Unable to achieve change. The balance between achieving outcomes through advocacy and maintaining the relationships with the agencies of change.***
 Conduct a review of advocacy procedure.
 Prepare an advocacy policy.
 Ensure mandate from membership for Chamber positions.

Communicate with both elected and appointed local and regional government representatives.
Ensure that Chamber submission or position paper is communication to membership and is available for public review.
Use the Chamber's media to promote the Chamber's position on issues.
Ensure a response to a submission or issue is received from the relevant authority
Provide feedback to members on the response from the relevant authority.

- ***Outgrowing the current premises. Lack of space for activities and for storage. Team dynamics changing because of multiple locations. No strategy to handle growth. Understanding the drivers of growth.***

Conduct a review of the Chamber's resourcing / office needs for the next two years, given current growth projections.

Discuss this review with current landlord.

Develop a strategy to meet the resource requirements of the Chamber.

- ***Lack of dedicated staff training. No time available for on job training for staff. The need for executive training. No formalised induction process. No developed HR processes. Professional Development. Appraisal processes.***

Conduct a HR procedures review of the Chamber to determine an appropriate procedures listing.

Contact Auckland, Wellington, Christchurch and Dunedin Hub Chambers for a copy of their HR policies and procedures.

Prepare HR policies and procedures manual.

- ***Some of the content and functionality of the website is outdated and needs to be reviewed.***

Conduct a review of the website content and its functionality

Update the website to maintain optimum functionality

- ***Insufficient contact with the members. Need more visits to individual members. Understand what our membership wants. Can't just be a survey. Need face to face contact.***

Plan time for CEO to visit members of the Chamber.

Convene industry sector focus groups.

Meet as appropriate with Vision Rotorua and Tourism Advisory Group.

Optimising the Opportunities

- ***Subsume SWAP brands. Ensure sustainability for two years through conducting due diligence.***

Conduct a due diligence on the three SWAP brands

Meet with current SWAP sponsors to arrange sponsorship to enable sustainability of brands for next two years year.

Develop programme outlines and policies to cover each brand

- ***Develop other websites to add value to the Chamber membership. BuyRotorua.co.nz and ShopRotorua.co.nz. Use as advertising revenue opportunity.***

Develop the BuyRotorua website as a virtual marketplace for members of the Chamber

Investigate commercial opportunity for advertising revenue from BuyRotorua website

Develop the ShopRotorua website in line with list of first level priorities from scoping workshop

- ***Target not for profit organisations. Grow the relationships in retail sector. Maori Organisations. Other ethnic business groups.***

Develop a membership policy for not for profit community organizations.

Develop an advertising campaign aimed at not for profit community organizations to promote membership of the Chamber.

Identify and contact ethnic business organizations to join the Chamber.

Identify existing Maori organizations within the Chamber membership and utilize their networks to promote membership.

- ***Become more effective in the advocacy role. Requires time and specialisation. Further develop the Media relationships to gain greater profile in advocacy.***

Utilise the resources of New Zealand Chamber of Commerce and the Hub Chambers to further develop capability in advocacy.

Utilise the New Zealand Chamber of Commerce Manifesto to promote the Chambers position for the parliamentary elections.

- ***Must ensure that the Chamber has a strong mandate. Establish sector networks that enable the mandate to become confirmed, e.g. Vision Rotorua, Tourism Advisory Board. Further utilise the online survey tool.***

Utilise existing industry groups (Vision Rotorua, BrightEconomy Advisory Group, Tourism Advisory Group, Motel Association) to facilitate input to Chamber positions.

Convene industry sector groups from Manufacturing, Retailing, Service and Forestry sectors.

Conduct surveys of members on relevant issues.

Seek feedback from members on position papers.

- ***Conduct an annual score-card of Council against points of manifesto. Work together rather than against Council.***

Approach Rotorua District Council to seek their support and participation in a survey of members against the issues identified in the Manifesto for Local Authority.

Conduct a survey of members on Rotorua Council performance against the identified issues in the manifesto.

- ***Increase the size and capabilities of the Executive in line with growth. Skills / Ethnicity / Gender / Sector balance. Develop a policy of best practice for governance.***

Review the structure and terms of reference of the Executive Board of the Chamber.

Develop a policy on Governance structure and composition.

Investigate alternative structures to achieve governance.

Review the induction process and procedure for members of governing body.

- ***Deliver more government funded programmes .Be aware of RFP's (GETS). Evaluate programmes offered by other Chambers. Bid for Enterprise Training Programme). Need to clarify roles between Chamber and EDU.***

Maintain a regular review of the Requests for Proposals (RFPs) posted on the government website (GETS)

Develop a strategy with Destination Rotorua Economic Development and/or Tauranga Chamber of Commerce and/or Enterprise Central Networks to tender for the Enterprise Training Contract.

Investigate through the Chamber's network with the Ministry of Social Development other possible contracts for service.

Maintain contact with Auckland Chamber of Commerce to identify other MSD/Employment programmes suitable for adoption by Rotorua Chamber.

- ***Win the Vero Award. Benchmarking. Treat as a high priority goal. Work to do in HR area first.***

Seek feedback on the 2008 Vero Excellence in Business Support Award entry.

Prepare an entry for the 2009 Vero Excellence in Business Support Awards.

Minimising the Impacts of Threats

- ***Loosing current programmes. Ensure quality of performance and achievement of required Use the strength of the networks. Link programmes into the services the Chamber offers.***
Ensure quality of all programmes is maintained.
Conduct a monthly review of all contracted programmes to ensure required outcomes are achieved.
- ***Lack of timely consultation on many issues by RDC not allowing properly researched submissions. Lack of recognition by local, regional and national authorities of the Chamber's submissions.***
Maintain close communication with administration of Rotorua District Council to identify timing of preparation of documents and consultation processes.
Prepare an advocacy policy
- ***Losing CEO leaving or even worse through health risk. Encourage work/life balance and exercise.***
Acknowledge that the CEO will not attend all functions and activities of the Chamber.
Delegate roles and functions at Chamber functions and activities across Chamber staff and Executive.
Discuss work/life balance during the CEOs appraisal process.
- ***Loss of sponsors support.***
Maintain good relationships with all sponsors.
Ensure current contracts are held for each sponsorship agreement.
Review the Chamber's performance against each sponsorship relationship
Contract two new sponsors during the year.
- ***Over reliance on BA5. Need to emphasise value of other programmes.***
Review membership pack resources to ensure all programmes and their value are known to new members.
Utilise the website to identify all of the advantages and benefits of being a member.
Add value to membership by using the website resources.
Promote other features of the Chamber's programmes through the Chamber Tabloid newsletter and through email distributions.
Promote the value of the National Alliance Partners programme to the members.
- ***Inflexible overhead structure. Need to have a structure that can respond quickly to highs and lows of activity and membership. Over-extending the resources of the Chamber.***
Prepare a conservative budget based on confirmed programmes and activities.
Ensure contractual arrangements are within the confirmed planning window of the Chamber.
Prepare a business plan for any resource requirement that is outside the scope of the current budget.
- ***Tax liability with changing income streams/structures outside circle of membership. Charitable organisation status.***
Research the compliance requirements under new legislation for Charitable organization status.
Review current programmes and the relationship of the clients to those programmes with the circle of membership.
Assess the implication of any future programmes and their associated revenue stream with regard to any taxation liability.

11. KEY PERFORMANCE INDICATORS FOR 2008 / 2009

| <u>MANAGEMENT & FINANCE</u> | <u>ADVOCACY</u> | <u>MEMBER SERVICES</u> | <u>MEMBER SERVICES</u> | <u>CHAMBER CENTENARY</u> | <u>BUSINESS AWARDS</u> | <u>MUSEUM TRUST</u> |
|--|--|--|---|---|---|-------------------------------|
| A strategic plan for April 2009 / March 2010 with defined KPIs in all activity areas of the Chamber will be produced prior to March 2008 | A review of the advocacy procedure will be undertaken. An advocacy policy will be developed. | A programme of member networking events including BA5s, golf, and others will be organized. At least 50 percent of member organizations will attend at least one event | Due Diligence will be conducted on subsuming the SWAP Brands. If appropriate they will be added to the portfolio of Chamber products. | The Rotorua Chamber of Commerce will host the 2008 National New Zealand Chambers of Commerce Annual Conference. | The 2008 Westpac Rotorua Business Excellence Awards will be organised. | To be defined by Mike Johnson |
| An annual operating plan, communications and IT plan, budget and cashflow for the April 2008/ March 2009 year will be produced prior to 1 April 2008. The financial outcomes identified in the annual budget will be achieved. | Separate quarterly meetings will be held with (1) MP Steve Chadwick, (2) Mayor and RDC, (3) Environment BOP, (4) CEO Peter Guerin. Feedback reports are provided to membership. | A programme to record and analyse member participation at Chamber networking events will be introduced | The Focus on Business programme will feature a series of events appropriate during the leadup to the National elections. | | Budget outcomes showing a surplus in excess of \$15,000 will be achieved. | |
| A review of the Chamber's HR policies and procedures will be undertaken. A HR policies and procedures manual will be compiled. | Focus Groups are formed for (1) Retail, (2) Tourism, (3) Manufacturing, (4) Service. Meetings of each focus group are held a least two times during the year. Feedback reports are provided to the membership. | Member to Member trading programmes including M2M. There will be participation of at least 25 per cent of the member organisations | A growth in membership to exceed 700 members will be achieve by 31 March 2009. | <u>PLANNING & RM</u> | The number of entries will exceed those received in 2007 | |
| Consider the implications of growth of the Chamber. A review of the Chamber's resourcing requirements as a result of the projected growth will be undertaken. A growth strategy will be developed. | Submissions from the Chamber are presented (as required) on (1) The RDC Annual Plan, (2) The District Plan, (3) The Rating mechanism, (4) The CBD Revitalisation (5) The Lakefront redevelopment. | A bi-monthly member newsletter will be published. The publication will achieve a positive contribution to the Chamber's financial performance. | New Members' Evenings will be held as appropriate throughout the year. These will normally be on a quarterly basis. | Reports will be provided as requested by the Advocacy Committee and Executive Board on (1) The Annual Plan, (2) the District Plan, (3) The rates methodology, (4) CBD Revitalisation. | | |
| An AGM featuring the presentation of a quality Annual Report will be attended by at least 10% of the membership of the Chamber | Surveys of member opinion are conducted to provide a mandate for Chamber submissions. The results of the surveys are published for the membership. | BuyRotorua.co.nz and ShopRotorua.co.nz websites will be developed to add value to membership of the Chamber. | | Additional matters of planning and resource management concern will be identified where necessary and reports provided for the Advocacy Committee and Executive Board | | |

12. ACTION PLANS – MANAGEMENT & FINANCE

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------------------|---|---|------|--|----------------------|------|---------|-----------------------------------|---------------------------------|----------------------|---------------------------------------|--|
| Strategic Plan | | | | Review performance against KPIs | Present to Executive | | | Prepare Strategic Planning papers | Hold Strategic Planning Meeting | Write Strategic Plan | Strategic Plan adopted by Executive | |
| | | | | CEO | Chair Finance | | | CEO | Presidnt | CEO | Presidnt | |
| Operating Budget and Cashflow | | | | Review performance against budget and reforecast | Present to Executive | | | | | | Prepare operating budget and CashFlow | Budget and Cashflow adopted by Executive |
| | | | | CEO | Chair Finance | | | | | | CEO | Chair Finance |
| Annual Report | Finalise annual accounts, arrange audit | Prepare Presidents, CEO's, Cmmtee Reports | | | | | | | | | | |
| | CEO and Chair Finance | Presidnt, CEO and Cmittee Chairs | | | | | | | | | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|--------------------------|--|---|------------------------|---------------------------------|---|------|---------|---|-------------------------------------|---------|----------|-------|
| Annual General Meeting | Arrange guest speaker | Call for Nomintns Identify Constutnl changes | Hold AGM | | | | | | | | | |
| | CEO | Presidnt, CEO | Presidnt | | | | | | | | | |
| Policies and Procedrs | | | | | | | | Review all existing policies and procedrs | Present to Executive for Ratificatn | | | |
| | | | | | | | | Admin Officer | Chair Finance | | | |
| HR Policies and Procedrs | Obtain Benchma rk policies from other orgnstns | Conduct a HR Review | Prepare Draft policies | Submit policies to staff review | Present HR policies to Executive For ratifctn | | | | | | | |
| | CEO | External | CEO | Admin Officer | Chair Finance | | | | | | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-----------------------|--|--------------------------------|---|------------------------------|--------|--|--|----------------------|--------|-----------------|-----------------------------------|----------------------|
| Perfrmce Appraisals | Admin Officer appraisal and remnrtn review | Present to Executive | Choices Coordntr appraisal and remnrtn review | Present to Executive | | IT/ Cmmnctn Officer appraisal and remnrtn review | Support Officer appraisal and remnrtn review | Present to Executive | | | CEO Appraisal and remnrtn review | Present to Executive |
| | CEO | Chair Finance | CEO | Chair Finance | | CEO and Admin Officer | CEO and Admin Officer | Chair Finance | | | Presidnt and Vice Presidnt | Chair Finance |
| Mmbrshp Fee Structure | | | | | | | | | | Review condcted | Present to Executive | |
| | | | | | | | | | | CEO | Chair Finance | |
| Govrnance Structure | Coopt new Exec membrs | Research alterntive structures | Conduct review of structure | Identify prspctive Exec mbrs | | | | | | | | |
| | Presidnt | CEO | Presidnt | Presidnt | | | | | | | | |
| Charity Status | Review legislatn | Conduct review and recmntns | Submit applctn | | | | | | | | | |
| | Chair Finance | Chair Finance | Chair Finance | | | | | | | | | |
| Spnsrshp | Audit current spnrshp agrmnts | | Negttn of renewal of spnrshp Agrmnts | | | | | | | | | |
| | CEO and Chair | | CEO | | | | | | | | | |

| | | | | | | | | | | | | |
|--|---------|--|--|--|--|--|--|--|--|--|--|--|
| | Finance | | | | | | | | | | | |
|--|---------|--|--|--|--|--|--|--|--|--|--|--|

13. ACTION PLANS – ADVOCACY

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------------------------|----------------------------------|--------------------------------------|---|------|--|--|------------------------------------|------------------------------|------------------------------|---------|----------|-------|
| Advocacy Procedre | Prepare report on advocacy | Write Draft Advocacy Policy | Present Policy to Executive | | | | | | | | | |
| | CEO | CEO | Chair Advocacy | | | | | | | | | |
| Manifesto for Local Authority | | | Discuss with RDC the intention to run a survey | | | Conduct a survey of RDC performa nce against manifesto | Release survey to media | | | | | |
| | | | CEO | | | CEO | CEO, Chair Advocacy | | | | | |
| Manifesto National Elections | | | | | Release NZ CoC Manifesto to mmbrrshp | Press release on Manifesto | | Election 2008 | | | | |
| | | | | | CEO | CEO | | | | | | |
| Meetings with Agencies | RDC (2) | EBOP (5) MP (16) | RDC (25) | | EBOP (4) RDC (6) MP (16) | RDC (17) | | EBOP (4) RDC (5) | RDC (3) | | | |
| | CEO and Executive | CEO and Executive | CEO and Executive | | CEO and Executive | CEO and Executive | | CEO and Executive | CEO and Executive | | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|------------------------|---------------------------------------|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------------------------|---------|---------------------------|---------------------------|
| Meetings with Agencies | | | | | | | | | Arrange calendar of meetings for 2009 | | | |
| | | | | | | | | | CEO | | | |
| Industry Focus Groups | TAB Manfctrng | Vision Rotorua Service Sector | Motel Assoc Retailers Forestry | TAB Manfctrng | Service Sector | Motel Assoc Retailers Forestry | TAB Manfctrng | Vision Rotorua Service Sector | Motel Assoc Retailers Forestry | | TAB Manfctrng | Service Sector Forestry |
| | CEO, Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | CEO, Chair Advcacy | | CEO, Chair Advcacy | CEO, Chair Advcacy |
| CBD Revtlstn | Consultn with RDC | | | | | | | | | | | |
| | CEO | | | | | | | | | | | |
| Annual Plan | Submssn For considrtm for Annual Plan | Consltn on Annual Plan Submissn on Draft Annual Plan | | | | | | | | | | |
| | CEO | CEO | | | | | | | | | | |
| District Plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | Ongoing Consltn on District plan | | | | |
| | Advcacy Comm | Advcacy Comm | Advcacy Comm | Advcacy Comm | Advcacy Comm | Advcacy Comm | Advcacy Comm | Advcacy Comm | | | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|---------------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Rating Policy | Prepare Chamber position paper on CV Rating System | | | | | | | | | | | |
| | CEO, Advocacy Comm | | | | | | | | | | | |
| Lakefront Redvlpmt | Consultation as required | | | | | | | | | | | |
| | Adv Comm | | | | | | | | | | | |
| Daily Post Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles | Weekly Articles |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| Tabloid Newsltr | Issue | | Issue | | Issue | | Issue | | Issue | | Issue | |
| | IT/Comm | | IT/Comm | | IT/Comm | | IT/Comm | | IT/Comm | | IT/Comm | |

14. ACTION PLANS – MEMBER SERVICES

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|----------------------------|--|--------------------------------|------------------------------------|---|------------------------------------|----------------------|------------------------------------|---|------------------------------------|---------|------------------------------------|----------|
| Analysis of Events package | Develop a Events Analysis Program | | | | | | | | | | | |
| | IT/Comm | | | | | | | | | | | |
| BA5 Program | 2 x BA5s Prepare Schedule of Exec Cover for BA5 | 2 x BA5s | 2 x BA5s | 2 x BA5s Review BA5 program for 1 st 6 mths | 2 x BA5s | 2 x BA5s | 2 x BA5s | 2 x BA5s Prepare program of BA5 for 2009 | 1 x BA5 | | 2 x BA5s | 2 x BA5s |
| | Chair Mmbrshp | | | CEO, Chair Mmbrshp | | | | CEO | | | | |
| Focus on Business | | FOB (8) | Review FOB Program | FOB | FOB Election Special | FOM Election Special | FOB Election Special | FOB Election Special | | | | |
| | | CEO | COE, Chair Mbrship Comm | CEO | CEO | CEO | CEO | CEO | | | | |
| Export Club | Export Club (10) | Review of Export Club Programe | Export Club (5) | | Export Club (7) | | Export Club (9) | | Export Club (11) | | Export Club (?) | |
| | Support Person and ExportNZ | CEO, Chair Mbrship Comm | Support Person and ExportNZ | | Support Person and ExportNZ | | Support Person and ExportNZ | | Support Person and ExportNZ | | Support Person and ExportNZ | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-----------------|--------------------------------|-----------------------|-----------------------|-----------------------|---------------------------------|------|---------|--------|--------|---------|----------|-------|
| Agency Seminars | IRD Seminar | Labour Deptmnt | NZIS Seminar | IRD Seminar | Further Seminars to be arranged | | | | | | | |
| | Support person | Support person | Support person | Support person | Support person | | | | | | | |
| KikStart | Subject to due diligence | | | | | | | | | | | |
| | CEO, Support, SWAP reps | | | | | | | | | | | |
| How2 | Subject to due diligence | | | | | | | | | | | |
| | CEO, Support, SWAP reps | | | | | | | | | | | |
| Blast | Subject to due diligence | | | | | | | | | | | |
| | CEO, Support, SWAP reps | | | | | | | | | | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------|----------------------------------|-----------------------|-------------------------------------|--------------------------------|--------|--|-------------------------------------|-----------------------|--------|-----------------------|----------|-----------------------|
| M2M Program | Print new edition of M2M Hndbook | | Conduct a review of the M2M Program | | | | Print new edition of M2M Hndbook | | | | | |
| | Support | | CEO, Chair Mmbrsip Comm | | | | Support | | | | | |
| The Map | | | | Conduct a review of The Map | | Canvas for advrtisng for 2009 issue of the Map | Print and Distribute the Map | | | | | |
| | | | | CEO, Chair Mmbrsip Comm | | Mbrship & Marktng person | Mbrship & Marktng person | | | | | |
| Tabloid Newslettr | | Issue | | Issue | | Issue | Conduct a review of the Tabloid | Issue | | Issue | | Issue |
| | | Comm/IT person | | Comm/IT person | | Comm/IT person | CEO, Chair Mmbrshp Comm | Comm/IT person | | Comm/IT person | | Comm/IT person |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|--------------------|---|---|---|------------------------|--------|-------------------------------------|--------------------------------|---------------------------------------|--------|------------------------|----------|-------|
| Buy Rotorua | Develop Buy Rotorua as a virtual market place for members | Develop Buy Rotorua as a virtual market place for members | Develop Buy Rotorua as a virtual market place for members | | | Review Buy Rotorua website | | | | | | |
| | Comm/IT person, Mrktng Person, Support person | Comm/IT person, Mrktng Person, Support person | Comm/IT person, Mrktng Person, Support person | | | CEO, Chair Mbrshp Comm | | | | | | |
| Shop Rotorua | Develop Shop Rotorua website | Develop Shop Rotorua website | Develop Shop Rotorua website | | | | | | | | | |
| | CommIT person | CommIT person | CommIT person | | | | | | | | | |
| Chamber Month | | | | | | Arrange advrtsng and Write articles | Publish supplmnt in Daily Post | | | | | |
| | | | | | | CEO, CommIT person | CEO | | | | | |
| New Members Nights | Hold New Members Night | | | Hold New Members Night | | | Hold New Members Night | Conduct a review of New Members night | | Hold New Members Night | | |
| | Support Person | | | Support Person | | | Support Person | CEO, Chair Mbr | | Support Person | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-----------------|-------------------------------------|-------------------------------------|--|-----------------------|-----------------------|-----------------------------|--|-----------------------|------------------|-------------------|------------------------------|---------------------------|
| Golf Tourmmt | Review 2008 Golf Trmmt | | | | | | | | Book golf course | Organise sponsors | Organise entries and prizes | Run golf trmmt |
| | CEO, Chair Mmbrshp Comm | | | | | | | | CEO | CEO | CEO, Support Person | CEO Support Person |
| BIZ Info | | Review BIZ Info Services | | | | | | | | | | |
| | | CEO, Chair Mmbrshp Comm | | | | | | | | | | |
| Choices Program | Conduct a review of Choices Program | Final Intake under current contract | Negotiate for contract extnsion for 2008/9 | | | | | | | | | |
| | CEO, Chair Mbrshp Comm | Choices Coordntr | CEO, Choices Coordntr | | | | | | | | | |
| Mmbrshp Promos | Commnity Organstn Mmbrshp promo | Retail Sector promo | Chinese Sector Promo | Service Sector Promo | Indian Sector Promo | Maori Business sector promo | Referral Promo plus Intro Mbrshp fee for Chamber month | Tourism Sector promo | | | Korean Business Sector Promo | Mnfctrg Sector promo |
| | Mem/Mrk Person | Mem/Mrk Person | Mem/Mrk Person | Mem/Mrk Person | Mem/Mrk Person | Mem/Mrk Person | Mem/Mrk Person | Mem/Mrk Person | | | Mem/Mrk Person | Mem/Mrk Person |

15. ACTION PLANS – PLANNING & RMA

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|--------------------|-----------------------------------|-----|------|------|--------|------|---------|--------|--------|---------|----------|-------|
| District Plan | To provide reports as required | | | | | | | | | | | |
| | Chair Planning and RM Comm | | | | | | | | | | | |
| Annual Plan | To provide reports as required | | | | | | | | | | | |
| | Chair Planning and RM Comm | | | | | | | | | | | |
| CBD Rdvlpmnt | To provide reports as required | | | | | | | | | | | |
| | Chair Planning and RM Comm | | | | | | | | | | | |
| Lakefront Rdvlpmnt | To provide reports as required | | | | | | | | | | | |
| | Chair Planning and RM Comm | | | | | | | | | | | |

16. ACTION PLANS – BUSINESS AWARDS

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------|--------------------------------------|------------|------------------------|------------------------|------------------------|--|---|--|---|------------------------------|-------------------------------------|--|
| Awards | | | | | | | Pruce Financial report on 2008 Awards | Review 2008 Awards | Confirm sponsors for 2009 Awards | Prepare Budget | | |
| | | | | | | | CEO | CEO | CEO | CEO | | |
| Nomintns | | | | | | | | | | Design nominatn format | Nominations open for 2009 Awards | |
| | | | | | | | | | | CEO | CEO | CEO |
| Entries | Entries open for 2008 Awards | | | | | | | | | | | Design and Print Registrati on of Intent form for 2009 Awards |
| | CEO | CEO | | | | | | | | | | CEO |
| Judging | Entry prepration seminars | | Judging Takes Place | | | Finalist Judging and selection of winners | | Confirm entry template for 2009 Awards | | | | |
| | Conv Judges | | Conv Judges | Conv Judges | Conv Judges | Conv Judges | Conv Judges | Conv Judges | | | | |
| Awards Evening | Confirm MC and Event format | | | | | | Menus and Tickets printed | Awards Evening | Confrm Event for 2009 | | | |
| | CEO | | | | | | CEO | CEO | CEO | | | |

17. ACTION PLANS – CHAMBER CENTENARY

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|--------------------|---|----------------------------|------|----------------|--------|--------------------|---------|---------------|-----------------------------|---------|----------|-------|
| NZ Chambrs Confnce | Confirm dates Budget finalsd Sponsors finalised | Website registn page ready | | Regstrtns open | | Collateral printed | | Confnrce held | Report on confnrce prepared | | | |
| | CEO | CEO | | CEO | | CEO | | CEO | CEO | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

18. ACTION PLANS – MUSEUM CENTENARY

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------------------|-------|-----|------|------|--------|------|---------|--------|--------|---------|----------|-------|
| To be defined by Mike Johnson | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |

19. ACTION PLANS - COMMUNICATIONS OPERATIONAL PLAN

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------------------------|-----------------------------------|----------------------------|---|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| Meetings with GM's Editors of media | Daily Post Rdiowrks | Review Radio Network | Daily Post Rdiowrks | Review Radio Network | Daily Post Rdiowrks | Review Radio Network | Daily Post Rdiowrks | Review Radio Network | Daily Post Rdiowrks | Review Radio Network | Daily Post Rdiowrks | Review Radio Network |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| Daily Post | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article | Weekly article |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| Review | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article | Monthy article |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| More FM | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| Newstalk ZB | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview | Weekly interview |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases | 2 x Press Releases |
| | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO | CEO |
| Email program | Develop policy on email promo use | Submit policy to Executive | Investigte alterntve banners for emails | | | | | | | | | |
| | CEO | CEO | CommIT person | | | | | | | | | |

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|-------------------|---|---|---|---|---|---|---|---|---|---|---|---|
| Email Program | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week | Feature different M2M offer per week |
| | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person |
| Website | Conduct a review of website content and fnctnlty | Report presented to Executive | | | | | | | | | | |
| | CommIT person | CEO | | | | | | | | | | |
| Website | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted | Currency Website content is maintnd. All articles and releases are posted |
| | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person | CommIT person |
| Tabloid Newsltter | Publish issue of the Tabloid on the website | | Publish issue of the Tabloid on the website | | Publish issue of the Tabloid on the website | | Publish issue of the Tabloid on the website | | Publish issue of the Tabloid on the website | Identify content for the 6 issues for the year | Publish issue of the Tabloid on the website | |
| | CommIT person | | CommIT person | | CommIT person | | CommIT person | | CommIT person | CEO, CommIT person | CommIT person | |

20. ACTION PLANS - IT OPERATIONAL PLAN

| Task | April | May | June | July | August | Sept | October | Novemb | Decemb | January | February | March |
|----------------|---|---|---|------|---|------|---------|--------|--------|--|----------|-------|
| Network system | Review security process of network | Audit and record all codes and serial numbers and placemnt of system hardware | Audit and record all codes and serial numbers and placemnt of system software | | | | | | | Review currency of all software licenses | | |
| | CommIT person | CommIT person | CommIT person | | | | | | | CommIT person | | |
| Documnt Centre | Review contract arrngmnts with Fuji Xerox and renegotiate | | Review contract arrngmnts with SBS and renegotiate | | | | | | | | | |
| | CEO | | CEO | | | | | | | | | |
| General | Develop a policy of staff internet use | Present policy to Executive | | | Audit complnce of all staff to file naming policy | | | | | Evaluate system hardware and software requirmnts for current year. | | |
| | CommIT person | CEO | | | CommIT person | | | | | CommIT person | | |