



STRATEGIC PLAN

APRIL 2009 – MARCH 2010

ROTORUA CHAMBER OF COMMERCE

ROTORUA'S LEADING BUSINESS
SUPPORT AGENCY

STRATEGIC PLAN

ROTORUA CHAMBER OF COMMERCE

1.	MISSION STATEMENT	2
2.	LOCATION	6
3.	OUR VALUES	7
4.	THE ROLE OF THE CHAMBER	9
5.	CORE FUNCTIONS OF THE CHAMBER OF COMMERCE	9
6.	FUTURE SECURITY AND SUCCESSION PLANNING	11
7.	SWOT ANALYSIS	ERROR! BOOKMARK NOT DEFINED.
8.	GOVERNANCE AND ORGANISATIONAL STRUCTURE	16
9.	KEY PERFORMANCE INDICATORS FROM SWOT ANALYSIS	27
10.	KEY PERFORMANCE INDICATORS FOR 2008 / 2009	30

1. INTRODUCTION

The Rotorua Chamber of Commerce held a strategic planning day on Tuesday 16 December 2008 attended by members of the governing Executive Board. A comprehensive strategic planning day had been held in November 2007. The direction outlined as a result of that exercise was considered by the Governing Executive as still being relevant for the organisation. It was deemed appropriate to review the SWOT analysis and the key performance indicators to establish revised priorities for the 2009/10 year.

2. MISSION STATEMENT

***WORKING THROUGHOUT THE COMMUNITY FOR
BETTER BUSINESS IN ROTORUA***

The Rotorua Chamber of Commerce works with all businesses by providing leadership, advocacy, networking and support services to contribute to economic and social growth for Rotorua.

The Rotorua Chamber of Commerce is:

- 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 organisation mandated by its members to create a healthy business environment that encourages growth and sustainability.

The justification for the Chamber's existences:

- 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 commerce.
- To advocate for business to local and central 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.

The Chamber achieves this by:

Recognising, anticipating and responding to those needs or problems faced by the Rotorua business community by:

Gathering Information

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

Analysing Information and developing a position statement

- 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.

Identifying an action relevant to the position

- Provides submissions to local, regional and national government.
- Takes opportunities to advocate the consensus view of business.
- Utilises the networks of its associate organisations, those of the Executive Board 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 print, radio and electronic media to communicate issues and opinion.

Evaluating the effectiveness of the action in meeting the desired outcomes

- Monitors the effectiveness of its 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.

The Chamber's key stakeholders are:

All of those organisations or individuals who have a stake in the Rotorua Chamber of Commerce's activities and achievements. This stakeholder profile is outlined below. The communication media for contact with each stakeholder group is identified in italics.

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, sponsors forum and dinner.

Governing agencies – local, regional, central, 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 organization will utilize every opportunity to use the Mission Statement in its collateral and media advertising. The Mission Statement will be used as a gauge and outcomes will be tested annually to ensure that the organisation is effective in its achievements.

3. LOCATION

The Rotorua Chamber of Commerce is situated at 1209 Hinemaru Street in a building known as “The Business Hub”. This building, when opened in 2005, was established as “One Stop Shop” to provide a range of services to encourage economic and business development in Rotorua through a coordinated and comprehensive range of activities and support services.

The following organisations and agencies were situated or represented at The Business Hub:

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

However in December 2008, Destination Rotorua Economic Development (the economic development arm of the Rotorua District Council) was relocated to the third floor of the Rotorua District Library building. This also meant the relocation of the representation of New Zealand Trade and Enterprise, The Foundation for Research Science and Technology, Export New Zealand Bay of Plenty, Sustainable Business Network Bay of Plenty, and Business Mentors New Zealand.

The Rotorua Chamber of Commerce was disappointed at this move but has made a commitment to continue the close working relationship with Destination Rotorua Economic Development towards a unified approach to business development in Rotorua.

4. 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 2008 strategic planning session endorsed the values of the Rotorua Chamber of Commerce.

5. ORGANISATIONAL MANDATES

The organisational mandates that formally and informally underpin the Rotorua Chamber of Commerce activities are:

Formal:

- To abide by, and work within, the Law of New Zealand.
- To adhere to the organisation's 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 impartial in the adjudication and administration of any programmes.
- To be aware of the activities of Rotorua District Council and to advocate opinions to them on behalf of Rotorua businesses.
- To provide a communication conduit for local regional and central 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.

6. THE ROLE OF THE CHAMBER

The two key business development agencies supporting business in Rotorua are the Rotorua Chamber of Commerce and Destination Rotorua Economic Development. As a foundation to the establishment of the 'One Stop Shop' in 2005, the distinct roles of the two organisations were defined as listed below. It will be a priority during the 2009/2010 year to confirm with Destination Rotorua Economic Development an agreement to this segregation of responsibilities.

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 Business communication networks
- Ø Advocacy on behalf of business
- Ø Facilitation to achieve agreement and opportunity for business

Global Connections

By utilizing

- Ø An extensive overseas network of Chamber offices to create 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

- Ø Economic and business information

Facilitation

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

Marketing

- Ø By promoting Rotorua as a place to Work, Live, Play and 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

7. CORE FUNCTIONS OF THE CHAMBER OF COMMERCE

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 Signpost 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

The following two functions are not within the role of the Chamber of Commerce to provide and should reside with Destination Rotorua Economic development.:

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

8. COMPETITIVE ADVANTAGE

Rotorua Chamber of Commerce's competitive advantage is defined as:

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

9. 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 following 'highs' and 'challenges' of the past five years have been identified:

THE 'HIGHS' - 2003 TO 2008

Co-operative Executive - 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.

Positive Recruitment – Ability to recruit CEO Roger Gordon. The right man, at the right time, with the depth of knowledge, skill and application to address weaknesses.

Growth - 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.

Focus - 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.

Promotion - 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.

Relocation - relocating offices into The Business Hub. Increased visibility, street frontage, better parking and room to grow. The consolidation of office space in 2008 to occupy both sides of the foyer area of the Business Hub.

Portfolio - expanded the portfolio of products and services provided to business. Absorption of the product range of Rotorua Business SWAP to provide an extensive range of networking and business support events. Quality of events was maintained. Began to differentiate functions and associated responsibilities within the staff team. Strengthening the operational base.

Successful Advocacy – the position advocated by the Chamber over the local authority rating methodology resulted in a substantial positive change to the proposed system. CPI pegging of rates increases advocated by the Chamber was adopted in 2008.

Profile - increased public profile. Regular media spots in radio, print and electronic media. Intense Chamber month of October with higher public profile and number of events.

Financial Security - moving to a position of financial security. The development of an appropriate financial reporting system with strong financial management.

THE 'CHALLENGES'- 2003 TO 2008

Value - ineffective communication of the Chamber's value. The Chamber 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, however, research would have us believe this is just an excuse. The expansion of the Rotorua Chamber's product range by the SWAP brands has help change some of this perception.

Submissions - 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. This has been mitigated in 2008.

Succession - the lack of succession planning for CEO and Executive. People are not coming forward to volunteer for Executive Board and committees. Communicating opportunities around chamber members being involved proactively with the Chamber has been weak.

Inability to Secure Contract - unable to gain the Enterprise Training Contract as the Chamber was not seen to be robust enough at the time. It was still suffering from an historical negative perception. Key reason was that we were not seen as having a whole of region strategy for the implementation of the project.

Office Untidy - perception of unprofessional look of office and quality of support systems. Floors used as storage as insufficient room to store everyday operational files. The relocation to the vacated Destination Rotorua Economic Development offices has addressed this concern

Lack of Resource - 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.

Overdependence on IT - 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.

Minimum Financial Reporting - early in the period there was a financial and HR management crises. There was a lack of robust, indepth financial reporting to allow budgeting and forecasting. Three years ago the Rotorua Chamber had to take out a loan to meet operational requirements. There were no policies and procedures. This has all now been addressed.

Format of BA5s – although extremely successful there are some challenges such as the he high number of no-shows, the expectation that alcohol will be served, the low level of attention given to speakers and speakers talking for too long. These aspects need to be considered.

Lack of Support from Media - 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.

ONGOING PROJECTS

The following action plans are ongoing projects towards achieving a sustainable Chamber both at governance and operational level and will be incorporated into the Chamber's operational plan:

- Review the Chamber's Constitution with a view to introducing biennial elections for half of the elected Executive Board and the possibility of two VPs to support the President.

A comprehensive review of the Chamber's constitution was commenced in 2008. Legal opinion on suggested changes has been sought. The proposed document will be presented to the membership for consultation during 2009.

- Fully utilize the co-opted positions to extend the capability of the Executive Board.

The full capacity of the Executive Board, both elected and co-opted positions, was utilised during 2008.

- Use co-option to replace any elected member that resigns from the Executive Board.

This policy has been adopted during 2008

- 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.

During the publication of the Centennial Tabloid in 2008, some additional historical hard copy resource was provided by members of the Chamber. This is still incomplete for the very early years of the Chamber and for a defined period in the 1980's and 90's.

- 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.

10. FUTURE VISION

The 'Envisioning the Future' exercise conducted in 2008 is still considered to be relevant. The vision horizon is 2012. The following selection of bullet points captures this vision:

- The sole cross sector business organisation in Rotorua.
- Over 1,000 members with strong representation in each business sector.
- Occupies its own premises with ample space and facilities for future growth. Has conference room/video conference facilities and serviced office space for rent.
- Acknowledged as the voice and principal representative of business in Rotorua.
- There is a strong governing Executive group comprising elected and appointed members. Each member of the governing Executive receives an honorarium for their involvement.
- A high profile Chairperson of the Board with strong reputable group of Executive Members. Business leaders consider a seat on the Governing Executive is an effective vehicle to influence the direction of Rotorua business. The Chair and Governing Executive 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 Governing Executive 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 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 is function based with a core permanent full-time staff complement that has the capability to sustain the role of the Chamber.
- 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.

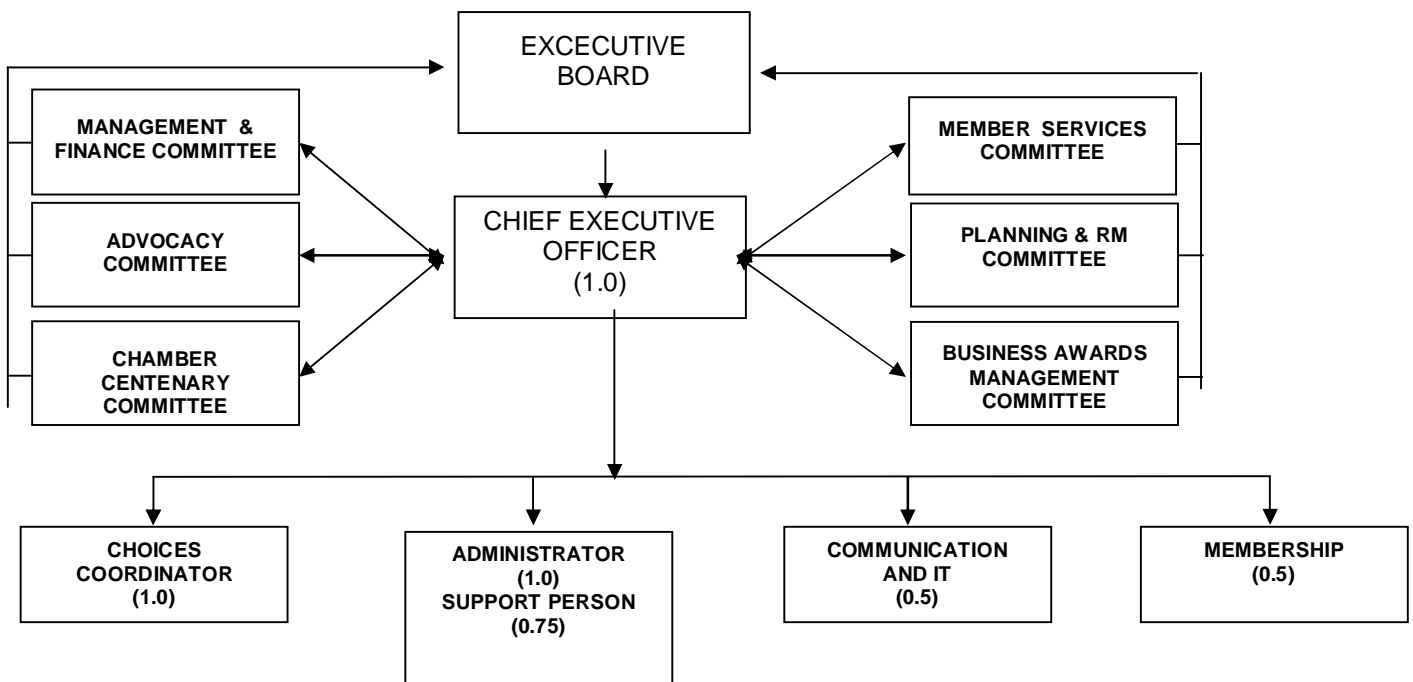
- The combined websites (rotoruachamber.co.nz; and buyrotorua.co.nz;) provide an effective virtual marketplace and one-stop shop for business. It provides a 'trade me' for Rotorua businesses, a search engine, a business support library, an information portal and a marketing window. It is also a strong 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 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.

11. 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.
Immediate Past President	Held by the previous President
Chief Executive Officer	Appointed by the Executive Board and 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

ORGANISATIONAL STRUCTURE



12. SWOT ANALYSIS

Although the SWOT Analysis is not published in the public strategic plan it is important that it be included in the working strategic plan that becomes the guiding document for the year. Those items considered key or of high priority are highlighted and italicized. Those that are additional items to last year are in red, and those that have been deleted from last year are in green. Commentary on each item, where relevant, is included in brackets.

STRENGTHS	WEAKNESSES
<p>An experienced staff and board</p> <p>A successful portfolio of programmes and services. BA5, Westpac Rotorua Business Excellence Awards, Focus on Business, The Export Club, M2M, Kikstart, How2, Choices.</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>High profile CEO, respected by the business community</p> <p>Strong media profile of the Rotorua Chamber</p> <p>As well as weekly Chamber Bulletin, likelihood of regular column in Daily Post.</p> <p>A supportive family of sponsors many with current two and three year contracts.</p> <p>Strong support of Westpac</p> <p>A dedicated and capable CEO and staff</p> <p>A developed policies and procedures manual.</p> <p>A transparent e-filing system accessible to all staff.</p> <p>A good strategic and operational planning process.</p> <p>A financial cushion and strong equity in balance sheet.</p> <p>A website that is manageable inhouse. (that is self manageable and a resource person to manage it)</p>	<p>Reduced involvement of the Executive (As the Chamber grows and succeeds there is a reducing involvement of the Executive.)</p> <p>Lack of security of the computer network. Lack of security of e-information and IP. (realised during 2008 when performance of IT support company resulted in loss of some data and non-performance of system. This will need to be addressed during 2009)</p> <p>Non-integration of current database systems. (The current Microsoft Access membership and events database and the subscription to the new Enform web-based email system provides an adequate level of information. It still requires multiple entry/deletion of data for effective membership management. However, further enhancement of an integrated client management system (CRS) is a costly exercise and not feasible at this stage.)</p> <p>Some of the content and functionality of the website is outdated and needs to be reviewed. (This is a current project of the Membership Committee)</p> <p>Unable to achieve change. The balance between achieving outcomes through advocacy and maintaining the relationships with the agencies of change. (This is an ongoing threat and must always be a consideration of the Advocacy Committee)</p> <p>No strategy to handle growth. Understanding the drivers of growth. (A short workshop should be convened during 2009.)</p> <p>Lack of dedicated staff training. No time available for on job training for staff. No formal EAP or ongoing Professional Development policy. (no formalised induction process, no developed HR processes, Appraisal processes) (Although there is an established process for HR procedures – recruitment, selection, appraisal, staff contracts, letters of offer, and staff records, none have been formalised into an established policy. The following policies need to be written: selection and recruitment, contracts of employment, staff appraisal system; professional development, staff induction,</p>

<p>An established email communications network.</p> <p>A strong Chamber network with good relationships with other CEO's.</p> <p>Perceived as a successful organisation that understands the issues facing business.</p> <p>Been around 100 years.</p> <p>Location and street frontage. Professional image. New room layout from December 08.</p> <p>Deleted from last year: A good and now secure computer network (was considered a strength until the IT support company did not perform as required)</p>	<p>and staff records).</p> <p>High reliance on membership moneys and sponsorships. (this is a perennial challenge for membership organisations particularly when the level of membership subscription revenue does not meet the direct expenditure on services. Continued efforts should be made to identify revenue generating products and services that can become an operational revenue)</p> <p>Lack of direct contact with all membership resulting in perception of reduced or minimal value in the investment in membership of the organisation. (There is a need to increase visits to individual members particularly those that do not attend BA5s. We need to understand what our membership wants. This should not be just be a survey. This is preferably by face to face contact. During 2009, the membership committee should formalise a programme of member contact. Regular contacts with members through targeted media to connect with those that participate irregularly (the MySpace of business).</p> <p>Some office systems need streamlining. (already the move into the new office space has resulted in improved storage and space utilisation. Further improvements in this will be able to be maintained during 2009.</p> <p>Over reliance on the Choices Programme (This programme makes an important contribution to the surplus of the Chamber. It is an annual programme and it's re-issue is dependent on meeting defined KPIs of placement and retention. It is essential that strong monitoring of the achievement of KPIs is in place with strong support systems for the Choices Coordinator to ensure the Chamber network is fully utilised to secure placements.).</p> <p>Lack of ability of the Chamber to respond to variations in the Economy.</p> <p>EDU moving out of The Hub to another location. (During the last three years there has been a good relationship between the EDU and The Chamber. The EDU's move to the library building is regretted. Although driven by financial considerations, it may also reflect a reaction to a perceived threat of a strong working relationship between two business/economic development organisations. It is important that extra efforts are made (by both organisations) to ensure that good communication and support continues. A review and acceptance of the individual roles of each organisation is imperative.)</p> <p>Deleted from last year:</p> <p>Overdependence on CEO (Roger Gordon). His vision,drive, enthusiasm, personality is a core</p>
---	---

	<p>attribute of the Chamber today. As such CEO has major influence on decisions.</p> <p>There is no succession planning.</p> <p>(The review considered that the strength of the CEO is both a strength and a weakness. However, the contribution of the CEO has changed the industry and community perception of the organisation. This may influence the ability of the Chamber to recruit a person with similar skills to the current CEO. The recording and protection of all documents and position papers will provide essential historical resource to any new appointment. Any change in character and approach of a new CEO could be an advantage to the Chamber in building on the established performance of the current CEO)</p> <p>No advocacy strategy</p> <p>(The Advocacy Committee considered its function at the beginning of the year and its output was based on that described function. However this was not written as either a terms of reference or a recorded policy. One of the first functions of the Advocacy Committee in 2009 should be to record this as either TOR or a policy)</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>(The current staffing complement is 3 full timers, one 0.6 and one 0.5. The two part-timers fulfill different roles and have different levels of remuneration. The part-time nature has enabled the Chamber to temporarily increase hours on particular projects without seeking the engage additional staff. This has become an advantage rather than a weakness.)</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>Develop the other website to add value to the Chamber membership (BuyRotorua.co.nz) (Shop Rotorua has now been handed back to the EDU. Development of the buyrotorua web site was begun in 2008 as a portal for Rotorua manufacturing. However this was only when time allowed by Aneta who was frequently redirected to other priorities. With Aneta having left this work is in abeyance. This is still a good opportunity but will require a considerable time commitment. It could be used to generate advertising revenue opportunity.)</p> <p>Target not for profit organisations. (This has already been commenced with the release of the Not for Profit / Charitable organisation membership in January 2009. This needs to be further promoted)</p> <p>Grow the relationships in retail sector. (the retail promotions contract was a good conduit for this to occur. However, the hand back to the EDU has removed that. The distribution of the Tabloid and the production of the Map still provide access to this sector)</p> <p>Grow relationships with Maori organisations, (The proposed discussions with Confederation of Maori</p>	<p>Loosing current programmes (This is an important consideration. There are a number of factors that may influence this. The current unemployment situation, the economic climate, Ministry of Social Development policy, Government Policy. A good relationship must be maintained with the regional managers of the MSD. It is also important that we communicate regularly with Penny at Auckland Chamber and support them in their efforts to provide strength to the programme.)</p> <p>Current financial climate. A very robust financial strategy must be in place for 2009. (The forecast downturn in the economic climate will be a real factor. Organisational membership is one of the first items of discretionary expenditure that comes under review. We need to continually monitor the impact this has on organisational membership. Continual emphasis should be placed on benefit of membership and return on investment. The opportunity of different methods of payment should make it easy and less stressful to continue membership. A quarterly budget review should be introduced this year rather than the current 6 monthly.)</p> <p>Not adding value to, or relevance of, existing</p>

<p>Authorities and the association with Maori in Tourism combined with the introduction of the Not for Profit Sector membership may provide an opportunity to develop this sector.)</p> <p>Grow relationships with other ethnic business groups. (There are a number of organisations that have recently joined the Chamber that have a particular ethnic ownership – Indian, Thai etc. With this core group, the Chamber should consider establishing an Ethnic Business Council that meets quarterly to discuss matters of common interest.)</p> <p>A further 2000+ are not members of the Chamber. Position Chamber as a ‘must join’ organisation. (The target of 1000 members is still achievable. Continued emphasis should be applied to maintaining the profile of the organisation, highlighting its achievements, and emphasising the benefits of membership. A membership recruitment strategy coordinating the efforts of the staff, executive and current members towards increasing the membership should be a priority of the membership committee in 2009)</p> <p>Airport development. This will attract more business to the area. Need to have resources in place to meet their needs. (through the linkage with the Tourism Board (hopefully Mike will be re-elected), the continuation of the meetings with Kay Clark (who hopefully will also be re-elected), and the commencement of the quarterly meetings with the Council, the Chamber will be able to keep abreast of all developments and determine what the needs will be.)</p> <p>Become more efficient in the advocacy role. Required time and specialisation. (Considerable historical resource has been developed to support past submissions on the RDC Annual Plan and the Rates Issue. For the rates issue that has been inclusive of two members of the Executive. For future submissions, small working groups of two or three should be convened to contribute to background work on submissions particularly research and analysis.)</p> <p>Further develop the Media relationships to gain greater profile in advocacy. (The Daily Post has already indicated its intent to develop a local business section. The CEO has already agreed to be a columnist on a weekly basis (in addition to some advertorial opportunity as the current media space allows. The topics and content of these columns will provide a greater resource for media comment in other media. The local TV media should also be approached for increased opportunity for a presence)</p> <p>Make better use of the issues papers on the NZ Chamber website to develop a higher issues profile. (The Chamber intranet features a number of position papers</p>	<p>programmes for members. (As above, it is important that the value of membership is maintained. All programmes should be under continual review to ensure relevance.)</p> <p>A declining membership in current economic climate, keeping existing members engaged and maintaining membership growth. (A declining membership. Membership growth must be maintained.) (The current level of products and services is underpinned by the level of membership. It is important that this level is maintained. The first priority should be to at a very minimum retain the existing membership for the 2009 year. As mentioned in previous comments this will need to be defined by a membership strategy that involves all stakeholders of the Chamber and should be the focus of the Membership Committee early in 2009.)</p> <p>Other business organisations coming in and competing e.g. EMA. (The Chamber now has a strong position in Rotorua. The EMA has undertaken a considerable advertising campaign in 2008. The Chamber must ensure that it maintains the strength of its footprint in the business community and blocks the opportunity for any other organisation to enter competitively.)</p> <p>Government changes that could impact on revenue. (The impact of the change in government is unknown. A National government is considered to be more business friendly with a greater propensity to encourage private enterprise. This may in fact provide greater opportunities for private business organisations such as the Chambers of Commerce rather than continued support and growth encouragement of the public sector. Although this has been included as a threat, it must be closely monitored to identify what opportunities may be provided.)</p> <p>Threat to business environment in which the Chamber exists. (Current regulatory systems. Multi-agency. Risk averse. Regulations driven.) (The current economic situation may be in some way a blessing in disguise. Already there has been the move for the quarterly meeting of all organisations with the council. This has indicated a closer relationship between the Chamber, Vision Rotorua, Bright Economy, The Tourism Board. If Federated Farmers can be brought in to this fold and the organisations work with a unity of purpose then there could be real value. The willingness of the RDC to work with this group then may counteract some of the negative influences identified in this threat.)</p> <p>Stagnant population growth of Rotorua will effect economic growth. (A priority for 2009, considering the added advantage of the</p>
--	--

on various business issues. Michael Barnett also release a number of press releases that have local relevance that he has advised may be used by other Chambers. The Rotorua Chamber should take advantage of these to increase its media profile.)

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.

(The establishment of the Forestry, Manufacturing and Tourism focus groups was a big step forward in 2008. Although a number of follow up actions eventuated, there are some that still need to be completed. The contractors and developers focus group is a priority for next year. The Chamber has to be mindful that it keeps these groups relevant and active, completes outcomes to confirm value, and balances the input to these groups with the other activities of the Chamber. A schedule of activities and meetings for these groups should be a high priority for the Advocacy Committee for 2009)

Further utilise the online survey tool.

(The Chamber distributes the Business Confidence survey on a quarterly basis. There have been some challenges with this during 2008. It is necessary to ensure that we find an effective method of participation in this survey (through our website). The survey tool in the website is a easy to build survey tool. There will be two or three opportunities during 2009 – the rates issue, the RDC Annual Plan and the District Plan. Each of these will provide an opportunity for member input.)

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

(The survey on RDC performance this year was disappointing in the response. However the manifesto should continue to be a benchmark against which we assess RDC performance. The Advocacy committee needs to consider how it is going to use that information in developing its lobby on Council and yet continue to develop its relationship.)

Develop a policy of best practice for governance.

(The development of the induction pack for Executive members was progressed in 2008. This could be further extended to a terms of reference and guidelines on governance / operational separation.)

Deliver more government funded programmes. Be aware of RFP's(GETS).

(A Memorandum of Understanding has already been signed with the Ministry of Social Development. The relationship between the Rotorua Chamber and the Regional office of MSD has developed considerably during 2008 with attendance at regional meetings. The Chamber unsuccessfully tendered for two Straight to Work Programmes in 2008. Denise will be requested to keep a weekly eye on GETS to identify any possible RFPs that are

airport development will be to work with al agencies to identify and recommend to RDC strategies that wil encourage population growth through business growth.)

Loss of sponsors support.

(This is always critical. Fortunately a number of the sponsors have already been confirmed. The Chamber must ensure that it developes and maintains good communication with sponsors. A quarterly newsletter to sponsors should be considered. We recruited two new programme sponsors for 2008. Efforts should made to increase by a further two sponsors for 2009, including perhaps an additional Business Awards sponsor to possible cover entertainment)

Breakdown of relationships with elected or appointed RDC, EBOP, MP and other agencies.

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.

(The quarterly meetings with RDC are a ood move. However, there Chamber still needs to have an individual time with RDC perhaps ½ hr rather than an hour at the alternate forum times. The pressure of the RDC CEO ito keep rates increases ti with CPI or even to a zero increase may impact the relationship with the Chamber. It may also affect the RDC view of its support of the Chamber through sponsorship (as already suggested by a letter from CEO re the Business Awards) It is essential that the meetings with Peter continue. The relationship with Todd McClay new MP has got off to a good start. He has already been invited to sugest dates for bi-monthly meetings for 2009. Niel Oppatt has already confirmed that he would like to see a continuation of the regular meetings. The move of the EDU out of the Business Hub is seen as a concern. Efforts must be made to ensure that relationship contines strongly.)

Inflexible overhead structure. Need to have a structure that can respond quickly to highs and lows of activity and membership.

(This is really a weakness rather than an external threat, although the influences of the downturn are external. The new business premises lease, although providing the Chamber with improved space which was very necessary, has been structure to provide some comfort. The primary space has been extended for three years, but the secondary space has been extended on a year to year basis with the right to sub-tenant. The other major cost is in staffing and there is minimal opportunity to respond 'quickly'. However, the proposed quarterly review should identify if remedial action needs to be taken.)

Over extending the resources of the Chamber.

(The increase in the number of Chamber brands during 2008 has impacted the administrative workload of the staff. It has also increased the number of events outside of normal working hours that need to be attended by the CEO and staff. A roster was introduced in 2008. However since then there has been one reduction in staff (Aneta) and a decision

<p>posted.)</p> <p>Evaluate programmes offered by other Chambers. (Auckland Chamber is currently offering an apprenticeship programme that MSD are keen to see extended to other areas of New Zealand. This needs to be monitored and for Rotorua to express interest in participating.)</p> <p>Bid for Enterprise Training Programme, need to clarify roles between Chamber and EDU. (The current contract for ETP has been extended through to June 2009. This may be an opportunity for either the combined Chambers in the BOP or BIZ Networks to tender for this contract. It is possible that the new government may see more value in partnerships with business than the existing providers. This will be suggested to BIZ in 2009)</p> <p>Consider long-term subscriptions. May assist with cash flow. (A review of the membership structure should be undertaken by the membership committee as a priority during 2009. The timing and structure of the membership subscription as well as whether a CPI adjustment will be applied for the 2009 year.)</p> <p>Win the Vero Award. Benchmarking. Treat as a high priority goal. Work in HR area first. (The first step towards this has been achieved with the declaration as a finalist. This will be a high priority during the first four weeks of 2009. The entry has to be made by mid February. Small Planning group to be called together.)</p> <p>Align strongly with other agencies e.g. Export NZ, Her Business etc. (A strong relationship exists with Export NZ BOP with the running of the Export Club. This should be continued in 2009. Her Business through Jacqui Heskieth is a member of the Chamber. The CEO should look at opportunities to address that group.)</p> <p>Evaluate consolidation of some of the programmes currently being run if there is a significant reduction in attendance. (A report on event attendance should be provided to the membership committee on event attendance during the calendar year 2009. Evaluation of each event and its attendance should be undertaken during February)</p> <p>Enhance relationships with elected and appointed staff of key agencies. (the quarterly meeting between the four business agencies and the RDC should go a long way towards this. However, we must ensure that it is undertaken with purpose. To that end the business organisations should ensure that strong agenda items with recommendations are placed before the meeting for consideration.)</p> <p>Use the strength of the BA5 programme to further</p>	<p>not to replace until further clarity on the economic situation. In this case it may well be that the intent of getting greater involvement from executive committee members may alleviate this problem.</p> <p>Deleted from last year:</p> <p>Ensure quality of performance and achievement of required Use the strength of the networks. Link programmes into the services the Chamber offers (There was a consistency of performance of events, products and services over 2008. This is not considered an external threat – rather an internal weakness if it existed.)</p> <p>Lack of timely consultation on many issues by RDC not allowing properly researched submissions. (The involvement of the Chamber in the rates debate and the introduction of the RDC quarterly Business meetings with all organisations will address this issue.)</p> <p>Historic negative perceptions to the Chamber (The achievements of the Chamber during his last year, plus the high media profile has addressed this issue. It is no longer a threat to the Chamber's position in the community.)</p> <p>Losing CEO leaving or even worse through health risk. Encourage work/life balance and exercise. (This would be an undesirable occurrence, but the resources developed and strength of other dimensions of the Chamber should mean that this is no longer a threat to the Chamber's continued position in the business community.)</p> <p>Tax liability with changing income streams/structures outside circle of membership. Charitable organisation status.. (This has been addressed. An email is on file from the IRD confirming the Chamber's position as a not for profit organisation not as a charitable organisation)</p>
--	---

<p>other aspects of the Chamber. (The attendance at the BA5s is a group of embers who are committed to the Chamber and can see value (if in only that aspect of the Chamber activities). This group should be used to activity promote and encourage further membership of the Chamber.)</p> <p>Actively involve free membership businesses to ensure they rejoin. (There are a small number of businesses that are offered free membership. These are those Business Awards finalists that are not already members. These should be contacted frequently to encourage them to renew their membership when it is applicable.)</p> <p>Deleted from last year</p> <p>Subsume SWAP brands. Ensure sustainability for two years through conducting due diligence. (This was achieved during 2008)</p> <p>Increase the size and capabilities of the Executive in line with growth. Skills / Ethnicity / Gender / Sector balance (Co-options were confirmed during 2008 to bring the Executive to its maximum number)</p> <p>Provide business mentoring. Provide regional leadership. (The Rotorua Chamber has shared its resource with a number of Chambers throughout New Zealand. It has introduced the National Awards for Excellence. The CEO has mentored CEOs in Whakatane and Cambridge. The CEO is a member of the three person Chamber Accreditation panel for the Northern Region.)</p> <p>Share best practices (The Rotorua Chamber has shared its resource with Whakatane, Cambridge, Queenstown and Taranaki Chambers. The CEO has made presentations at National Conference on projects and policies to develop individual Chamber capability.)</p>	
---	--

13. ACTIONS DETERMINED BY SWOT ANALYSIS

The following action plans have been extracted from the SWOT analysis in the previous section. Responsibility has been allocated to either operational (CEO) or one of the working committees of the Executive. There has been no attempt to prioritise these action plans.

OPERATIONAL – BY CEO AND TEAM

CEO: Work with Hub It to develop a security procedure for Chamber IT and Data

CEO: Progress the introduction of Enform email distribution system

CEO and Christa: Write policies to record the procedures on selection and recruitment, staff appraisal, professional development, staff induction, staff records.

CEO: Endeavour to contract two further sponsors and investigate other opportunities for revenue generation from products and services.

CEO: progressively review office space utilisation and office systems

CEO: work closely with Denise to monitor the Choices performance. Produce successful graduates profile of all candidates placed since inception. Use web site to promote success. Begin dialogue with Penny in Auckland regarding concerns

CEO: Progress the development of the Buy Rotorua site – may be deferred until the engagement of a new IT person.

CEO: Produce collateral to promote the profile of the organisation, highlight its achievements and emphasise the benefits of membership

CEO: In conjunction with Mike Johnson maintain contact with Rotorua Tourism Board

CEO: Contribute as a columnist to the Daily Post Business section. Produce a minimum of two Press Releases per month February to December. Participate in radio interviews weekly. Contact TV Rotorua to establish a regular TV spot.

CEO: download issues papers from Chambers intranet and provide to advocacy committee for discussion.

CEO: introduce a better system for participation in the quarterly business survey

CEO: conduct a minimum of four business related surveys during the year

CEO: work with Denise to introduce a regular review of GETS and report to the Finance Committee on opportunities

CEO: Contact Michael Barnett to investigate the opportunity to introduce the apprentice programme

CEO: Contact Michael Barnett to suggest a national bid by BIZ Networks for a national ETP programme

CEO: Maintain relationship with Export NZ BOP to further develop the Export Club

CEO: Coordinate a series of addresses at business groups: 4 x Rotary, Her Business, Spectrum and other community groups. Investigate address to COMA (Rotorua)

CEO: Provide a report to the Membership Committee on attendance at all Chamber events during 2008.

CEO: Coordinate a programme of quarterly meetings with Peter Gurin (with RG) and MP and EBOP (with all Executive)

CEO: Produce reports to all membership on the meetings with Agencies (excluding confidential information)

CEO: in conjunction with Karen introduce a programme to encourage attendance by free members

CEO: In conjunction with Denise arrange a series of meetings with regional leaders of MSD

CEO: Prepare 3 monthly budget forecast updates for the Finance Committee

CEO: produce a document that identifies the methods of payments to debtors and advice on talking to the Chamber when challenges present.

CEO: monitor government policy on business development and support matter. Discuss proposals through SBAG with Rod Meharry. Identify Minister for Small Business and ensure on mailing list. (if one exists)

CEO: Produce a quarterly sponsors newsletter

CEO: recruit two new sponsors for the Chamber and its products

CEO: Approach Mayor for an opportunity for the Chamber to have a shorter unique session with Council on the alternate session to the larger business group.

CEO Introduce roster for staff participation at events

MEMBERSHIP COMMITTEE

Membership Committee: Develop a roster for Executive roles at Chamber events.

Membership Committee: Encourage Executive participation in Committee tasks

Membership Committee: Further the consideration of the proposed new design of the website

Membership Committee: formalise a programme of member contact and members needs identification

Membership Committee: Identify potential Not for Profit organisations as members. Promote new membership category to these potential members

Membership Committee Develop a strategy for the prospecting of retail members

Membership Committee: Develop a strategy for the prospecting of Maori Members

Membership Committee: Develop a membership recruitment strategy:

Membership Committee: Review current membership subscription regime with reference to timing of payment, level of subscription, period of subscription and CPI adjustment.

Membership Committee: Review and report to Executive on Chamber Events for 2008.

Membership Committee: Investigate opportunities to use BA5s to encourage further membership of the Chamber

Membership Committee: introduce a process of continual review of attendance and content relevance at all Chamber events

Membership Committee: Coordinate all stakeholders in a membership strategy

ADVOCACY COMMITTEE

Advocacy Committee: monitor the success of submissions, identify member releases

Advocacy Committee: Establish an Ethnic Business Council and in conjunction with the Membership Committee attract more ethnic business members.

Advocacy Committee: Sub-group Michelle, Damien, Roger. Continue the involvement in the Quarterly Business Forum Meetings. Meet with the other organisations to identify three agenda items for each meeting. Identify research required. Produce position papers on each agenda item.

Advocacy Committee. Establish working parties to support advocacy work on major issues (eg Rates: Mike Johnson, Michelle Pleydell, Roger Gordon)

Advocacy Committee: Prepare a schedule of meetings / outputs of the sector focus groups: tourism, forestry, manufacturing and developers.

Advocacy Committee: Consider an appropriate method of assessing RDC performance and how to use that information

Advocacy Committee: undertake research on strategies for population and business growth.

MANAGEMENT AND FINANCE COMMITTEE

Finance Committee: convene a workshop on the drivers of growth of the Chamber and develop a strategy

Finance Committee: arrange a meeting with Grant of EDU and Peter to review the roles of the individual organisations

Finance Committee: Develop terms of reference for governance / operational separation.

Finance Committee: Publish the resource on the Chamber intranet

Finance Committee: Establish group to progress the Vero Awards entry

Finance Committee: Monitor the level of overheads to the revenue base and respond to financial pressures

BUSINESS AWARDS COMMITTEE

Business Awards Committee: Meet with CEO Peter Guerin to discuss RDC sponsorship

Business Awards Committee: Review categories and entrance criteria

14. ACTION PLANS FOR 2009 / 2010

The following action plans were identified in last year's strategic plan. They need to be reviewed in conjunction with the action plans generated from this year's SWOT Analysis review.

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 following general performance criteria were confirmed for the 2009 / 2010 year. The intensity of activity during the 2008 2009 year with the amalgamation with Rotorua Business SWAP, the Chamber's Centennial Year (Centennial Ball and Centennial Tabloid publication), the hosting of the National Conference, and election year, resulted in energy being diverted from achieving a number of these performance criteria. Those that will be given special attention during 2009 2010 are indicated by italics.

GROUP 1 - KPIs for 2009/2010

Staff of the Rotorua Chamber

- Retain staff, maintaining a strong team culture within the Chamber.
- Ensure that the contributions of staff are recognized and respected.
- Involve staff in the decision making process.
- Provide an opportunity for staff professional development where appropriate.
- Facilitate cross-function training of staff where appropriate.
- Delegate tasks with appropriate levels of responsibility.
- *Conduct a HR review of the Chamber staff.*
- *Prepare HR policies and procedures manual, benchmarking first with main centre Chambers.*

Executive Board of the Rotorua Chamber

- Retain Executive.
- Ensure that the contributions of the Executive are recognized and respected.
- Review the induction, 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.*

Succession Planning

- *Duties at Chamber events are delegated to the Executive.*
- Involve Executive in Chamber networks.
- Acknowledge that the CEO will not attend all functions and activities of the Chamber.
- Invite Executive to act as co-Chamber representative with CEO at meetings and industry/issue focus groups.

Strong Media Profile

- Identify opportunities for CEO to address business and community groups.
- Plan a time allowance for CEO to be involved in public profiling opportunities.
- Meet as appropriate with Vision Rotorua and Tourism Advisory Group.
- 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.*

Portfolio of Programmes and Services

- Ensure that the processes underpinning all programmes are robust and maintain a high quality.
- Maintain appropriate records.
- *Review each programme during the year.*
- *Research member needs to ensure programmes provide value to membership.*
- Review membership resources to ensure 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 both the Tabloid and email.*
- Promote the value of the National Alliance Partners programme to the members.

Family of Sponsors

- Arrange annual meetings with all sponsors.
- Ensure contracts of performance are agreed with all sponsors.
- Review the Chamber's performance against each sponsorship relationship
- Conduct a sponsor's review workshop annually.
- Ensure sponsors are recognized in collateral and in Chamber media.
- Contract two new sponsors during the 2009/2010 year.

Advocacy

- Ensure mandate from membership on the Chamber position.
- Utilise existing industry/community groups to facilitate input into Chamber positions.
- *Conduct surveys of members on relevant issues.*
- *Seek feedback from members on position papers. Ensure that Chamber submissions/position papers are communicated to members and available for public view.*
- *Provide feedback to members on the response from the relevant authority.*
- Communicate with both elected and appointed local and regional government representatives.
- *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.
- Maintain close communication with RDC Admin to identify timing of preparation and consultation processes.
- Prepare an advocacy policy.
- *Utilise the resources of NZCCI and the Hub Chambers to further develop capability in advocacy.*
- Utilise the NZCCI Manifesto to promote the Chambers position for the Parliamentary elections.

Strategic and Operational Planning Processes

- Prepare an annual strategic plan, operational plan and budget.
- Conduct a six-monthly review of business plan and budget.
- Prepare three and six-monthly reforecast budgets.(NB – this increased frequency has been introduced to reflect the pressure that may be placed on the Chamber by the current economic downturn.
- Assist the President to conduct a strategic planning day.

Financial Cushion and Strong Equity

- All events and activities are revenue earning where possible.
- 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.

Inflexible overhead structure

- 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

- Maintain compliance requirements as a not for profit organisation.
- Review current programmes and relationship of clients to those programmes with the circle of membership.

- Assess the implication of future programmes and their associated revenue stream with regard to taxation liability.

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.*

Website and Email Communications

- *Conduct a review of the website content and its functionality and update.*
- Introduce the Enform email distribution system.
- Evaluate current composition of distribution lists.
- *Prepare a policy on email communication to members.*
- Review back-up procedures for distribution lists.

Target not-for-profit organisations

- 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.

Deliver more Government funded programmes

- Maintain a regular review of the Requests for Proposals (RFPs) posted on the government website.
- Investigate other possible MSD contracts for service through the Chamber's networks.
- Develop a strategy to tender for the Enterprise Training Contract.

Current Premises

- Monitor the Chamber's office needs during the next year.
- *Develop a strategy to meet the resource requirements of the Chamber.*

GROUP 2 - KPIs for 2009 AND BEYOND

Websites

- 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.

Increase Sector Networks

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

Enter and Win the Vero Award

- Prepare an entry for the 2010 Vero Excellence in Business Support Awards.

Conduct an Annual Score-card of Council against Manifesto

- Approach RDC to seek their support and participation in a survey of members against issues identified in the Manifesto for Local Authority.
- Conduct a survey of members on RDC performance against the identified issues in the manifesto.

15. KEY PERFORMANCE INDICATORS FOR 2008 / 2009

<u>MANAGEMENT & FINANCE</u>	<u>ADVOCACY</u>	<u>MEMBER SERVICES</u>	<u>PLANNING & RM</u>	<u>BUSINESS AWARDS</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 2009	The advocacy procedure developed in 2008 will be confirmed and recorded in a Terms of Reference document.	Plan a time allowance for CEO to be involved in public profiling opportunities.	Reports will be provided to Advocacy Committee and Executive Board on (1) The Annual Plan, (2) District Plan, (3) Rates methodology (4) Other proposals with relevance to business, as required)	The 2008 Westpac Rotorua Business Excellence Awards will be organised.
All events and activities are revenue earning where possible. Annual operating plan budget and cashflow for 2009/10 will be produced prior to 1 April 08. Financial outcomes identified in the annual budget will be achieved	Quarterly meetings will be held with (1) MP Todd McClay, (2) Mayor and RDC, (3) Environment BOP, (4) CEO Peter Guerin. Feedback reports are provided to membership	A programme of member networking events will be organized. Data on member participation will be provided to the membership committee for regular review. At least 50% of member organizations will attend at least one event	Additional matters of planning and resource management concern will be identified where necessary and reports provided for the Advocacy Committee and Executive Board	Budget surplus as approved by Executive 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	Submissions from the Chamber are presented on (1) The RDC Annual Plan, (2) The District Plan, (3) The Rating mechanism, (4) Other proposals with relevance to business, as required.	A Member to Member trading programmes (M2M) will be organised. There will be participation of at least 25% of the member organisations	Progress the Building our Communities Visionary document to member / public consultation phase and provide feedback to Planning and RM Committee, Membership and RDC.	The number of entries will exceed those received in 2008.
Consider the implications of growth of the Chamber. A review of the Chamber's resourcing requirements as a result of projected growth will be undertaken and a strategy developed	Surveys of member opinion are conducted to provide mandate for Chamber submissions. The results of the surveys are published for the membership	A member recruitment strategy will be developed with a goal of maintaining membership at the same level for the March 09 to March 10 year	Participate in the RDC convened Vision for Rotorua Committee.	A review of categories, entry criteria and participation will be undertaken.
An AGM featuring the presentation of a quality Annual Report. The voting system will be reviewed with the aim of achieving a voting participation of at least 10% of the membership of the Chamber		A bi-monthly member newsletter will be published. The publication will achieve a positive contribution to the Chamber's finances.		
Develop a policy on Governance structure and composition. Investigate alternative structures to achieve governance.		Duties at Chamber events are delegated to the Executive. Involve Executive in Chamber networks.		