



# STRATEGIC PLAN 2010

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ROTORUA CHAMBER OF COMMERCE

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ROTORUA'S LEADING BUSINESS  
SUPPORT AGENCY

# STRATEGIC PLAN

## ROTORUA CHAMBER OF COMMERCE

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## 1. INTRODUCTION

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The Rotorua Chamber of Commerce held a strategic planning day on Thursday, 3 December 2009 attended by members of the governing Executive Board. This event which has become a regular event on the Executive Board calendar follows successful strategic planning workshops held on

29 November 2005	Facilitator: Deryck Shaw
20 December 2006	Facilitator Deryck Shaw
30 November 2007	Facilitator Deryck Shaw
16 December 2008	Facilitator Michelle Pleydell
03 December 2009	Facilitator Deryck Shaw

The Chamber would like to acknowledge the contribution of Deryck Shaw and Elvis Bowring from APR Group. The knowledge that has been gained from facilitating four of the last five strategic planning days assists with maintaining focus on the future strategic direction. It was considered that the work undertaken in previous years to review the mission statement, objectives, stakeholders, values, mandates and role was comprehensive and remains relevant to 2010. Slight rationalisation of the Chamber's core functions were suggested to recognise changes in product portfolio and identified stakeholders. The challenges and credible performance during 2009 resulted in a number of changes in governance and operations. It was therefore deemed appropriate to undertake an updated SWOT analysis to establish strategic priorities for 2010.

The period covered by the Strategic Plan has been adjusted. As the annual strategic plan review meeting is held in December, the period covered has been adjusted to the calendar year. January to December. This will result in the complete subsequent twelve months being covered by the action plans included in the strategic plan.

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## 2. MISSION STATEMENT

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### ***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. It will do this by having a sustainable business model.***

#### ***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 existence is:***

- 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, environmental and political responsibilities.
- 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 to provide a mandate for action.
- Solicits views of non-member businesses and other organisations by facilitating surveys and public forums.
- Seeks information from environmental, trade and social agencies.
- Seeks information from the news 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 the business constituency for other products and 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 Members 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.*

Government and their agencies – local, regional, central:

*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, annual New Zealand Chamber of Commerce National Conference.*

Young people interested in business careers:

*Speaking engagements at schools and Waiariki Institute of Technology, media statements, Young Enterprise support*

Allied interest groups

*Relevant media as appropriate to, and effective for, the specific interest group*

The Chamber will utilise 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.

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### 3. LOCATION

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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 a “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, Rotorua District Council
- 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.

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#### 4. OUR VALUES

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In fulfilling its purpose the Chamber will abide by guiding principles 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 2009 strategic planning session endorsed the values of the Rotorua Chamber of Commerce.

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## 5. ORGANISATIONAL MANDATES

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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 Rules.
- To abide by the policies and procedures as authorised by the governing Executive Board.
- 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 Chamber members.
- To be a good employer and provide secure and fairly remunerated employment.
- To provide updated business information.

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## 6. THE ROLE OF THE CHAMBER

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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 2010 year to meet with the General Manager of Destination Rotorua Economic Development to review and agree on the definition and segregation of responsibilities.

### CHAMBER OF COMMERCE ROLE: BUSINESS DEVELOPMENT

#### Business Capability Development

By providing:

- Resources
- Networking
- Business related information
- Facilitation of access to funding
- Signposting to other information and support agencies
- Market intelligence
- Support to exporters
- Mentoring
- Support to immigrant business people

#### Communication

By providing

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

#### Global Connections

By utilising

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

#### Building an Enterprise Culture

By

- Encouraging young persons to participate in appropriate programmes such as the Young Enterprise Scheme
- Endorsing the value of business to the community
- Strengthening the links between business and schools
- Encouraging business excellence by organising the Rotorua Business Awards
- Encouraging women into employment (Choices for Women Programme)

#### Social and Business Cohesiveness

By

- Facilitating society and the business community working together
- Promoting a united business community
- Fostering links between business and local government
- Representing smaller businesses in the Rotorua Business Leaders Group
- Promoting the integration of Maori business interests into the wider business community

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### DESTINATION ROTORUA ECONOMIC DEVELOPMENT ROLE: ECONOMIC DEVELOPMENT

#### Information

- Economic and business information

#### Facilitation

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

#### Marketing

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

#### Project Management

Management of strategic level economic development projects:

- Rotorua Employment Skills
- Film Volcanic <<Name change; delete, I think>>
- CBD Retail Strategy
- Infrastructure development
- Business mentoring

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## 7. CORE FUNCTIONS OF THE CHAMBER OF COMMERCE

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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.

- Provide leadership for the business community in Rotorua
- Provide advocacy for business on local and national issues of relevance to business
- Promote a positive environment for business development
- Promote a positive public image of business to encourage support and participation
- Provide business information, awareness and advice, and act as a signpost to agencies and portals for further sources of information
- Work with partner organisations to provide access to resources for business planning, development and growth
- Promote best business practice by, for example, recognising and encouraging excellence in business and providing seminars and events to develop business capability.
- 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
- Provide, coordinate and/or deliver a variety of networking forums and events that support organisations to promote products and services and create business opportunities
- Signpost mentoring support for new and small business (those that do not qualify under Business Mentors NZ) by coordinating the resources and Chamber network
- Provide support for existing and new exporters
- Promote business as a career opportunity and support business students.
- Provide support for migrant businesses

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## 8. COMPETITIVE ADVANTAGE

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

- A group of passionate people committed to achieving the organisation's objectives (Executive, CEO, staff).
- Effective relationships with all of the organisation's stakeholder groups.
- Strong cross-sector representation of the Rotorua business constituency as reflected by a large and growing membership.
- Affiliation with a global, highly respected, not-for-profit and apolitical organisation.
- Respect of other business organisations in Rotorua.
- Strong mandate from its membership.
- Effective and vibrant network of members.
- Range of products and resources that adds value to member business organisations.

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## 9. FUTURE SECURITY AND SUCCESSION PLANNING

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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 2010**

**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. New Rules adopted in 2009.

**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 sustained 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. Good 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 positive relationship with a very supportive landlord that has enabled to Chamber to respond to changes in the economic environment in reviewing its accommodation needs.

**Portfolio** - expanded the portfolio of products and services provided to business. Absorption of the product range of Rotorua Business SWAP in 2008 to provide an extensive range of networking and business support events. Progressive product and service review and development to identify and meet the needs of new stakeholder groups. Launched the Rotorua Multicultural Business Council in 2009 to represent the interests of the diverse ethnic business community. Quality of events was maintained.

**Loyal, committed and supportive staff** – the capability of the core staff of the Chamber has grown over time and enables a flexible and cooperative approach to task allocation. This has allowed the Chamber to readily adapt to changes in the business environment.

**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. The Chamber has made strong contributions to local issues such as lakes water quality and air quality.

**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. Declared a finalist in the 2009 and the 2010 Vero Business in Excellence Awards.

**Centenary Year** – A very successful centenary year was completed April 2008 to March 2009. A centenary ball held at the Blue Baths included the recognition of 10 members for their major contributions. The publication of a Centenary Book recording the highlights of the Chamber's contribution over the last 100 years. The convening of the 2008 New Zealand Chambers of Commerce Conference regarded by many as the best conference in recent times.

**Business Leadership** – the Chamber is perceived as providing appropriate leadership for the business community of Rotorua. During 2009 the Chamber initiated the Rotorua Business Leaders Group.

**Financial Management** – strong governance and operational procedures have enabled the Chamber to demonstrate strong fiscal control. Operating surpluses have been protected and/or generated over subsequent years resulting in improvement in equity on the balance sheet.

#### **THE 'CHALLENGES'- 2003 TO 2010**

**Value** - ineffective communication of the Chamber's value and range of products and services. 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 BA5s, however, research suggests this is just a cover for other reasons such as financial pressures. The expansion of the Rotorua Chamber's product range by the SWAP brands has help change this perception to some degree.

**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. The introduction of the Business Leaders Mayoral Forums had been considered the appropriate platform to address this issue. However, the increasing non-attendance by senior Councillors has impacted the effectiveness of this medium. The apparent governance and operational philosophy of elected and appointed Council continues to be a challenge.

**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.

**Reliance on fallible IT system**- 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.

**Lack of appropriate resource** - to maintain currency of web communication. The restructuring of the staff (by natural reduction) in responding to the softer economic environment has resulted in insufficient attention being afforded to the website design and topicality.

**Minimum financial reporting** - early in the period (2004/2005) there were financial and personnel crises. There was a lack of adequate financial reporting to allow management, budgeting and forecasting. Five years ago the Rotorua Chamber had to take out a loan to meet operational requirements. There were no written policies and procedures. These have now all been addressed.

**Format of BA5s** – although extremely successful there are some challenges such as the 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. The introduction of Kikstart speed networking breakfasts has gone some way to providing a non-alcohol based networking option. The behavioural aspects of BA5s particularly no-shows and respect of speakers continue as a concern.

**Lack of support from the media** - the election manifesto was a successful document but did not get the support from the media. There has been considerable improvement in the relationship between the Chamber and the media during 2009. The establishment at the Daily Post of a designated business editor and the publishing of business features over three page every week has enabled strong media exposure for the CEO and Chamber.

## **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:

- Fully utilising the co-opted positions to extend the capability of the Executive Board.
- Using co-option to replace any elected member that resigns from the Executive Board.
- Maintaining a risk profile tabled at each Executive meeting.
- Preparing a business disruption plan.
- Maintaining a comprehensive file back-up process to protect the integrity of corporate intelligence.
- Protecting hard copy historical files.
- Continuous personnel review process including refining job analyses and job descriptions.
- Cross-skilling of staff to provide flexibility to cover all the functions of the Chamber
- Progressively review current operational procedures to identify procedures not included in current policies and procedures document. Write procedures to complete manual.

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## 10. FUTURE VISION

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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.
- A strong governing Executive comprising elected and appointed members. Each member of the governing Executive receives an honorarium for their involvement.
- A high profile Chairperson of the governing Executive with a strong and reputable group of Executive members. Business leaders consider a seat on the Executive is an effective vehicle to influence the direction of Rotorua business. The Chair and Executive provide strategic direction and strong governance for the organisation. The governance structure is considered best practice.
- Representative of all sectors of the Rotorua business community with strong Maori and immigrant business community support and involvement.
- The Executive and operational arms of the Chamber are supported by an established network of committees (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 a fund established that has been developed through contributions from members and supported by gifting and financial reserves that ensures the financial sustainability of the Chamber and reduces its reliance on membership and sponsorship.
- The Chamber offers a portfolio of services from which all business organisations 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 has a comprehensive human resources system that optimises the contribution of all members of the team and develops a flexible multi-skilled group able to provide services of consistent high quality.
- The combined websites ([rotoruchamber.co.nz](http://rotoruchamber.co.nz); and [buyrotorua.co.nz](http://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 websites generate a passive income through advertising and an active income through sales of goods and services via web-based transactions.
- 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 and other organisations.

- The Chamber has a partnership arrangement with the Rotorua District 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 is in place that monitors the relationship between the organisation and its members by effectively managing the member data, event attendance and communication.

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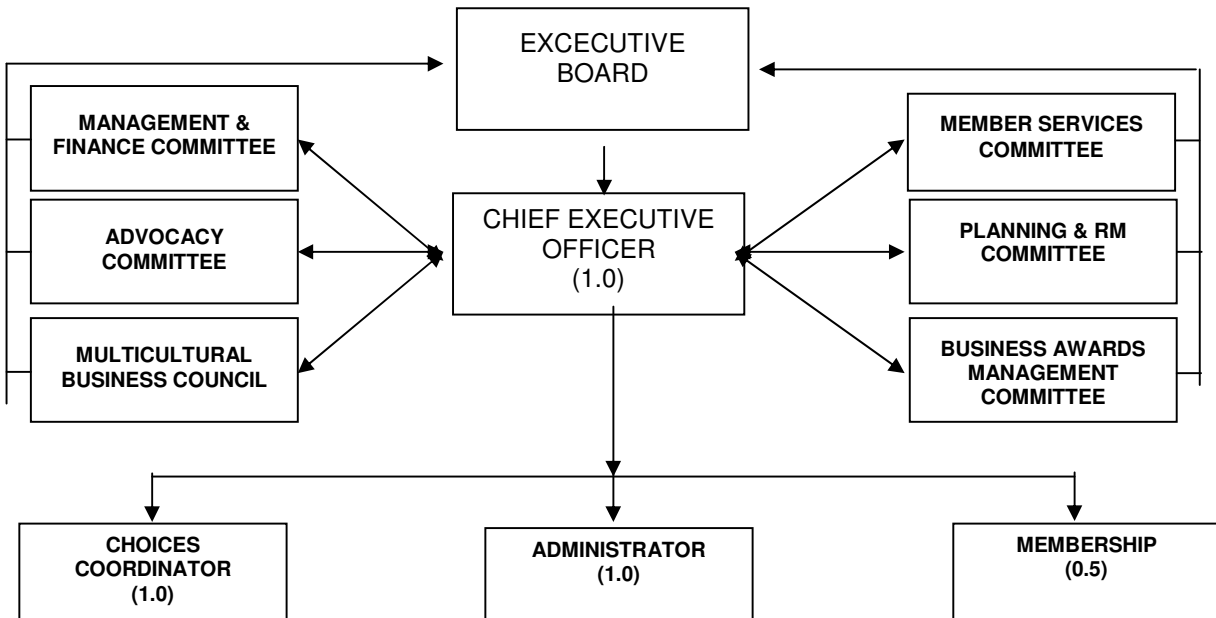
**11. GOVERNANCE AND ORGANISATIONAL STRUCTURE**

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The Chamber is currently governed by an Executive Board comprising of up to 15 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 (3)	Co-opted by members of the Executive Board

**ORGANISATIONAL STRUCTURE**



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## 12. 2009/2010 ACTION PLAN REVIEW

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The following action plans were extracted from the 2008/2009 Strategic Plan SWOT analysis. Commentary has been added to indicate the level of completion.

### **OPERATIONAL – BY CEO AND TEAM**

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

*Completed – external drives purchased. Daily back up to external hard drive*

CEO: Progress the introduction of Enform email distribution system

*Completed – discontinued limitation on size of attachments – not advised*

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

*Completed – done and new manual produced and adopted by Executive*

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

*Completed – Red Stag additional \$5k for business awards. Davys Burton agreed to \$2k sponsorship for business awards but not accepted by major sponsor*

CEO: Progressively review office space utilisation and office systems

*Completed – office downsized to single unit. Still need to review office systems but will be part of the capability review being undertaken.*

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

*Completed. New contract negotiated same outputs. Performance in 2009, leading the country in placements.*

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

*Deferred – may be re-established as an action in 2010*

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

*Completed – new WIIFY brochure and the Daily Post supplement produced*

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

*Completed – With Mike retiring from the Chamber this role is now provided by Oscar Nathan*

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.

*Completed partially – Daily Post articles each week provided and published providing good profile. Press release quota not achieved as much of the content of a possible press release was included in the weekly article. Not able to negotiate a regular TV Rotorua spot but did achieve three good length interview spots during the year.*

CEO download issues papers from the NZ Chambers of Commerce intranet and provide to Advocacy Committee for discussion.

*Not Completed – need to use this resource more*

CEO Introduce a better system for participation in the quarterly business survey

*Completed – used a link on the front page of the website*

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

*Completed – four business confidence surveys plus surveys on Rotorua Central; Public Holidays and Business Recycling*

CEO: Work with Denise Emery (Choices Coordinator) to introduce a regular review of GETS and report to the Finance Committee on opportunities

*Completed – two proposals submitted, both unfortunately declined. Denise on auto-advice from website for relevant RFPs.*

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

*Completed – discussed but reticence to move out of Auckland until performance proven*

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

*Completed – however it is possible that the Government is reviewing all current business support contracts – ETP, BIZ and BMNZ – Michael has advised best to wait and see what happens with this review*

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

*Completed – some good session presented this year. Early conflict on ownership of brand sorted.*

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

*Not Completed – this needs to become a priority for 2010*

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

*Completed – as part of the Vero Awards entry*

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

*Not Completed – the approach to Peter for continuation of these meetings was ignored*

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

*Not fully completed – the reports of three of the Mayoral Forums generated negative response from Mayor Kevin. The meetings with EBOP and MP have not been reported. Advocacy to discuss this issue in 2010.*

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

*Not specifically completed – but attendance at BA5s has been good*

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

*Not Completed – an arranged meeting earlier in the year was cancelled, However, there was excellent communication with Ministry officials during the BOP Job Summit*

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

*Completed and presented to Executive. Next budget update and review programmed for December reports.*

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

*Not Completed – debtors management by Kathy has been excellent during year.*

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)

*Not Completed*

CEO: Produce a quarterly sponsors newsletter

*Not Completed*

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

*Partially Completed – only Red Stag recruited as a sponsor.*

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.

*Completed*

CEO Introduce roster for staff participation at events

*Completed subsequently replaced by Executive Roster*

**MEMBERSHIP COMMITTEE**

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

*Completed – but need to have at least one staff member present.*

Membership Committee: Encourage Executive participation in Committee tasks.

*Completed – good participation on RM/Planning, Multicultural Business Council and Business Awards Committees. New committee formed on Capability Building.*

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

*Not Completed. Report received from Russ Holland from e-c Technologies for consideration by the Capability committee in 2010.*

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

*Not Completed – to be part of the consideration by the Capability committee. Member needs survey and Non-Member needs survey to be conducted.*

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

*Completed*

Membership Committee Develop a strategy for the prospecting of retail members

*Not specifically completed although good membership growth has been achieved. Business Sector targeting to be undertaken in 2010.*

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

*Not Completed – although talks with Tupara Morrison, Malcolm Short and Oscar Nathan– need to further that in 2010 and follow up on a new approach suggested by Annette Burgess and Margriet Theron*

Membership Committee: Develop a membership recruitment strategy:

*Completed*

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

*Completed – decided not to increase subscription fees and not to move away from current timing of renewal*

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

*Completed – as part of the Vero Awards entry*

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

*Not specifically completed. Decided that other products needed to be promoted to move away from perception of single product organisation.*

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

*Completed – all attendance, apology, no show, attend no booking – included in CEOs monthly report to Executive*

Membership Committee: Coordinate all stakeholders in a membership strategy

*Not Completed – the annual sponsors dinner was not progressed - will be programmed for Feb March 2010. However did introduce a membership referral strategy which was successful.*

#### **ADVOCACY COMMITTEE**

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

*Partially completed – rating submission and local election voting submission successful. LTCCP partially successful. District Plan submission unknown at this stage. Contribution to Air Quality recognised by RDC and others.*

Advocacy Committee: Establish a Multicultural Business Council and in conjunction with the Membership Committee attract more immigrant business members.

*Completed, although minimal results on membership. But still in its infancy.*

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.

*Completed – good participation in these forums. Although progressive non-attendance by senior members of Council.*

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

*Completed – rates group was successful. Further participation in economic development group – Michelle, Roger, Damien.*

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

*Partially completed – Lists of actions required by sector groups were prepared. No meetings were held during 2009. However considered as very important so will be scheduled during first quarter of 2010*

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

*Not completed*

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

*Completed – Committee produced document on economic development agencies. Need to take this further and consider conducting research on economic hunting strategies adopted by other local authorities*

**MANAGEMENT AND FINANCE COMMITTEE**

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

*Not completed*

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

*Not completed*

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

*Not completed, but discussed and decided to defer*

Finance Committee: Publish the resource on the Chamber intranet

*Completed – publishing of all Chamber documents on the website*

Finance Committee: Establish group to progress the Vero Awards entry

*Completed – Chamber declared a finalist. Entered again for 2010*

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

*Completed – successful management of resource for 2009 resulting in a surplus and increased membership*

**BUSINESS AWARDS COMMITTEE**

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

*Completed – negative response – sponsorship withdrawn – but replaced partially by mayoral contribution*

Business Awards Committee: Review categories and entrance criteria

*Completed – successful business awards held.*

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### 13. SWOT ANALYSIS

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Although the SWOT Analysis is not published in the public version of the strategic plan it is important that it be included in the Chamber's working document that becomes the guiding document for the year. Commentary on each item, where relevant, is included.

#### **STRENGTHS**

An experienced and committed Executive board. A dedicated and capable CEO with a loyal, enthusiastic and capable staff. The combined knowledge and intellectual property of these stakeholders from their years of association with the Rotorua Chamber is an invaluable resource.

High profile CEO who is well respected and has developed very strong relationships with the leaders of the Rotorua business community. Through these relationships the CEO is able to positively contribute to the future strategic thinking for the city. The Chamber is perceived as a successful organisation that understands the issues facing business.

A successful portfolio of programmes and services. BA5, Westpac Rotorua Business Excellence Awards, Focus on Business, The Export Club, M2M, Kikstart, How2, Return to Work, Multicultural Business Council. The range of products means that the Chamber has increasing value to the majority of its membership.

Strong momentum in growth over five years that has been sustained. At its current level membership has now a critical mass that enables the range of products and services the Chamber offers. The level of membership gives the Chamber a mandate for its advocacy on behalf of business in Rotorua.

Effective and supportive governance processes and internal policies and procedures. The historic resource of provided by previous governance and strategic planning projects provides an excellent foundation for a stable, consistent operation on which to grow and prosper.

Strong media profile of the Rotorua Chamber with regular features in print and radio. There is a good relationship with media that results in the Chamber being perceived as the voice of Rotorua business.

A supportive family of sponsors many with current two and three year contracts. Westpac has committed to further three years. This level of support, particularly of the business awards makes a strong contribution to the Chamber's stable financial position.

A website that has been developed over the last five years and now provides a resource and library of Chamber documents to enhance the capability of its members. The website is able to be managed on a day to day basis.

A stable server/client IT network and a transparent e-filing system that enables sharing of resources across all employees. Established VPN access that extends access externally.

Established Microsoft Outlook Email contact database and Microsoft Access Membership database. The email capability provides regular communication with the membership and generates revenue from member promotions.

Rotorua Chamber plays an active role in both the regional and national Chamber network. There is a willingness to share information and resources within both of these networks. The CEO has a good relationships with other CEO's within the Chamber network.

Good fiscal management that has resulted in progressive cash surpluses over the last four years. This has resulted in a financial cushion and strong equity in balance sheet.

The central CBD location and street frontage with the proximity of ample parking means that the Chamber is readily accessible by its membership. The accommodation is modern and gives a professional appearance. Both of these contribute positively to the image of the Chamber.

## WEAKNESSES

There is a lack of succession planning for the CEO. Through his tenure the CEO has gained a wealth of knowledge and experience that contributes to the Chamber's effectiveness in representing business.

The relationship with the CEO and Mayor of Council has deteriorated during 2009. Lack of achievement from the Mayoral Forums has frustrated these relationships. The resignation of the BEAB and the subsequent role of the Chamber have added to this deterioration. There has been an inability to achieve change. The balance between achieving outcomes through advocacy and maintaining the relationships with the agencies of change is frustrating this relationship.

The Chamber is not optimising the contribution of the Executive. There is the opportunity to use the full potential of Board membership and cooption.

The current database systems (Microsoft Outlook contacts, Microsoft Access and e-c Technologies website toolset) continue to require multiple data entries. This limits the effectiveness of membership management. Communication with the membership is not customized to groups or member needs. However, further enhancement of an integrated client management system is a costly exercise.

Some of the content and functionality of the website is outdated and needs to be reviewed. The non-replacement of an IT support person in 2009 has resulted in little resource being applied to this function. It has not been considered a high priority.

Although the HR policies and procedures were completed during 2009, and the cross skilling of employees enabled flexibility in task allocation, the reduced workforce and increased membership services resulted in no time being available for staff training and development.

There is a high reliance on discretionary revenue generated by membership subscription and sponsorships. There is no security of the current 'Return to Work' programme which makes an important contribution to the surplus of the Chamber. It is an annual contract and its 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 Return to Work Coordinator to ensure maximum client work placement. Continued efforts should be made to identify revenue generating products and services that can become an operational revenue.

There is a lack of direct contact with all sectors of the membership resulting in perception of reduced or minimal value in the investment in membership of the organisation. The decision to discontinue the new members nights and the sector forum meetings resulted in further distancing of the Chamber from the full circle of membership. It is important that the organisation understands the needs of the membership and is aware of the issues faced by the business community. There has been no utilisation of social media or executive board resources to achieve improved communication.

The Chamber is still perceived by many as being a one product (BA5s) organisation. M2M although representing excellent value continues to be ignored by many members. The Chamber is not able to effectively communicate its value statement.

Although the move to the new office space has resulted in improved storage and space utilization the administration systems and processes have not been reviewed to reflect the needs of the increased membership and the reduced staff capacity. This reduced capacity has affected the consistency of Chamber products and services, for example accuracy of communication, and frequency of events such as new members nights and business sector forums.

Over extending the resources of the Chamber. The increase in the number of Chamber brands during 2008 and 2009 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. An Executive Board roster was introduced in 2009 to assist at events. This will need to be reviewed as it is not fully meeting the requirements of good administration.

There has been a further distancing of the Chamber from the RDC Economic Development Unit. Since the EDU moved out of The Hub to another location the communication and cooperation between the two agencies has deteriorated. A review and acceptance of the individual roles of each organisation is imperative.

## **OPPORTUNITIES**

Further expand the product and service offering of the Chamber. To achieve this we do need to feel the pulse of the members and determine which products are currently meeting their needs. Also need to research those organisations that are not currently a member of the Chamber to determine how we can develop our product range to meet their needs.

Expand business perception of the Chamber and the value that it offers. The Chamber has a strong portfolio of products. Member to Member discount programme if used provides excellent value.

Ensure our dominant position is retained the Chamber should review its range of services and those provided by competitive organisations.

Create relationships with existing members for delivery of additional services to existing Chamber members. For example, a series of Waiariki educational programmes that are co-branded by the Chamber. The Chamber clips the ticket on the cost of these programmes.

Develop additional commercial products to reduce dependence on membership and sponsorship. For instance the commercial application of the Buy Rotorua website to provide inter-business opportunities.

Utilise the value of the membership network as a resource. For instance, contracted survey opportunities.

Consolidate Multicultural Business Council and encourage confidence of this sector in the Chamber. Through this confidence build membership of ethnic businesses.

Work with existing Maori organisations who are members to investigate the establishment of a Maori business committee within the Chamber. Identify the value statement of the Chamber relevant to Maori organisations. Develop relationships with Te Puni Kokiri, Te Pūmāutanga o Te Arawa and other Treaty Settlement organisations.

Identify voluntary agencies who are not members. Identify value statement for voluntary organisations.

Target specific business sectors for membership (eg, ANZSIC code analysis of existing membership: Accommodation (Motel), Trades, Retail, Manufacturing). Allocate targets to individual members of the executive.

Work with competing groups eg, women in business group to determine whether the Chamber can offer a similar networking opportunity.

Identify and target large companies that do not currently belong to the Chamber. Identify the value statement of membership to large organisations.

Develop the BuyRotorua.co.nz to add value to the Chamber membership. Development of the buyrotorua web site was begun in 2008 as a portal for Rotorua manufacturing. It could be used to generate advertising revenue opportunity.)

Expand the membership and capability of the Governing executive. The new constitution adopted in November allows for a total of 14 on the executive. With the current President IPP and CEO plus 8 elected members, there are 11. This allows for a further three to be co-opted.

Develop further the business leadership capability of the Chamber. Continue to promote a 50 year vision for Rotorua. With 2010 being local authority election year, there is a role for the Chamber in enabling and facilitating a better business representation on Rotorua District Council.

Identify the issues important to business and through the publishing of a manifesto increase the awareness of those business issues within council and the general constituency.

Investigate opportunities to support the development of the airport and its services. This will attract more business to the area. Discuss how the Chamber can further support the growth of Trans-Tasman.

Investigate opportunities presented by Rugby World Cup 2011. Consider the work being done on the Soccer World Cup in South Africa in 2010.

Investigate the opportunity to organise a business expo that may be linked to organising the 'Blast' Day Out for Business.

Utilise the issues papers on the NZ Chamber website to further develop the advocacy function of the Chamber and develop a higher profile.

Investigate the opportunity to develop a team of mentors from within the Rotorua Business Community that would be available to support new business development and immigrant businesses.

Conduct a survey to develop a score-card of Council against points of manifesto.

Deliver more government funded programmes. The government funded programmes BIZ and Enterprise Training are being reviewed in 2010. Monitor Requests For Proposals (RFPs) that are issued on the Government Electronic Tender Site (GETS). Investigate all opportunities to further engage with government contracts.

Evaluate programmes offered by other Chambers. Auckland Chamber is currently offering an apprentices programme that MSD are keen to see extended to other areas of New Zealand.

Win the Vero Award. Treat as a high priority goal. The first step towards this has been achieved with the declaration as a 2010 finalist in two categories. This will be a high priority during the first four weeks of 2010. The supplementary entry is required by 27 February 2010.

Develop a strong relationship with the new Institute of Directors committee that has just been formed in the Bay of Plenty. Investigate co-branding of products that increase the capability of Rotorua businesses.

Investigate opportunities to build on the Memorandums of Understanding with Bangalore and Jiangsu for the benefit of member organisations.

Further develop the profile of the Chamber by having a presence at identified community events and projects such as The Young Enterprise Scheme.

## **THREATS**

Further deterioration of the current relationship with elected and appointed arms of Rotorua District Council. The poor attendance at the Mayoral Business Forums and the dismissive response from the Mayor to an approach from the Rotorua Business Leaders Group has the potential to create considerable division between the public and private sector. Lack of agreement on economic and business development imperatives could further exasperate the relationship. Lack of commitment to an articulated 50 year vision could also strain the relationship.

The loss of the current Return to Work programme would have considerable impact. The financial surplus that is generated by the success of the programme enables the Chamber to provide the range of resources that it does. This could result in a loss of net revenue of \$30,000

A review of government funded support programmes that do not provide opportunity for private sector organisations such as the Chamber and BIZ Networks to provide such services. This could result in a loss of revenue of \$9,000 per year.

A reversal of the current economic recovery. The signs indicate a slow but steady economic recovery through 2010. Should this not be sustained and a return to a recessionary pattern occur, there could be impacts on sponsorship levels, response to commercial products such as the map, and a decline in membership. This would have considerable financial impact on the Chamber.

The emergence of other competing business organisations. Rotorua X, Green Drinks and EMA have all a presence in Rotorua. The Chamber now has a strong position in Rotorua. The EMA has undertaken a considerable advertising campaign in 2008 and 2009. The Chamber must ensure that it maintains the strength of its footprint in the business community to minimize the opportunity for competitive organisations to continue growth.

Stagnant population growth of Rotorua will effect economic growth. Unfriendly local authority policies and culture could influence some Rotorua businesses to find other locations for their business. A continued priority for the Chamber is to identify and recommend to Rotorua District Council strategies that will encourage population growth through business growth.

The loss of sponsors support. This is always critical. Fortunately a number of the sponsors have already been confirmed. The Chamber must ensure that it develops and maintains good communication with sponsors.

The loss of both the Mayor's contribution (\$4,000) and the sponsorship support of Eurest (\$6,000) would seriously impact the financial viability of the Business Awards.

Loss of current accommodation and / or breakdown of the current relationship with the property owner. The stability of the Chamber in its current accommodation for the last four years has been a contribution to its growth.

Not maintaining the IT capability or using media and social networks that are relevant to today's commercial business community could see the Chamber being perceived as an 'old' organisation. This may impact the level of support from the membership.

The loss of the CEO as a result of factors that the Chamber has no control over could negatively impact the Chamber.

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## 14. NEEDS ASSESSMENT TOWARDS ACHIEVING THE VISION

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### CUSTOMER/MEMBER

*To achieve our financial and membership objectives what customer needs must we serve?*

- The Chamber needs to be clear about its purpose. A survey was undertaken by Waiariki Institute of Technology business management students in 2009. It was limited by the scope of the assignment the students were completing. It has provided some base information and raised some questions. The Chamber needs to undertake its own member survey focusing on differentiating between organisational industry sector, organisational size, their identified needs and the level of satisfaction. This needs to be completed by 31 March 2010.
- The Chamber needs to be assured it is effectively communicating with its members. Although the regular email communication is an advantage in keeping members informed there is also a sense of frustration and annoyance for some with the high frequency of the emails. The current email system also generates income from member promotions. The current website tool set sponsored by e-c technologies has a CRS tool box that the Chamber is currently not utilising.
- The Chamber needs to determine what communication is required by different sector groups.
- The Chamber needs to improve its IT capability. There are currently three databases with questionable integrity. This must be addressed early in 2010.
- The Chamber needs to reflect its full value to its membership through its window to the world – the website. The design and capability of the website needs to be addressed early in 2010. There is a need to promote what Chamber can do, and how and what the members can access through the website.
- The Chamber needs to understand the needs of businesses and organisations that are not members. This is the key to further growth of the Chamber.

### FINANCIAL/STAKEHOLDERS

*To achieve our financial and stakeholder objectives, what must we accomplish?*

- The Chamber needs to progressively move to a position of sustainability. The target should be a reserve of \$300,000 by 2016. Although this may not be achieved it does establish the target of an annual targeted surplus of approximately \$25,000. It is essential that the governance and management of the organisation adopt a positive culture towards building financial reserves.
- The Chamber needs to be able to survive for a year without risk, no matter what the business environment is at the time, and still be able to operate and offer all services normally offered. This is estimated at approximately \$250,000 and should be the first goal for financial independence.

- The Chamber needs to be clear about its financial imperatives. Officially, the Chamber is not for profit organisation. It is more appropriate to view it as a 'not for loss organisation'. All products need to contribute to the bottom line. It should not offer any product or service that has a nett cost to the Chamber. However, there still needs to be a balance of ensuring that it provides cost effective services to members.
- The Chamber needs to be clear about the value that it, as an organisation, provides to its sponsors and needs to consistently deliver that against that value. Sponsors are looking for more perceived value as the Chamber increases in size. Previous sponsor support may have been linked to enabling the Chamber to exist but as the Chamber grows in size and increases its perceived self-dependence, existence funding is not considered as important nor necessary. Hence sponsors' perceived benefits may have changed.
- The Chamber needs to communicate to the sponsors that their support is still critically important to the success of the Chamber. Need to put values in dollars and cents. Each sponsor is different. Some sponsors, for example, the Rotorua District Council, have different and sometimes conflicting views of the value of the sponsorship within different departments or sections of their organisation. There is also the challenge of providing effective but unwelcome advocacy to Council that may jeopardise the sponsorship support provided. There is a fine balance between being objective and making sponsors happy.

#### **RELATIONSHIP WITH COUNCIL**

*To achieve our advocacy and representation role, what must we accomplish?*

- The Chamber needs to be acknowledged as a representative voice of business. To do this the Chamber must ensure that it has the mandate of its members. This will be achieved by have good communications within the various networks of the Chamber. The utilisation of focus groups, surveys and interactive website tools will achieve this.
- The Chamber's voice needs to be respected by both appointed and elected arms of local government. This means that it needs to have a strong foundation on fact and researched opinion. It should avoid including personal criticism.
- The Chamber needs to be consistent in the position it adopts on the issues facing business. It needs to communicate these clearly to both local government and to its membership. The Chamber needs to share with its membership the actions it takes to progress advocacy.
- The Chamber and EDU need to be clear about their individual roles in business development in order to eliminate future conflicts. The roles should be complementary and cooperative.

## INTERNAL/OPERATIONAL

*To satisfy our members and stakeholders, in which internal processes must we excel?*

- The Chamber needs to be responsiveness to information requests from its members and stakeholders. Even though BIZ as a service may disappear during 2012, the service provided by BIZ should continue.
- The Chamber needs to be aware that business needs in today's environment keep changing. Good communication through governance and operational networks should monitor and identify changing needs and ensure that the organisation is responsiveness through developing new products and services and adapting existing products and services.
- The Chamber needs to ensure the quality of its products and services. The accuracy of communications is a concern particularly in emails. There is an established proofing process for printed collateral. There needs to be some system for pre-proofing emails.
- The Chamber needs to make it easy for members to access information. Members need to have access o this information in their time and with minimal intervention by the Chamber.
- The Chamber needs to consider how it is going to effectively review and develop its website. The website and IT capability of the website is critical to the manner in which the Chamber meets the needs of its members. Need to look at employing an IT person or contracting this function out. This review needs to incorporate all forms of databases to eliminate double entry of data.
- The Chamber needs to consider how it is going to resource product development. This should be done by establishing a 'Capability Enhancement' review group within the Executive of the Chamber to develop the concept further. Issues need to be clarified before Chamber can move externally. This group of Aaron, Oscar and Mitch will commence this review before 1<sup>st</sup> Feb 2010.

## LEARNING AND GROWTH

*To achieve our goals how do we need to learn and innovate?*

- The Chamber needs to keep its staff current and ahead of business trends. Work load needs to be managed so pressure of work and stress is minimised. The staff should have the capacity within work expectation to consider and implement innovations to products and services.
- The Chamber needs to invest in the future capability of its staff through professional development. The budget needs to allocate resources for this purpose.
- The Chamber needs to encourage the growth and development of governance within the organisation. Presentations need to be given of Chamber issues. Executive Board members should be encouraged to attend Institute of Directors meetings. Board members should also be encouraged to attend other meetings of

Chamber members to ensure they are aware of current issues and needs of members

- The Chamber needs to be aware of what is happening in the national Chamber network particularly to be aware of operations and governance of at the larger Hub Chambers and learn from them regarding what they are doing that could be of benefit to Rotorua Chamber.
- The Chamber needs to be continually aware of self review and continuous improvement. Continued participation in Vero Business Awards will contribute to this outcome..

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## 15. ACTIONS DETERMINED BY SWOT ANALYSIS

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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 Committees of the Executive. There has been no attempt to prioritise these action plans.

### **OPERATIONAL – BY CEO AND TEAM**

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

Progress the development of the Rotorua Business Search website made available by Auckland Chamber.

Prepare terms of reference for the Capability Review Committee to consider personnel, IT, communications, products and services, and accommodation. Capability Review Committee to report back prior to 31 March 2010

Continue to work closely with Denise to ensure the success of the 'Return to Work' programme. Promote member engagement with the programme to ensure client placements meet contract guidelines.

Through Denise monitor government RFPs (Requests for Proposals) on the GETS website (Government Electronic Tendering Service) and when relevant, submit tenders.

Maintain contact with Michael Barnett of Auckland Chamber of Commerce to determine Chamber's proposal for the replacement of BIZ and ETP services.

Maintain contact with Michael Barnett of Auckland Chamber of Commerce to identify possible roll out of the Apprenticeship Programme current offered by Auckland Chamber.

Develop an action plan for the Buy Rotorua website.

Maintain high community profile through media and speaking engagements. Media: Daily Post, More FM, Newstalk ZB. Speaking engagements: Rotary (x4), Her Business, Spectrum

Continue to expand constituency linkages to grow Chamber's relevance to the business community: women in business; exporters; ethnic businesses; and Maori business.

Establish and maintain communication links with local government: Rotorua Business Leaders Mayoral Forum; Chamber Forum sessions with Council, bimonthly meetings with RDC CEO.

Reintroduce new members nights.

Investigate Waiariki computing student producing a New Members CD

Produce a proposed calendar of events covering BA5s, Focus on Business, Kikstart, How2, Multicultural Business Council, Tabloid, Golf, Quiz, Business Awards

Actively promote Chamber programmes other than the BA5 to change the perception of being a one horse (BA5) stable.

Continue to work with Waiariki Institute of Technology to progress the Applied Research Programme and the jointly branded training programme.

Submit an entry to the Vero Excellence in Business Support Awards. Win category.

#### **MEMBERSHIP COMMITTEE**

Hold monthly Membership Committee meetings February through to November.

Develop a membership recruitment strategy. Allocate responsibility for certain ANZSIC sector membership groups to individual Executive Board members. Identify and approach prospective new members.

Review membership subscription regime. Subscription rates last increased in April 2008.

Conduct a members' needs survey. Prepare a membership profile. Identify satisfaction levels with current products and services. Identify possible modifications to existing products and possible new products.

Develop a value statement of membership of the Chamber to different business organisation groups: large businesses, not for profit businesses, trusts and incorporated societies.

Conduct a non-members survey. Identify needs not met, reasons for non membership, possible product modifications and new products.

Monitor performance of existing Chamber products and services.

Monitor currency of Chamber of Commerce website

#### **ADVOCACY COMMITTEE**

Hold Advocacy Committee meetings February through to November.

Conduct a member survey to determine the relevant issues of the day and their comparative importance. Identify business opinion of Council performance in addressing those issues during the current term of office.

Represent the Chamber on the Rotorua Business Leaders Forums (four members of the committee CEO, President, Vice-President, Chair of Advocacy Committee). Identify issues to address at the Forum. Produce supporting papers as required. Report to the membership.

Develop a vision statement summarising the Chamber's position identified by the issues: transparency of Council; economic growth through business growth; pro-active.

Publish a Chamber Manifesto for Local Authority Elections. Identify specialist authors for sections on specific issues.

Meet with RDC Economic Development Unit to review and distinguish the roles of the individual organisations, the RDC EDU and the Chamber of Commerce.

Progress the lobby for business involvement in economic development strategy and implementation.

Make a submission on the RDC Annual Plan

Make a submission on the Rotorua District Plan

Monitor progress by the Lakes Water Quality Action Group

Monitor progress by the Rotorua Air Quality Action Group

Convene quarterly meetings with MP Todd McClay and EBOP Councillors

Establish working parties to support advocacy on major identified issues.

#### **MANAGEMENT AND FINANCE COMMITTEE**

Hold Management and Finance Committee Meetings February through to November

Review the annual Strategic Plan and the annual financial budget. Monitor progressive operational performance against budgets and KPIs.

Conduct a review of sponsorship arrangements and hold a sponsors' annual review and feedback workshop.

Conduct annual CEO performance appraisal and salary review. Review annual staff performance appraisals and salary reviews.

Identify and co-opt the maximum number of new Executive members to bring the Executive up to its full capacity. Put these new Executive members through an induction programme.

Develop terms of reference for governance and operational separation of duties.

Conduct a policies and procedures review. Identify modifications to existing policies and procedures. Identify and produce new policies and procedures as required.

Introduce electronic voting for the Executive Board at the 2010 Executive Board Elections

Develop a risk profile for the loss of current CEO. Consider a succession plan for the CEO

#### **BUSINESS AWARDS COMMITTEE**

Confirm all sponsors for 2010 Westpac Business Excellence Awards.

Conduct a review of categories and judging criteria

Monitor the organisation and Implementation of the 2010 Awards Presentation Gala Dinner.

#### **CAPABILITY REVIEW COMMITTEE**

Conduct a capability assessment of the Chamber covering personnel; IT; communication, products and services, accommodation and other factors that enable it as an organisation to meet its principal core functions as identified earlier in this document

Personnel: current staffing skills, strengths, and quality across products and services, gaps,

IT: network capacity and capability, internet and website capability and capacity, utilisation of modern applications and social media.

Communications: newsletter, email, electronic and hard copy communications, collateral, brands and brand values

Products and services: portfolio of products, strengths and weaknesses, quality and consistency, needs assessment

Accommodation: capacity of office accommodation, professionalism of presentation and image, security and storage.

Make recommendations to the CEO and relevant Committees.

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**16. KEY PERFORMANCE INDICATORS FOR 2010/ 2011**


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<b><u>MANAGEMENT AND FINANCE COMMITTEE</u></b>	<b><u>ADVOCACY COMMITTEE</u></b>	<b><u>MEMBERS SERVICES COMMITTEE</u></b>	<b><u>PLANNING AND RESOURCE MANAGEMENT COMMITTEE</u></b>	<b><u>BUSINESS AWARDS COMMITTEE</u></b>
Review and adopt all strategic and financial planning documents for 2010. Monitor the Chambers' performance to achieve strategic outcomes and budgeted surplus.	Conduct a members survey of issues facing business. Prepare a vision statement based on these issues. Publish a manifesto for the local authority elections.	Conduct a member needs survey to prepare a member needs profile and identify product modifications and development.	Provide reports to the Advocacy Committee and Executive Board on (1) The Annual Plan, (2) District Plan, (4) Other proposals with relevance to business, as required)	Organise 2010 Westpac Rotorua Business Excellence Awards will be organised.
Conduct a policies and procedures review. Identify and prepare new policies as required	Attend quarterly meetings with (1) MP Todd McClay, (2) Mayor and RDC (the Rotorua Business Leaders' Forum), (3) Environment BOP, (4) CEO Peter Guerin. Feedback reports are provided to membership	Conduct a membership subscription review for 2010. Develop a member recruitment strategy to maintain current membership growth and achieve a further 50 increase in membership.	Identify additional matters of planning and resource management concern where necessary and provide reports to the Advocacy Committee and Executive Board	Achieve the budget surplus as approved by the Executive.
Prepare a succession plan for the Chief Executive Officer. Conduct CEO performance appraisal and salary review.	Present submissions from the Chamber on (1) The RDC Annual Plan, (2) The District Plan, (3) Other proposals with relevance to business, as required.	Monitor all products and services offered by the Chamber to ensure quality and member satisfaction. Monitor the development of new products and services as identified	Progress the Building our Communities Visionary document as a 50 year vision for Rotorua.	Review categories and judging criteria prior to the 2010 Awards
Optimise Executive Board capability by utilising all cooption opportunities. Conduct a sponsorship review and hold a sponsors' feedback meeting and recognition event	Progress the lobby for business involvement in economic development strategy to achieve population growth through business growth	Facilitate the review and development of the Chamber's website including the evaluation of use of social media.	<b><u>CAPABILITY REVIEW COMMITTEE</u></b>	Review and confirm all sponsorship arrangements.
Organise an Annual General Meeting featuring the presentation of a quality Annual Report. Introduce an electronic voting system for the Executive Board elections	Monitor the ongoing performance of the Lakes Water Quality Action Group and the Rotorua Air Quality action group. If required lobby for specific action.	Review the publishing of the bi-monthly member newsletter. The publication, its advertising and inclusions will achieve a positive contribution to the Chamber's finances.	Conduct a capability review of the Chamber covering personnel, IT, communication, products and services, and accommodation	
Develop a policy on Governance structure and composition. Investigate alternative structures to achieve governance.	Meet with the General Manager of RDC Economic Development Unit to reach agreement on the distinct roles of each organisation	Duties at Chamber events are delegated to the Executive. Involve Executive in Chamber networks.	Make recommendations for consideration by the Chamber Executive	