



STRATEGIC PLAN

2011

ROTORUA CHAMBER OF COMMERCE

ROTORUA'S LEADING BUSINESS
SUPPORT AGENCY

STRATEGIC PLAN

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1. INTRODUCTION

The Rotorua Chamber of Commerce held its strategic planning meeting for 2011 on 30 November 2010. It was attended by all the members of the governing Executive Board. Similar workshops were held in 2005, 2006, 2007, and 2009 with Deryck Shaw as the facilitator, and in 2008 with Michelle Pleydell as facilitator.

The Chamber would like to acknowledge the contribution of Deryck Shaw and Elvis Bowring from APR Group. The knowledge that they have gained from facilitating four previous strategic plans provides a common thread from year to year and enables a consistent focus on the future strategic direction.

Rather than replicate the complete strategic planning process, the Executive elected in 2010 to allocate quality time to selected components of the plan. It was timely to review the mission statement and to identify a limited number of key strategic objectives in each of the organisation's core functions: business development, advocacy, and capability building. The strategic planning meeting also included a lengthy discussion on the important issue of governance. In preparation for this discussion there was a special guest presentation on the Principles of Good Governance by Will Wilson, President of the Bay of Plenty branch of the NZ Institute of Directors on the evening preceding the planning workshop. The SWOT analysis undertaken in 2009 is still substantially relevant and will be reviewed by the CEO as he formulates the 2011 Strategic Plan.

2. MISSION STATEMENT

BUILDING BETTER BUSINESSES

The Rotorua Chamber of Commerce plays an integral role in developing and sustaining a thriving economy in Rotorua.

The Rotorua Chamber of Commerce is a non-profit organisation providing a voice for Rotorua business to improve the environment in which they do business. It is a support network for new and existing businesses to build their capability. It is a social partner as well as a business partner. It is an organisation that encompasses the whole business community with strong membership representation from all business sectors of Rotorua providing a mandate to create a healthy business environment that encourages growth and sustainability. It is a financially sustainable organisation with a comprehensive range of commercially viable products and services to meet the needs of most businesses. It is a proactive agency in driving economic growth for Rotorua.

The justification for the Chamber's existence is to make Rotorua successful by contributing to a healthy environment in which business can achieve its aspirations towards a stronger community providing strong employment and in doing so stimulate economic growth in the city. The organisation exists to provide assistance to new and existing businesses by enabling skills to convert business ideas to successful businesses. The Chamber exists to encourage an environment in which there is freedom to do business with positive relationships between all those involved in commerce. The organisation further exists 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 and keep them aware of their social, environmental and political responsibilities.

The Chamber achieves this by recognising, anticipating and responding to those needs or problems faced by the Rotorua business community. It does this by soliciting views of member, non-member businesses and other organisations by facilitating surveys, public forums and business sector focus groups to provide a mandate for opinion. It will supplement this by seeking information from environmental, trade and social agencies, and from the news media.

The Chamber confirms its mandate by Developing consensus from the information gathered; identifying the issues important to business; analysing the information with respect to the issues; developing a position on the issues; supporting the position with research; developing relevant programmes for business; looking outside the business constituency for other products and needs; and communicating back to the members to check integrity and relevance of our position or programme.

The Chamber initiates its action by identifying the actions relevant to any position; providing submissions to local, regional and national government; taking every opportunity to advocate the consensus view of business; Utilising the networks of its associate organisations, those of the Executive Board and those of its members, to enable effective communication; arranging 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; participating in, and where necessary providing leadership for, community groups focussed on driving economic growth for Rotorua; developing a range of products and services to build capability in Rotorua businesses; organising networking sessions to communicate to member organisations and to enable communication between members; and utilising print, radio and electronic media to communicate issues and opinion.

The Chamber evaluates the effectiveness of the action in meeting the desired outcomes by monitoring the effectiveness of its advocacy; determining where and when a leadership role is required to achieve positive outcomes; monitoring the quality of the provision of products and services; and monitoring 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. The stakeholder groups and the communication media for contact with each group are:

Member organisations of the Rotorua Chamber of Commerce (*Email communication, website, newsletters, networking sessions, annual report and annual general meeting*)

Organisations within the Bay of Plenty that make a contribution to the economic growth of Rotorua (the Connect Group, the Regional Partnership, etc) (*Email communication, formal meetings, Bay of Connections website*)

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, Regional Partnership Network (*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 Chamber 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, support for the Young Enterprise Scheme*)

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.

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 a “One Stop Shop” to provide a range of services to encourage economic and business development in Rotorua through a co-ordinated 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 Chamber 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 principles that represent best business practice. These values underpin all activities that the Chamber undertakes and provide a strong foundation and focus on activities.

OUR VALUES

CREDIBILITY RELEVANCE
IMPARTIALITY COMMERCIALITY

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 and *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 **IMPARTIAL** 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

5. ORGANISATIONAL MANDATES

The organisational mandates that formally and informally underpin the Chamber's 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.

7. 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. Recent years have seen stagnation in economic growth for Rotorua as reflected by a very low percentage growth in its population (approximately 0.2% per year for the past 14 years). The Mayor and CEO of Rotorua District Council have stated that there will be a strategic focus on economic development for the next three years. Accordingly the Rotorua Chamber of Commerce has elected to broaden its focus to actively contribute to the development of an economic strategy for Rotorua.

CHAMBER OF COMMERCE ROLE: BUSINESS DEVELOPMENT

Business Capability Development

By providing:

- Resources
- Networking
- Business related information
- Business capability advice
- 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 (Return to Work 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

**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
 - CBD Retail Strategy
 - Infrastructure development
 - Business mentoring

During 2011, the CEO will meet with the RDC group manager for regulatory and economic services to review and update the distinct roles of the two organisations.

8. COMPETITIVE ADVANTAGE

Rotorua Chamber of Commerce's competitive advantages are:

- 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. The membership in 2010 was the largest per head of population of all the Chambers in New Zealand.
- Effective and vibrant network of members.
- A professional organisation reflected by being the only organisation to be awarded two Vero Excellence in Business Support awards in 2010.
- 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 seven 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 to increase 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. Established the Women in Business network in 2010. Quality of events was maintained. Being a partner in the BOP Regional Partnership enabled the Rotorua Chamber to subcontract to the partnership to provide the Business Capability Advisory service for the central and eastern Bay of Plenty regions.

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.

National Recognition. The Rotorua Chamber won two awards at the 2008 New Zealand Chambers of Commerce Conference for its membership recruitment and networking programmes. In 2010 the Rotorua Chamber won the Best Regional North Island and The Best Not for Profit categories of the Vero Excellence in Business Support Awards. The only organisation to win two award categories in any one year since their inception.

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. 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 after presenting submissions 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 and, on occasion, the business leaders, have impacted the effectiveness of this medium. The apparent philosophy of elected representatives and appointed Council officials to internalise economic development strategies continues to be a challenge.

Succession - The lack of succession planning for CEO and Executive. Not enough people are 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 in the area of training. Key reason was that we were not seen as having a whole of

region strategy for the implementation of the project. This was successfully addressed in 2010 with the establishment of the BOP Regional Partnership.

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 Chamber was. On the other hand, the resources could be better utilised to market the Chamber and develop awareness of other products. This again presented a challenge in 2010 with the loss of the main server. Fortunately, the back-up system was effective in preventing any loss of data. However there was a period of 10 days when the network was not available to all users.

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. As the economy recovered during late 2010 and as membership continued to grow, the reduced staff complement placed considerable pressure on existing staff to maintain quality of services.

Minimum financial reporting - In 2004/05 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 was considerable improvement in the relationship between the Chamber and the media during 2009/10. The appointment at The Daily Post of a 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 actions will help to achieve a sustainable Chamber 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
- Progressive review of current operational procedures to identify procedures not included in current Policies and Procedures Manual. Write procedures to complete Manual.

10. FUTURE VISION

The 'Envisioning the Future' exercise conducted in 2008 is still relevant. The vision horizon is 2012. The following points capture 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.
- The Chamber has established financial reserves that ensure 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 a portfolio of commercial products that contributes to the financial independence of the Chamber and minimises its reliance on membership subscriptions.
- 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 (www.rotoruchamber.co.nz; and www.buyrotorua.co.nz;) provide an effective virtual marketplace and one-stop shop for business. It provides a place to trade 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.
- The Chamber plays an active role in developing the economic growth strategy for Rotorua. A single integrated customer relationship management (CRM) system is in place that monitors the relationship between the organisation and its members by effectively managing the member data, event attendance and communication.

This vision was re-assessed during the 2010 strategic planning workshop and accepted as still appropriate.

11. GOVERNANCE AND ORGANISATIONAL STRUCTURE

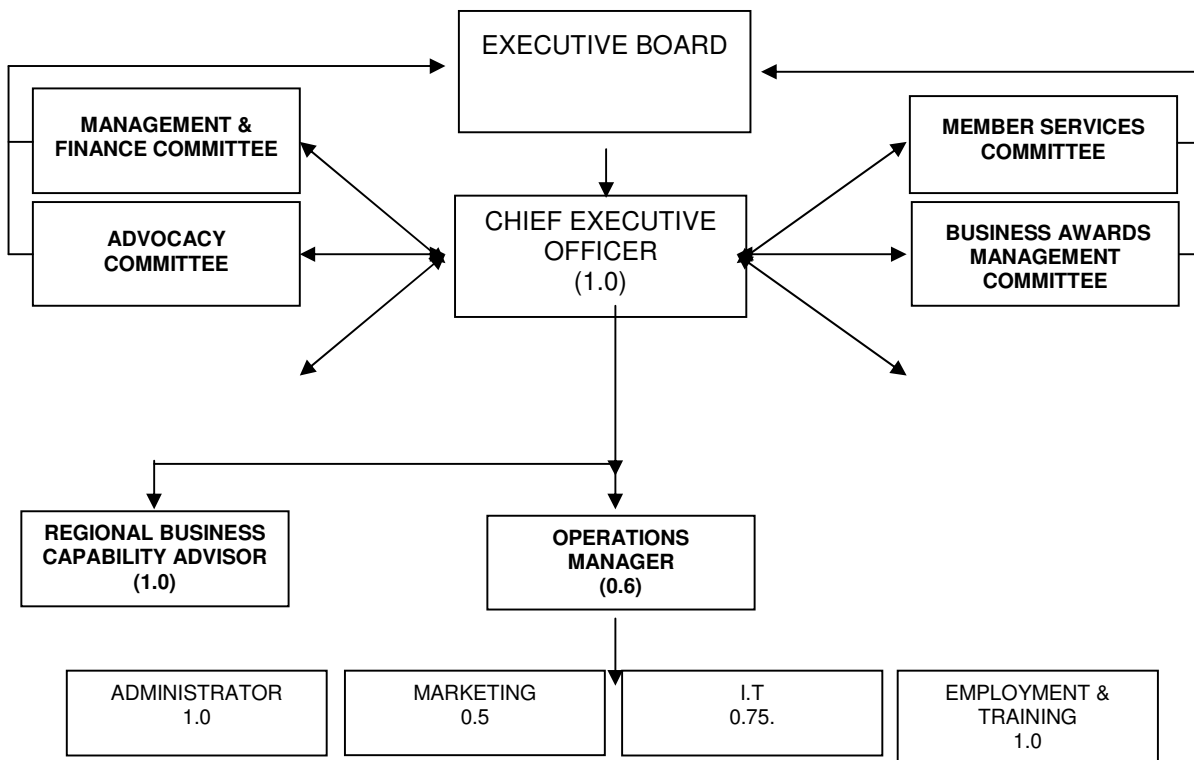
The Chamber is currently governed by an Executive Board comprising of up to 15 members:

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

The Resource Management and Planning Committee was dis-established in 2010. It was replaced with a sector forum that meets informally with a reporting function through the Advocacy Committee.

The Multicultural Business Council was re-positioned as a sub-committee of the Membership Services Committee.

ORGANISATIONAL STRUCTURE



The Women in Business Network was established in 2010 as a sub-committee of the Member Services Committee.

The Chamber Capability Committee was disestablished. As the need arises, a project group will be established with specific purpose and will report to the Management and Finance Committee.

12. NEEDS ASSESSMENT TOWARDS ACHIEVING THE VISION

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 2011.
- 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 2011.
- 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 having 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 responsive to information requests from its members and stakeholders. Even though BIZ as a service disappeared during 2010, the business information service provided by the Chamber 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 to 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. An operations manager will be engaged in 2011. A project group will be established to look at the Auckland IT system.

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 the 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.

13. ACTION PLANS 2011

At the 2010 strategic planning workshop the Executive decided that it would identify a smaller number of key strategies in each of its areas of focus.

It was further acknowledged by the Executive that many of the outcomes identified as KPIs in previous strategy documents are normal operational requirements of the CEO in fulfilling his duties. There is no need to include these in the Strategic Plan.

Business Development

1. Proactively look for commercial opportunities. Conduct a review of existing networking programmes (BA5, Kikstart, Export Club, Women in Business, MCBC) to determine their continued relevance. Identify new networking services if needed.
2. Create model of the factors that enable Business Development (eg, business coaching, finance). Assess the opportunity for the Chamber to provide such products and services. Consider them as key elements of retention of membership. Consider Auckland voucher idea.
3. Co-branding or partnership with other providers to provide training and development programme.
4. Implement regional partnership government contract. Embed as an ongoing function of the Chamber. Partner with other businesses in town to create any resource identified to enable business development. Continue to promote best practice. (e.g. Business Awards).
5. Partner with IOD to provide governance skills development for SMEs.
6. Investigate the rekindling of the relationship with ExportNZ BOP. If necessary develop an alternative network using international networks.
7. Continue to provide export documentation and investigate offering Free Trade Agreement country specific documentation.

Advocacy

1. Advocate on behalf of business in Rotorua for business growth. Continue to work positively and proactively with Council and other appropriate groups to change Council's economic development philosophy.
2. Further develop and better utilise Industry Sector Groups. Identify and establish two new industry sector groups this year such as Retail, Farming, Iwi/Maori organisations, Not For Profit/Voluntary Agencies, Meet with Maori business organisations to see if there are different needs.
3. Broaden the membership base. Membership must reflect the economic sector that Chamber wishes to be an advocate for. Some groups have national representation, but

Chamber can help with local advocacy. Look at membership of national companies that have a branch or outlet in Rotorua.

4. Working with New Zealand Chambers to further develop the NZ Chamber brand. Use the advocacy resource on the Chamber intranet.
5. Initiate public recognition for Rotorua Chamber's effectiveness in advocacy. Associate the Chamber with good things that are happening in Rotorua. Promote the value of advocacy to the membership. Establish a chronicle of Chamber activity in the last decade that has had an impact on the Rotorua business environment. Consider publishing a DLE brochure on Chamber achievements. Be prepared to shout about ourselves.

Chamber Capability

1. Improve the efficiencies within the office. Continue the investigation into a single database system that covers all requirements. No other NZ Chambers appear to have a system that meets the Rotorua criteria. Continue the investigation of the Auckland system using a project team and cost/benefit analysis. In the interim, apply resources to optimise the efficiency of our existing systems.
2. Increase internal staff capability. Conduct a function analysis and consider restructuring staff responsibilities on a functional model. Ensure autonomy of each function. Establish a relationship between function and revenue in each area to establish a stronger relationship between staff and income.
3. Progress financial independence. Products and services should be, where possible, self sustaining. Chamber needs to be financially resilient. Need resources to introduce new products and services (engage an Operations Manager). Identify and contract new sponsors such as a sponsor for each focus group. Investigate advertising revenue through website.
4. Establish a succession plan for governance. Establish terms of reference for Board and each Committee. Incorporate a governance section in the Policy and Procedures Manual. Develop terms of reference for members of the Executive who undertake operational functions for the Chamber.
5. Investigate additional commercial opportunities such as developing new partnerships to act on and deliver commercial opportunities when these arise.

14. KEY PERFORMANCE INDICATORS FOR 2011

<u>BUSINESS DEVELOPMENT</u>	<u>ADVOCACY</u>	<u>CAPABILITY DEVELOPMENT</u>
Proactively look for commercial opportunities. Conduct a review of existing networking programmes	Advocate on behalf of business in Rotorua for business growth.	Improve the efficiencies within the office.
Create model of the factors that enable Business Development (eg, business coaching, finance). Assess the opportunity for the Chamber to provide such products and services.	Further develop and better utilise Industry Sector Groups.	Increase internal staff capability.
Co-branding or partnership with other providers to provide training and development programme.	Broaden the membership base.	Progress financial independence
Implement regional partnership government contract.	Work with New Zealand Chambers to further develop the NZ Chamber brand.	Establish a succession plan for governance.
Partner with IOD. to provide governance skills development for SMEs.	Initiate public recognition for Rotorua Chamber's effectiveness in advocacy.	Investigate additional commercial opportunities.
Investigate the rekindling of the relationship with ExportNZ BOP.		
Continue to provide export documentation and investigate offering Free Trade Agreement country specific documentation.		