

STRATEGIC PLAN

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2010 - 2011



DOCUMENT HISTORY

- Initial Draft: Lucas Bradley 12 May 2009
 - Mission and strategy contributions by Pam Dickerson 12 May 2009
 - SWOT and strategy contributions by Peter Halliwell 12 May 2009
- Second Draft: Donna Ambler 12 May 2009
- Third Draft: DCCI Board meeting 9 June 2009
- Review: DCCI Strategic planning meeting 9 February 2010
- 2010 Review: Lucas Bradley 18 June 2010

ACRONYMS

CMA – Catchment Management Authority
DCCI – Dubbo Chamber of Commerce and Industry
DCDC – Dubbo City Development Corporation
DECCW - Department of Environment, Climate Change and Water
DOCAT – Dubbo Orana Cancer Action Team
GWAHS – Greater Western Area Health Service
KEDS – Key Economic Developments Stakeholders
SWOT - Strengths, Weaknesses, Opportunities, Threats
WIB – Women in Business

TABLE OF CONTENTS

Executive Summary	3
Purpose	4
Vision	4
Mission	4
SWOT Analysis.....	5
Plans	6
Strategies and Key Deliverables	6
Strategies and Key Deliverables cont.	7
10 Big Ideas for Dubbo	8
10 Big Ideas for Dubbo - Strategic Initiatives	9
Review Process.....	10



Executive Summary

The Dubbo Chamber of Commerce and Industry's (DCCI) 2010-11 Strategic Plan has been developed to consolidate and document the key vision and directions the Chamber wishes to build upon and targets it will work towards achieving during 2010 and 2011.

Through the development of the DCCI Strategic Plan, it is envisaged that the Chamber will solidify its vision and mission and set appropriate short and medium-term objectives that focus on marketing initiatives and extending its membership base. The plan is also expected to help facilitate the communication of DCCI initiatives to members and the wider business community of Dubbo.

Key areas of focus for this plan over the two year period are:

- Increasing the number and diversity of Chamber membership
- Increasing education and networking opportunities for members
- Further promotion of the Chamber's role and enhancement of collaborative relationships with other organisations representing and effecting business
- Investigating grants opportunities to enhance Chamber's facilities, events and services.

In keeping with the 2009-10 Strategic Plan, a second survey of members had been undertaken to help gauge members' views on Chamber's benefits and activities along with their needs and concerns. Regular updates of this plan will be reported to the Chamber Board and an annual review of achievements will also be carried out.



Purpose

Our purpose is to ensure the voice of business is heard by government and that businesses get the help they need to prosper, innovate, create jobs and support a strong business community.

We are a voluntary partnership of business and professional people working together to build a vibrant local economy for those who live and work in Dubbo and surrounding areas.

Vision

To be a leading Chamber of Commerce and Industry, as recognised by our members and the Dubbo business community.

Mission

The DCCI mission is to maximise member value by sourcing, developing and delivering services or partnerships on a local, national and international level that are proactively and actively responding to our business, social and economic communities.

Our broad objectives are:

- To connect business people through networking and educational opportunities
- To acknowledge and celebrate business excellence
- To promote, advise and assist members' businesses to prosper and grow
- To be the "Voice of Dubbo Business" in matters relating to local, state and federal government policy formulation and implementation
- To increase job opportunities
- To contribute to the overall stability of the community
- To encourage and assist community organisations
- To provide a primary point of contact to facilitate discussion and enquiry
- To foster an environment conducive to sustainable economic development



SWOT Analysis

The SWOT analysis is expected to help provide a framework for reviewing strategy, position and direction for the Chamber.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Excellent awareness and feedback on signature events, e.g. Rhinos, business breakfasts, WIB • Diverse and passionate Board • Traditionally high retention rate of members • Excellent Executive Officer, particularly the ability to manage workload, timelines and high professionalism • Broad representation • Inspire and connect business people • Loyalty • Lobbying and influencing role • Links to Council, government & media channels • Increased opportunities for members to promote themselves, access resources through improved Chamber resources (i.e. website) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of awareness of Chamber and its role • Reliance on Rhinos for financial viability • Confidentiality • Lack of representation of retail, hospitality and tourism sectors in membership base • Lack of awareness of needs of community by hospitality sector • Lack of understanding of the problems facing business • One-year term for Board Directors • Lack of representation from trade, manufacturing sectors • Lack of representation from "big business"
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Connect, promote and help grow members' businesses, including home based businesses • Increase awareness of Chamber – who, what, where and why • Clarify role of Chamber • Education role • Cross promotion • Advertise and market DCCI • Promote availability and calibre of professional services in Dubbo • Encourage people to shop locally and use local services • Arrange for like businesses to collaborate • Develop a stronger voice for business • Promotion of the community driven 10 Big Ideas to shape the future of Dubbo 	<p>THREATS</p> <ul style="list-style-type: none"> • Low membership rates as a percentage of total businesses in the city compounded by state-wide downward trend • Resistance to renewing membership from some members • Perceived conflicts of interest • Undermining by some elements within the community • Lack of public awareness of functions and differentiations between different peak bodies, their roles and responsibilities • Mischaracterisation of the Chamber's positions and initiatives by the media and wider community



Plans

Strategies and Key Deliverables

Strategy: Increase the number and range/representation of our membership			
Key Deliverables	Target	Timeframe	Responsibility
Increase membership base	50% increase	Dec 2010	All Board
Conduct "bring a friend for free" breakfast campaign to target prospective members	100% redemption of vouchers	From Mar 2010	Exec Officer
Plan meetings with individual businesses to conduct a needs analysis and use that information to inform future events, etc.	Six per quarter	From Mar 2010	Exec Officer
Identify and connect with new businesses to Dubbo	Personally contact all new businesses	Within a month of opening	All Board
Identify hospitality/retail/tourism businesses to target for membership to ensure chamber is representative of all sectors	One Board member to contact each business identified	From Mar 2010	All Board
Introduce hospitality and safety category in Rhinos	New awards introduced	October 2010	Rhinos Committee
Strategy: Hold networking events that provide opportunities to be educated, inspired and connected with other business people			
Develop Time to Breakfast program, with high calibre speakers providing insight and inspiration	10 events pa	Feb to Nov	Network Coord
Develop Time to Network program, that provides members and guests with insight to local business operations for learning and to connect with others in businesses	10 events pa	Feb to Nov	Network Coord
Develop Women in Business lunch program, with high calibre speakers providing insight and inspiration	10 events pa	Feb to Nov	WIB Coord
Develop educational workshops/seminars for the benefit of our members and guests	4 events pa	Feb to Nov	All Board
Develop at least one activity per year to help attract members from key areas that are under-represented in the business community, in collaboration with partner organisations	Minimum one event	Jan 2010	All Board
Create expectation that each Board member attends minimum of four breakfast and four after hours network functions per year	Minimum four Directors at each function on Roster	ongoing	President

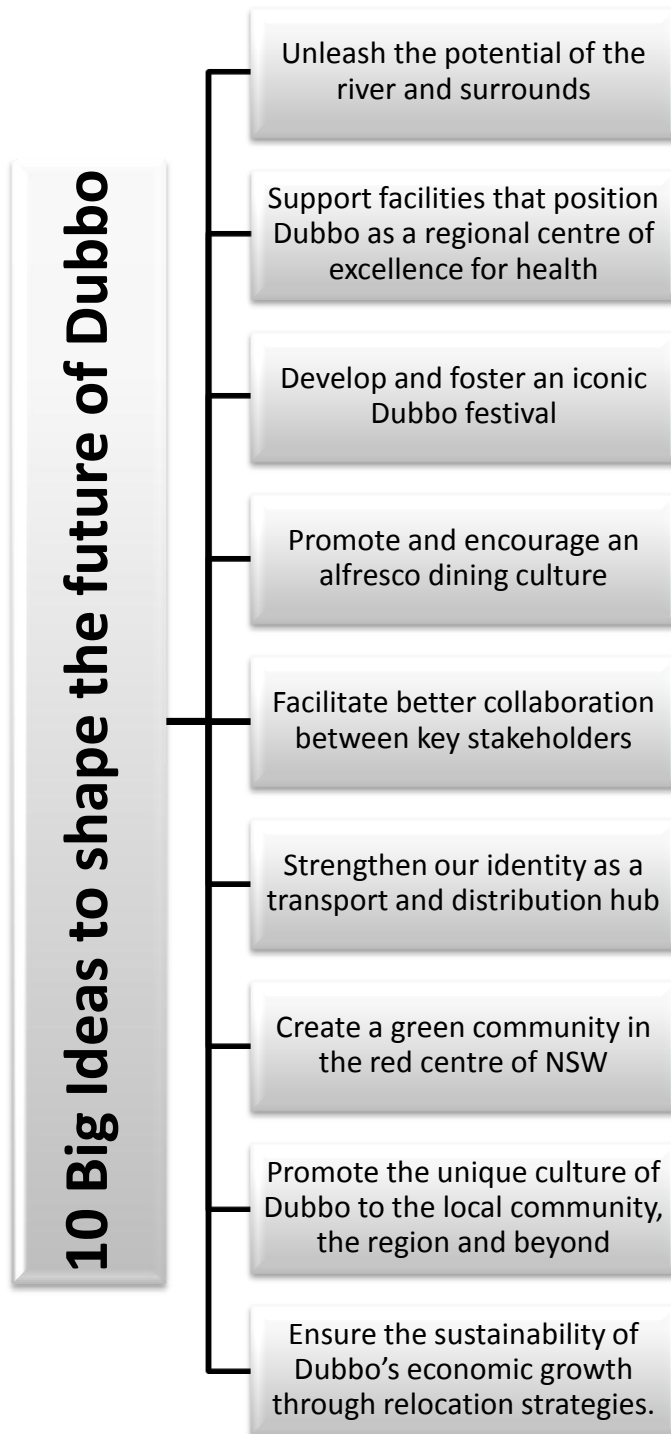


Strategies and Key Deliverables cont.

Strategy: Actively promote the activities and services provided by DCCI to position it as the Voice of Dubbo Business			
Key Deliverables	Target	Timeframe	Responsibility
Conduct interview on 2DU to promote DCCI activities and services	11 interviews pa	Within week of Board meetings	President
Submit regular column to Daily Liberal to promote DCCI activities and services	Weekly	Ongoing	Media Officer
Update and regularly maintain website	Weekly	From July	Exec Officer
Issue proactive media releases	One/month	Ongoing	Publicity Officer
Promote DCCI activities on dubbo.com.au	Monthly	Ongoing	Exec Officer
Submit photo and information to relevant media after every Chamber event	11 pa	Monthly	Board members on roster basis
Develop collaborative relationships to share ideas and resources with other business representative organisations	Quarterly network meeting	From July 2009	President
Strategy: Celebrate Business Excellence			
Key Deliverables	Target	Timeframe	Responsibility
Conduct annual Rhino Outstanding Business Awards as DCCI's major event	Minimum of 12 awards	Oct 2010 and 2011	Rhinos Committee
Strategy: Succession Planning			
Document Rhinos planning process	Timeline developed	Feb 2010	Rhinos Committee
Employ a part-time office assistant to support and relieve Executive Officer	Assistant trained to relieve EO	Feb 2010	Chamber Executive
Develop policies and procedures as relevant and in response to audit issues	Expenditure Policy adopted and implemented	Mar 2010	Treasurer
Strategy: Expand Value of DCCI to Members			
Develop member loyalty program via website	Program implemented	April 2010	Exec Officer
Provide members-only section on website and highlight access to HR and IR support	Website revised	Feb 2010	Exec Officer Publicity Officer
Survey members annually to ensure services provided meet their needs and expectations of DCCI	Annual survey	March 2010 March 2011	Board member
Strategy: Source External Funding			
Investigate grants opportunities to enhance Chamber facilities and events	Minimum two grants submissions lodged pa	Dec 2011	Exec Officer
Strategy: Develop a Culture of Attraction			
Promote DCCI benefits and activities in all that we do – adopt attitude of “Let it begin with me!”	50% increase in membership	Dec 2011	All Board
Strategy: Help Business Community Capitalise on Major Events			
Partner with co-ordinators of signature events to gain cross promotional advantages for Chamber and local businesses	2 Events pa	Dec 2011	All Board

10 Big Ideas for Dubbo

On the back of the NSW Business Chamber’s 10 Big Ideas for NSW, Dubbo Chamber undertook a broad community consultation process to develop 10 big ideas to shape the future of Dubbo. Chamber received hundreds of submissions with 10 major themes being distilled from those submissions to form the 10 big ideas to shape the future of Dubbo. These are detailed below in no particular order.





10 Big Ideas for Dubbo - Strategic Initiatives

Chamber expects to undertake a number of lobbying and partnering efforts to help realise the 10 Big Ideas for Dubbo as identified by the community. Some of these initiatives are outlined below.

Unleash the potential of the river and surrounds

- Ensure the new Dubbo Local Environment Plan provides opportunities for river based development
- Encourage river based developments through the economic development strategy consultation process

Support facilities that position Dubbo as a regional centre of excellence for health

- Provide support to GWAHS and DOCAT in lobbying efforts for a new Dubbo Base Hospital and cancer treatment facilities

Develop and foster an iconic Dubbo festival

- Extend support to Dubbo Festival Committee

Promote and encourage an alfresco dining culture

- Ensure the new Dubbo LEP provides opportunities for alfresco dining
- Encourage outdoor dining developments through the economic development strategy consultation process

Encourage a more inviting retail experience

- Work with Dubbo City Council to establish retail based campaigns and promotions

Create a green community in the red centre of NSW

- Promote the DECCW environmental audit program
- Work with the Central West CMA to develop a program of sustainability audits for business, including promotion of a "model sustainable business"

Promote the unique culture of Dubbo to the local community, the region and beyond

- Work with Dubbo City Council to develop a Local Ambassadors training type program, e.g. training in local facilities and attractions for moteliers, input to the New Residents forum to ensure new people to town are flagged as Local Ambassadors in Training, info sessions for local residents – showing them where to find information on relevant websites, tourist guides, etc.

Ensure the sustainability of Dubbo's economic growth through relocation strategies

- Work collaboratively with NSW Business Chamber, Federal and State members to lobby for better funding, tax incentives, supportive strategies and initiatives

Facilitate better collaboration between key stakeholders

- Continue to be involved in DCDC, KEDS and provide input to Council's economic development strategy working party

Strengthen our identity as a transport and distribution hub

- Work collaboratively with Federal and State members, Dubbo City Council and DCDC to ensure this matter receives priority



Review Process

It is expected that Chamber will regularly review key deliverables and strategies as outlined in this plan at board level to ensure that timeframes remain realistic and outcomes are achieved.

This process will allow for a continual review of the progress of the organisation, to ensure positive progress is being made, and where necessary corrective action can be taken.