

BROOME CHAMBER OF COMMERCE AND INDUSTRY

STRATEGIC PLAN
2016 - 2020



FROM THE PRESIDENT

2015 saw significant change within the organisation. The Board of the Broome Chamber of Commerce and Industry (BCCI) fundamentally restructured to introduce individual board member business units and we had two new business leaders join the executive.

The Board has used 2015 to better understand the operating environment of business and enhance the ongoing dialogue we have with the business community.

What we have clearly found is that the benefit of the BCCI is poorly understood and business representation is becoming fragmented, putting pressure on our membership base. Just having a business after hours as our perceived membership benefit cannot and will not position us as an organisation central to business growth.

It is for this reason that this document has been created to focus us moving forward.

Three headline focuses which are specific changes are

1. Focus on Small to Medium Enterprises
2. Advocating for Indigenous business creation
3. Working at a regional level to grow the economy

SME

At the core of this focus is Small to Medium Enterprises. What is a small to medium enterprise you ask? For us it is defined as any business between a homebased business and a large industry player. We will be their champions.

Over 2015 we have seen our members working to innovate through a changing market. Examples include:

Willy Creek Pearls diversifying their business offering;

Mangrove Hotel marketing to locals;

H&M Tracey Construction automating their cabinet shop;

Kimberley Manufacturing purchasing specialist equipment;

The Lockup Café opening on a state heritage listed site; and

Many more examples across the community

This attitude is at the core of that we need to foster within our business community. Having small to medium enterprises

(SME) that look at conditions and make changes for their betterment will invariably make our business community more sustainable.

So how do we make this happen?

We know that changing economic factors, policy changes, along with impediments within the regulatory market inhibits business's ability to grow. This in turn creates uncertainty among the business community and erodes confidence to invest and innovate.

For the BCCI it is our obligation to ensure that the business environment allows for and encourages innovation. We do this by representing business when we deal with government and by providing the resources to help businesses grow, we are all about removing barriers to unleash the yet-to-be-realised possibilities that lie within our local SME.

INDIGENOUS BUSINESS CREATION

With Broome as a community with almost a 40% indigenous population the Broome Chamber of Commerce and Industry must be advocating for parity with indigenous representation within the business community.

We will be doing this through the creation of partnerships to assist with the creation of indigenous businesses within the region.

WORKING AT A REGIONAL LEVEL

A number of members have told us that their business interests stretch across the region. Many have asserted that they would not be operating today if they had restricted their operations to Broome alone. Acknowledging this the BCCI will work with the Derby Chamber of Commerce and Industry to assist with regional development, growing the pie for all to share in.

2016 is going to be yet another interesting and challenging year for Business. I am confident that we will continue to be of significant value to the business community and look forward to rolling out this strategy for the benefit of members.

RHONDDA CHAPPELL

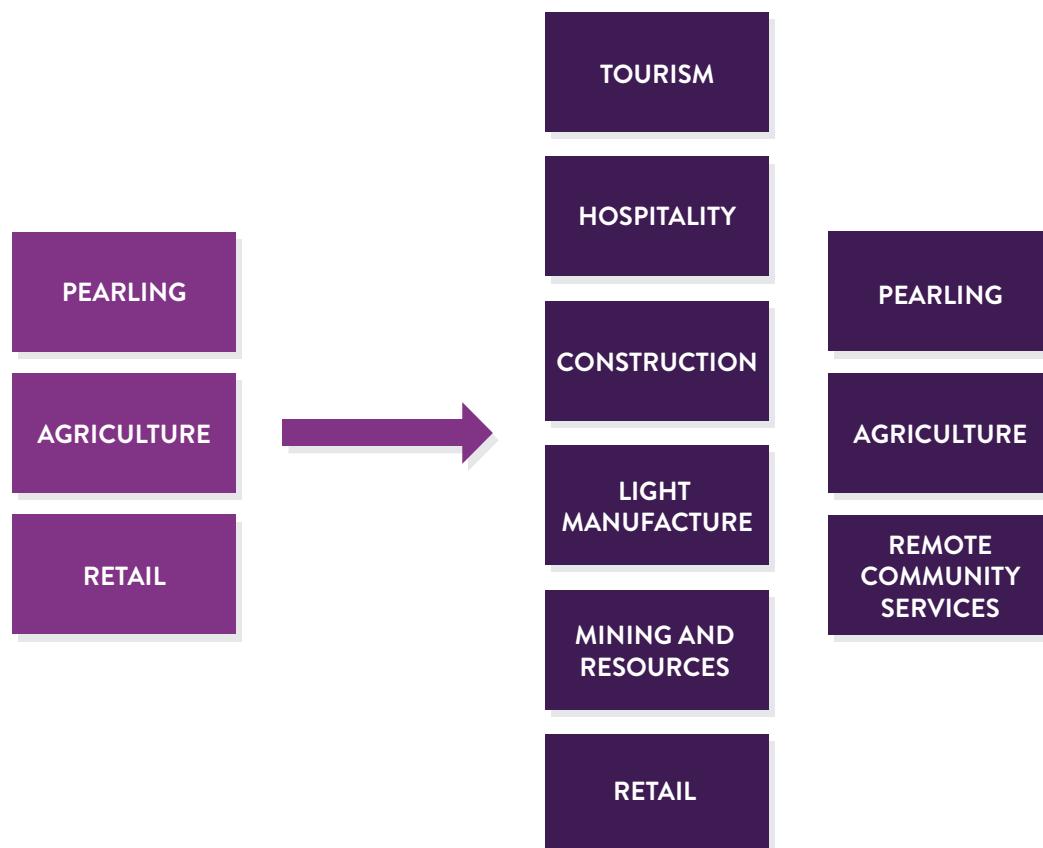
PRESIDENT

Broome Chamber of Commerce and Industry

CHAMBER OVERVIEW

Formed in 1987, the Broome Chamber of Commerce and Industry is an important network which provides up-to-date information about commercial and industry developments to more than 270 member organisations. The Chamber acts as a lobby group across local, State and Federal governments and provides resources for all members.

The business community in Broome is diverse and ever changing. The image below depicts the transformation of the Broome business market over recent times:



Finding the right balance to achieve sustainable outcomes for all sectors is paramount for the Chamber, which has positioned itself as the only organisation able to bridge the gaps between

industries. It provides information and advocacy for all members with the aim of being a balanced voice among many competing interests. The chamber represents members in a range of forums and makes regular submissions to government inquiries.

MEMBERSHIP

The Chamber supports individual members and groups of members confronted with issues that affect their businesses by providing information, lobbying and briefing government agencies, and promoting opportunities. The Chamber is a firm believer in the fact that better outcomes can be achieved for local business through combined efforts. Accordingly, the Chamber works to frequently bring members together with each other and stakeholders to develop a united voice.

Since 2010 membership numbers have fluctuated with a general trend toward growth. Historically member numbers have varied from 250 to 300 as represented in the 2010-15 period.

The table below provides an overview of the membership numbers and notes economic factors affecting membership.

YEAR	MEMBER NUMBER	MARKET FACTORS	TREND
2010	210	Uncertainty over offshore oil and gas	
2011	255	Positive James Price Point (JPP) movements	21.4% increase
2012	262	Lengthy legal and approvals for JPP	2.7% increase
2013	302	Approvals for JPP	15.3% increase
2014	249	JPP abandoned	17.5% decrease
2015	274	Government investment	10% increase

Membership numbers need to be considered in the context of the Local Government's assessment of some 1400 businesses operating within the Shire (Shire of Broome Economic Profile 2014)

Acknowledging the disproportionate representation of indigenous people in the business sector the Broome Chamber of Commerce has adopted a strategy to work with other organisations to support indigenous business creation and growth. This focus on a specific demographic is required to close the gap in representation within the business community.

PREVIOUS STRATEGIC PLAN

The Chamber is guided by a constitution and previously a 2011-2014 Strategic Plan. The vision of the previous plan was for:

“The Chamber to be the voice of business in Broome, representing a majority of businesses and organisations in the region; to be regarded as the first port of call for business issues, providing outstanding business information and services and representing the interests of the regional business community”

Key objectives within this plan include:

1. Remain the undisputed peak business organisation in the Broome region, offering a comprehensive suite of information about the area; its business, community and services.
2. Foster sustainable Business and Community growth in the Broome region.
3. Organise and foster networking and co-operation among organisations and members in all sections of the commercial and professional community.
4. Promote and further the interests of the Chamber and its members, whilst ensuring that the Chamber remains a financially viable, independent organisation.
5. Add value for members and grow the membership base.
6. Be an outstanding example of best business practice and promote these behaviours to its membership.

While the previous strategic plan retains relevance, the changing market conditions along with changing membership expectations have required us to contemplate the Chamber's benefit and create this plan.

THE CHAMBER'S FOCUS

Over the years the chamber has always prided itself on its business focus. This focus has ranged from supporting small businesses to attracting large businesses to Broome. Despite this focus a key point that has been raised time and time again is

“What is the benefit of being a member of the chamber”

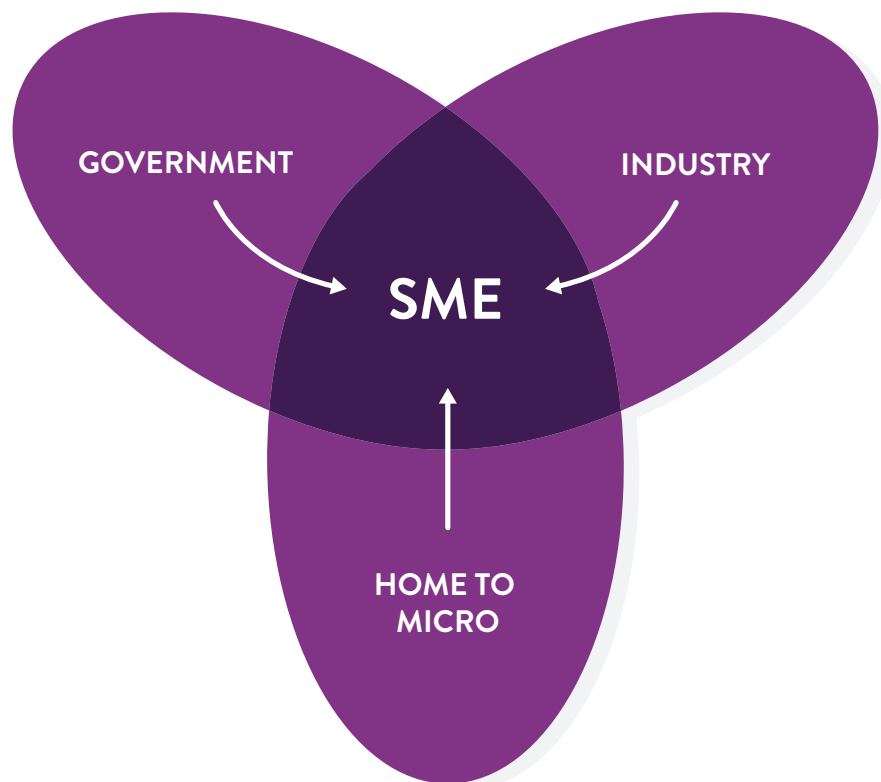
The Board has pondered this point, engaged with members and now sharpened its focus to better articulate its value to the business community.

The Broome Chamber of Commerce and Industry have adopted a primary focus on Small to Medium Enterprise Creation, Operation and Growth.

The image below depicts the strategic focus of the Chamber.

Our new SME focus sees the BCCI:

- Working with home to micro businesses to improve skills and develop scale
- Working with SME to ensure a positive business environment
- Working to attract Industry to the region and engage local SMEs
- Lobbying government to ensure favourable treatment of Local SMEs





OUR VISION

Broome and the broader West
Kimberley Region is a destination for
SMEs to establish, operate and grow.

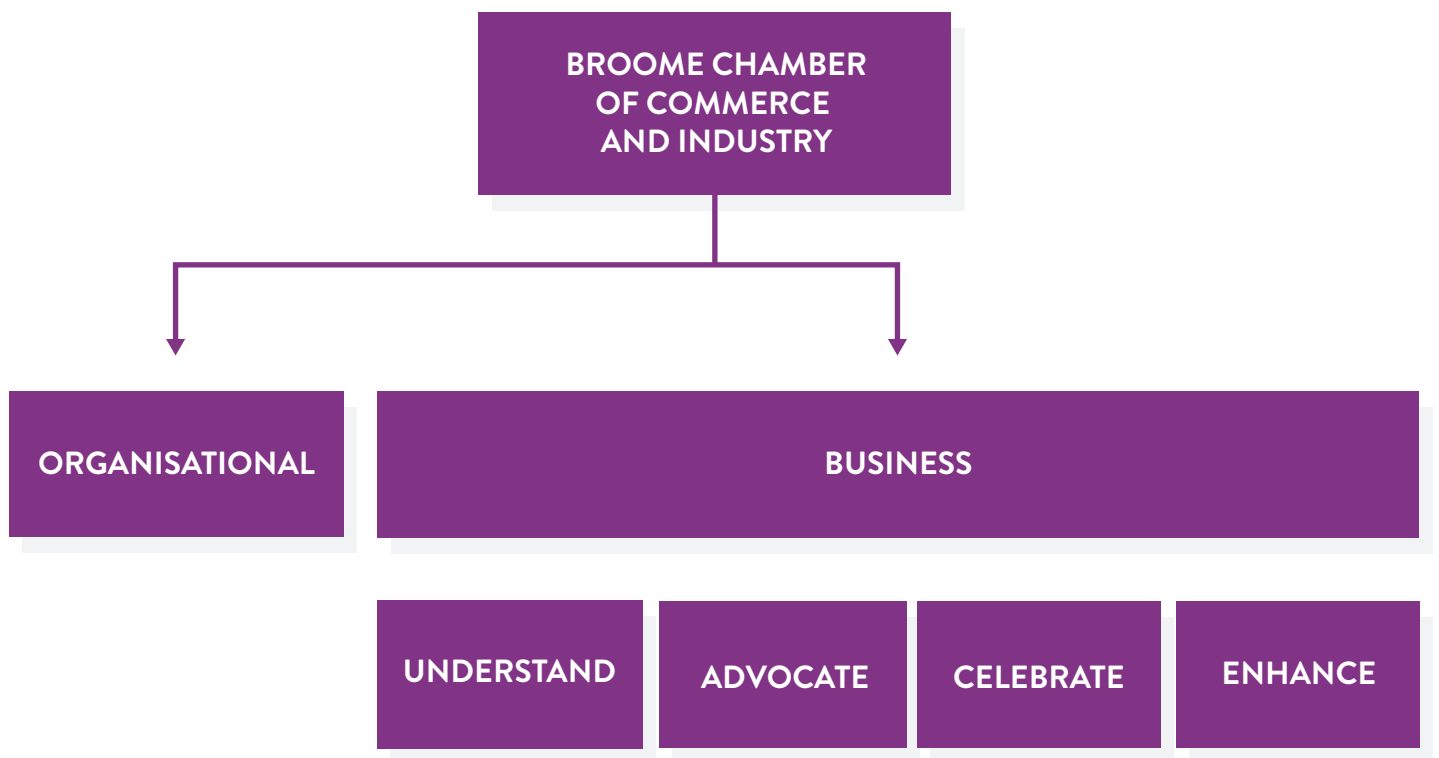


OUR MISSION

1. Represent and facilitate the growth of SMEs
2. Encourage Industry to establish within the region and support SMEs
3. Ensure Government support of SMEs
4. Work with existing Home to Micro businesses to become SMEs



STRATEGY MAP



ORGANISATIONAL

The operational governance of the Broome Chamber of Commerce and Industry is an important focal point to ensure the sustainability of the organisation.

Under this strategic pillar the Board with the support of staff will focus on three key areas of compliance, local procurement and growth.

COMPLIANCE

We will ensure compliance with

- Relevant State and Federal Legislation
- Best practise accounting standards
- The Chamber of Commerce and Industry Constitution
- The guidance of WACCI
- Strategic direction set by the Board of the Chamber of Commerce and Industry

LOCAL PROCUREMENT

At all times when expending Chamber moneys or contributed funds we will ensure the most favourable environment exists for local businesses to secure the work.

GROWTH

Our aim is to grow the Broome Chamber of Commerce to increase financial sustainability and work to reduce membership costs. We will do this through partnering to deliver contracted work in line with the values of the organisation and also offer goods and services which will directly benefit our member base.

KEY ACTIONS

1. Annual review of the Constitution
2. Bi annual engagement with WACCI
3. Bi annual public procurement reporting
4. Bi annual BCCI growth reporting



UNDERSTAND

The speed of change within the business sector requires the BCCI to continually change the way it delivers services. In order to do this correctly we need to understand what our members and the broader business community are wanting and what the trend of change is. We will do this by having a better understanding of our membership.

We will develop a comprehensive Stakeholder Engagement Strategy to ensure we are accurately reflecting the business community's needs

KEY ACTIONS

1. Continue to consult with the membership to inform the Stakeholder Engagement Strategy
2. Develop stakeholder Engagement Strategy by July 2016
3. Implement the Stakeholder Engagement Strategy





ENHANCE

The operating environment for businesses is complex. There are numerous publications and policies on preferential treatment of local businesses but in practise the reality falls short. Some businesses are exposed to opportunities because of the people they know whilst others are exposed to only selected opportunities. At the BCCI we will be championing the preferential procurement debate in order to enhance the market for all local businesses.

Our overarching objective under this pillar is to create more opportunities for businesses while developing the business community's capacity.

We will do this through our focus on engagement with Government and Industry to unlock work potential and working with Home to micro businesses to develop their capacity.

KEY ACTIONS

1. Chamber to register to online tendering portals and link opportunities to member only portal
2. Chamber to develop a business skills program to support Home to Micro development



ADVOCATE

Advocacy is a powerful service the BCCI delivers on behalf of businesses and the community in general. Under this pillar we will use our ability to meet with various stakeholders to advocate for the local business community. We will also hope organisations to account on commitments and targets for the benefit of the community.

Also where necessary the BCCI will contribute to broader public debate issues that may not be directly aligned to immediate business outcomes.

KEY ACTIONS

1. Continued exposure through Broome Advertiser
2. Continued Website optimisation to meet member demands
3. Quarterly minuted and publically published shire meetings on the business community's behalf
4. 6 monthly peak body meetings – summary published on the BCCI website



CELEBRATE

An important part of the work the Chamber does is acknowledging the good work that is occurring within the community. We will be celebrating the many and varied small wins of our business community throughout the year

KEY ACTIONS

1. Recommencement of Small Business awards
2. Bi Monthly recognition of success stories within the business community
3. Business after hours to continue to celebrate local businesses



