



Beechworth & District

Chamber of Commerce & Industry Inc

Represent / Support / Promote / Act

Strategic Plan

2010 - 2013

November 2010

Approved by Committee – February 2011

Contents Page

Introduction	3
Our vision.....	5
Our mission.....	5
Our values statement	5
Strategic Outcomes	5
Action Plan 2010 – 2013.....	7
Projects for BDCCI.....	12
Appendix 1: Review of previous strategic plan (2007-2010).....	13

Introduction

Context

Beechworth District Chamber of Commerce and Industry Inc (BDCCI) is an incorporated association and was established to act as a body to represent the interests of commerce and industry within the Beechworth and district area. The organisation currently has approximately 50 financial members.

In March 2007, the Indigo Shire Council in collaboration with BDCCI sourced funding through Regional Development Victoria to enable the organisation to develop a Strategic Plan. This working document gave direction and focus to enable the local business community to move forward in a positive manner.

In October 2010, the BDCCI executive reviewed this plan and agreed to develop a new plan for 2010-2013. This process was undertaken internally with the assistance of Dr Kristy Howard of Inspiring Excellence and current Vice-President.

This document is a result of this process and outlines the strategic direction for BDCCI for the next 3 years.

Methodology

This plan was developed with the members of the BDCCI over two planning meetings. The process included:

- review of the previous plan (appendix 1),
- review of the vision, mission, values and strategic directions
- development of new goals and actions for each strategic direction

A draft plan was circulated for comment by BDCCI and was formally adopted on Wednesday 9th February 2011.

Background - Beechworth and District

Beechworth is situated within the Indigo Shire and has a population of 3,227 people¹. The town plays an important tourism and servicing role. Up to 600,000 tourists visit Beechworth annually and on a regional level, the area attracts 1.3 million domestic overnight visitors per annum, representing 10% of the Victorian market share². The town's many retail outlets, restaurants and accommodation providers primarily derive their income through tourism.

Beechworth is of national heritage significance making it a popular destination for visitors and tourists to the Northeast region. Beechworth has a legacy of grand buildings and street details such as granite stone gutters. A significant number of businesses in the town benefit either directly or indirectly from the tourist dollar. Beechworth also plays an important role as a service centre for the nearby Stanley and Wooragee townships that primarily rely on agribusiness and agricultural pursuits.

Its central location between the larger regional centre of Albury- Wodonga and Wangaratta also makes Beechworth an attractive tree change and lifestyle destination. To ensure Beechworth and District's ongoing viability the BDCCI must be strategic in their approach to ensure the town remains a preferred tourist destination, which in turn leads to a healthy and vibrant community.

Beechworth and District's main North East Victorian competitors are within a 100- kilometre radius and are also extremely active in promoting their territory.

Focus for this plan

The focus for this plan is membership.

For BDCCI to continue to support the Beechworth and District Business Community, it needs to ensure it remains relevant to that community. The main focus for the next 3 years is to grow and consolidate the BDCCI's membership by researching and servicing the needs of its members.

¹ Australian Bureau of Statistics 2006

² North East victoria Tourism Development Plan 2004-2007 www.tourism.vic.gov.au

Our vision

For Beechworth & District Chamber of Commerce and Industry Inc. to be a recognised, as a vital, credible organisation representing, promoting and supporting Beechworth and District businesses and enterprise.

Our mission

To represent the interests of the Beechworth business community using collaborative processes and providing focussed direction and advocacy.

Our values statement

Our members:

- We embrace inclusion and partnership, treating all members with fairness, respect and dignity.
- We value thoughtful and considered collaborative approaches to all activities

Independence:

- Preparedness to speak as a united voice for all business

Performance:

- We work to ensure the best outcomes for all involved.
- We foster growth, innovation and accountability in everything we do.

Strategic Outcomes

A reputation for excellent representation, support and promotion of the Beechworth and District business sector.

A sustainable Chamber of Commerce in relation to governance, stakeholder relevance and innovation.

Both these outcomes will serve to develop our thinking and actions and we have developed six strategic objectives to support these outcomes.

Strategic Directions

1. Best governance practice, policies, procedures and plans.
2. The building of strategic and collaborative relationships with businesses in the local area to ensure that the local community and visitors to Beechworth and District have access to quality services.
3. To provide leadership and direction to business and industry through effective communication.
4. To promote Beechworth and District as the preferred tourist destination in North East Victoria.

5. To work closely and collaboratively with the Indigo Shire Council and the community.
6. To identify possible funding sources and partnerships that will enhance the continued growth of our town.

Action Plan 2010 – 2013

Strategic Objective 1: Best Governance Practice, Policies, Procedures and Plans

(Rob Ransom, Sue Humphris, Greg Clydesdale, Scott Landells (Indigo Shire))

Plain English Description: This strategy is about ensuring the chamber has internal procedures, policies and plans that enable the chamber to function as a cohesive organisation in a professional manner now and into the future.

Strategic Action	Key Performance Measure	Responsibility
1.1. Establish a finance sub-committee to oversee the chambers finances including development of annual budgets (based on financial year)	Finance sub-committee established January 2011 Annual budget 2010-2011 Annual budget 2011- 2012 Annual budget 2012- 2013 20% increase in turnover by 2013	Committee to appoint Finance sub-committee to implement
1.2. Establish a policy and procedures sub-committee to develop appropriate policies and procedures including: <ul style="list-style-type: none"> • Membership policy • Finance policy including annual budgeting procedure • Sponsorship policy • Sub-Committees policy • Procedures for office bearers • Festivals policy • Marketing and Branding policy 	Policy and procedures sub-committee established February 2011 Policy and procedure manual adopted by July 2012 Annual updating and review procedure adopted July 2012	Committee to appoint Policy and Procedure sub-committee to implement
1.3. Establish a working party to investigate viability and opportunities for funding a paid project officer and office	Working party established February 2011 Chamber office by July 2013 Paid project officer/executive officer by July 2013	Committee to appoint Working party to investigate
1.4. Establish a marketing sub-committee to develop a marketing strategy to increase membership and general awareness of the chamber and its activities.	Marketing sub-committee established February 2011 Marketing strategy adopted by July 2011	Committee to appoint Marketing sub-committee to

	Branding policy and style manual adopted July 2012	implement
1.5. Annual review strategic plan and develop next plan for 2013-16	Review strategic plan annually (July) Adopt amendments annually at AGM Final review of Strategic Plan Sept 2013 Next plan developed and adopted by Oct 2013	Committee

Strategic Objective 2: *The building of strategic and collaborative relationships with businesses in the local area to ensure that the local community and visitors to Beechworth and District have access to quality services.*

(Bill Bell, Owen and Cheryl Keylock, Jason Dawson)

Plain English Description: This strategy is about creating relationships with the local businesses to ensure that the chamber is meeting the needs of its members and attracting new businesses with a range of quality services and events. It is also about promoting the local businesses (through the united banner of the chamber) to their customers as well as promoting and supporting quality customer services through training and development.

Strategic Action	Key Performance Measure	Responsibility
2.1 Establish Membership sub-committee to review and coordinate membership services and events	Membership sub-committee established February 2011	Committee to appoint
2.2 Research the needs and wants of local businesses for chamber events and services	Survey undertaken of chamber members and non-chamber businesses to assess their needs of a chamber March 2011	Membership sub-committee to implement
2.3 Establish a process to enable the review membership annually ie fees, services, membership satisfaction etc	Annual membership review Monthly reporting to committee	Membership sub-committee to implement
2.4 Establish an annual calendar of events for the chamber that includes networking, training and development.	First calendar April 2011 Annual updates Sept/March?? Each year	Membership sub-committee to implement
2.5 Establish industry or other sub-groups of the chamber for purposes of representation and targeted servicing	Extended database developed	Membership sub-committee to implement
2.6 Membership drive	Membership increased by 100% to 100 businesses by July 2013	Membership sub-committee to implement

Strategic Objective 3: To provide leadership and direction to business and industry through effective communication.

(Rob Holden, Karen Nankervis, Tracy McVea, Fiona Larkins)

Plain English Description: This strategy is about developing effective communication pathways and processes to receive and deliver information to business and industry and be seen as the information conduit for Beechworth and District

Strategic Action	Key Performance Measure	Responsibility
3.1 Survey members to establish how they view the chamber and what communications methods are most effective	Survey undertaken of chamber members and non-chamber businesses to assess their communication needs of a chamber March 2011	Membership sub-committee to implement
3.2 Establish a membership and business database	Database established May 2011	Membership sub-committee to implement
3.3 Review chamber communications and develop a communications strategy ie website, chamber chatter etc (explore the need for a Social media strategy and include in communications strategy)	Communications strategy developed July 2012	Marketing sub-committee to implement

Strategic Objective 4: To promote Beechworth and District as the preferred tourist destination in North East Victoria.

(Jason Dawson, Owen and Cheryl Keylock, Bill Bell)

Plain English Description: This strategy is about ensuring Beechworth and District continues to be promoted as a key tourism destination in Victoria through development of collaborative marketing and advertising strategies and representation in key tourism organisations.

Strategic Action	Key Performance Measure	Responsibility
4.1 Develop local collaborative advertising strategy	Local advertising strategy implemented	Membership sub-committee to implement
4.2 Continue to develop the Beechworth Harvest Festival as the premier North East Food and Wine festival: <ul style="list-style-type: none"> • Establishment of Harvest Festival sub-committee • Employment of Harvest Festival Coordinator • Development of 3 year strategy to grow the festival 	Harvest Festival held each year Strategy for growth developed (July 2011) Harvest Festival Coordinator appointed (Oct 2010)	Harvest festival sub-committee to implement

<ul style="list-style-type: none"> Secure on-going tourism funding to support event 		
4.3 Continue to be represented on ITAC	At least one ITAC member	Committee to appoint
4.4 Continue to develop working relationship with Indigo Shire, NE Tourism and Tourism Vic	Member of new NE Tourism organisation Regular meetings with key tourism partners (at least one annually)	Committee to implement (Tourism sub-committee??)

Strategic Objective 5: To work closely and collaboratively with the Indigo Shire Council and the community.

Plain English Description: This strategy is about being seen as the voice of business in the Beechworth and District Community and thus able to represent businesses interests to council and in other community forums. To assist community through united business action where the need arises.

Strategic Action	Key Performance Measure	Responsibility
5.1 Establish formal links with key Indigo Shire staff through establishment of a regular meeting date and agenda of key issues	Regular meetings with key staff (3 or 4 per year)	President
5.2 Establish representation in the new NE tourism organisation	Regular meetings with new NE tourism organisation Representation at some level within new NE Tourism organisation	Relevant committee members
5.3 Explore opportunities to work collaboratively with other community organisations where appropriate	Opportunities explored as they arise	Relevant committee members?

Strategic Objective 6: To identify possible funding sources and partnerships that will enhance the continued growth of our town.

(Rob Holden, Karen Nankervis, Fiona Larkins)

Plain English description: This strategy is about sourcing funds that can be used to fund chamber projects that help to service members needs and advocate for business in Beechworth and District

Strategic Action	Key Performance Measure	Responsibility
6.1 Develop a partnership approach with other Indigo Shire town	2011 Christmas decorations coordinated	Committee to appoint a sub-

business organisations to display Christmas decorations	across the shire	committee?
6.2 Explore other strategic partnerships ie VECCI to see what they offer	Partnerships identified and established	Committee
6.3 Develop a relationship with RDV and other government departments that support rural business.	Relationships identified and established	Committee

Projects for BDCCI

Initial tasks

1. Establish sub-committees for:
 - Finance December 2010
 - Policy and Procedures February 2011
 - Marketing (incl. Communications) February 2011
 - Membership February 2011
 - Harvest Festival October 2010 (done)
2. Establish a working party to investigate viability of paid employee and office.

Projects

Membership review and recruitment

Tasks:

- Survey members and non-members Mar 2011
- Annual membership review June each year
- Annual calendar of events April 2011, annually thereafter
- Membership database May 2011
- Annual membership drive Annually May-July

Marketing and Communications

Tasks:

- Marketing strategy July 2011
- Communications strategy July 2012
- United marketing campaign Annually?
- Review of strategies Annual

Governance - Policies and Procedures

Tasks:

- Policy and Procedure Manual July 2012
- Annual review and update Annual

Harvest Festival

Tasks:

- Appoint a committee Oct 2010
- Appoint a harvest coordinator Oct 2010
- Develop 3 year strategy July 2011
- Run Harvest festival May (annually)

Appendix 1: Review of previous strategic plan (2007-2010)

Achieved?		Strategic action	Key Performance Measure
Yes	8.1.1	Develop governance model	Model developed and implemented
Yes	8.1.2	Develop governance training	Training timetable developed and trainers appointed
No	8.1.3	Develop a policy working committee to undertake policy development including: <ul style="list-style-type: none"> • Gaming • Seven day trading • Youth • Business Initiatives • Infrastructure and planning • Tourism • Business levy • Environment Plus any other policies that reflect the vision and mission of the BDCCI	Policy working committee established
No	8.1.4	Develop draft of procedures including those covering <ul style="list-style-type: none"> • Meetings • Delegations • Committees • Finances Plus any other procedures that reflect the vision and mission of the BDCCI	Procedures manual drafted and adopted Short term
Yes	8.1.5	Review the constitution	Undertake general review of the constitution Clarify membership Clarify roles and responsibilities of the Executive
Yes	8.2.1	Building of relationships between BDCCI Inc and Business through forums and information gatherings	Increased participation in BDCCI initiatives
Yes	8.2.2	Provision and / or promotion of business development workshops	Significant interest, attendance and interaction at workshops
On-going	8.2.3	Outreach and invitation project to current non-member business people encouraging them to join the BDCCI	Project undertaken Increased BDCCI membership
No	8.2.4	Development of an introduction and induction committee to welcome new business members	Committee established Increased BDCCI membership
No	8.2.5	Development of collaborative partnerships between businesses and the BDCCI	Evidence of partnerships
Yes	8.2.6	Pathway for businesses to present opportunities to the BDCCI Inc for discussion and action	Process established for business to access BDCCI
Yes	8.2.7	Keep informed of emerging trends and issues for all business sectors including links with peak bodies	Development of communication process to collect, collate and inform business members of current trends
No	8.2.8	Develop an annual business plan	Plan developed

Yes (discontinued)	8.3.1	Establish a regular column with local press	Column developed and maintained
Yes	8.3.2	Development of BDCCI website and email protocols	Website developed and regularly updated
Yes	8.3.3	Development of monthly E-newsletter	Newsletter developed and regular distribution
No	8.4.1	Establish marketing committee to develop and cost a BDCCI marketing plan that will include print and electronic media	Committee established
On-going	8.4.2	Clarify BDCCI's involvement with the Indigo tourism Board and representation on other tourism boards and committees	Clear understanding of Chamber involvement, relevant representative appointed.
On-going	8.4.3	Establish collaborative working relationship with Indigo Shire, NE Tourism and Tourism Vic	Process undertaken and ongoing
On-going	8.5.1	Establish formal links with other community stakeholders including Indigo Shire Council	Stakeholder links identified and established
Yes	8.5.2	Seek Chamber representation/input on various selection and other committees.	Representation established
No	8.6.1	Explore tourism business levy and develop policy	Exploration process and policy developed
No	8.6.2	Fund a grant and submission writer	Funds allocated in budget
No	8.6.3	Executive to resource alternative sources of funding	Funding resources researched and collated.