



**FRANKSTON
BUSINESS
CHAMBER**

The people to see ...



Frankston Business Chamber Strategic Plan 2007 - 2017

ADOPTED:
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(reformatted April 2009)



Index

	Page
1. Background	3
2. Vision, Aims, Values and Mission	3
2.1 Vision	3
2.2 Mission Statement	4
2.3 Aims	4
2.4 Values and Culture	5
3. Organisation Structure	6
4. Scope	7
5. Strategic Alliances and Partnerships	7
6. SWOT Analysis	8
7. Key Objectives Priority Areas	9
8. Priority Strategy Themes 2007-2010	10
9. 2007 Proposed Membership Fees and Sponsorship Structure Action Plans	11
10. Monitoring and Evaluation	12

1. Background

The Frankston Business Chamber was established 45 years ago as a non political, voluntary, non profit organisation representing businesses in the greater Frankston region. Our aim is to support, enhance and represent the business community of the area.

The Chamber is a not-for-profit professional incorporated association. We are accepted and respected by our Civic leaders, educational institutions and the business community as the peak organisation representing business in the Frankston Greater Frankston region.

We have a diverse membership comprising businesses from industry, commerce, service, trade, retail, community service, not-for-profit and educational institutions from throughout the whole Greater Frankston region and beyond. The effectiveness of the Chamber is entirely dependent on member support and involvement.

This document provides a framework for activities of the Chamber for the next ten years. It encompasses an overall approach that the Chamber will undertake to achieve key goals that have been set. However, further documents setting out the delivery and the implementation of these goals need to be read in conjunction with this Strategic Plan.

2. Vision, Aims, Values and Mission

2.1 Vision

To be a strong and vibrant peak body representing the interests of businesses operating within the Greater Frankston region. The Chamber will encourage and support business growth and vitality, thereby increasing employment, attracting investment and development opportunities that ultimately benefit the whole community.

2.2 Mission Statement

To represent, provide leadership, strengthen, enhance, support and inform members through strategies that include advocacy, education, training, networking, civic and government access and promotion of business interests to achieve the following objectives:

- To promote a strong and vibrant business environment
- Develop and foster strategic alliances
- Strengthen the local economy by assisting development within the Greater Frankston region and encourage the creation of a desirable business environment leading to greater employment opportunities.
- To promote the highest standard of business presentation and conduct.
- To identify regional issues and actively seek solutions working together with business, government and key stakeholders.

- Encourage relationship building through networking and other opportunities.
- To represent and advocate on behalf of Members.
- To contribute towards the strengthening of Frankston's position as Melbourne's premier City on the Bay.

2.3 Aims

The Frankston Business Chamber's Vision is underpinned by the following aims:

- To act as the peak professional body representing businesses in the Greater Frankston region.
- To advocate on behalf of members on issues that impact on their business.
- To promote the strengths of members and their contribution as leaders within the community.
- To keep members and key stakeholders informed of Chamber activities and benefits.
- To represent and speak with a united voice on behalf of members on key projects and developments in the Greater Frankston region.
- To provide and facilitate networking opportunities for businesses.
- To nurture and support members to be successful and grow.
- To foster strategic partnerships and alliances with key organisations within the community.
- To partner educational and government agencies to provide professional business information, training, education and coaching.
- To monitor and provide feedback to key stakeholders on the provision appropriate levels of infrastructure and services.
- To promote employment growth.
- To ensure that the membership base is representative of the diversity of the business community.
- To grow the membership.
- To support and represent members, where appropriate and/or required, on issues relating to local, state and federal legislation and regulations.
- To provide a non-political and unbiased lobby voice to decision makers.
- To promote the Greater Frankston region as a destination of choice to work, live, learn and play.

2.4 Values and Culture

The Frankston Business Chamber values:

- Integrity
- Strong leadership
- Continuous improvement



- Excellence and innovation
- Transparency
- A high standard of professionalism and ethics

The term “SPIRIT” showcases the culture and philosophy of the organisation and its members.

SPIRIT

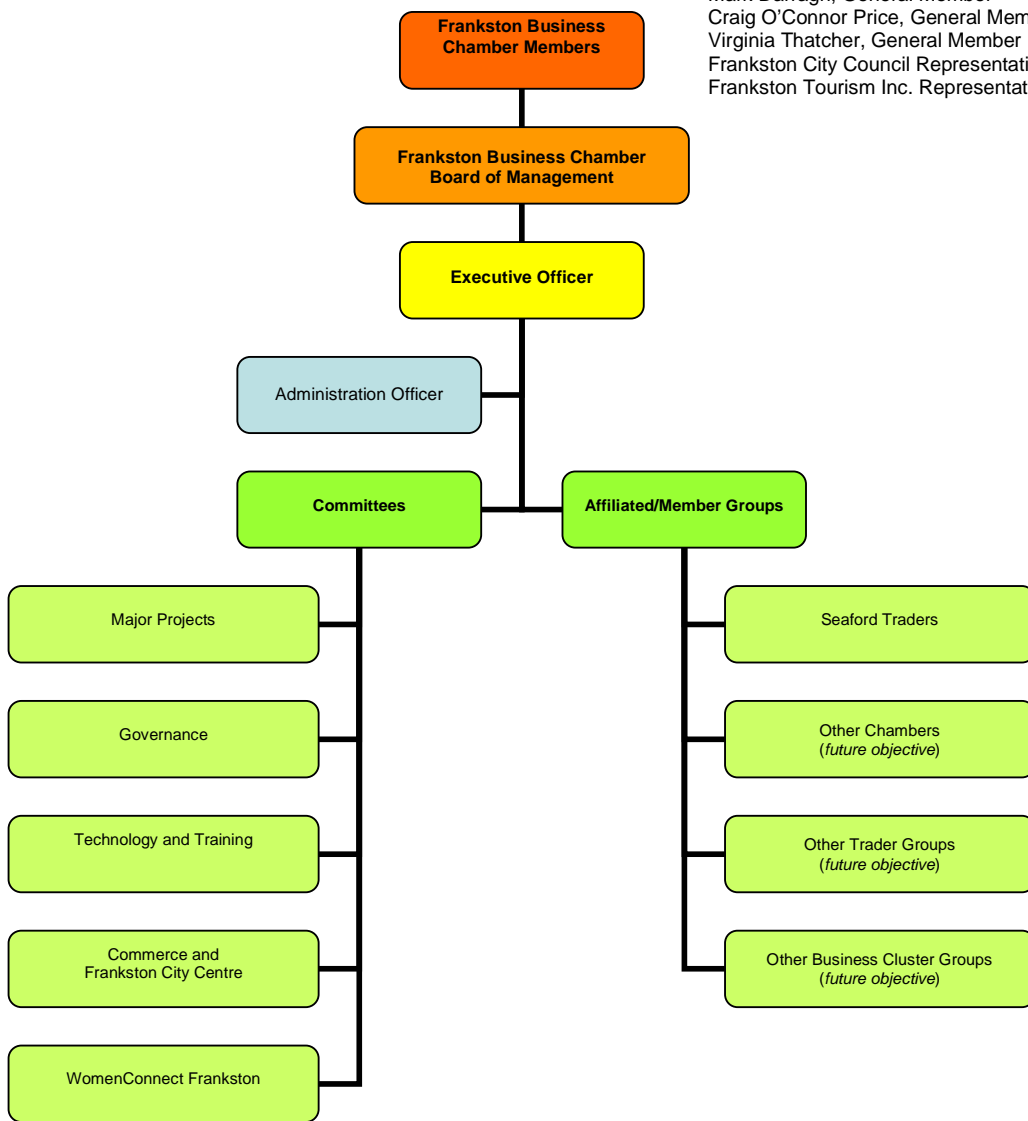
- **S**upport and promote members,
- **P**assion for business and working together as a community,
- **I**ntegrity, ensuring the highest ethical and business standards,
- **R**espect, fostered by a supporting, caring and sharing network,
- **I**nnovation, encouraging new and exciting opportunities in business; and
- **T**ransparency of process.



3. Organisation Structure

2006 Executive Committee

Terri Carroll, President
Peter Mackenzie, Immediate Past President
Bob Maughan, Executive Officer
Perry Eckert, Senior Vice President
Allen Howes, Senior Vice President
Cheryl Barnett, Treasurer
Geoff Crowder, General Member
Mark Darragh, General Member
Craig O'Connor Price, General Member
Virginia Thatcher, General Member
Frankston City Council Representative (Sam Jackson)
Frankston Tourism Inc. Representative (Arthur Parsons)



4. Scope

It is intended that this strategy relates to all businesses or organisations that operate within the Greater Frankston region.

5. Strategic Alliances and Partnerships

The Frankston Business Chamber has already established strategic alliances with a number of organisations and is in the process of fostering new strategic alliances with the following organisations:

- **Current**
 - **Seaford Village Traders** – Representation on Chamber Executive
 - **Frankston City Council** – Frankston Alive! Project, Learning Cities Strategy, Frankston 2025, StreetLife Project, Business Training Programs and Information Sessions, Networking, Frankston Arts Centre (*to be strengthened*).
 - **Monash University** – Monash Advisory Board, Monash Business Associates Program, Bachelor of Business and Commerce Marketing Award, Learning City Strategy
 - **Chisholm Institute of TAFE** – Learning City Strategy, Frankston Alive! Project, StreetLife,
 - **Peninsula Access Support and Training (P.A.S.T.)** – Training program for people with disabilities in administration and in conjunction with the Administration officer
 - **Colonial First State (Bayside Shopping Centre)** – Frankston Alive! Project
 - **Frankston Tourism Inc.** – Reciprocal representation on Frankston Business Chamber Executive/Frankston Tourism Executive
 - **Frankston Coast Guard** – Frankston Safe Boat Harbour
- **Proposed**
 - **Peninsula Health** – Learning City Strategy
 - **Langwarrin Chamber of Commerce Inc.** – Working arrangement
 - **Frankston and Mornington Peninsula Awards** – Stronger working arrangement
 - **Independent Newsgroup/Frankston-Hastings Leader** – Foster stronger relationship to increase positive promotion and reporting
 - **Victoria Police** – improved communication and working relationship
 - **Victorian State and Federal Government** – through local representation establish closer working relationships
 - **Community Groups** (e.g. Rotary, Lions, Probus)
 - **Neighbouring Chambers, Trader Groups and Relevant Industry Associations**



6. SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. <i>Our focus on key issues</i> 2. <i>Committed Board of Management with effective Executive Officer and a strategically placed office providing a one stop shop</i> 3. <i>Peak business body in the region</i> 4. <i>Growth in recognition and numbers/diversity of members</i> 5. <i>Member benefits including networking</i> <ul style="list-style-type: none"> • Location by the Bay • Longevity/History • Experience/Knowledge/Data • Cheap land/housing/industry • Large labour force – unskilled • Recognition by all levels of government • Newsletter/web site/membership card • Sub-committees and Women Connect • Sponsorships, Strategic Alliances and partnerships • Non political • Strong financial and transparent, professionally governed organisation 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. <i>No formal documented business plan or strategy</i> 2. <i>Poor Council support and trust – no funding</i> 3. <i>Financially constrained/time and resource poor</i> 4. <i>Name “<u>Frankston</u> Business Chamber”</i> 5. <i>Lack of big business representation (power brokers/good mix)</i> <ul style="list-style-type: none"> • Full governance process incomplete • Communication between Committee/members • Not large enough • History and perception of CBD focus • Non representative of whole community • No legal / marketing / IT skills • Skills audit incomplete • Committees under resourced • The poor image of Frankston • Executive under resourced and ad-hoc management
<p>Opportunities</p> <ol style="list-style-type: none"> 1. <i>Councillor representation</i> 2. <i>Full time EO and administration support</i> 3. <i>Chamber name change to represent wider market area</i> 4. <i>Common vision for Frankston</i> 5. <i>Membership and member benefit growth</i> 6. <i>Sponsorship growth and Government funding</i> 7. <i>Major current projects (Ring road, Marina, CAD developments etc)</i> <ul style="list-style-type: none"> • Additional formal strategic alliances • Levy to raise funds • Council Budget input • Greater government and Council involvement • Better member involvement with committees • Learning Cities/Transit Cities • Value added member benefits • Greater public profile • USP - Unique selling position • Increase use of beach / foreshore 	<p>Threats</p> <ol style="list-style-type: none"> 1. <i>Poor working relationship with Councillors</i> 2. <i>Loss of existing Executive Officer</i> 3. <i>Loss of key Committee members (poor succession planning)</i> 4. <i>Reduction in membership numbers</i> 5. <i>Other Chamber/trader organisations</i> 6. <i>Financial pressures</i> 7. <i>Poor image/safety/crime/drugs in Frankston</i> <ul style="list-style-type: none"> • Pressure groups • Poor economy, business pressures • Lack of relevance • Attraction of other regions • Failure to act on Strategy • Potential litigation and rising insurance costs • Large diverse community • Reduced Council support • External influences on members (e.g. commodity price increases, rising interest rates, weakening economy) • Parking costs and inadequate provision

(Legend: bold & italic = Critical issues which scored highest in importance by FBC Board of Management)

7. Key Objectives and Priority Areas

The Frankston Business Chamber's Strategy Plan 2007-2017 focuses on maintaining the Chamber as the recognised authority and leading advocate for business and industry in the greater Frankston region. It will focus on the following objectives over the next ten years as well as continue its role as a provider of networking, champion of issues, facilitator of training and education along with the myriad of other services it offers to members.

The key objectives in the 2007 – 2017 Strategy are;

- Reinforce the recognition and role of the Chamber as the Number One advocate for business in the greater Frankston region
- To grow Membership to a minimum of 400 members
- To continue to provide networking, training and education opportunities for local businesses
- To create an environment leading to an improved image of Frankston and greater civic pride including being recognised as the premier City on the Bay and a safe and enjoyable place to live, learn, work and play.
- To have a strong governance committee with the appropriate administrative support to carry out all chamber responsibilities in line with its constitutional, legal and member obligations.
- To combine with local organisations to present a unified lobby on major issues affecting the region
- To liaise with local institutions to adopt a vision and common strategies for the region
- To forge a stronger working relationship with Frankston City Council

8. Priority Strategy Themes 2007-2010

The Frankston Business Chamber will adopt the following four key themes as the priority areas for the period 2007-2010

In each of the following themes, actions will be determined with clearly identified timeframes, resources and responsibilities allocated. These action plans will be working documents for the Board and will set the framework and platform for annual reviews and accountability to members and key stakeholders.

8.1 Governance

- Improve Chamber recognition and standing including the possibility of a name change
- Maintain and improve communication to members and key stakeholders
- To have in place a full time Executive Officer and Administrative Assistance by the end of 2008
- Complete, review and adopt the Strategic Plan and Economic and Communications Strategy
- To increase the opportunity for the Chamber to represent all businesses in the wider Frankston municipality

8.2 Growth of the Frankston Business Chamber

- To heighten awareness and appreciation of Chamber programs, activities and goals across the whole Community
- Conduct a member drive and marketing campaign to encourage more members
- Develop marketing opportunities for new and existing members via Chamber activities and initiatives
- Maintain a minimum of 85% membership retention annually
- Continue to develop and encourage broader representation through the establishment of sub committees

8.3 Relationship Building

- To develop and maintain a strong and positive relationship with all levels of government
- Further develop partnerships with local institutions for member education and training opportunities
- Develop a sponsorship program that supports the Chambers position to in carry out all its functions and responsibilities
- Encourage members to network and develop new and ongoing relationships through networking nights, Chamber events and activities and via local trading

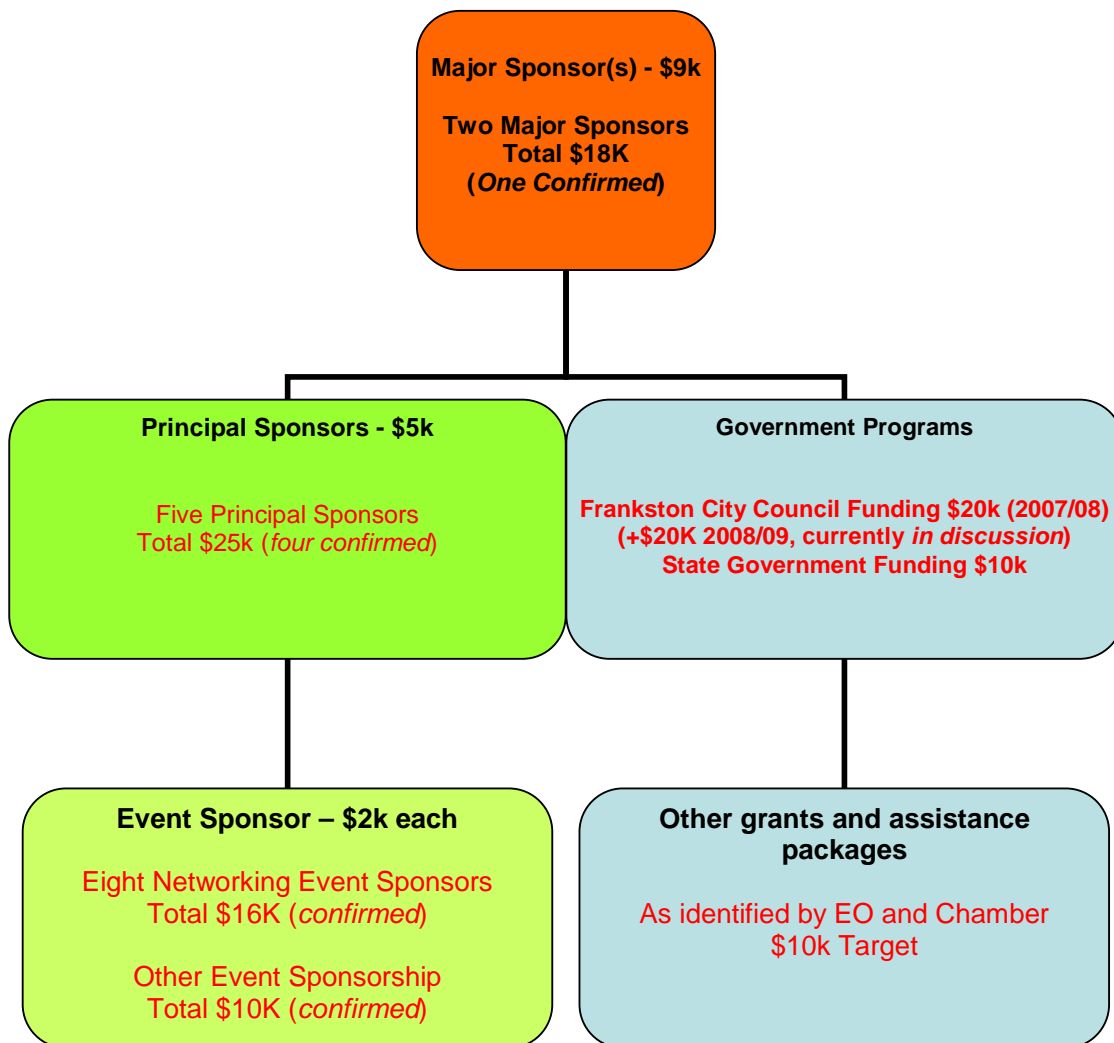
8.4 Supporting members

- To study, analyse and monitor issues of interest to Frankston and its business community
- Advocate the Chambers position on issues and communicate this viewpoint clearly and strongly to our membership, elected officials and the community at large
- To develop and support initiatives to help create and maintain a healthy and balanced economy
- Remain relevant and responsive to the needs of the business community
- Provide networking opportunities for existing and prospective members
- Further attract and improve on the marketing of member benefits and activities to both members and non-members

9. 2007 Proposed Membership Fees and Sponsorship Structure

Target

- Sponsorship - \$109,000
- Membership - \$ 43,750 (\$175.00 @ 250 members)



It is important to note that the sponsorship is a mix of cash and in-kind support



10. Monitoring and Evaluation

The objective of this Strategy is to guide the activities and growth of the Chamber over the next ten years to 2017.

Following its adoption the Strategy will be monitored annually and evaluated to determine:

- If objectives are being met;
- For accountability; and
- For continuous improvement.

The Executive Committee will annually monitor and evaluate this Strategy and evaluate its implementation throughout the Chamber.

In consultation with stakeholders, the Executive Officer will conduct evaluations to assess the compliance and effectiveness of Committees in meeting the Strategy requirements and to assess the effectiveness of the policy in helping the Chamber to meet its objectives.

Annual reviews will be carried out although a complete review of the priority strategy themes will be undertaken in 2010. At the conclusion of this review new priority themes will be determined for the 2010-2013 period.