



Fremantle Chamber
of Commerce



FREMANTLE CHAMBER OF COMMERCE

STRATEGIC PLAN

2018 – 2021

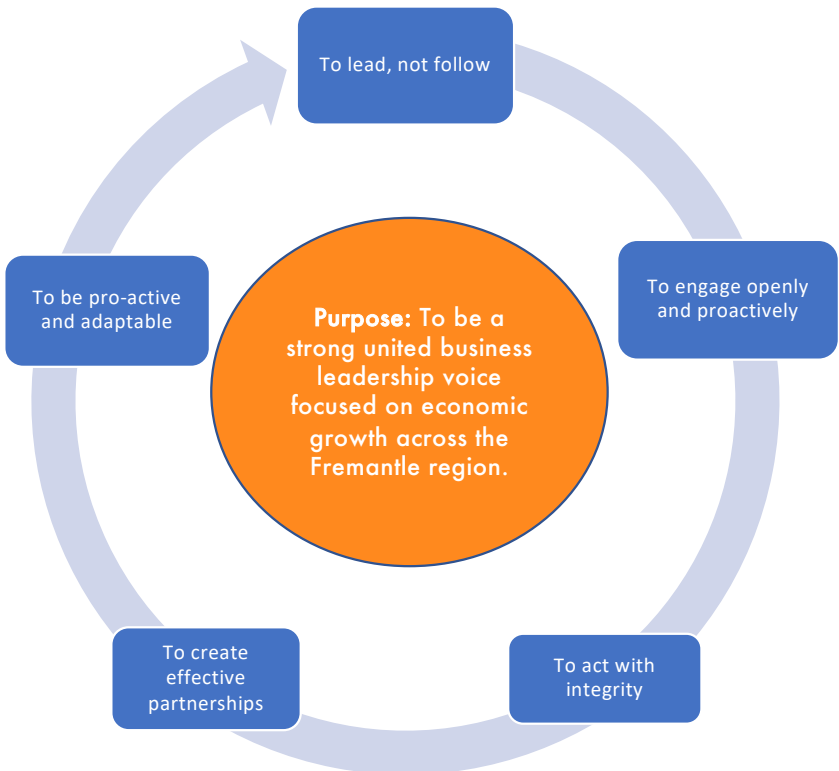
(FY 2021 KPIs)



STRATEGIC PLAN 2018-2021

Vision: To connect, unite and grow a successful and vibrant business community that builds on Fremantle's characteristics and unique competitive advantage

Fremantle Chamber of Commerce



GOVERNANCE		
BOARD DIVERSITY AND REPRESENTATION, STRATEGIC PLAN, POLICIES AND RISK MITIGATION		
LEADERSHIP	MEMBERSHIP & BRAND	SUSTAINABILITY AND GROWTH
<p>We are the first point of contact & spokesperson for issues that affect Fremantle businesses</p> <p>We provide a clear & consistent voice</p> <p>We are an active contributor to public policy and the national CCI network</p> <p>We build business capacity through learning events, knowledge sharing & leading by example</p> <p>FCC committees are active, well represented & focused on issues affecting the greater Fremantle economic outcomes</p>	<p>We provide desired services for our members</p> <p>We create networks and engage Fremantle business</p> <p>We gather business via an annual events program</p> <p>We showcase strong and robust Fremantle businesses</p> <p>We facilitate strong media and digital connections</p>	<p>We strengthen and maintain three revenue streams (membership, export and building rentals)</p> <p>Membership attraction and retention is improved</p> <p>Building tenancies are effectively managed, and sourced, to generate positive income</p> <p>Export documentation services continues to grow with a focus on accuracy, consistency and positive client response.</p>
2020/2021 KPIs to be reported and revised June 2021		
<p>Stakeholder Engagement= 5, Lobbying activity = 8</p> <p>Greater Fremantle Action Plan = 2 actions</p> <p>Fremantle Business Awards</p> <p>Board meetings = 11 per year</p> <p>Committee meetings = 6 per year per committee</p>	<p>Learning events = 8, Network = 12,</p> <p>Industry Breakfast/Lunch= 1, Awards =1</p> <p>Opens and reads above industry average</p> <p>Increase membership Base 10%</p> <p>Membership Survey completed</p>	<p>Membership Revenue =\$120,000</p> <p>Business Awards and Events Program 10% Profit</p> <p>Building tenancy up 15%</p> <p>Profitability achieved for the year</p> <p>Export Revenue up 10%</p> <p>10 new exporters/agents registered</p>



REGIONAL CONTEXT

Fremantle Chamber
of Commerce



- **Fremantle Chamber of Commerce (FCC)** is focused on the economic development across our region to build and sustain strong business activity and growth.
- As an advocate for our member businesses, FCC was established to benefit shippers, traders and merchants and has been part of the fabric of the Fremantle region for well over a century and is committed to its future.
- Fremantle has an eclectic mix of economic sectors including one of the State's major tourism destinations, main street retail and commercial centre, a key hub for port, marine, trade and logistics, a University town, an innovative industrial zone and a centre of creative economies.
- Fremantle is important to the heritage of our State and a wonderful place to work and live.
- For Fremantle, a robust business sector is a conduit to develop its economy and workforce and grow its community.

FCC is about building on our collective strengths to make Fremantle and its region a better place to do business.



VISION & VALUES

Fremantle Chamber
of Commerce



OUR VISION

To connect, unite and grow a successful and vibrant business community that builds on Fremantle’s characteristics and unique competitive advantage.

OUR PURPOSE

To be a strong united business leadership voice to build economic growth across the Fremantle region.

OUR VALUES

- To lead, not follow
- To engage openly and proactively
- To act with integrity
- To create effective partnerships
- To be proactive and adaptable



STRATEGIC OBJECTIVES

1: GOVERNANCE

To act with integrity and meet the roles, responsibilities and processes required by the Fremantle Chamber of Commerce Constitution, Board Charter and regulatory laws relating to governing of corporations and association.

We will achieve this objective by:

- 1.1 Ensuring we have a diverse and representative group of elected members on the Board.
- 1.2 Having in place a board charter that sets out roles, responsibility and processes including policies and risk mitigation procedures
- 1.3. Reviewing and updating the Strategic Plan each financial year
- 1.4 Setting an appropriate budget and financial practices to ensure the ongoing stability of the organisation

We will know we are achieving this objective by:

- Board composition
- Net profit achieved at the end of the financial year
- Board charter that is understood and applied

Key Targets

1. Board members attend a minimum of 7 meetings per year, and miss no more than 3 consecutive meetings
2. Board charter is ratified and in place - complete
3. Strategic Plan KPIs are reviewed and set each year
4. Budget is established each FY and profitability achieved
5. No legal or financial costs occurred due to poor risk management
6. Board composition from a variety of industry sectors, including 1 with experience in International Trade (import/export)



ORGANISATIONAL STRUCTURE

GOVERNANCE

BOARD & COMMITTEES

CEO

Leadership and Representation for Fremantle Business
Greater Fremantle Action Plan
Principle Spokesperson
Team culture and performance
Business Operations and Finance
Compliance and Governance

Build Revenue Streams – Membership, Events and Export Documentation

Export Officer

Export Manual and Electronic Certification
ACCI liaison and reporting
CO Training and Compliance
Exporter and Agent Liaison
Building Services and Reception
Car Park and Room Hire Bookings

Membership and Committee Officer

Membership Committees
GFAP Projects

Event and Media Officer (Casual)

Learning events
Network events
Social media
Media releases
Sponsorships
Business recognition program

Accounts Officer (P/T)

A/R (export, membership, grants)
A/P (budget, systems and Reporting)
Marine Brokers/RCCI
Accounts
Export Certification

Export and Executive Assistant – Export Certification, Board secretariat, minutes and meeting co-ordination, EA to CEO and event and office support, contract and service agreements



STRATEGIC OBJECTIVES

2: LEADERSHIP

Making Fremantle the place for business

We will achieve this objective by:

- 2.1 Representing the business community to influential stakeholders
- 2.2 Promoting a robust business environment and enhancing economic activity throughout the Fremantle region through advocacy and media
- 2.3. Recognising new avenues for future economic growth and involving these sectors in Chamber activities
- 2.4 Deliver on the action items outlined in the Greater Fremantle Action Plan

We will know we are achieving this objective by:

- Being the first point of contact and spokesperson for issues that affect Fremantle business
- Providing a clear and consistent voice on issues that affect Fremantle business
- Be an active contributor to public policy and ACCI network
- Build business capacity through learning events, knowledge sharing and leading by example
- FCC committees are active, well represented and focused on issues affecting the greater Fremantle economic community and development outcomes

Key Targets

1. Engage in at least 5 significant stakeholder engagement activities across the year
2. Demonstrate evidence of 8 lobbying activities across the year
3. Deliver 2 action items from the Greater Fremantle Action Plan
4. Provide a high profile recognition program for Fremantle Business leaders.
5. Represent the Fremantle business community to local, State and Federal Government.
6. Increase the representation of industry sectors across Chamber activities and committees.
7. Hold at least 6 meetings for each committee group per year
8. Have clear terms of reference in place for each committee - complete



STRATEGIC OBJECTIVES

3: MEMBERSHIP & BRAND

Provide relevant services and products to our members

We will achieve this objective by:

- 3.1 Providing clear and consistent communication to our Members
- 3.2 Strengthen and build membership networks and resources
- 3.3 Building our identity as a regional business advocate

We will know we are achieving this objective by:

- Providing desired services for our members
- Creating networks and actively engaging business (evidenced through attendance and participation in Chamber activities)
- Showcasing strong and robust Fremantle Businesses
- Facilitation strong media and digital connections

Key Targets

1. Deliver an events program that engages and builds the network and profile of Chamber and includes at least 8 business learning events, 6 networking events, in industry/leaders breakfast/lunch and a business leaders recognition event
2. Digital communications are actively read with opens and reads above industry averages set by Mail Chimp
3. Membership base is increased by 10% each year
4. Membership tiers and benefits are reviewed and in line with the strategic plan objectives
5. Brand protocols are developed and fed through all communication platforms and touch points.
6. Fremantle Business profile and membership survey is completed and results circulated to the membership base
7. Annual report of activities provided to all members before the AGM



STRATEGIC OBJECTIVES

4: SUSTAINABILITY & BUSINESS GROWTH

To strengthen our economic sustainability

We will achieve this objective by strengthening our three business revenue streams:

- 4.1 Membership development
- 4.2 Building management
- 4.3 Export documentation

We will know we are achieving this objective by:

- Membership attraction and retention improved year on year
- Building tenancies are effectively managed, and sourced, to generate positive income
- Export documentation services continues to grow with a focus on accuracy, consistency and positive client response

Key Targets

1. Membership target reach \$120,000
2. Business Recognition and Events Program generates at least 10% profit
3. Building tenancy up 15%
4. Export documentation achieves at least \$350,000 in income per annum,
5. 10 new exporters or agents registered
6. Profitability achieved for the year