

# Newman Chamber of Commerce & Industry Business Plan

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# 1. Executive Summary

The Newman Chamber of Commerce and Industry (NCCI) are moving into a period of prominence that will be relevant to the Newman business community. Initial concepts to back this standing are supported by strong resourcing which will enable the NCCI to become an integral part of the Newman business community.

Developing the business plan was focused on key notion that Newman business needs a voice and in a growing community, requires response to their many issues.

The focus of the NCCI business plan is to:

1. Support local business and advocate on their behalf
2. Build partnerships with all levels of government and key industry groups to promote business in Newman and seek their assistance to guide development,
3. Undertake advocacy programs that support economic development and infrastructure growth,
4. Support education and innovation as a way of sustaining business growth.
5. Ensure the governance of the NCCI and its resourcing is sufficient to undertake effective programs and support on behalf of business members.



The current strength of the NCCI has been the ability to fund staff to undertake necessary activities to commence developing activities or responses that represent the business community. The planning of financial resources therefore remains a key emphasis of the NCCI to support initiatives. The NCCI has identified these some of the resource options from its own commercial activities or arrangements, increased membership numbers or government support as the main opportunity for a broad range of programs, business initiatives and education programs which are all important to be developed over time.

The ability to fund part of its programs from its own resources in part will ensure the NCCI has the capacity to continue to grow and support membership initiatives and provide further membership benefits, outlined in the seven goals listed below:

- 1. Leadership** – To ensure the NCCI acts proactively by providing leadership for the business community.
- 2. Governance** – To be an independent chamber that establishes high standards in all areas of operation and governance.
- 3. Advocacy** – To be an effective representative body for members that influence government at all levels on policy and programs for the benefit of NCCI members.
- 4. Education and Training** – To increase the development and growth of businesses through appropriate training and education to improve skills in ownership, staff and business management.
- 5. Economic Development** – To support efforts for sustainable economic growth in the Newman community.
- 6. Infrastructure** – To improve economic infrastructure in the Newman community.
- 7. Indigenous Engagement** – Develop a productive and cooperative arrangement with the local Indigenous communities to integrate business development into the broader Newman business community.

This business plan identifies further staff growth within the NCCI aimed at providing programs that effectively assist local business. The role of the NCCI in this business plan has been clearly defined as supporting businesses and business membership.

By defining the role of the NCCI provides a unique opportunity for the NCCI to provide direct membership benefits and focus on membership needs. Other activities include representing Newman business to other agencies or government levels as part of an advocacy program.

It is expected the outcomes will achieve its desire of the NCCI to:

- Provide local business with quality services
- Be recognised by the Shire of East Pilbara and government as the leading business organisation in the region.
- Represent the collective views and needs of local business
- Be accepted by the community and business as the premier organisation commenting on the broad range of issues that affect commerce in the Newman community.



## 2. The purpose of a Business Plan

The most significant purpose for creating a business plan is to provide clarity of the existing conditions to assist forecasting and planning for the future of the NCCI.

A business plan does not provide the “how to” but provides the NCCI with a list of actions of what needs to be accomplished in the future to create a successful organisation based on research, best practice, trends and understanding the priorities of membership and the NCCI.

The main benefits of a business plan are to:

1. Create a summary of the existing conditions impacting on the organisation
2. Identify the issues that need attention into the future
3. Recommend actions in order for the organisation to determine what are the priorities to allocate the necessary effort and resources
4. Clarify the role of the organisation
5. Provide funding options for the NCCI to be as independent as possible when providing business services.
6. Draw attention to the key issues that will assist development in an operational level.
7. Assist in identifying a marketing element to help build and promote the organisation and its services.
8. Demonstrate to stakeholders interested in the organisation the seriousness of the NCCI and the plans intended for the NCCI's future success over the next several years.



## 3. Current position of the Newman Chamber of Commerce and Industry (NCCI)

### 3.1 Legal name of the Chamber

Newman Chamber of Commerce and Industry Incorporated

### 3.2 NCCI constitution:

The Newman Chamber of Commerce and Industry is an incorporated body, it has a constitution

### 3.3 NCCI incorporation:

The Newman Chamber of Commerce and Industry is incorporated under the Associations Incorporations Act 1987 (WA).

### 3.4 Mission or objectives

The current mission and objectives for the Newman Chamber of Commerce and Industry are:

#### **CHAMBER AGREES:**

- I. To be responsible to our members by providing support and services that meets the needs of our Membership.*
- II. To establish administration and support services that ensure the Executive Committee and staff operate effectively and efficiently in the interests of our Members.*
- III. To develop effective information services that ensure the Chamber Executive is aware of the needs and expectations of its Members and the general membership is aware of the decisions, operations and services of the Chamber Executive and administration.*
- IV. To facilitate the development and delivery of educational, training and development programs that effectively assists our Members and their staff to increase the competitiveness and profitability of their business.*
- V. To actively promote and market the Chamber as the combined and collective voice and opinion of private enterprise in the East Pilbara Shire.*
- VI. To significantly increase the membership of the Chamber to represent a majority of businesses in the East Pilbara Shire by actively marketing the benefits to businesses of Chamber membership and delivering appropriate services.*
- VII. To actively assist members to seek additional markets for their products and services locally and overseas.*
- VIII. To foster and support association and co-operation with other services and associations regionally that will effectively assist the Chamber mission.*
- X. To actively promote a professional customer service ethic within the business community of the East Pilbara Shire.*

#### **MEMBER AGREES:**

- I. That as a Member of Chamber I / We will maintain a good reputation and provide professional friendly service and supply good products or services at a fair and competitive price to all customers and visitors.*

### **3.5 List of services - Benefits of being a Member**

The following is a list of services currently provided by the NCCI:

#### **General Activities**

- *Monthly newsletter*
- *Training opportunities*
- *10% discount on advertising in the Newman phone directory*
- *Members advertising rates with GWN*
- *Kept up to date with what's happening in the business world*

#### **Social Activities**

- *Monthly business after hours*
- *Members only events*
- *Members discount to events*
- *Annual Newman business dinner*

### **3.6 Names of Office bearers and remaining committee**

- Barbara O'Driscoll – President
- Raewyn Armstrong – Vice President
- Currently Vacant – Treasurer
- Jeff Burroughs – General Committee
- Anita Grace – General Committee
- Janet Britton – General Committee
- Renee Bradfield – General Committee (Soon to be replaced by Hayley Edwards)
- Gerry Parsons – Shire Rep
- Currently Vacant - Police Rep

### **3.7 Current membership**

The number of businesses currently members of the NCCI is 79 representing more than half the businesses in Newman with a “frontage” (not including home based business).

### 3.8 A brief history

The NCCI was incorporated in 1995 and during that time had significant success with supporting small business. The major event undertaken by the NCCI was the Small Business Awards which were extremely successful.

The NCCI continued to operate successfully assisting the business community of Newman but due to lack of support, the NCCI went into recess in 2011 to February 2013.

In 2013 the NCCI resumed with the formation of a new Committee and undertook contacting Newman business resulting in the NCCI regaining many new members. The new Committee and the appointment of part time staff at this time proved to be the most valuable in regaining enthusiasm for the Chamber's activities.

Since this time, the NCCI has provided support for business and is successfully undertaking a valuable monthly networking event for members, titled 'Business After Hours'.

### 3.9 Other information

The current success of the NCCI has been through the efforts of the Committee and staff to go beyond in supporting members of the NCCI. Providing excellent services has now become a hallmark for the Chamber.

In addition, the NCCI is now responsible for managing Newman House which is the main source of income.

Opportunities still arise for further commercialisation particularly having regard for the directory services currently outsourced.





## 4. The Role of a Chamber of Commerce

Research and best practice across Chambers of Commerce in Australia have revealed there are many different levels of activity with all have diverse roles and responsibilities.

Some Chamber of Commerce in the smaller communities and towns the size of Newman have very restricted roles based on the activities being provided by volunteers within the Committee. In these organisations, the level of sophistication and range of activities are limited. In towns the size of Newman and above, often there are part time staff and varying ranges of services and level of activity closely linked to revenue. This allows both the Committee to be more forward thinking, proactive and part of the promotion of Chamber activities with staff providing administrative support and research.

The larger the Chamber of Commerce the more funding it receives and obviously the more staff it can provide, thereby adding additional services.

It is type of activity that provides economic research, business information such as in depth sector analysis, and trading conditions is beyond the capability of the NCCI. However, the NCCI may receive some benefits if it joins the industry group.



There are many roles a Chamber undertakes depending on its size and include the following:

- **The economy** – issues such as economics, tax, industry issues, small business issues and sustainability.
- **The workplace** – issues such as workplace relations, regulatory occupational health and safety, equal opportunity, discrimination and workers compensation.
- **Human capital** – skills, vocational education training for business, business training
- **Local economy** – advocacy, promoting local activity, developing local economic initiatives.
- **Small business** – issues such as supporting small business, providing information on regulations, linking small business to other opportunities, local training and education.
- **Local Infrastructure** – advocacy to improve local infrastructure such as water, sewerage, CBD areas
- **Promotion and events** – develop local events to promote small business in the community, business awards.
- **Regulation** – supporting local small business in understanding the myriad of issues and implications of regulation.
- **Technology** – providing opportunities for small business to be better equipped in such things as technological issues and information technology.
- **Advocacy** – supporting local government in new initiatives
- **Global engagement** – being part of international trade missions or providing information for trade at a local level.
- **Strategy & Planning** – supporting firms to undertake strategy and planning exercises as distinct from an educational process.
- **Information nights** – provide speakers on various topics such as superannuation, tax planning, human resources and the like. Providing newsletters with the latest news on regulation etc.
- **Events** – ranging from small market day events to large business expos.

### ***Recommendation***

**That the Chamber continues as a member of the Chamber of Commerce & Industry of WA and Regional Chamber of Commerce and Industry WA in order to seek higher level information.**

## 5. Relevant Statistics

The following are brief statistics for Newman (Source: 2011 Census):

### 5.1 Population

The total population is 9,087 (including FIFO population in the Newman area).  
The Newman town population is 5,474.

Newman	Western Australia	Australia
Males total 6,035 – 66.4%	50.3%	49.4%
Females total 3,052 – 33.6%	49.7%	50.6%

Age Breakdown	Newman	Western Australia	Australia
Age 0 – 4	6.1%	6.8%	6.6%
Age 5 – 14	10.1%	12.9%	12.7%
Age 15 – 19	3.9%	6.6%	6.5%
Age 20 – 29	23.3%	14.6%	13.8%
Age 30 – 39	20.9%	14.2%	13.9%
Age 40 – 49	18.5%	14.5%	14.2%
Age 50 – 59	12.5%	12.7%	12.7%
Age 60 and above	3.3%	17.7%	19.6%

**Families** 1122 families in Newman averaging 2 children per family

**Dwellings** 2320 dwellings with an average of 3 person per household

**Household Income** The median weekly household income is \$2827

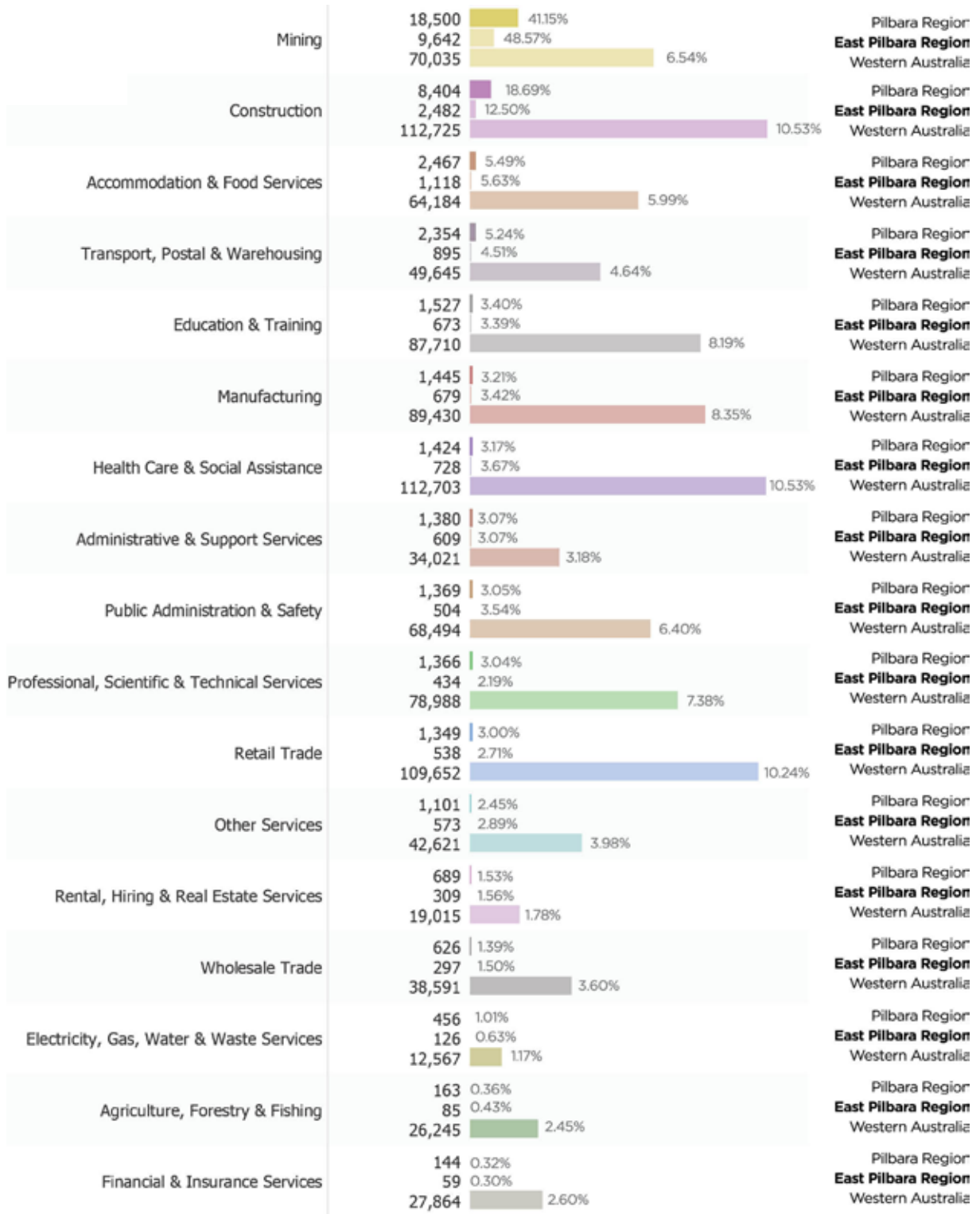
### 5.2 Main Industry of Employment

Metal or mining	43%
Other mining services	10.6%
Cafes, restaurants, take away food services	3.3%
School education	2.8%
Heavy and civil engineering construction	2.8%

### 5.3 Businesses

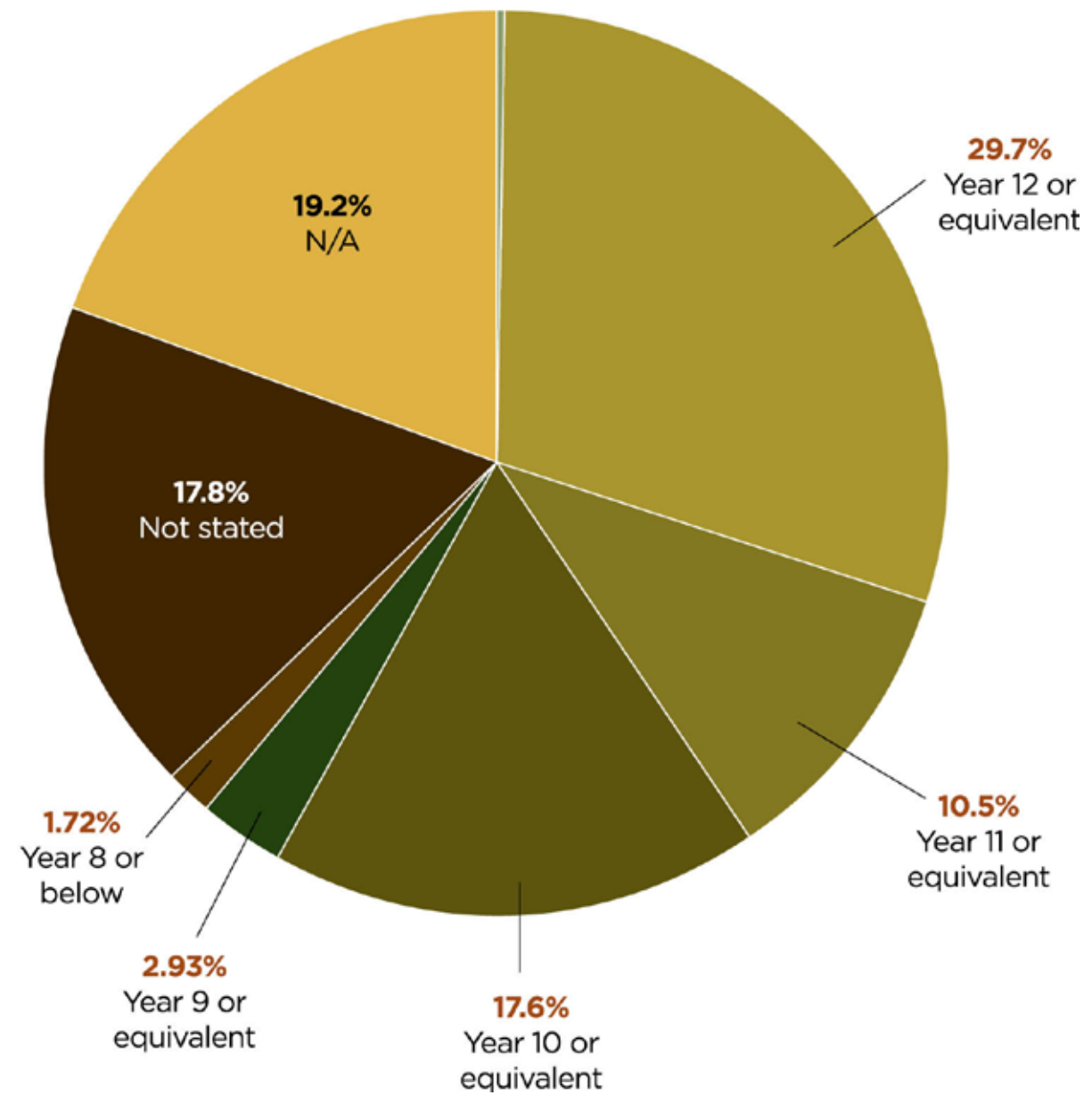
The estimated number of businesses in Newman is 130 (excluding home based businesses).

#### Employment by Industry





5.4 Education



## 6. Review of Newman Chamber of Commerce and Industry Governance

With the renewed enthusiasm associated with the NCCI, it is appropriate to undertake a review of the governance in order to assist the focus of the NCCI as part of this business plan process. Reviewing the governance does not necessarily mean everything must change but a review in this case refers the ability to update and keep current information or issues that is key to the role and function of the NCCI.

### 6.1 NCCI Committee

The existing members of the Committee should continue in their current roles.

However, when positions become vacant, the NCCI should consider a skilled based replacement process so the Committee can continue to provide wider expertise and experience in a range of skills and experiences that can contribute to the betterment of NCCI operations.

Consideration should also be given to combining the skills where possible to representation from the various sectors within the community (such as retail, mining services, small business from the business park areas etc.). In addition it is necessary to think of persons replacing staff to have skills in management, engineering, technical, education and finance. Consideration should also be given to having representation from other key organisations such as the Shire of East Pilbara, youth networks, police and the farming community.

#### a. Renaming the “Committee” to a “Board”

When reviewing its constitution, the NCCI should rename the NCCI Committee to a Board. This provides an added level of endorsement that the NCCI is a respected organisation.

#### b. Establish sub-committees

In order to ensure thorough and comprehensive planning with strong committee involvement, the NCCI needs to develop working sub-committees to undertake key tasks such as policy development or undertaking a function / activity. Each sub-committee must have the Office Manager on the sub-committee to record actions, minutes or undertake other support.

At this stage it is recommended the NCCI establish the following committees:

- 1. Administration & Finance Committee** (Chairperson and 2 members of the NCCI Committee) – the role of this committee is to examine in detail the issues relating to administration, membership development and services, the review of the constitution, compliance with the incorporation and more detailed assessment of the new directions for finance prior to being presented to the committee for their consideration.

This sub-committee should also recommend staged implementation of this business plan.

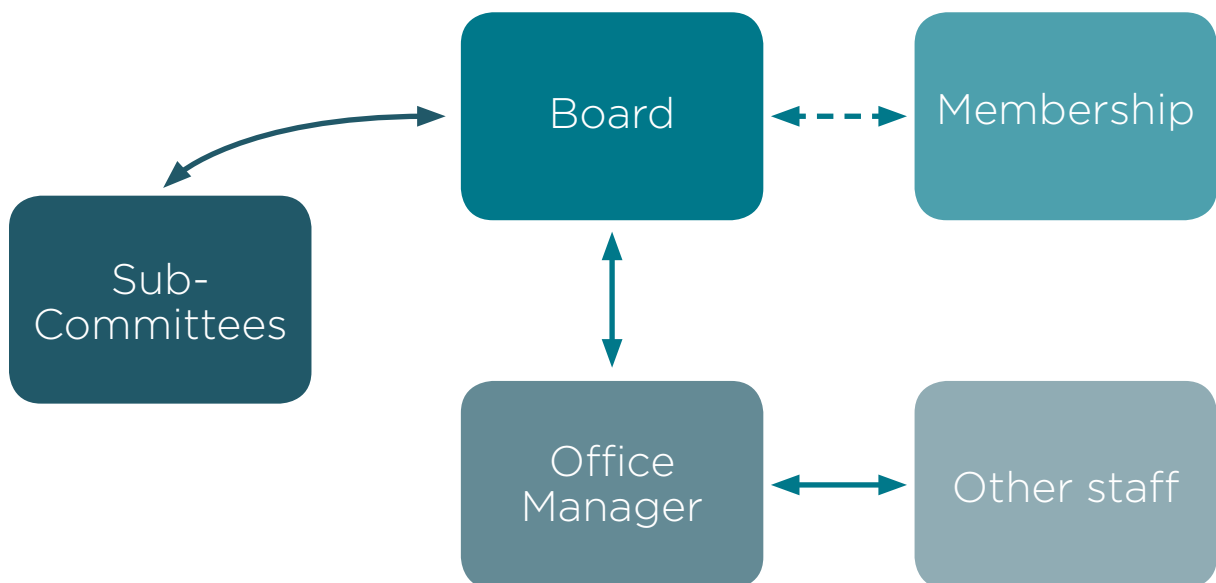
- 2. Retail Committee** (3 members of the NCCI Committee) – the purpose of the Retail Committee is to support the changes that are occurring gradually within the retail sector. This is a critical component for growth within Newman and the NCCI can play a vital role in promoting discussion between business owners to ensure the presentation of their businesses and building are of a high standard.

In addition the Retail Committee should consider particular gaps in the retail mix and identify ways in which these gaps can be filled. The role of the sub-committee is set out in Goal 5.

- 3. Business Welcome Committee** (2 members of the NCCI Committee, local businesses and Office Manager) – it is suggested the NCCI seek agreement from six to ten local business persons who are willing to act as a Welcome Committee to any new business wishing to establish or are establishing within Newman. It would be proposed those business persons who contact the new businesses are not from the same industry sector.

The support of new business is critical at the early stages and to establish connections with local business people who have already experienced establishment in Newman would be of great assistance to any new business and demonstrates the intentions of the NCCI to incorporate all businesses in its membership.

The structure of the NCCI should be as follows:



## 6.2 Constitution

The constitution of NCCI must be reviewed on a regular basis in order to ensure it is current and represents the current thinking of the NCCI. At the time of undertaking incorporation, a constitution was developed for that purpose. It is timely to review the constitution having particular regard for the contents of this business plan.

## 6.3 Compliance relating to Incorporation

The incorporation of the NCCI under the Associations Incorporations Act 1987 (WA) has significant responsibilities that means the Committee has certain obligations to ensure the Chamber complies with the provisions of this Act. There is a guide available on line to organisations dated June 2010 which outlines the responsibilities of an organisation incorporated under this Act.

It is important the NCCI, Committee and staff understand their responsibilities to ensure the NCCI complies with its obligations. Key issues considered are:

- **Annual General Meeting** – must be held within 4 months after the end of the NCCI's financial year.
- **Record keeping** – must meet the following obligations:
  - An up to date version of the constitution
  - An up to date record of office holders and committee members
  - A date register of all members
  - The correctly recorded accounting records that explain the financial transactions and the position of the association.
- **The powers of the committee** - included at length in the above mentioned guide.
- **Other considerations** – the Act is quite specific in having such issues as:
  - Grievances and disputes processes
  - Discrimination and harassment policy
  - Insurance and risk management
  - Occupational Health and Safety and Workers Compensation
  - Volunteers policy



## 6.4 Review of key functions of the Newman Chamber of Commerce & Industry

The NCCI must also consider its role, function and future. It is recommended the following be considered:

- a) Vision Statement** – it is recommended the NCCI consider the following as a vision statement:

*The Newman Chamber of Commerce and Industry is a partnership of business managers, owners and professionals who seek to develop a balanced, prosperous and informed business community to assist in its growth, interaction and cooperation of all local enterprise so together we can make a contribution to a healthy economy and improve the quality of life in our community.*

- b) Objectives** – it is recommended the following be considered as objectives:

- I. To help local business to prosper and grow
- II. To increase business opportunities
- III. To contribute to the overall stability of the local economy
- IV. To advocate for improvement in development of infrastructure to support private enterprise growth.
- V. To act as an interface to provide information and networking opportunities for business owners and their staff.
- VI. To provide good governance through the NCCI to support local business.

- c) The NCCI has the following values:**

- I. Providing professional support to business
- II. Being responsive and accountable to members
- III. Having transparency of its operations
- IV. Having integrity in dealing with multiple issues including conflicting issues, within memberships
- V. Being innovative in problem solving and futuristic thinking
- VI. Having an open mind
- VII. Being ethical
- VIII. Providing continuous learning and improvement

#### **d) Role of the NCCI**

The NCCI is committed to ensuring its members receive value by:

- Connecting members to other businesses through a range of high quality networking activities
- Advocating at Local and State Government levels on issues of concern to members
- Provide regional opportunities in education
- Supporting business and developing business leaders.

This means the NCCI will:

- Assist in promoting Newman as an attractive place to invest or do business
- Provide a range of opportunities to assist businesses to grow or develop new skills to meet new opportunities
- Deliver quality events for members (and non-members alike)
- Champion and advocate for businesses on predominantly local/State/Federal issues or challenges that they may face
- Support business leadership and develop future business leaders
- Contribute to young people being connected into local businesses
- Develop where possible commercial activity or responsibilities in order to allow additional funds to be made available for promoting the objectives of the NCCI.

## **6.5 Operations**

#### **a) Management and Staff**

The determination by the Committee to employ staff has been an excellent decision as it adds significant capacity to the operations and effectiveness of the NCCI.

Part of the NCCI business operation is to ensure the key areas associated with the main functions of the NCCI are resourced, even if part time, to ensure the key roles of the organisation are undertaken.

It is important to ensure there is a structure in place and there is an Office Manager who has the official responsibility for all other staff. At this stage the Office Manager should be Teresa Southwell.

In addition it is necessary to continue planning for staff that may be needed having regards for how the Committee adopts the business plan and priorities they choose to undertake. Business services should remain the main function of the NCCI and immediate planning should commence for either a part time or full time positions in areas that service business requirements.

A further need is to ensure part time staff is engaged to fill casual vacancies when the manager or other staff are on leave. It is important the momentum of the Chamber continues despite staff being on a form of leave.

Future consideration of future staff appointments are set out below.

**b) Future staffing**

It is considered the following staff positions are considered as appropriate for the development of the NCCI capacity to support business development within the role and objectives of the NCCI:

**I. Increase role for Office Manager**

As an increase in staff occurs the role and the function of the NCCI will also change. The professional management of the organisation will become more critical. The NCCI will also be in the forefront for comment in the public and act in a leadership role within the business community.

With the current Office Manager only part time, a decision over a time is to steadily increase the resources allocated for this position so the Office Manager becomes a full time position over the next two years.

The Office Manager will be responsible for additional activities including managing the research and development for advocacy and oversee the implementation of the business plan, often negotiating on behalf of the NCCI. In addition the position will be responsible for staff management, and as the numbers increase, so will the time be necessary to manage staff issues.

**II. Directory coordinator and membership officer**

One of the key functions of the NCCI is developing membership and the servicing members through personal contact. This also includes contacting non-members with the aim of having them join the NCCI. In addition the future resourcing of the NCCI can in part be achieved by undertaking the community directory in-house. This adds a considerable role for the NCCI and requires staff time to manage the annual production and obtaining the advertising to fund the project.

Having a membership officer and coordinator of the directory is essentially undertaking many of the same contacts and building personal relationships necessary with the members and other businesses within Newman.

Information relating to the funding of this position is contained in Goal 2 – Governance.

**III. Business support officer**

The provision of a business support officer is seen as an essential new position. Currently small business advice is being provided through a network from Port Hedland which means the officers are not permanently based in Newman.

The idea of developing business support is particularly important given the wide range of government programs that are available to support individual businesses and for other information to be made available to local business to support management and development. Whilst this information can be accessed by individual businesses using the internet, it is most likely the minority of businesses undertake this task given the busy nature of business within the Newman community.

The first step in identifying the role for the business support officer is to establish how this position could be made available to Newman within the existing networks and whether the NCCI is willing to host this position on behalf of any existing network.

On the basis that this position is not in Newman, potential to deliver state and federal programs should be made available to Newman, even if on a part time basis. The NCCI would be an ideal organisation to enter into a contract with an existing organisation (Small Business Centre East Pilbara based in Port Hedland) or both levels of government to deliver services to the Newman community.

It is expected this position would attract a significant government grant under a contract arrangement. The responsibility of ensuring the delivery of the service becomes that of the NCCI to meet the expectations of the funding government bodies.

This matter is part of Goal 1 – Leadership.

#### **IV. Event's organiser** (part time or casual)

The public face of the NCCI is in part going to be judged by the standard of the events or any activities undertaken by the NCCI. All events and activities should be of the highest quality possible so the professionalism and standing of the NCCI continues to increase with each event.

Extra effort should be made for those key events each year to have sufficient time allocated to the careful preparation and development of events.

The provision of a part time or casual event's organiser, specifically engaged to undertake each event/activity should be considered by the NCCI. In addition, this provides an opportunity for the events/activities organiser to also seek sponsorship, whether it is from the local private sector or from a government grant. Any event should be undertaken on the basis that there is sponsorship and the NCCI should seriously consider any event that does not have any form of sponsorship to help cover the costs. This role should be included as part of the events organiser's role with the Office Managers input.

Events and activities is a significant part of Goal 1 – Leadership.





## 6.6 Management Information Systems

The management information systems are important in terms of keeping up to date records, data and financial information. The maintenance of records is a role for NCCI staff and technical support should be a specialist role the NCCI engages from within the Newman community (possibly from a member who has the capacity within their staff).

In addition the NCCI should also provide the necessary computer, tablets and software equipment to support a functioning office with the capability to support staff frequently out of the office.

## 6.7 Business Model

The purpose of the business model is to establish an overall concept of funding the key functions of the organisation. It describes in some cases where the NCCI obtains revenue and links it to the functional reason for obtaining that revenue (for example, if funds were received from government for training then the grant must be spent in that cost centre). The business model allows the NCCI to identify the main areas it wishes to expend its uncommitted revenue to governance and functions associated with the betterment of the members.

The following table outlines the revenue received in percentage terms. It should be noted that efforts should be made to:

- Identify projects that attract government grants and sponsorships
- Increase the income from the Newman Community Directory
- Consider the issue of “fee for service” from members after a certain allocation of time
- Have as an expenditure priority “Education and Training” and “Advocacy” (comments from survey)

The table also outlines the percentage of revenue to be expended on each goal. This is to be determined annually by the NCCI committee as part of developing the budget for each year’s action plan.

It should be noted that members requested:

- More emphasis on education and training
- Additional effort on business support activities (more information about changes to legislation and regulations, help with business development, etc.)
- Assistance with “red tape” that is holding back business growth and development

The following is a table relating to the business model:

Revenue	% Income	Expenditure	% Expenditure
Memberships	4.6%	Goal 1: Leadership	
Newman House Management	59.7%	Goal 2: Governance	
Newman Community Directory	34.5%	Goal 3: Advocacy	
Government funding	nil	Goal 4: Education & Training	
Sponsorships	nil	Goal 5: Economic Development	
Events	1%	Goal 6: Infrastructure	
		Goal 7: Indigenous Engagement	

*Recommendation*

It is recommended the Committee consider the above governance improvements.



## 7. The future strategy

Developing goals and strategies provides a forecast to identify the key services and operational aspects impacting on the medium term future of the NCCI as an organisation. Goals and strategies provides a road map to ascertain what the organisation is currently undertaking and how it can continuously improve its services so any stakeholder interested in the NCCI can understand where the NCCI is heading.

Defining what is intended can be summarised in the following distinct seven goals. It also suggests developing the strategic direction can also be flexible as circumstances change.

Strategy and goal development can therefore be summarised as being quite flexible, responsive to needs yet providing a planned framework direction. This can be summarised as follows:

This business plan for the NCCI relates to the following key initiatives:

- **A development level strategic direction** addresses the overall scope of the organisation, its future directions and growth and how value can be added to the services provided
- **Operational strategic directions** are incorporated that can effectively assist the NCCI in terms of resources, processes and people to deliver services that benefit the members.

The strategic directions for the NCCI in the delivery of seven goals are set out as follows.



# Goal 1: Leadership

## Objective

*To ensure the NCCI acts proactively by providing leadership for the business community.*

The issue of leadership and success from the perspective of the NCCI is for the NCCI to be aware of the constant change that is occurring at the local business level and be able to react quickly and effectively to business community requests. This type of leadership means the NCCI has its “finger on the pulse” which from a business and member perspective means the NCCI can be taken seriously and is relevant because of their efforts to provide leadership by being ahead of the change. In order to provide this leadership there are several key issues that are critical to the success of this goal:

- **Feedback** – feedback can come in many forms or it may be just being aware of change which is being proposed or underway. Another form of feedback is criticism but this may be taken as productive and not negative.

If the NCCI can receive feedback in real time, then as an organisation it can make better and more accurate assessments and decisions and more relevant to the needs of the Newman business community. The NCCI committee and staff should accept the feedback in whatever form and not meet it with disappointment, distrust, anger or any form of frustration.

- **Setting the example** – the NCCI should show each day it is a role model to represent business, to be held accountable and responsible in any interaction with business and be able to foster better business conditions and growth despite whatever is thrown at the Committee or staff. By doing this, the NCCI is then able to stay above any personal criticism and can always retain a type of morale leadership.
- **Adding value** – having the feedback. It is important for the NCCI to respond accordingly. How can it assist Newman business in the issues and put forward a plan immediately on whatever the crisis or issue may be.
- **Be “hands on”** – to be effective in assisting Newman business, it is important the NCCI approach firms, build relationships and establish the *bona fides* of the NCCI. This requires time and effort and is a way of bringing forward issues, feedback directly from the individual business.
- **Act** – the NCCI has to be part of any agent of change, and in some cases the change is testing of ideas and working with Newman business to build the response. It is a matter of demonstrating the NCCI is willing to do something despite how hard it may be.
- **Increasing the public profile** – by increasing the public profile of the NCCI provides a credible perception that the NCCI is about business and people believe the NCCI has a role to play. This perception should not be taken lightly as it should be reality – NCCI does stand for business and should build its reputation on this fact.



## **The NCCI should consider the following:**

### **I. Business Support Officer**

The Newman business community requires a local business support officer. At present, it is understood these services are provided through the Small Business Centre East Pilbara which enables Newman businesses to contact the Port Hedland office.

This arrangement leads to this program having a limited level of success since small business relies on relationships. Without a local business support office to build relationships with small business in the Newman community, the full effectiveness of the program will never be highly effective.

Efforts to improve business conditions rely on contact and without a local presence small business are less likely to make contact as many businesses in the Newman community are heavily involved in their own business and constantly put aside the key issues that require their attention due to the pressure of work. It is likely many Newman small businesses are unaware of the programs, support, training or any other initiative being undertaken by state and federal governments to support small business.

The NCCI can initiate a better outcome on behalf of small business. This can be done in a variety of ways and one which should be considered is either working with the existing small business network out of Port Hedland with a business support officer located part time or full time in Newman, responsible to the Port Hedland office or subject to negotiations establish a separate arrangement may be made with state and federal government.

A business support officer is a direct contact with business and may take multiple roles as suggested, not only from a local perspective but also representing state government through the Chamber. It should be noted the Western Australian state government is very keen for not for profit organisations to deliver programs and it is likely this program could occur in Newman providing a very valuable service.

### **II. Membership Promotion**

The NCCI should include development of membership, consider membership services and support networks. It is a role for the NCCI Administration and Finance sub-committee. This program is a continuous work in progress over a period of time, allowing plenty of feedback and identification of issues prior to there being any formal decision or recommendation from the sub-committee.

In this case the business support officer could also help promote membership by being present in a business but this should not be their main role. The main role for membership should be another officer within the NCCI staff (in conjunction with the community directory role).

With the existing membership database and as it expands, the officer responsible for membership should provide circulation to other members, the types of services and activities being carried out by each business. This will assist inter-business cooperation, sales and provide additional support for existing business to do more business to business in Newman.



The same sub-committee should also develop a package for NCCI members. It is important the members receive something for their membership in a very tangible way so members feel they are receiving value.

Offers such as any event undertaken by the NCCI always mean a discount for members with non-members paying more.

At present, networking is a very valuable monthly exercise for the NCCI. The sub-committee should consider a non-member package for networking, whether it is meetings or for only set networking meetings. The aim of this exercise is to attract new membership and continuously provide information to non-members about the benefits of membership. This is a way of expanding the membership for the NCCI.

### **III. Activities & Events**

Providing activities and events for the NCCI business membership is a core function that needs to be carefully managed so the benefits of conducting any number of events or activities during the year are balanced against the generally time poor businesses who might not have time to attend these functions. Poor attendances will lead to dissatisfaction so it is likely there should be less activities and events to fit in with the needs of the businesses.

The monthly networking and business awards are key functions.

Adding additional activities or events needs to be considered carefully prior to their implementation.

The networking event is a significant monthly connection between businesses in Newman and should be encouraged as the basis of all the activities and events. This provides an opportunity for some social networking but also a short meeting to identify issues on a monthly basis for NCCI response. It fits into the role of leadership for this goal.

The business awards are the second most important event because it promotes excellence within business in Newman and brings to the attention of the Newman community activities associated with business.

Developing and undertaking events should be undertaken by an events officer employed on a casual or part time basis. This has been highlighted previously in this business plan.

Part of this role should also include encouraging sponsorship and the NCCI should consider carefully undertaking any new event without sponsorship in some way. This sponsorship could be undertaken from government funding or the private sector.

The focus of undertaking any activity or event should be of high quality so feedback and continued support for these activities and events is ongoing and maintained.

The two new events to be considered by the NCCI are:

- A Christmas event or activity that enables the local business to be promoted and highlighted. This may be low key and as simple as shopping vouchers for every person who spends in excess of \$100; or a larger amount in certain business areas to be determined by the NCCI. Companies do not qualify for this program. This may operate for a four week period prior to Christmas, with a major prize being given out weekly through sponsorship.

- A 'Shop Local' campaign which encourages people to shop locally as this raises the variety of businesses that are available in Newman. This would encourage shopping to occur in Newman and some form of prize should be considered. During the 'Shop Local' campaign a feedback survey targeted to residents to assist the NCCI to identify critical issues or gaps with Newman's retail and commercial shopping precincts.

#### IV. Communication

An essential part of leadership is providing information to the business community and residents of Newman.

A constant flow of information is one of the most essential ways in which Newman business can raise its profile and the responsibility of the NCCI to undertake this activity is seen as critical.

The following are considered necessary:

- **Develop an annual calendar of events** – a calendar of events is important for Newman that includes all of the networking days, special events, training activities and any other activities being undertaken by the NCCI. The calendar of events should be reinforced through the fortnightly email.
- **Fortnightly email called "What's news"**  
This is another way to ensure relevant information is made available to the Newman business community on a regular basis. The "What's News" should not necessarily be a long document – no more than one page, that provides information on what events are occurring in the next month and information such as what changes are occurring with legislation that might affect their business and the like. It must be a simple and short email so if a business operator receives the email it more likely to be read because it will not take much of their valuable time.
- **Website**  
Maintaining a website is critical and the recent efforts to improve the website were outstanding. However a website needs to be constantly managed, updated and changed to be kept interesting. It is also a source of information that Newman business members can be directed to from the "What's News" newsletter. The website may contain a significant amount of information that may be direct from state government portals or accessing their portal through a hyperlink. Allowing Newman business to make the decision themselves and be well informed of the issues.
- **Using the membership base**  
The NCCI must maintain a membership record and use the base subject to privacy provisions. The base can be used for promoting inter-business supply / purchase of goods and services between members and encouraging buying local.

## Goal 2: Governance

### Objective

*To be an independent chamber that establishes high standards in all areas of operation and governance.*

The components of good governance are the sets of policies, procedures, guidelines, rules and compliance that helps maintain and set controls for the operations and development of the NCCI. Governance addresses the short term, day to day processes and provides the mechanisms to achieve longer term goals in an orderly and systematic fashion.

Governance creates the content, the lifecycle of that content, how it is to be reviewed, a process for review and the tags to ensure the quality ensures at the highest level.

In section 6. Review of Newman Chamber of Commerce and Industry Governance, the review of NCCI governance is outlined.

### The NCCI should consider the following:

#### I. Constitution

There is a requirement to review the constitution and this should be undertaken within the next 12 months.

#### II. Obligations of Incorporation

The obligations of incorporation must be taken into account immediately and should be worked on and completed within a short period of time. This means the NCCI should undertake setting in place those policies required under the Associations Incorporation Act (WA) so it complies with the requirements of its own incorporation.

#### III. Policy

A sub-committee of the NCCI should undertake reviewing all NCCI policies which includes the following:

- a. A Code of Business Conduct for members of the NCCI.
- b. A Communications Strategy that sets out a policy which includes the use of social media and in conjunction with the website continue to develop this as a major strategic initiative for the NCCI.
- c. Policies required under the Associations Incorporation Act (WA).
- d. Develop a Marketing Strategy aimed at promotion and marketing of the NCCI to increase membership and community awareness. This is also an opportunity to undertake a branding exercise for the Chamber so it has a message in which it consistently sells to the community as being the most prominent business group within Newman.

- e. Develop a Membership Policy that enables the NCCI to undertake the standards required to meet membership approval. Automatic membership should not just be the simple payment of the membership fees. This policy is to set a standard immediately which is acknowledged at the time the application is made by the new member. In the Membership Policy should be a statement of ethics which links very closely to the Code of Business Conduct for members.

#### **IV. Developing resources and commercial opportunities for the NCCI:**

- **Community Directory**

Currently the directory is produced through a contract arrangement with marketing Creations where the NCCI receives \$38,000 (\$40,000 in 2014 / 2015). It is estimated the income from the directory to Marketing Creations is between \$225,000 and \$250,000. The potential with NCCI undertaking the directory in house is estimated at \$125,000. The potential profit to the NCCI is between \$100,000 - \$125,000. Even if initial establishment costs in the first year is \$50,000, the immediate benefit is an increase in income with succeeding years estimated at over \$100,000 per annum.

- **Manage Newman House**

From July 2013 the NCCI undertook a three year contract to manage Newman House. This arrangement should continue as it is a source of income that assists operational aspects of the NCCI. However, it is important the NCCI do not just rely on this arrangement as a continued source of income post the three year contract and should commence negotiations to extend the contract well before the current three year period is completed. The NCCI should not rely on this contract as its only major source of income and an alternative source of income is seen as critical for the NCCI to deliver what is in this business plan.

#### **V. Sponsorship**

The development of any event should be on the basis that sponsorship occurs for each event so as to minimise the cost to the NCCI. When developing a new event, unless there is substantial sponsorship, the decision as to whether the event or activity should proceed or otherwise should be determined. The cost and sustainability of future events and activities should be discussed and addressed. It is imperative when the NCCI identify an event it should consider the future of that event so it becomes much like the Business Awards – which is an acceptable event each year and a focus of local Newman business. If events or activities fail over the short to medium term, the NCCI should consider whether these events are appropriate or sustainable.

In addition, the NCCI should also develop policy on sponsorship of training and education. Government funding or private contributions must be considered for each occasion. The NCCI should include when the developing the program all costs including administration, coordination, catering, premises hire, and the like, as well as the cost of trainers when preparing the program. Sponsorship or government funding should be approved prior to any advertising of the program. The NCCI should cover costs with fees charged to the participants and non-members should pay a 33% additional fee.

## **VI. Government funding**

The Western Australian state government completely support the delivery of its services through not for profit organisations. The NCCI would fit under this arrangement and has to demonstrate its capacity to deliver programs through self-sufficient finance. The NCCI at this stage has not undertaken any form of seeking government funding whether it is for business activity or events programs or any other action that may have been mooted. The Office Manager must undertake a discussion with representatives of state government to ascertain which in its business plan would attract government support. Also, any new program or activity should also be referred to government for comment and if there is an opportunity for any form of government support. If above points ((a) community directory and (b) Manage Newman House) continue any matching funds for any government grant will be guaranteed.

## **VIII. Annual Action Plan**

The implementation of this business plan will take some time and consequently each year the NCCI should refer to the business plan, its annual operations and undertake the development of an Annual Action Plan for approval as the basis for the budget. This would be the key document for implementation in each year. This in turn will also assist with the development of the budget and provides a strategic method of planning the budget on an annual basis and focuses the attention of the NCCI committee and staff on the issues that need to be addressed in any one year.



## Goal 3: **Advocacy**

### **Objective**

*To be an effective representative body for members that influence government at all levels, policy and programs for the benefit of the NCCI members.*

The role of advocacy involves more than speaking to or writing letters of substantiation when supporting efforts for economic or business improvements within the Newman community.

Advocacy involves the following:

- a. Creating a close working relationship between all sectors and government particularly on planning and infrastructure development. This means the role of NCCI is to establish correct information and pass these facts on to its membership for comment and feedback.
- b. Coordinating the collection of data representing membership for comment in the advocacy process. This is also involves significant research to ensure the efforts of the advocacy program is accurate and based on fact with case study information from membership.
- c. Preparing an advocacy submission is a step that must summarise and where necessary, provide sufficient detail to support the case of the NCCI based on membership (and NCCI committee approval).
- d. The coordination of effort often requires the NCCI to be the initiator in an advocacy program. This may mean it is necessary for the NCCI to outline a problem or issue and initiate meetings with key stakeholders in the Newman community or externally to explain the problem or issue, receive feedback and determine whether there is sufficient support to proceed.
- e. In some cases the advocacy may be outside the normal role of the NCCI and external support is critical before starting the process. The NCCI in this instance must seek support from the responsible group and encourage the group to take up the issue.

In developing the advocacy program, or supporting an issue, it is important the NCCI is specific about the issue as it affects the business community, the outcomes the NCCI is seeking and what it is obtaining in way of support that benefits its membership. It must have the support of the business community.

## **The NCCI should consider the following:**

### **I. Accelerate a program to provide business premises**

A key issue concerning business is the lack of adequate premises or land for businesses to establish or expand. This is of particular concern in the retail centre and small business providing a range of services in the industrial park. Although Council is doing everything in its power to provide additional space, the issue remains that the land is not being released fast enough for businesses to grow. An offer of support to the Shire of East Pilbara from the NCCI to take the matter to state government may be a way forward.

Professional services are also limited in being able to deliver programs because of the lack of premises.

Although it is difficult to provide these premises and support business in this way, it is an issue that should be part of an advocacy program.

### **II. Improving business conditions**

Closely linked to the lack of premises are the business conditions that apply for successful business development and growth in Newman. Issues such as the cost of doing business which includes wages, accommodation and staff retention are typical of the business conditions which are exceedingly difficult for small business within the Newman community. In order to explore improvements to working conditions relating to staff and staff retention, the NCCI should lead a discussion.

An additional issue for business is its concern on red tape. Many businesses believe the Shire of East Pilbara is restrictive as well as the state and federal governments in relation to bureaucracy and approvals. In order to undertake any form of advocacy in this area, it is important the NCCI undertake research of the issue to identify the specific problems and undertake discussions with appropriate government levels to ascertain whether the circumstances pertaining to these concerns. It is only when these circumstances have been completed the NCCI should undertake any form of advocacy with any level of government to discuss issues of concerns when there is demonstrated problems between business and the government level responsible.

This topic requires significant research and discussion through working parties within the Newman business community.

### **III. Improving infrastructure**

The key issues of power, water and communication technologies are issues for the business community and should be part of a program to seek improvements.

This issue has also been a concern for the Shire of East Pilbara and discussion should occur as to progress the Shire of East Pilbara has made on these topics and whether there is need for a joint approach to government, relevant agencies or suppliers. It is important business provides information to the NCCI through research so there is evidence based advocacy in each case.

#### **IV. Developing a small business program**

In Goal 1 – Leadership, an issue was raised around the employment of a business support officer that might represent the programs from state government into the community through the NCCI. This is an important program and an advocacy issue that should be undertaken as a priority.

In this instance it is appropriate the NCCI meet with the Shire of East Pilbara indicating it wishes to undertake this program or whether the Shire of East Pilbara would support the NCCI.

#### **V. Establishing links with key organisations that include the Shire of East Pilbara**

Building a relationship and working in tandem with other organisations to develop advocacy programs or raise issues of mutual concern is a key component of this goal. A regular meeting should be undertaken with the Shire of East Pilbara to discuss those issues of interest to the NCCI and obtain feedback on the position of the Shire of East Pilbara in relation to NCCI issues. In addition, key government departments and industry associations should also be the focus of building a relationship in order to identify beneficial outcomes for the NCCI and its members.



## Goal 4: Education and Training

### Objective

*To increase the development and growth of businesses through appropriate training and education to improve skills in ownership, staff and business management.*

Business growth in Newman will be dominated in part by continuing education, vocational education and training to continue to skill the workforce to meet modern business demands.

The NCCI has a major role to play to ensure business is represented at any table where discussions are occurring on this topic.

Already, discussions are occurring at schools and the Newman Secondary College has undertaken an educational program to advance technical training in the school and programs to link young people to jobs in the workforce. It is important for Newman local people, including youth and school to work programs are an essential part of NCCI activity whether it is directly by being part of advocacy or participating in discussions.

For sustainable growth and ongoing capacity for the Newman community to meet there requirements of business (and not just mining) is an essential role for the NCCI to participating in the development of appropriate education and training suitable for business.

However there are two components of this training which include:

- Business owners extend their capacity so they do not just work **IN** their business but work **ON** their business to ensure they are doing the proper business planning, understand the necessary technical issues and employ appropriate management.
- Employee training, school to work programs, skills development, etc., are all part of a broader education and training program.

### The NCCI should consider the following:

#### I. Improving business productivity through education and training

Newman is particularly fortunate to have major companies who have high requirements for education and training. This always overlaps into the community into other business areas. This education and training not only considers productivity but also issues relating to occupational health and safety etc.

The NCCI should approach the major companies to seek their cooperation that when highly skilled trainers are in Newman, that members have access to these trainers to speak at network sessions or conduct short information sessions.

The goal of this activity is to:

- Increase education and training to build a sustainable local workforce
- Improve the skills of business owners in business management

## **II. Youth, work, education and training**

The NCCI must increase its involvement in employment initiatives for young people.

Already there exists considerable activity within the schools to undertake school to work programs. The NCCI should be part of these discussions and support the programs by providing direct information about business needs and the type of training and education that will assist young people in obtaining jobs at the local level.

In addition, post- secondary education and involvement of young people (youth) needs to be a focus for the NCCI by working with its membership as to how they see their involvement in being able to provide young people with jobs or apprenticeship opportunities within the Newman community. It is important small business have a particular involvement in this activity since they may be able to attract young people who may not wish to be part of the mining sector.

## **III. Tourism and customer service**

The focus of most education and training in Newman has been around mining and associated activities. However there appears to be a growing demand for Newman as a service centre to provide high level customer service in order to not only support existing businesses to provide exceptional local service but for the visitors that are ever increasing to Newman. Identifying local tourism businesses and targeting training for them is considered a priority.

In addition, the NCCI should explore a range of 'next level' customer service training to improve customer service of business owners and employees by working with local businesses in the accommodation, food and associated tourism activities to organise appropriate training.

## **IV. Business owners**

With the pressure of business in the Newman community associated with the mining sector, efforts should be made to assist business owners in managing their growth in an emerging business environment. Business owners in Newman tend to be so busy they have little time to consider their business growth.

Attracting business owners to any training sessions may be quite difficult. It is suggested business owners be given an opportunity to hear high quality speakers at a function with an opportunity of discussing issues with them before or after the event. This is a low key approach which may have business owners seeking more assistance and support in the future.

## **V. Advantage of being local**

The NCCI should undertake some discussions with key business owners to establish whether there is a form of business development to assist them in undertaking the necessary planning to provide entrepreneurial or innovative services to continue to receive their share of business from mining companies and associated businesses. The advantage of being local cannot be underestimated and to have outstanding local business owners providing high quality services enables local businesses to grow more robustly.



## **VI. Partnerships with training providers**

The NCCI needs to undertake research within business to ascertain the education and training needs of business owners and staff in order to identify those gaps in programs that need to be introduced into Newman. The NCCI should explore, once it understands the type of education and training requested, to identify appropriate training providers who can support the necessary training programs.

At present, this could be undertaken by individual training niches that could hold intensive training sessions or have one day sessions that suit business within the Newman community.

## Goal 5: Economic Development

### Objective

*To support efforts for sustainable economic growth in the Newman community.*

Supporting economic development is a key function for the NCCI. The Shire of East Pilbara has an adopted Economic Development & Tourism Strategy that supports increasing local jobs for local people and increase the liveability of the community by providing a range of additional and improved services including jobs.

In this case, most economic development initiatives will be undertaken through the Shire of East Pilbara and the NCCI has a strong role to advocate and support the efforts of the Shire. However, in the delivery of some of the programs and providing information to prospective businesses wishing to establish in Newman is a role the NCCI must undertake. The success of the NCCI providing information from a business to business perspective is a powerful tool in attracting new business to the community.

### The NCCI should consider the following:

#### I. Establish a business welcome committee

The NCCI should establish a sub-committee of the NCCI with a group of local businesses co-opted onto the sub-committee who can pass on the advantages and problems to business wishing to establish in Newman (see part 6. Review of Newman Chamber of Commerce and Industry Governance). This is an essential for the NCCI should have in place the necessary information to hand out to prospective businesses wishing to establish in Newman.

The role of this group would be to:

- Support new industry attraction
- Provide advice on investment attraction
- Meet with individual businesses wishing to establish in Newman providing first hand advice

#### II. Programs on business retention and expansion

The West Australian state government has a major role for non- profit organisations to deliver many of its services. The services relating to business retention and expansion and other services already mentioned as part of a business support officer program. However, the NCCI should contact appropriate government agencies or providers indicating the NCCI is willing to negotiate the delivery of business retention and expansion services.

Many of these services will be essential in assisting growth and employment issues within Newman. In addition, one of the key areas for establishing new businesses in Newman is in the micro business area. Micro business has very little support, especially if the business is new and does not have a history of approximately two years. The role the NCCI has in assisting small business at the very local level is a program that must be developed.

### **III. Tourism**

One of the issues the NCCI has identified is the development of a tourism industry in Newman. Newman is ideally placed to be the centre of a tourism industry in the central and east Pilbara and a location where many visitors can use as a base for a short to long period of time, depending on their circumstances.

Establishing the tourism industry will also mean new investment in infrastructure (buildings, accommodation, caravan parks etc.) but also in the provision of services that support tourism. These can include anything from mechanical repairs, information on attractions through the Tourist Centre, medical support etc. The list is endless. In this instance the NCCI should identify through its membership or businesses within the community of the program to better coordinate business opportunities.

### **IV. Key Planning Issues for Newman**

The NCCI has a significant role to play in assisting the Shire of East Pilbara to improve connections between planning and development provided through the Shire's planning schemes, building and health in conjunction with the Newman business community. Connecting between business and the Shire is a key component that should be an ongoing program of connection.

Too often in this area of development there is misinformation which occurs and building a partnership role with the Shire of East Pilbara is a key issue to assist economic development. With both parties having a better understanding of each other's issues and how they can help each other, is a role the NCCI has in relation to assisting key development issues within Newman.

The NCCI should ensure there is research and development to support suggestions made by business when discussing issues of growth or planning with the Shire of East Pilbara. It is also necessary for the NCCI to make available representation from businesses within the membership to discuss concerns or issues when development projects are being contemplated with the Shire of East Pilbara.

On the basis that there are a number of issues, the NCCI should identify these issues, undertake the research to support those concerns and commence a discussion with Council's planning manager in order to work towards resolving the issues of growth and development. This problem solving approach means many of the issues can be addressed when plans are being developed benefiting all parties.

### **V. Establishing a retail sub-committee**

The NCCI should establish a retail sub-committee that may include additional persons within the retail business community (see part 6. - Review of Newman Chamber of Commerce and Industry Governance). The purpose of this retail sub-committee is to ensure the development of retail is a constant focus in providing improved services to the community and the NCCI has a strong lead in advocating for this development.

Over the past two years there have been substantial discussions about potential retail development but at this stage very little has been undertaken and there is a level of frustration within the community. There are many gaps in retail services within the Newman community including professional and allied health services.

The role of the retail sub-committee is broad and would include:

- Increase retail opportunity in Newman
- Develop opportunities for redevelopment
- Discuss opportunities with land owners about the redevelopment of their land
- Identify ways in which new businesses can be established
- Establish any impact of internet purchasing on the local economy
- Advocate for professional and allied health accommodation
- Organise an annual “shop local” campaign
- Undertake a gap analysis of key retail businesses that should be available within Newman.

#### **VI. Joint Tenders**

The NCCI has a role to play in supporting local businesses to work together in tendering for projects within the Shire of East Pilbara. Many of the projects are often beyond the capacity of a single business but joint tendering could overcome many of the issues. It is suggested the NCCI explore with those businesses that have an interest in construction or mining services to consider a workshop with owners to explore the opportunity of joint tendering. The NCCI could then, on their behalf, undertake to assist in finding a suitably qualified facilitator to assist in developing the tender documents and responses and establishing protocols to support joint tendering.

#### **VII. Micro and Home Based Business**

Although there are approximately 130 identified businesses within the Newman community, there is an unidentified significant number of micro and home based businesses within the Newman community. At this stage this group has not been a focus for the NCCI but these are new businesses which are potentially able to grow into significant businesses. Often many of these businesses are limited by availability of space in other areas and little is known about their operations.

Home based business contributes a significant proportion of Australia’s small business operations and the NCCI should endeavour to identify a small group of home based businesses and undertake discussions with them about the most appropriate methods of assisting them and the home based business sector.

#### **VIII. External Key Industry Bodies**

Access to external key industry bodies is an important role for the NCCI. Often these groups have significant information that is available for local business to utilise. They also need to be informed about business conditions in Newman so when they are preparing documents or making representation on behalf of an industry sector, they have a range of cases to report in supporting their submissions.

It is therefore important the NCCI commence identifying the external key industry organisation and establish contact with them on how an effective relationship can occur.

## Goal 6: Infrastructure

### Objective

#### *To improve economic infrastructure in the Newman community*

Investment in economic infrastructure is critical to ensure local business remains competitive and prosperous within Newman. The development of infrastructure will also strengthen the local economy and build significant community assets that underpin growth and structural change that will undoubtedly occur within the Newman community.

Economic infrastructure is a program the Shire of East Pilbara is very much aware of its responsibilities in order to develop a vibrant and resilient local economy that all contribute to:

- Provision of better infrastructure and facilities
- Strengthening the economic base of the Newman community
- Contributes to the creation of jobs and improves career opportunities

Economic infrastructure does not necessarily mean public infrastructure but also includes private sector investment. Making best use of all the assets and encouraging investment is a role the Shire of East Pilbara has as a key initiative. It also creates the opportunity for businesses to respond to change and contributes to the growth and liveability of the Newman community.

Much of economic public infrastructure activity is a role for the Shire of East Pilbara and much of the efforts in this area for the NCCI is to ensure the relevant data and information obtained from small business is made available to the Shire of East Pilbara in its advocacy role.

The NCCI support the following:

- Supporting improvements to the amenity of the centre of Newman to encourage new shops development, markets and activity in the town centre.
- Seek support from existing owners to upgrade their buildings.
- Advocating for increased infrastructure such as land availability (leasing or purchase)
- Monitor and advocate for new industrial land, especially large sizes.



## **The NCCI should consider the following:**

### **I. Existing owners**

The NCCI has a role to play in supporting the upgrade of existing private sector infrastructure. The retail sector within Newman is particularly tired and needs to be upgraded to reflect Newman as a sub-regional centre.

The NCCI through its retail sub-committee should consider a program and/or an approach that business owners of property undertake to improve their appearance.

The presentation of the town has had substantial work undertaken by the Shire of East Pilbara and the role of the NCCI to contribute by discussing and seeking the cooperation of local business to upgrade their buildings is a key factor in presenting a successful business community.

### **II. Newman Airport**

The NCCI support business developments associated with the Newman Airport and encourage a business precinct to help grow the Newman community with jobs, investment and business growth (including how the airport development can integrate and support Newman business). The NCCI should discuss with Shire of East Pilbara how it can support this development and the role that the NCCI can play in developing the precinct.

## Goal 7: Indigenous Engagement

### Objective:

*Develop a productive and cooperative arrangement with the local Indigenous communities to integrate business development into the broader Newman business community.*

The NCCI has a role to play in developing and working with Indigenous business opportunity within the Newman community.

The opportunities provided for the NCCI can be first established by working with the Aboriginal Business Unit which is part of the State Government Small Business Development Corporation.

With a significant Indigenous population and the efforts to grow business generally within the Newman community, Indigenous engagement in business development is a key role for the NCCI to undertake. The NCCI should develop relationships to support these objectives.

Of particular interest to the potential of business growth is in the area of tourism and the many related activities that can be developed through businesses within tourism. However business opportunity should not be restricted to tourism related activities. Establishing support within the Newman community needs to be a role the NCCI can undertake and work in partnership to assist where possible.

In addition, the NCCI can also work with the Indigenous community to ensure the employment opportunities are also identified and form part of any rolling programs local business has in increasing employment.

### The NCCI should consider the following:

- a. Initiate discussions to develop cooperative arrangements for integration of all businesses into the NCCI.
- b. Actively pursue and promote workforce arrangements that are suitable for the Indigenous community including the young people.
- c. Support new business growth in the Indigenous community.

## 8. Marketing & Promotions

The aim of marketing and promotions for the NCCI should not be about spending huge amounts of money. The focus of the NCCI marketing and promotion is to provide information, visibility and customer service. All three can be undertaken within the marketing and promotions program.

The goal of marketing and promotions is to:

- Listen to the membership
- Find out about the issues confronting the members from other sources
- Be proactive in dealing with membership issues
- Provide a branding that show the NCCI as the face of business

Undertaking a marketing and promotions program for the NCCI is more about coordinating information, having appropriate technology support through websites etc., providing the right information to inform members and developing a content pipeline that provides the information necessary to market and promote the activities of the NCCI.

### **The NCCI should consider the following:**

#### **I. Appointment of NCCI spokesperson**

The Chairperson of the NCCI should be the spokesperson and in their absence, the Deputy Chairperson and the Office Manager should be able to provide the necessary information.

Prior to any comments being made, all of three persons mentioned above would discuss the direction of the comment(s) so there is a consistent message or other references that need to be made to other organisations.

It is important to remember the comments made by the spokesperson of the NCCI in each instance need to be recorded and circulated to stakeholders who may have a direct interest. This is a proactive way to ensure stakeholders receive the right message.

#### **II. Promotions banner**

The NCCI should have at all functions a free standing banner that has the NCCI logo including key contact details – phone and email/website details.

This is an inexpensive way of ensuring anyone attending a session/event will be aware of the NCCI and contact details. This banner should stand at all times if approved in the front of Newman House. The cost of the banner is approximately \$300-\$400.

#### **III. Information circulation**

Each member should receive contact from the NCCI at least once a fortnight. This should be through a short information email which allows “time poor” business people to read. It should also include contact details and website links if applicable. This circular should also include forthcoming events.

#### **IV. Media releases**

At least once per month a media release should be provided from the NCCI to relevant media outlets that circulate in the Newman community. The media release should be in a short format about activities, education programs or some other issue of particular interest – such as welcoming a new business to the Newman community.

This media release will continue to place the NCCI in front of the community and other business will start taking notice of the activity of the NCCI.

#### **V. Connection with secondary school**

The NCCI should consider providing an annual scholarship of approximately \$200-\$300 to a student who will go on to a trade in the Newman community. This money is to be set aside for the purchase of tools for the student. This award should be made available each year and announced at the yearly school public speech night.

#### **VI. Promotion of staff**

Each staff member should have a business card to hand out to other businesses.

#### **VII. Information sheet**

A professionally developed information sheet of one page with contact details should be provided by the NCCI to hand out to any person inquiring about the activities or in contact with the NCCI. In addition, an information sheet should be prepared based on how the NCCI can support local business.

The original sheet should be saved on the NCCI computer system and adjusted as seen fit.