



Mid West Chamber of Commerce & Industry Strategic Plan 2020

The Board of the Mid West Chamber of Commerce and Industry (MWCCI) adopted the following Strategic and Operational plan in its entirety on the 26 March 2020

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Introduction

The *MWCCI's Executive Committee* recognises that for the organisation to continue to succeed there is a need to plan for the future.

This Strategic and Operational Plan was presented to the *MWCCI Executive Committee* for its input and endorsement on the 26 March 2020.

This document represents the completed and endorsed plan. It is the intention of the *MWCCI* to put the Plan on its website for members' information, put the plan into action and include discussion of the Plan as an agenda item at each Board meeting in order to review its progress regularly and to modify the Plan if necessary. It is also the intention of the Executive Committee to hold sessions dedicated to discussing, review or modify the plan as necessary.

A strategic and operational plan can help an organisation be successful by:

- Identifying goals and developing ways of achieving them
- Ensuring viability and success
- Responding to issues and opportunities
- Being more efficient and effective in doing things together
- Communicating and influencing others
- Building consensus amongst a wide cross section of the membership.

Changes in the Business Community

The MWCCI operates in a changing world. The challenge is to design a future with knowledge of the factors that can help or hinder progress. These factors include the trends or issues within the general business community that have an impact on the Chamber.

As part of the planning process the MWCCI undertook a **Strengths, Weaknesses, Opportunities and Threats** (SWOT) analysis of their position and environment.

OUR SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Our Team (Staff & Executive Committee) • External stakeholder engagement • Flexible and responsive 	<ul style="list-style-type: none"> • Attracting and retaining core staff members • Minimal resources available for employees and board to meet the Chamber's desired outcomes • Vacant Marketing & Events Management roles
Opportunities	Threats
<ul style="list-style-type: none"> • Growing our Advocacy services to offer high value free and paid support for all sized businesses and industries; • Identify and pursue relevant grants & programs • Possible revenue in supporting Gascoyne Chamber of Commerce • Low membership numbers in very regional/remote areas of Mid West (Meekatharra) • Hire high quality people for Marketing & Events Management roles to grow MWCCI profile 	<ul style="list-style-type: none"> • Economic recession • Duplication of our services from other agencies/organisations • Reduction in support from local stakeholders

Our Vision

How we see the world after we've fulfilled our purpose and mission

"The recognised leaders of sustainable business growth in the Mid West"

Our Purpose

The difference we are making

Create and develop opportunities, advocate and support a platform for sustainable trade, at all levels of commerce and industry within the Mid West.

Our Mission

How we do it

- *Raise our profile to be seen and understood within the Mid West & beyond*
- *Ensuring we are in-the-know through participation at all key meetings impacting the Mid West's economy*
- *Provide effective lobbying & advocacy services to our members*
- *Provide opportunities for members to advance their own networks*
- *Supply up-to-date and relevant business information to members*
- *Celebrate the successes of our local industries and members*

Our Values

ACCOUNTABILITY

We will each hold ourselves accountable for the delivery of our Purpose, Mission & Values at all times. We will actively address problems and opportunities as we encounter them.

COLLABORATION

Pursue collaboration opportunities; knowledge and networks to attain outcomes of benefit for our members, the region and the MWCCI.

EXCELLENCE

Inspiring success through continual pursuit and demonstration of high standards across our communications, relationships and services.

INTEGRITY

We will conduct all our business with honesty and in compliance with all laws, rules and regulations. We will promote ethical conduct in all our transactions. We will value the safety of all individuals.

SUSTAINABILITY

We will facilitate sustainable growth and progress of the MWCCI, our members and the region by promoting and providing education, long-term planning and monitoring; and informed decision making.

Goals and Objectives

Goals that the MWCCI has determined to focus on are:

Growth of Membership

Sustain current levels of membership into next membership period.

Strategies	Action 1	Action 2	Action 3
Develop Marketing Strategy & Plan and revise annually	Develop marketing strategy and plan	Conduct an annual market and stakeholder surveys to understand member sentiments	Analyse and respond to survey results
Develop an 'Advocacy Package' for all member levels	Develop package levels	Determine the services offered throughout those levels, adopt and promote	Measure & review consumption of advocacy services
Office relocation	Identify possible office sites	Board approval of site & timeline	Relocation & promotion of new premises

Financial Management

Achieve sustainability in short and long-terms

Strategies	Action 1	Action 2	Action 3
Create long and short term financial plan	Develop and continuously review cash flow forecast for the 2019/2020 FY with scenarios based on possible events	Monitor results against forecast on a monthly basis	Develop a 3-year budget with multiple scenarios based on possible events
Review and control expenses	Implement a spending policy to ensure all unbudgeted expenses over \$500 are reviewed and approved by Finance Sub Committee	Finance committee to be given a budget for each event/activity the MWCCI wishes to pursue	Implement a compulsory three-quote procurement policy (with appropriate exceptions)
Identify and investigate additional revenue streams (with diversity)	All to conduct due diligence on identified opportunities prior to presentation at meetings	Monitor and discuss worthiness of additional <i>revenue</i> opportunities at each board meeting	Monitor and discuss worthiness of current <i>grant</i> opportunities at each finance meeting

Governance

Strategies	Action 1	Action 2	Action 3
Set our employees up for success	Provide employees with appropriate set of policies & procedures	Develop induction program and identify future training needs/wants	Each employee to receive clear KPIs, goals, growth, succession plans, and rewards where suitable
Improve effectiveness of our board	All board members to receive formal inductions and attend governance training within 12 months of their first term	Develop formal meeting format, procedures & Charters (including sub-committees)	Refer back to this strategic plan at all meetings and revise document every 12 months from adoption
Ensure an effective mix of skills and backgrounds are present on the board	Identify skills and background of current board and create a balanced succession plan.	Identify which skills and backgrounds will be strategically and tactically advantageous	Canvas suitable candidates for willingness to join the board where vacant roles are expected



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