

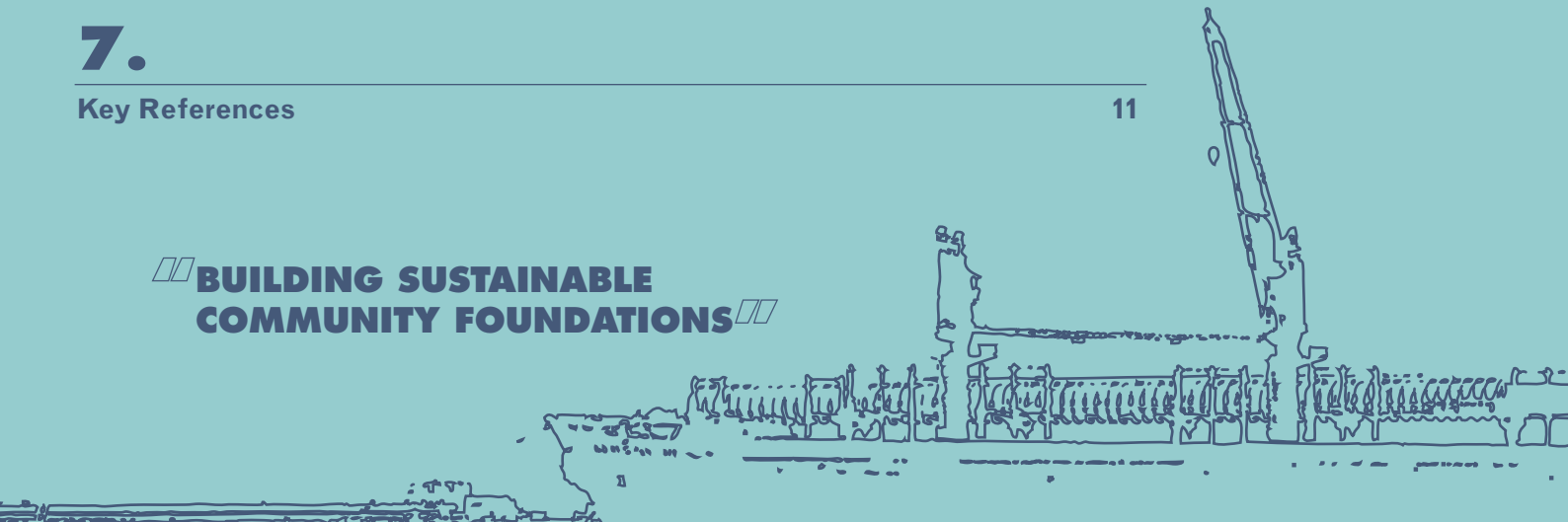
COMMITTEE FOR PORTLAND

BUSINESS PLAN 2011

Working towards a vibrant and
economically sustainable community

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EXECUTIVE SUMMARY

With the prime focus to network, advocate and deliver projects, the Committee for Portland has worked towards developing a vibrant and economically sustainable community. This Business Plan reflects on the achievements to date, and outlines priorities for the year ahead.

The Committee for Portland has opened lines of communication between the community, business and government through regular networking, a series of local workshops, and advocating and delivering priority projects. The Committee has formed and reinforced partnerships with key stakeholders that have contributed to our success in 2010.

The Strategic Platforms underpinning our Mission are:

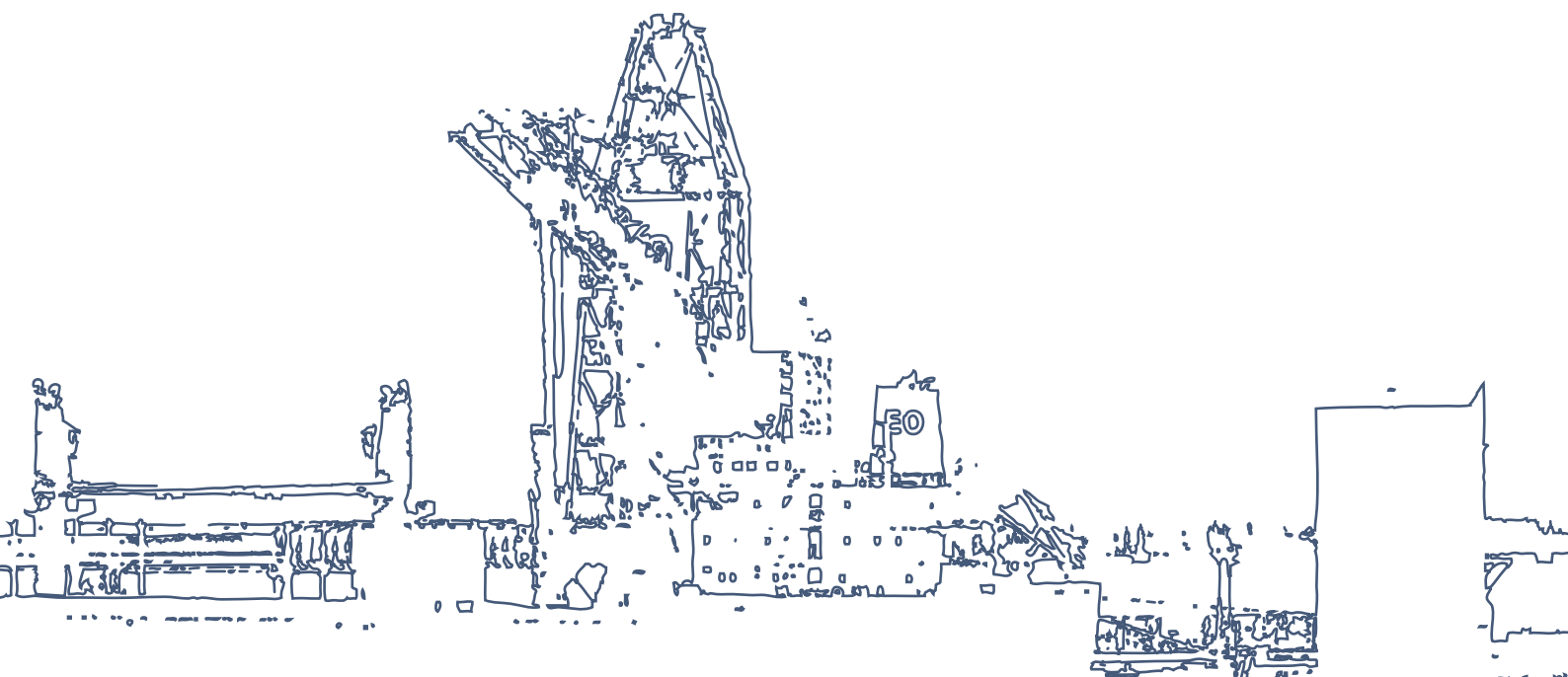
- Building Sustainable Community Foundations
- Building Economic Prosperity

We established workplans to support the following five Strategic Goals aligned with the Strategic Platforms:

- Encouraging adaptable people
- Developing and recruiting skilled people
- Establishing quality and accessible services
- Strengthening business
- Attracting investment

In delivering the 2011 Business Plan we will:

- Establish a clear and accountable strategic action plan that works to an agreed vision for Portland, including specific performance measures for position and research papers, projects and external funding.
- Increase member engagement through regular meetings with all Board representatives and relevant employees, assigning direct responsibility for participating in projects, facilitating easy access to the Executive Officer and invitations to a range of relevant events.
- Increase the profile of the Committee by establishing a highly visible public profile and exhibiting leadership on the future of Portland and the region.
- Improve the daily operations of the Committee through improved management systems, a clear performance review process for the Board and Executive Officer, delegation to improve efficiency, establishment of a clear project review.



1. REFLECTING ON OUR ACHIEVEMENTS

The following section provides an overview of progress for each of the work plans supporting our strategic goals since release of the initial business plan.

WORK PLAN 1: Establishing a vibrant networking and business education base.

DIRECTLY RELATED TO: Encouraging adaptable people and strengthening business.

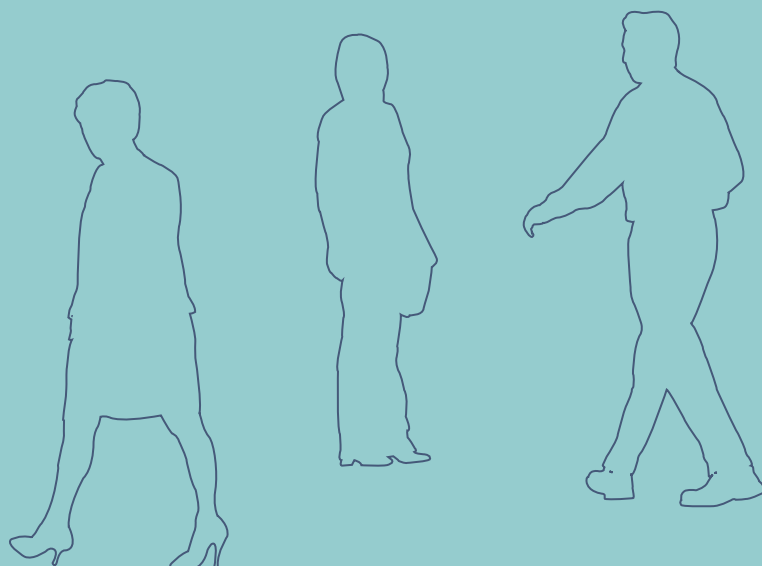
Tasks Progressed

- Launched Committee for Portland to the community and introduced the Executive Officer.
- Conducted Community Consultation to establish regional issues.
- Built a strong and diverse membership base across all classes of membership.
- Established a consolidated web based information resource for business and the community of Portland.
- Hosted members' round table dinners with guest speakers.
- Implemented business networking series.
- Presented Program Plan and Committee's initiatives to the community.
- Handed over the interim/founding Board to an elected Board.

Highlights and Comments

- The website has been developed and promoted well. We started the concept of the jobs listing and will expand on this in 2011.
- Members' dinners have been successful and well supported with the key attribute being quality guest speakers.
- Business Networking functions have been slow to take off but persistence has resulted in VECCI partnering with us to deliver workshops in Portland including finance, marketing and customer service.
- A variety of successful community breakfasts were held, some in conjunction with our community partners and some with the specific intent to report back to the community.
- The development of a combined Australia-New Zealand "Committee for's" network has established a resource to gain information and improve operations of the Committee for Portland. Hosted combined network meeting in Portland.
- Release of the 2010 Annual Report to Members.

▮▮ **ADOPTING A STRONG ADVOCACY ROLE ON KEY ISSUES IMPACTING PORTLAND AND REGION** ▮▮



WORK PLAN 2: Adopting a strong Advocacy role on key issues impacting Portland and region.

DIRECTLY RELATED TO: All strategic goals.

Tasks Progressed

- Regular voice at Ministerial Regional Planning Workshops and visits by relevant Ministers to Portland.
- Developed a series of position papers to assist lobbying and advocacy to the Government, including the continuation of the power contract for Portland Aluminium, Carbon Pollution Reduction Scheme, support for a renewable energy hub, and improved transport infrastructure including the Portland Airport.
- Forged credible, successful, open dialogue with State Government regarding issues related to the South West.
- Provided proactive, timely advocacy responses to emerging opportunities, risks and threats.

Highlights and Comments

- The Committee has had good representation when Ministers and Shadow Ministers have visited Portland, including Ministers Allen, Batchelor and Pallas.
- Three Position Papers have been developed:

1. Electricity Contract for Portland Aluminium/ Carbon Pollution Reduction Scheme

- The focus became one of presenting a community face to the possible consequences of a harsh regime to reduce Australia's greenhouse emissions.
- A position paper was prepared in July 2009.
 - The Hon David Hawker was briefed and he took the position paper to Canberra and in turn presented it to Minister Penny Wong, Minister for Climate Change and Water.
 - Briefing with Federal Opposition Energy and Resource Spokeperson – Nick Minchin.
 - Delegation to Canberra November 2009.

2. Renewable Energy Hub

- Visit to Portland from Austrade with Chinese and Taiwanese delegation.
- Visit to Canberra to meet with Austrade representatives and Clean Energy Australia.
- Acknowledgement in Victoria and Australia wide of Portland as the Renewable Energy Hub of Australia.
- Prepared a Submission to the Senate Enquiry into Wind Farms and alleged health impacts.

3. Transport Infrastructure

Details on the local transport infrastructure needs are well documented in the Green Triangle Region's Freight Action Plan (April 2009).

- The Committee for Portland supports the Plan and has lobbied Canberra for the necessary funding to provide for the Plan's infrastructure upgrades.
- The Chair of the Committee for Portland accompanied Council to Canberra twice in 2009 meeting the Hon Anthony Albanese, Minister for Infrastructure and Transport and the Hon Simon Crean, Minister for Trade.
- In 2010, the Chair and Executive Director joined a delegation of Councils from the Green Triangle Region (Victorian and South Australian) to lobby in Canberra.
- A letter of support was provided to Council's application for funding to upgrade Portland Airport. Funding was secured.
- Submissions to the Great South Coast Regional Strategic Plan succeeded in having the importance of the Freight Action Plan recognised in the final document.
- The Committee has successfully lobbied on all the intended areas, including having key input to the development of a Helipad in association with Portland District Health. Lobbying has occurred strategically when an advocacy response has been required.
- We have had good media coverage when we have undertaken campaigns and it is recommended that a communication plan be developed as part of future projects.

WORK PLAN 3: Undertaking projects within the strategic platforms and goals that meet the priorities of our members.

DIRECTLY RELATED TO: All strategic goals.

Tasks Progressed

- Implemented a Small Business Advisory Service Program through a series of workshops focused on customer service, leadership training and financial management.
- Established a "Future Generation of Business Program" to equip young business and/or community leaders with a range of skills relevant to business and community sustainability, prosperity and social cohesion.

Highlights and Comments

- Lobbying for Portland to become the Renewable Energy Hub of Australia provided a lot of publicity for the Committee. The concept excited a lot of people and resulted in the Committee hosting Ministerial visits, visits to Canberra and interest from State and Federal Government.
- Environmental sustainability workshops were addressed by the Portland Sustainability Group. We would be well served partnering with this group to assist with industry based projects such as the bulk buy Solar Energy Project.
- Small Business Workshops were held over the past two years in the areas of customer service, marketing and finance. There is value in the delivery of this program but a more planned approach with engagement from the Council would be beneficial.
- Local Business Achievement Awards have not been rolled out in the Shire and this is an opportunity for the Committee to partner with the shire to deliver this program.
- Projects in this area have worked on up skilling people, making them more adaptable and thus strengthening the businesses they work in.

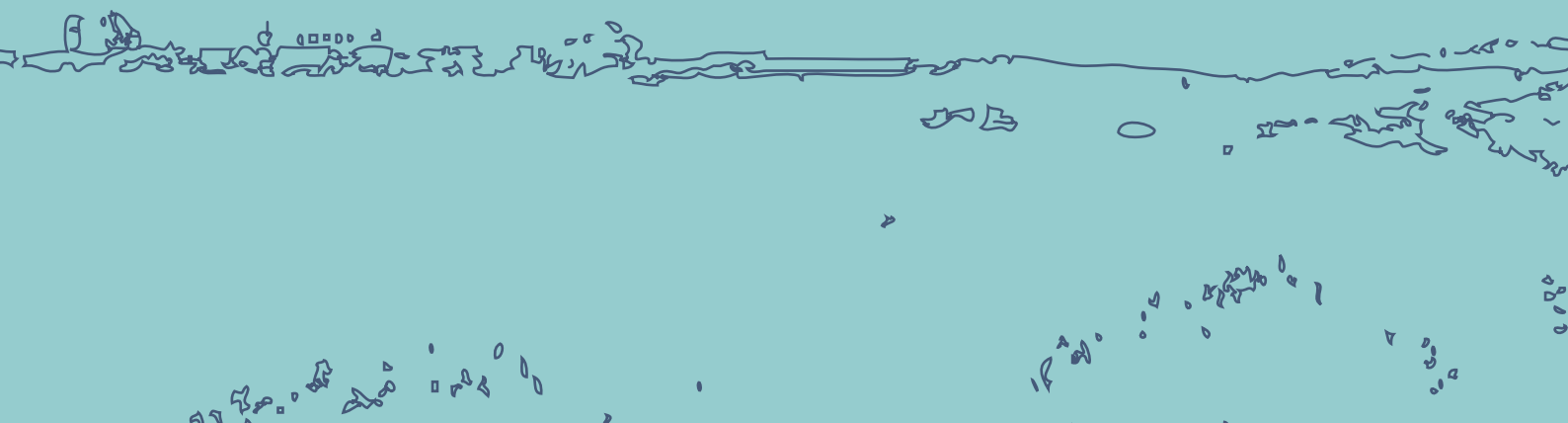
2. MEMBERSHIPS AND FINANCIAL RESOURCES

The Committee for Portland established a number of objectives to achieve financial sustainability. These include:

- Maintaining a sustainable Membership base – attracting at least one new Platinum member each year, increasing the corporate and associate membership base by 20% each year and
- Creating a financial sustainable organisation – adhering to the budget, presenting reports to the board on finances and membership targets and completion of annual audit.

Highlights and Comments

- We have achieved a sustainable membership base. The following table (pg 8) shows the performance against budget for membership revenue and the number of members in each category over the time period.
- In 2009 one Platinum member did not renew its membership (due to change in business circumstance) however another Platinum organisation filled that vacancy.



Category	2008/09			2009/10			2010/11		
	Budget	Actual	No.	Budget	Actual	No.	Budget	Actual	No.
Platinum	80,000	80,000	8	90,000	90,000	9	100,000	90,000	9
Corporate	39,000	12,000	5	48,000	27,000	9	57,000	27,000	9
Associate	5,000	2,000	4	6,000	2,000	4	7,000	2,500	5
Community			3			3			3
TOTAL	\$134,000	\$104,000		\$144,000	\$119,000		\$164,000	\$119,500	

- A new Platinum member who has taken up a position on the Board.
- It is clear that longevity of the Committee relies on a strong membership base. It will be important to engage each member business in some practical activity of the committee so there is ownership and action occurring, not just attendance at meetings and payment of membership invoices.

The theme of increasing the “volunteering” from members was quite strong at the recent Committee for Gathering held in Portland and this could result in greater outputs and outcomes for the committee in 2011.

3. GOVERNANCE STRUCTURE

The Board

During the establishment period the Board consisted of Platinum members only. The establishment period lasted until the first Annual General Meeting where half the Board could remain Platinum members and the other half were elected from the financial membership base.

At the second Annual General Meeting five new members were elected onto the Board.

In 2010 the Chair (elect) with support from the members altered Association Rule 16.2 to allow for up to two Deputy Chairs to preside over the committee.

This change provides for a sharing of Com4 leadership roles and provides a clear ‘go to’ person in the Chairman’s absence.

Each Platinum member has the option of two board representatives but only one vote. Encouraging each Platinum member to have two representatives will assist with promoting the committee and reach more people to understand what the committee stands for.

BUILDING ECONOMIC PROSPERITY



4. ESTABLISHING OUR PRIORITIES

The following section provides an overview of priorities for the 2011 Business Plan period.

There is increased emphasis on project leadership by appropriately skilled members, providing opportunity for increased engagement from within the membership, more timely response to emerging issues and overall increased outputs within the planning period. The Executive Officer will retain oversight of the range of programs and activities and coordinate reporting of these to the Board and membership base.

As in previous years, the activities of the Committee for Portland will be managed under three primary Works plans, which are outlined in Section 4.1 below. Additional activity will also occur to improve operational performance and these actions are detailed in Section 4.2.

4.1 2011 WORK PLANS

WORK PLAN 1: Establishing a vibrant networking and business education base

Activity	Lead Agency/Member	Timing
Maintain a vibrant website	Peter Reefman	Ongoing
Roll out Community Membership process	Executive Officer	Jan
Development of 2011 Calendar including: Members' Dinners, Board meeting dates and workshops	Executive Officer	Feb March
Survey Members and gain feedback from community	Executive Officer and SED	May/June
Lead and participate in Future Leaders of Business Program	Partner with South West TAFE	Feb/March
Including identification of scholarship recipients	Executive Officer and Board Members	May
Engagement with 2010 Future Leaders	Executive Officer	Feb/March
International Women's Day Breakfast	Partner with Glenelg Shire Council / Leadership Group	March
Professional Administration Breakfast	Partner with United Way	May
Small Business Workshops	Partner with Vecci and GSC	Ongoing
Women in Business	Partner with WestPac	November
Attend "Committee for" Gathering	Support from the Board	April/May & Oct/Nov

WORK PLAN 2: Adopting a strong Advocacy role on key issues impacting Portland and the region.

The naming conventions in the following section have been adopted from the Great South Coast Regional Strategic Plan.

They align well with the key advocacy issues previously identified by the Committee for Portland. It is considered that adopting a language common with the Regional Strategic Plan will assist in communication with external stakeholders at both local, state and federal government levels.

FOCUS: Economic Growth

Activity	Lead Agency/Member	Timing
Renewable Energy Hub	Renewable Subcommittee and Deakin University	Ongoing
Thriving in a Carbon constrained economy	Renewable Subcommittee	May/June
Supporting the development of the tourism industry for example Cruise Ships and Eco tourism	Work with GSC	Ongoing
Upgrade road infrastructure to maximise regional productivity	Work with GSC	Ongoing

FOCUS: Improve our connections

Activity	Lead Agency/Member	Timing
Better Public Transport Systems	Work with GSC	Ongoing
Helipad development	PDH, GSC	March/April/May

FOCUS: Sustain our natural assets

Activity	Lead Agency/Member	Timing
Involvement in Integrated Growth Plan	GSC	Feb/March/April
Include Heritage values and significance to Portland (i.e. Victoria's Birth Place)	Historical Society	June

FOCUS: Strengthen our communities

Activity	Lead Agency/Member	Timing
Involvement with Foreshore Development Plan	GSC	Ongoing

FOCUS: Increase regional collaboration

Activity	Lead Agency/Member	Timing
Work with Glenelg Shire to achieve relevant objectives in the GSCSP	EO and Glenelg Shire Council	Ongoing
Meet local Minister to discuss issues of relevance	Denis Napthine	Quarterly

WORK PLAN 3: Undertaking projects within the strategic platforms and strategic goals that meet the priorities of our members.

	Lead Agency/Member	Timing
Develop the job vacancies link on the website		July
Business Achievement Awards	Partnership with GSC/PowerCor	In development phase
Development of key industry FACTbase report/Newsletter	C4P	June
Attract and retain skilled workers	C4P amd SED Consulting	Ongoing
Explore the opportunities regarding international workers	Warrnambool City Council and key industry HR representatives	August
Involvement and delivery of Forestry Convention 2015	Partner with Southwest Fibre and attend next Conference in Auckland and the Trade show in Mount Gambier	May
To better understand the committees' role in establishing community connectiveness, in relation to inequality and need in the community (building sustainable foundation)	Work with Community Partners	Oct/Nov/Dec

4.2 IMPROVING OPERATIONAL PERFORMANCE

The Committee for Portland recognises the need for adapting to an expanding membership and increasing diversity of activities. There is a need to formalise some additional governance aspects, and facilitate more regular and active communication with local and national stakeholders. These activities are primarily the responsibility of the Executive Officer.

This will be achieved by:

- Establishing an efficient and clear process for adopting projects.
- Working collaboratively with the Glenelg Shire Council to better understand processes for delivery of their strategic plan.
- Development of membership retention targets and KPI's for membership growth.
- Improving communication through:
 - Quarterly current member updates
 - Monthly press releases in the local press
- Better accessibility to the Executive Office with standard office hours
- Improved management system underpinning our activities.
- More frequent engagement with members on an individual basis, including highlighting the opportunity to utilise the advocacy ability of the Committee on issues of importance.
- Regular networking with other Committee for's. This is valuable at a Board level and for Executive Officer engagement.
- Development of individual work plans for each activity or project including identifying budget requirements, resources needed (internal and external), communication plan and measures of success.
- Improving the Board meeting agenda and effectiveness: To include Operational Reports, Matters for Notice, Status Reports/Financial Reports and KPI's.



5. OUTPUTS

PUBLICATIONS THAT THE COMMITTEE WILL PRODUCE IN 2011

The Committee for Portland has a role in researching and communicating the facts behind issues of importance to Portland and surrounds. This can be achieved through the development of a series of quality publications.

The following publications are a priority for 2011. The timing of publication will be aligned with expected public debate and advocacy opportunities on each topic, in order to maximise effectiveness and exposure.

- Summary of Great South Coast Regional Strategic Plan – extracting and highlighting the themes most relevant to Portland.
- City Anchors Report – communicating the essential elements of what makes Portland.
- Economic Profile of Portland and surrounds – current and future value of the region to the state and nation.
- Attracting and Retaining Skilled Workers - Understanding the reality and developing strategies to improve on it.
- Forward planning - to know the opportunities and understand the threats that key industries in Portland may face within the next 18 months.

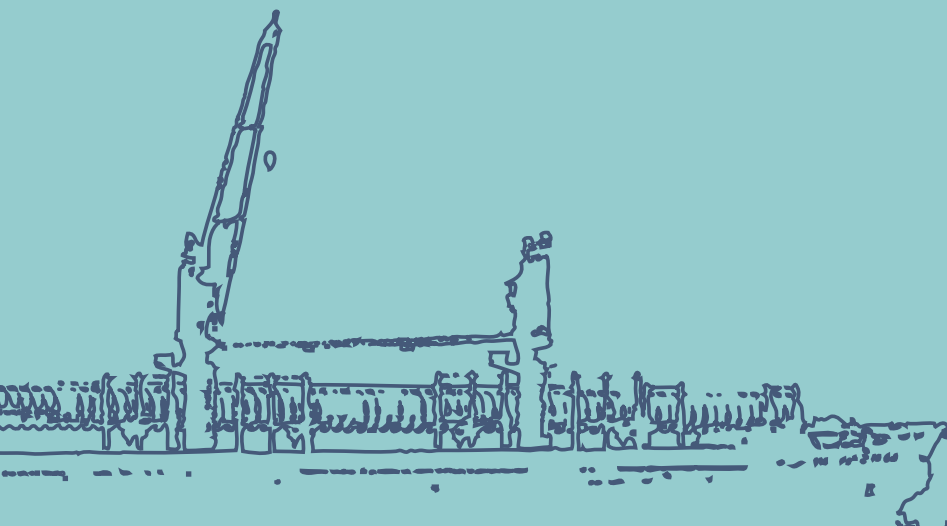
6. REVIEW OF THIS PLAN

The Business Plan is intended to provide guidance on activities for the 2011 year. Performance against the Work Plans and establishment of the 2012 Plan should be undertaken prior to January 2012. The Executive Officer should coordinate the review in association with Board.

7. KEY REFERENCES

The following documents of regional significance were used to assist the preparation of this Plan.

- Great South Coast Regional Strategic Plan
- Green Triangle Freight Action Plan
- Portland Integrated Growth Plan
- Glenelg Shire Business Retention and Expansion Program – Regional Economy and Strategy Report 2010
- Port of Portland Land Use Strategy





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