

2022-23 ANNUAL REPORT

Port Hedland Chamber of
Commerce & Industry

Corporate Sponsors 2023



MESSAGE FROM THE PRESIDENT



I am pleased to present to you the annual report for the Port Hedland Chamber of Commerce for FY 22-23, it has been a tumultuous, yet rewarding year at the PHCCI.

Throughout the past year, the Port Hedland Chamber of Commerce has remained steadfast in its commitment to creating a vibrant and prosperous business environment. One of our proudest achievements during this time has been the successful establishment of the "Tradie Hub," a new co-working space designed specifically to cater to the needs of our hardworking tradespeople. The Tradie Hub is a testament to our dedication to meeting the evolving needs of our local businesses and workforce. Recognising the essential role that tradespeople play in our region's economy, we embarked on the journey to create a space that not only offers a conducive work environment but also fosters collaboration and networking opportunities within the trades industry. By providing a central hub for trades professionals to connect, work, and learn, we aim to enhance the productivity and skill-sharing among our local workforce.

This past year the organisation said goodbye to a number of long-standing employees; CEO Claire Boyce, Economic Development Officer Tessa Hughes and one of our longest standing employees EO Michelle Scott, Michelle has been working with the PHCCI for over 12 years and is now taking a well-deserved break, I would like to take the time to thank them all for their service and wish them the very best of luck in the future.

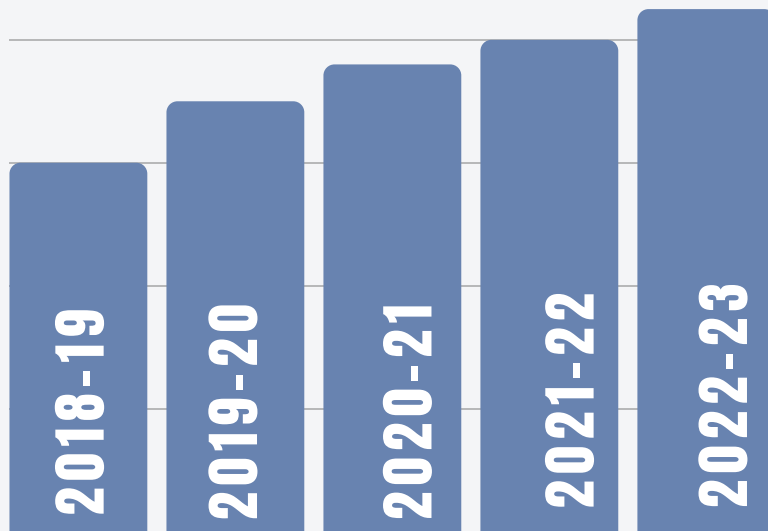
As we reflect on the accomplishments of the past year, we also acknowledge the resilience demonstrated by our local businesses and community members which has been inspiring, and we remain committed to providing the support and resources for our members for the year ahead.

Looking ahead, the Port Hedland Chamber of Commerce will continue to be a catalyst for positive change, growth, and innovation. We will build upon the momentum generated by our various co-working spaces The Web Business Hub, The South Hub, The Bungalow on Edgar and the Tradie Hub and explore new avenues to serve our members and the greater Port Hedland community.

I would like to express my gratitude to the PHCCI Committee, and the dedicated Chamber team, our members, partners, and all those who have contributed to our success over the past year. Your unwavering commitment and collaboration have been integral to our achievements.

In closing, I am excited about the future prospects for our Chamber and the Port Hedland community. Together, we will continue to create an environment where businesses thrive and where innovation and collaboration are celebrated

MEMBERSHIP OVERVIEW



MEMBER GROWTH

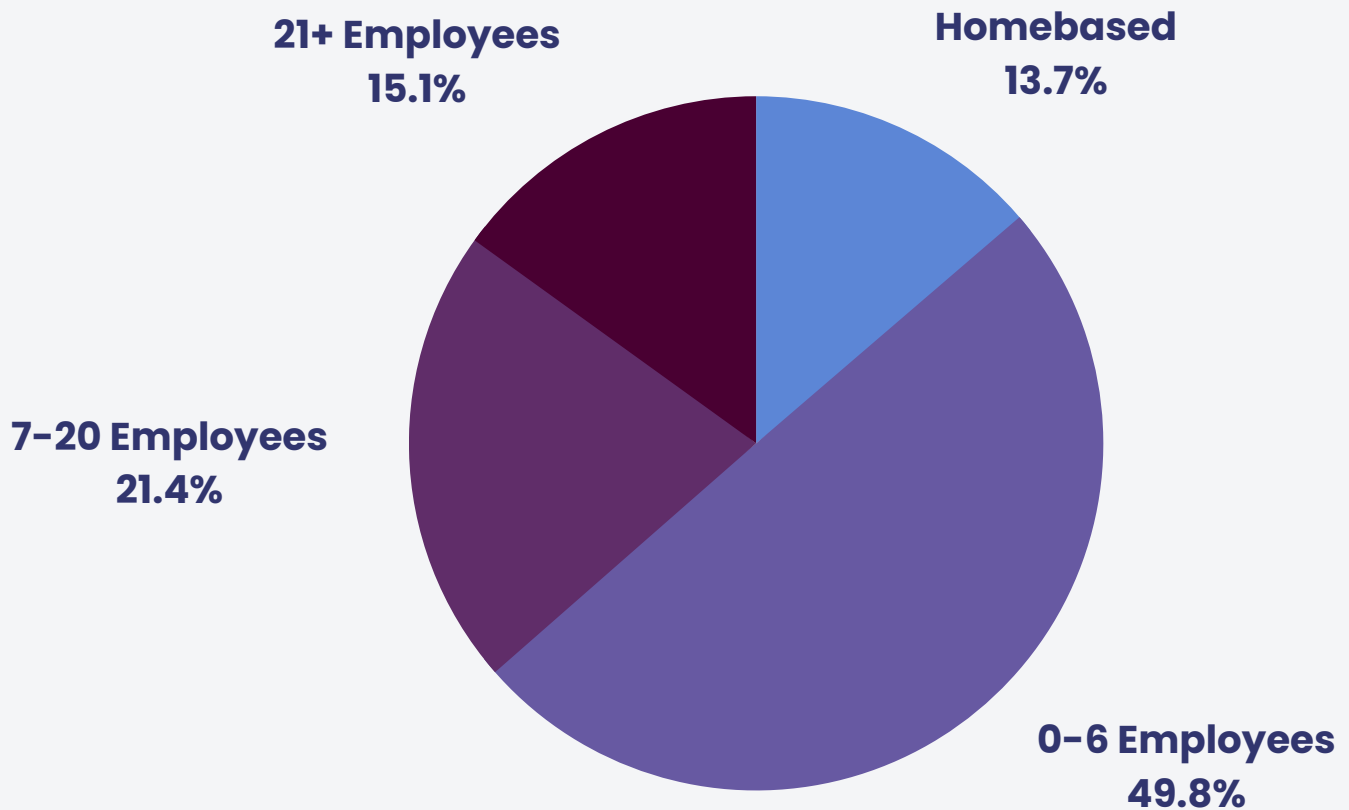


REPRESENTED INDUSTRIES

- ACCOMMODATION AND FOOD SERVICES
- ADMINISTRATIVE AND SUPPORT SERVICES
- AGRICULTURE, FORESTRY AND FISHING
- ARTS AND RECREATION SERVICES
- CONSTRUCTION
- EDUCATION AND TRAINING
- ELECTRICITY, GAS, WATER AND WASTE SERVICES
- FINANCIAL AND INSURANCE SERVICES
- TRANSPORT POSTAL AND WAREHOUSING
- HEALTH CARE AND SOCIAL ASSISTANCE
- INFORMATION MEDIA AND TELECOMMUNICATIONS
- MANUFACTURING
- MINING
- PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES
- RETAIL TRADE
- RENTAL, HIRING AND REAL ESTATE SERVICES



MEMBER BREAKDOWN



OUR REACH



2616 NEW LIKES IN 12 MONTHS



PHCCI POSTS REACHED OVER 210,253 PEOPLE



1364+ SUBSCRIBED TO WEEKLY E-NEWSLETTER



2741 LIKES ACROSS ALL ACCOUNTS



1115 FOLLOWERS ACROSS ALL ACCOUNTS

**A TOTAL OF 10,403
LIKES/FOLLOWERS ACROSS
PHCCI SOCIAL MEDIA
PLATFORMS**

OUR ACHIEVEMENTS

2022-2023

- PHCCI signed a two year funding agreement with BHP for the Hedland Collective project
- PHCCI Opened the 'Tradie Hub' a Tradespersons Co-working Space in Wedgefield
- Held Annual Business Excellence Awards 'A Night Under the Stars' at the Esplanade Hotel
- The PHCCI have hosted over 119 online and in person training programs in the WEB & South Hub throughout the period Jul 22 – Jun 23, with over 797 people in attendance
- Hedland 4 x Men in Business Luncheons in partnership with the Local Buying Foundation
- Held 4 x Women in Business Luncheons in partnership with Local Buying Foundation
- Hosted 5 Business After Hours Expo's showcasing over 36 PHCCI members
- Attended over 136 Port Hedland businesses throughout the year as a part of our business visit series





OPENING OF TRADIE HUB

TRADIE HUB PHCCI



Through the generous support of our Principal Partner BHP, the Tradie Hub officially opened in February 2023 with PHCCI President Therese Anderson and BHP Port Operations Manager Cindy Dunham there to 'open' the space.

The Tradie Hub is a testament to our dedication to meeting the evolving needs of our local businesses and workforce. Recognising the essential role that tradespeople play in our region's economy, we embarked on the journey to create a space that not only offers a conducive work environment but also fosters collaboration and networking opportunities within the trades industry. By providing a central hub for trades professionals to connect, work, and learn, we aim to enhance the productivity and skill-sharing among our local workforce.



WEB BUSINESS HUB



The WEB Business Hub which is powered by the Port Hedland Chamber of Commerce and supported by our funding partners, the State Government through the Pilbara Development Commission and BHP will be opened five years in October 2023 and continues to go from strength to strength offering an inclusive, accessible & welcoming space for the local business community and wider Pilbara region.

Over the past 12 months the WEB hosted over 98 online and in person training programs in the WEB with over 750 people in attendance. Programs facilitated at the WEB focus on topics such as digital literacy, web design, web coding, business management and financial management to enable businesses in the East Pilbara region to develop and enhance their long-term sustainability.

SOUTH HUB

Continuing to thrive the South Hub has been at full capacity for over 12 month, with 5 private offices currently leased, as well as offering space for co-working tenants the South Hub is providing a vital space for the community. With reflection to the fact that the South Hub has been consistently occupied, it truly highlights the need for affordable co-working space for the small-medium business community in South Hedland.

The PHCCI have observed that the South Hub has become an ideal location for medical practitioners, some of which are collaborating and sharing private offices, both increasing entrepreneurial activity in the community but also expanding services to the community, some of the medical services now offered from the South Hub include:

- Physiotherapy
- Chiropractor Service
- Chiropody
- Naturopathy
- Animal Therapy for Children with Autism

Throughout the past 12 month the PHCCI has facilitated approx. 21 up-skilling and networking sessions at the South Hedland Hub for PHCCI members and the wider business community in South Hedland.





Sponsored by the Local Buying Foundation, the Port Hedland Women in Business Luncheon Series showcase inspiring leaders and their diverse success stories to support women in business in the Pilbara. Dedicated to connecting, nurturing and supporting women to achieve their goals, the Port Hedland Women in Business Luncheon series aim to improve gender diversity and inclusion outcomes for women in the Pilbara through provision of networking opportunities with inspirational takeaways.

WOMEN IN BUSINESS LUNCHEONS

LOCALBUYING FOUNDATION

AN INITIATIVE OF THE LOCAL BUYING PROGRAM



Sponsored by the Local Buying Foundation, the Men in Business Luncheon Series brings together local leaders and the broader community to foster connections, promote knowledge sharing, and inspire growth within the business community.

As we reflect on the Men in Business Luncheon series for FY 22-23, we extend our appreciation to all participants, guest speakers, sponsors, and partners who contributed to its success. Both our participants and members engagement and support have been instrumental in making this luncheon series a valuable experience for everyone involved.

MEN IN BUSINESS LUNCHEONS

LOCALBUYING FOUNDATION

AN INITIATIVE OF THE LOCAL BUYING PROGRAM

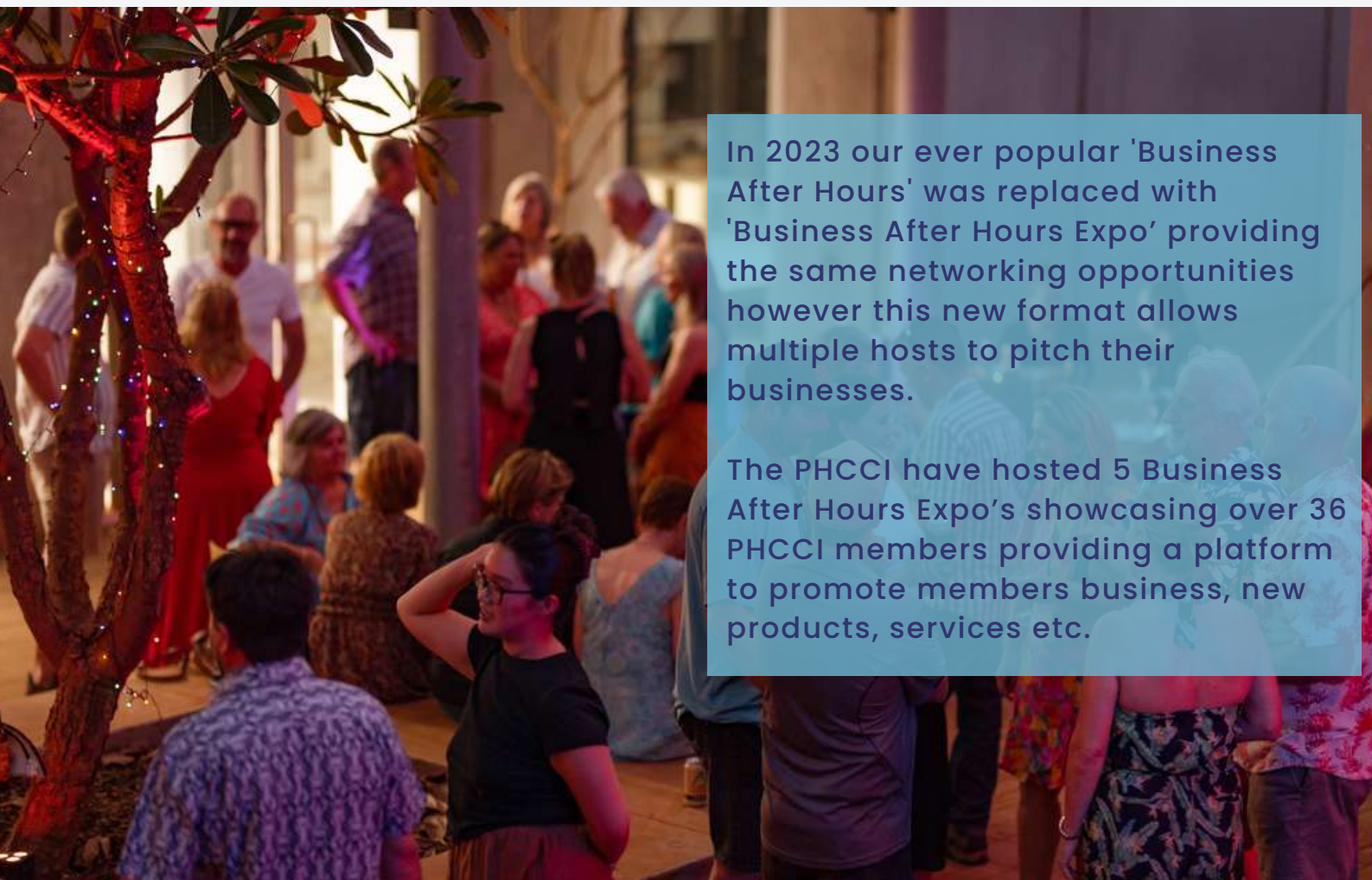
BUSINESS EXCELLENCE AWARDS

The PHCCI Business Excellence Awards is a night to celebrate the success and achievements, innovation and enterprising spirit of small to medium sized businesses in the Town of Port Hedland. The awards honour organisations that demonstrate a commitment to the core values of business excellence, through outstanding service and contributions to the local economy and community. This year the PHCCI held the Business Excellence Awards at the Esplanade Hotel, a sold out event with 250 people in attendance, it was a huge success and something we are looking forward to again for FY 24





BUSINESS AFTER HOURS EXPOS



In 2023 our ever popular 'Business After Hours' was replaced with 'Business After Hours Expo' providing the same networking opportunities however this new format allows multiple hosts to pitch their businesses.

The PHCCI have hosted 5 Business After Hours Expo's showcasing over 36 PHCCI members providing a platform to promote members business, new products, services etc.

BUSINESS AFTER HOURS EXPOS



POLITICAL ADVOCACY



The PHCCI team have been advocating broad and wide for its members through engagements with political leaders and policy makers, both informing them of the unique challenges Port Hedland businesses face, but also communicating our members feedback to evoke change.



PHCCI BUSINESS VISITS



The PHCCI team have made it out to over 136 businesses in the past 12 months as a part of our 'Business Visit' series. Engaging with members and non-members through informal drop ins to their business. This is a valued series to our team as they get to learn more about our local businesses and discuss any areas the PHCCI may be able to assist with.



AUDITED FINANCIAL REPORT 2022-23

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

**Financial Statements
For the year ended
30 June 2023**

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Committee's Report

For the year ended 30 June 2023

Environmental issues

The association's operations are not regulated by any significant environmental regulations under a law of the commonwealth or of a state or territory of Australia.

Indemnification and insurance of officers and auditors

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of PORT HEDLAND CHAMBER OF COMMERCE INC.

Auditor's independence declaration

The auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2023 has been received and can be found on page 3 of the financial report.

Signed in accordance with a resolution of the members of the committee:



----- Therese Anderson (President)



----- Dave Batic (Treasurer)

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Income Statement

For the year ended 30 June 2023

	2023	2022
	\$	\$
Income		
Events Sales	42,882	49,048
Interest Received	6,039	1,003
Membership	89,770	76,311
Other Revenue	78,469	13,721
Rents	15,900	19,261
Service	834,002	894,251
Agreements	311,470	132,155
Sponsorship	204,816	178,369
Venue Hire		
	1,583,349	1,364,119
Expenses		
Administrative Expenses	127,475	142,226
Depreciation	92,252	73,730
Direct Costs	161,494	289,345
Employment Costs	448,011	394,536
Interest and Finance Costs	-	1,213
Marketing Expenses & Distribution Costs	22,140	2,644
Occupancy & Restructing Costs	231,661	139,936
Other Expenses	361,729	319,657
	1,444,763	1,363,287
Net profit	138,586	832
Retained earnings at the beginning of the financial year	3,448,320	3,447,488
Retained earnings at the end of the financial year	3,586,906	3,448,320

The accompanying notes form part of these financial statements.

These statements should be read in conjunction with the attached compilation report of Letizia Palmer.

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Balance Sheet

For the year ended 30 June 2023

	Note	2023 \$	2022 \$
Current assets			
Cash and cash equivalents	3	2,115,581	1,750,807
Trade and other receivables	4	37,566	65,592
Total current assets		2,153,147	1,816,399
Non-current assets			
Property, plant and equipment	5	2,808,369	2,893,370
Total non-current assets		2,808,369	2,893,370
Total assets		4,961,516	4,709,769
Current liabilities			
Trade and other payables	6	101,073	109,260
Provisions	7	30,109	39,799
Other current liabilities	8	1,243,428	1,112,390
Total current liabilities		1,374,609	1,261,449
Total liabilities		1,374,609	1,261,449
Net assets		3,586,906	3,448,320
Members' funds			
Retained earnings		3,586,906	3,448,320
Total members' funds		3,586,906	3,448,320

The accompanying notes form part of these financial statements.

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PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Statement of Changes in Equity For the year ended 30 June 2023

	2023	2022
	\$	\$
Retained earnings		
Opening retained earnings	3,448,320	3,447,488
Net profit	138,586	832
	3,586,906	3,448,320
Total equity		
Balance as at 01 July 2022	3,448,320	3,447,488
Profit	138,586	832
	3,586,906	3,448,320

The accompanying notes form part of these financial statements.

These statements should be read in conjunction with the attached compilation report of Letizia Palmer.

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Statement of Cash Flows For the year ended 30 June 2023

	2023 \$	2022 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from operating activities	1,671,595	1,377,776
Payments to suppliers and employees	(1,305,61)	(1,313,692)
Interest received	1)	1,003
Net cash provided by/(used in) operating activities	6,039	65,087
	372,023	
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	(7,249)	(104,587)
Net cash provided by/(used in) investing activities	(7,249)	(104,587)
Net increase/(decrease) in cash held	364,774	(39,500)
Cash and cash equivalents at beginning of financial year	1,750,807	1,790,307
Cash and cash equivalents at end of financial year	2,115,581	1,750,807

The accompanying notes form part of these financial statements.

Reconciliation of cash flows from operating activities with net current year surplus

Net current year surplus	138,586	832
Adjustments for:		
- Depreciation expense	92,252	73,730
Movements in working capital:		
(Increase)/decrease in accounts receivable and other debtors	28,024	153,389
(Increase)/decrease in accounts payable and other payables	(8,187)	(139,071)
Increase/(decrease) in provisions	(9,690)	4,494
(Increase)/decrease in other liabilities	131,038	(28,287)
	372,023	65,087

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Notes to the financial statements For the year ended 30 June 2023

	Note	2023 \$	2022 \$
3 Cash and cash equivalents			
Petty Cash Imprest		-	200
PHCCI - General Account		229,496	303,610
PHCCI - Term Deposit		53,171	52,457
WEB - Reserve		20,414	20,209
WEB - General		107,516	93,551
Cash at Bank - Term Deposit		204,974	200,554
BHP Cleaning Project Account		34,114	50,000
Hedland Young Professionals Bungalow		19,307	20,578
PHCCI Debit Card		48,101	45,060
Chamber Term Deposit		504	1,753
Economic Development Account		100,693	100,232
South Hub - Account		422,912	618,185
South Hub - Debit Card		12,090	1,144
WEB - Term Deposit		231,595	1,000
South Hub - General Account		102,510	102,297
WEB - Debit Card		844	139,242
Hedland Collective General Account		1,947	735
Tradie Hub Debit Card		525,143	-
		251	-
		2,115,581	1,750,807
4 Trade and other receivables			
Current			
Hub Bond		10,120	10,120
Trade Debtors		14,176	40,156
Prepayments		-	14,876
PHCCI to WEB General		-	440
GST Paid		13,270	-
		37,566	65,592

These notes should be read in conjunction with the attached compilation report of Letizia Palmer.

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Notes to the financial statements For the year ended 30 June 2023

	Note	2023 \$	2022 \$
5 Property, plant and equipment			
Buildings			
WEB Building & Equipment		2,616,468	2,609,957
Less: Accumulated Depreciation		(321,748)	(247,026)
		2,294,720	2,362,931
Property improvements			
Land		402,000	402,000
Plant and equipment			
Plant & Equipment		140,038	139,300
Less: Accumulated Depreciation		(28,390)	(10,861)
		111,648	128,439
		2,808,369	2,893,370
6 Trade and other payables			
Current			
Insurance		45,254	20,523
WEB Bonds/Swipe Card Deposit		1,514	1,514
Trade Creditors		34,987	52,959
Bungalow Tenant Bond		4,204	5,450
PAYG Withholding		8,884	15,575
Superannuation		4,047	4,097
Wages Payable		2,183	(494)
GST Paid		-	9,636
		101,073	109,260

These notes should be read in conjunction with the attached compilation report of Letizia Palmer.

PORT HEDLAND CHAMBER OF COMMERCE INC

ABN: 82 164 550 359

Notes to the financial statements For the year ended 30 June 2023

	Note	2023 \$	2022 \$
7 Provisions			
Current			
Provision for Annual Leave		11,45	28,03
Provisions for Long Service Leave		4	5
		18,65	11,76
		30,109	39,799
8 Other liabilities			
Current			
Unexpended Grant		1,228,428	940,83
Unexpended Income		15,000	3
			171,55
		1,243,428	1,112,390
9 Events occurring after the reporting date			
No matter or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the association, the results of those operations or the state of affairs of the association in future financial years.			
10 Retained earnings			
Retained earnings at the beginning of the financial year		3,448,320	3,447,488
Net profit		138,586	832
		3,586,906	3,448,320

11 Statutory information

The registered office and principal place of business of the association is:

PORT HEDLAND CHAMBER OF COMMERCE INC 5
WEDGE STREET, PORT HEDLAND WA 6721

PHCCI STRATEGIC PLAN 2022-25



To achieve our vision and we will:

- Advocate – in an informed, evidenced based and outcomes driven manner, on behalf of our members
- Build relationships, partnerships and collaborations to achieve maximum impact
- Provide a vital connectivity role between the business community, government and industry (all levels and tiers)
- Facilitate and or contribute to the realisation of opportunities and innovations
- Act as a conduit for, and a source of credible business intel, data and knowledge
- Act to reduce business development impediments and red tape
- Reinforce the Port Hedland Chamber of Commerce & Industry (PHCCI) as the peak body relating to all aspects of local business and economic development
- Enhance human capability by contributing to the education, empowerment and upskilling of people and systems

In conducting our business, we will:

- Commit to understanding the needs of our members and respond accordingly
- Promote a clear and concise overview of the role and position of the PHCCI
- Ensure the needs and expectations of our members drive and inform the work we do and services we provide
- Offer a high value proposition for our members
- Promote sustainability in the region
- Be accountable and timely
- Be evidence based
- Encourage inclusivity

PHCCI STRATEGIC PLAN KPI'S 22-23 IN REVIEW

Key focus 1 Membership Services				
Objective	An ever-growing, diverse member base reflective of the Hedland demographic	Strategic measures of success/KPIs	Timeline/Key responsibility	Update on KPI's
Strategy	1.1 Provide services and programs and conduct events, forums, and networking opportunities to meet the identified and or requested needs of members	Annual increases in attendance at all PHCCI events and activities Achieve KPI's set out in partnership agreements		
Actions	a) Continually review and reinvigorate PHCCI networking events including:			
	Business Off the Clock	10% increase in attendance	30.06.2023 – measurement of KPIs 1.07.2023 - KPI to be reviewed and updated	Business Off the Clock sessions have been altered to a “Business After Hours Expo”, where multiple businesses across various themes can pitch about their business and network to the broader membership The PHCCI have successfully facilitated 5 Business After Hours Expos, showcasing over 36 PHCCI members, attendee feedback has been extremely positive and higher attendance rates have been recorded than prior BOC model. Survey feedback was very positive from attendees,

			KPIs on completion of partnership agreement	
	Budget Breakfast	10% increase in attendance	1.12.2023 – measurement of KPIs 2.12.2024 - KPI to be reviewed and updated	
	Franchise Expo	Run Franchise Expo in partnership with ToPH, achievement of ToPH partnership KPI's	1.12.2023 - measurement of KPI on completion of funding agreement	Hedland Economic Franchise Forum planning is well underway, the Hedland Economic Franchise Forum is scheduled to take place on the 22nd November 2023 Prospectuses have been created for the event and sponsors are currently being approached.
	Women in Business Luncheons	Achievement of Local Buying Foundation funding KPIs Continue to achieve high attendance rates	1.12.2023 - measurement of KPIs on completion of funding agreement	The first Women in Business Luncheon for 2023 took place in March 2023, with over 160 people in attendance this is a 30% increase on attendance when compared to the prior year.
	Hedland Economic Forum 2024-25	Achievement of BHP partnership KPIs	30.06.2024 – measurement of KPIs on completion of	

			partnership agreement	
	b) Increase investment Achievement of KPI's in conducting events to set out in ToPH raise the status e.g. high sponsorship profile presenters for agreement		1.12.2022 - measurement of KPIs on completion of funding agreement	
	Business Breakfasts and Women in Business Luncheons Achievement of KPI's set out in Local Buying Foundation funding MOU.		1.12.2023 - measurement of KPIs on completion of funding agreement	PHCCI have continued to receive funding from BHP's Local Buying Foundation for 2023, KPI's have been met consecutively for the past 3 years.
		Women in Business Luncheon - conduct 4 x surveys per annum	1.12.2023 – 8 x event surveys to be completed 2.12.2024 - KPI to be reviewed and updated	Surveys are sent post each event to attendees, feedback provided to BHP as part of the acquittal process, feedback is also used to shape future events.
	c) Seek ongoing feedback from the community and members regarding business development needs through visits, surveys, forums and event feedback sheets	Quarterly Business Pulse Survey – conduct 4 x “Business Pulse” surveys per annum	1.12.2023 – 4 x Business Pulse surveys to be completed 2.12.2023 - KPI to be reviewed and updated	Quarterly surveys continued to be sent and feedback used to form framework for advocacy initiatives, events and programs held by the PHCCI.
	d) Establish a physical presence in key places across Hedland e.g. South Hedland and Wedgefield	Establishment of satellite office by 30 June 2022 and achievement of associated BHP partnership KPIs	30.06.2022 – South Hedland Hub grand opening conducted and co- working space operational	South Hedland Hub officially opened in May 2022, the South Hedland Hub is at full capacity and remains full with 5 full time offices leased and 2 co- working desks hired out full- time.

				The Tradie Hub property acquisition, fit out and grand opening was successfully accomplished in Q1 FY 23
		Achievement of BHP partnership KPIs	30.06.2024 – measurement of KPIs on completion of partnership agreement	
Strategy	1.2 Increase membership and membership diversity	Achievement of annual new member targets		
Actions	a) Continue to conduct membership visits	Conduct regular face-to-face member visits, promote on social media and record member feedback (minimum of 2 visit sessions per month)	1.12.2023 – review number of visits conducted throughout the calendar year. 2.12.2023 - KPI to be reviewed and updated	
5	b) Review the membership and sponsorship packages to include (clearly) what the PHCCI does, offers and what it has achieved. Promote the value proposition	20 new members by June 30 30.06.2023-2023 review number of new members 1.07.2023 – KPI to be reviewed and updated		PHCCI is tracking past this annual goal, with a total of 71 new members signed up between 1st Jul 2022 – 30th June 2023 Corporate sponsorship prospectus overhauled and correctly reflects current activities, PHCCI achieved corporate sponsorship funding goals in 2022 and 2023

	c) Promote the achievements of the PHCCI on social media and other platforms	5 Posts per week on LinkedIn, Facebook, Instagram	1.12.2023 – review social media activity, frequency of posts and engagement on social media platforms 2.12.2023 - KPI to be reviewed and updated	Regular posts on all platforms continue to occur in line with PHCCI Social Media Marketing Strategy
	d) Identify and target demographic groups including youth, women and Aboriginal persons, groups and entities	Run 1 new program which supports the development of the target demographic by 30 June 2023	30.12.2023 – review program satisfaction and engagement 1.01.2024 – KPI to be reviewed and updated relating to future programs designed to support the target demographic	

Key Area 2	Policy development and advocacy			
Objective	Solutions and changes in policy that will encourage policy change or ensure that an existing policy is implemented	Strategic measures of success/KPIs	Timeline/ Key responsibility	Update on KPI's
Strategy	2.1 Establish the PHCCI as the peak body for business and economic development in the Hedland region	Representation on identified key groups and forums		
Actions	a) Representation of the PHCCI on the following: § Local Buying Foundation Steering Group § Port Hedland Industries Council Community Group § Hedland Highschool Steering Committee	PHCCI representation on boards and feedback provided to members	30.06.2024 – assess the value of representation on key groups for the PHCCI and its members 1.07.2024 – KPI to be reviewed and updated	PHCCI Continue to sit on all these boards. Positions on these boards to be handed to new CEO
	b) Collaboration with other CCIs within and beyond the region to promote collective change within the region	Regularly meet with Pilbara Regional Innovation Network (PRIN) (PHCCI, OCCI, NCCI, KDCCI) Attend RCCIWA annual conference	1.12.2023 – review outcomes of regular meetings and collaboration 2.12.2023 – KPI to be reviewed and updated	PHCCI continue to connect with the PRIN and NW Chambers. PHCCI have started discussions with the Pilbara Chambers RE hosting a collective Pilbara Summit in 2024, updates will be provided as discussions progress.
Strategy	2.2 Provide informed, credible, evidence based and solution driven advocacy on behalf of PHCCI members	Completion of identified Position Papers		
Actions	a) Development of Position Papers (PPs) based on evidence and member feedback			
	Housing and accommodation	Development of position paper	1.12.2023	
	Childcare (include incentives and support for women in the workforce) Workforce	Development of position paper	1.12.2023	
		Development of position paper	1.12.2023	

	Education	Development of position paper	1.12.2023	
	Infrastructure	Development of position paper	1.12.2023	
	Tax incentives	Development of position paper	1.12.2023	
	Township amenity	Development of position paper	1.12.2023	
	b) Drive the development of an Economic Roadmap that will facilitate a collective approach to addressing barriers and realising opportunities	Development of an Economic Roadmap with clearly defined deliverables, implementation plan and measures of success	30.06.2023 – PHCCI Committee endorse Economic Roadmap. 1.07.2023 – Update KPI's in line with implementation plan set out in the Economic Roadmap	PHCCI developed and delivered Economic Roadmap in 2022. Roadmap key deliverables are being actioned through opening of the South Hedland Hub and also the Tradie Hub
	c) Actively advocate	Engage in regular correspondence with State Ministers & Pilbara Member to advocate for change	1.12.2022 – review outcomes of regular correspondence with Pilbara Member and State Ministers 2.12.2022 – KPI to be reviewed and updated	State Ministers, Federal Ministers and Pilbara Member regularly attend the WEB Business Hub for Coffee and Catch-ups where members can meet key decision makers and advocate for change

Key focus 3 Business development and investment				
Objective	Solutions, innovations and changes in policy that will encourage business and economic development and growth	Strategic measures of success/KPIs	Timeline/Key responsibility	Update on KPI's
Strategy	3.1. Identify and promote investment and business development opportunities	Develop an Economic Road Map identifying infrastructure solutions to support business growth and attraction of new developments		
Actions	a) Conduct and or facilitate research and feasibility reports	Achievement of Economic Road Map milestones	30.06.2024 – measurement of KPIs on completion of partnership agreement	PHCCI near completion of a Business Case Feasibility Report for the Design and Construct of a Tradesperson Incubator
	b) Develop subsequent relevant business cases or policy	Number of business cases/ propositions developed	30.06.2024 – measurement of KPIs on completion of partnership agreement	
	c) Develop and implement marketing campaigns to attract investment and development	Complete marketing plan	30.06.2024 – measurement of KPIs on completion of partnership agreement	
Strategy	3.2. Establish partnerships, collaborations and consortiums to realise the identified investment and business development opportunities	Number of infrastructure projects identified and realised through PHCCI driven reports		
Actions 1	a) Opportunity for infrastructure investment for the PHCCI e.g. Tradesman's Shared Working Space, development of an additional co-working in South Hedland, development of business cases for infrastructure solutions	Achievement of Economic Road Map milestones	30.06.2024 – measurement of KPIs on completion of partnership agreement	PHCCI are in the midst of completing a Business Case Feasibility Report for the Design and Construct of a Tradesperson Incubator and in discussions for development of one further business case in FY 2024

	b) Partner with other stakeholders to attract funding and investment	Achievement of Economic Road Map milestones	30.06.2024 – measurement of KPIs on completion of partnership agreement	PHCCI are proposing to partner with TOPH and BHP to fulfill business cases and subsequently seek funding.
	c) Provide management services to key stakeholders interested in pursuing opportunities	Achievement of Economic Road Map milestones	30.06.2024 – measurement of KPIs on completion of partnership agreement	
Strategy	3.3. Establish and maintain a comprehensive data base encompassing member information, regional demographics and other relevant economic and business intel	Establishment and maintenance of a comprehensive PHCCI database		
Actions	a) Expand and update existing data base	Transition to new member database management CRM	30.06.2023 – Implementation of new member CRM	PHCCI are currently implementing new CRM 'Membership Works' for membership management, the new CRM is being developed in line with the new website
Strategy	3.4. Promote business development pathways and provide support for targeted cohorts	Occupancy and usage rates of PHCCI owned and managed entities		
Actions	a) Support retail 11 operators through the Bungalow on Edgar	Number of tenants supported to through provision of space at the Bungalow on Edgar	30.06.2023 – Measurement of tenants supported 01.07.2023 – KPI to be reviewed and updated	Bungalow recently re-opened in Jan 2023, two full time tenants secured, with pop-up tenants using the front spaces.
	b) Investigate opportunities for Aboriginal business and workforce development	Number of Aboriginal businesses supported	1.12.2024 – Measurement of tenants Aboriginal businesses supported 2.12.2024 – KPI to be reviewed and updated	

Key area 4 Governance and operations				
Objective	A financially and operationally sustainable organisation	Strategic measures of success/KPIs	Timeline/Key responsibility	Update on KPI's
Strategy	4.1 Diversify the PHCCI income stream	Core operating costs are covered by self-generated income		
Actions	a) Investment in income generating assets, programs and infrastructure: <i>based on feasibility and due diligence</i>	Achievement of Economic Road Map milestones Achievement of BHP partnership	30.06.2024 – measurement of KPIs on completion of partnership agreement	
	b) Developing and implementing a fee for service model	Implementation of fee for service model	1.12.2022 – measure success of fee for service model 30.06.2023 – KPI to be reviewed and updated	Fee for service model implemented in 2022 and continues to take place extremely successfully.
	b) Identifying and developing business opportunities <i>e.g. management services, niche training, event management, project management, administrative support and research</i>	Achievement of BHP partnership and WEB Business Hub KPIs	30.06.2024 – measurement of KPIs on completion of partnership agreement	PHCCI currently working with BHP Local Buying Foundation to seek funding for a mentoring program.
	c) Increasing membership and sponsorship: <i>Development of a member value proposition, membership drives, targeted sponsorship deals, promotion of member benefits, testimonials</i>	<i>Development of member value proposition and implementation of marketing campaign to promote member benefits</i>	1.12.2023 – measure success of member benefit marketing campaign 2.12.2023 – KPI to be reviewed and updated	
Strategy	4.2 Develop and implement a staff attraction and retention strategy/ package	100% recruitment of PHCCI budgeted positions		

Actions	a) Creation of positive and stimulating work environment	Implementation of flexible working conditions policy and career progression opportunities	30.12.2023 – conduct consultation with employees to measure impact 01.01.2024 – KPI to be reviewed and updated	
	b) Career enhancement pathways	Provision of training and upskilling opportunities	30.12.2023 – conduct consultation with employees to measure impact 01.01.2024 – KPI to be reviewed and updated	
	c) Flexible working conditions and policy	Implementation of policy	30.06.2023	
	d) Incentives	Implementation of incentives	30.12.2023– conduct consultation with employees to measure impact 01.01.2024 – KPI to be reviewed and updated	
	e) Training, mentoring and upskilling	Provision of training and upskilling opportunities	1.12.2022 – conduct consultation with employees to measure impact 2.12.2022 – KPI to be reviewed and updated	All staff provided an annual upskilling

FOCUS FOR 2023-24

Further activate the Tradespersons Incubator in Wedgefield providing support services for Tradespeople including shared workspace, storage space, lay-down area and up-skilling training opportunities

Advocate for transformative economic projects, including seeking funding to see transformative projects come to light

Develop Investment ready prospectuses for business investment

Create a suite of key issue position papers and present to key policy and decision makers

Actively seek and apply for funding and grant opportunities

WEB Business Hub & South Hedland Hub – amplifying training services on offer from the WEB & South Hub to service a wider community cross section as well as grow the WEB online learning platform

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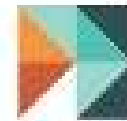
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