

The Port Hedland Region – Open for Business

Through the establishment,
sustainability and growth of local
industries, businesses and enterprises

Strategic Plan 2022-2025



NORD CETUS
PANAMA

INDEE

PORT HEBLAND

MOUNT FLORENCE

PORT HEBLAND

OUR VISION

The Port Hedland Region – Open for Business

Through the establishment, sustainability and growth of local industries, businesses and enterprises

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

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
 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:		
	<ul style="list-style-type: none"> Business Off the Clock 	10% increase in attendance	30.06.2023 – measurement of KPIs 1.07.2023 – KPI to be reviewed and updated
	<ul style="list-style-type: none"> Business of the Year Awards 	Achievement of BHP partnership KPIs	30.06.2024 – measurement of KPIs on completion of partnership agreement
	<ul style="list-style-type: none"> Budget Breakfast 	10% increase in attendance	1.12.2022 – measurement of KPIs 2.12.2022 – KPI to be reviewed and updated
	<ul style="list-style-type: none"> Franchise Expo 	Run Franchise Expo in partnership with ToPH, achievement of ToPH partnership KPI's	1.12.2022 – measurement of KPI on completion of funding agreement

		Strategic measures of success/KPIs	Timeline/Key responsibility
	<ul style="list-style-type: none"> Women in Business Luncheons 	<p>Achievement of Local Buying Foundation funding KPIs</p> <p>Continue to achieve high attendance rates</p>	1.12.2022 – measurement of KPIs on completion of funding agreement
	<ul style="list-style-type: none"> Hedland Economic Forum 	Achievement of BHP partnership KPIs	30.06.2024 – measurement of KPIs on completion of partnership agreement
	b) Increase investment in conducting events to raise the status e.g. high profile presenters for Business Breakfasts and Women in Business Luncheons	Achievement of KPI's set out in ToPH sponsorship agreement	1.12.2022 – measurement of KPIs on completion of funding agreement
		Achievement of KPI's set out in Local Buying Foundation funding MOU.	1.12.2022 – measurement of KPIs on completion of funding agreement
		<p>Women in Business Luncheon – conduct 4 x surveys per annum</p> <p>Business Breakfasts – conduct 4 x surveys per annum</p>	<p>1.12.2022 – 8 x event surveys to be completed</p> <p>2.12.2022 – KPI to be reviewed and updated</p>
	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	<p>1.12.2022 – 4 x Business Pulse surveys to be completed</p> <p>2.12.2022 – KPI to be reviewed and updated</p>
	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
		Achievement of BHP partnership KPIs	30.06.2024 – measurement of KPIs on completion of partnership agreement

		Strategic measures of success/KPIs	Timeline/Key responsibility
 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)	<p>1.12.2022 – review number of visits conducted throughout the calendar year.</p> <p>2.12.2022 – KPI to be reviewed and updated</p>
	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 2022	<p>30.06.2022 – review number of new members</p> <p>1.07.2022 – KPI to be reviewed and updated</p>
	c) Promote the achievements of the PHCCI on social media and other platforms	5 Posts per week on LinkedIn, Facebook, Instagram	<p>1.12.2022 – review social media activity, frequency of posts and engagement on social media platforms</p> <p>2.12.2022 – KPI to be reviewed and updated</p>
	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	<p>30.06.2023 – review program satisfaction and engagement</p> <p>1.07.2023 – KPI to be reviewed and updated relating to future programs designed to support the target demographic</p>

Key Focus 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
<p>Strategy</p>	<p>2.1 Establish the PHCCI as the peak body for business and economic development in the Hedland region</p>	<p>Representation on identified key groups and forums</p>	
<p>Actions</p>	<p>a) Representation of the PHCCI on the following:</p> <ul style="list-style-type: none"> Local Buying Foundation Steering Group Port Hedland Industries Council Community Group Hedland Highschool Steering Committee 	<p>PHCCI representation on boards and feedback provided to members</p>	<p>30.06.2023 – assess the value of representation on key groups for the PHCCI and its members</p> <p>1.07.2023 – KPI to be reviewed and updated</p>
	<p>b) Collaboration with other CCIs within and beyond the region to promote collective change within the region</p>	<p>Regularly meet with Pilbara Regional Innovation Network (PRIN) (PHCCI, OCCI, NCCI, KDCCI)</p> <p>Attend RCCIWA annual conference</p>	<p>1.12.2022 – review outcomes of regular meetings and collaboration</p> <p>2.12.2022 – KPI to be reviewed and updated</p>

		Strategic measures of success/KPIs	Timeline/Key responsibility
 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	30.06.2022
	Childcare (include incentives and support for women in the workforce)	Development of position paper	30.06.2022
	Workforce	Development of position paper	30.06.2022
	Education	Development of position paper	30.06.2022
	Infrastructure	Development of position paper	1.12.2022
	Tax incentives	Development of position paper	1.12.2022
	Township amenity	Development of position paper	1.12.2022
	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
	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

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
<p>Strategy</p>	<p>3.1 Identify and promote investment and business development opportunities</p>	<p>Develop an Economic Road Map identifying infrastructure solutions to support business growth and attraction of new developments</p>	
<p>Actions</p>	<p>a) Conduct and or facilitate research and feasibility reports</p>	<p>Achievement of Economic Road Map milestones</p>	<p>30.06.2024 – measurement of KPIs on completion of partnership agreement</p>
	<p>b) Develop subsequent relevant business cases or policy</p>	<p>Number of business cases/ propositions developed</p>	<p>30.06.2024 – measurement of KPIs on completion of partnership agreement</p>
	<p>c) Develop and implement marketing campaigns to attract investment and development</p>	<p>Complete marketing plan</p>	<p>30.06.2024 – measurement of KPIs on completion of partnership agreement</p>
<p>Strategy</p>	<p>3.2 Establish partnerships, collaborations and consortiums to realise the identified investment and business development opportunities</p>	<p>Number of infrastructure projects identified and realised through PHCCI driven reports</p>	
<p>Actions</p>	<p>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</p>	<p>Achievement of Economic Road Map milestones</p>	<p>30.06.2024 – measurement of KPIs on completion of partnership agreement</p>

		Strategic measures of success/KPIs	Timeline/Key responsibility
	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
	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	1.12.2022 – Implementation of new member CRM
 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 operators through the Bungalow on Edgar	Number of tenants supported to through provision of space at the Bungalow on Edgar	1.12.2022 – Measurement of tenants supported 2.12.2022 – KPI to be reviewed and updated
	b) Investigate opportunities for Aboriginal business and workforce development	Number of Aboriginal businesses supported	1.12.2022 – Measurement of tenants Aboriginal businesses supported 2.12.2022 – KPI to be reviewed and updated



Key Focus 4



Governance and operations



A financially and operationally sustainable organisation

Objective

		Strategic measures of success/KPIs	Timeline/Key responsibility
 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: based on feasibility and due diligence (refer to 3.1 and 3.2)	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 2.12.2022 – KPI to be reviewed and updated
	c) Identifying and developing business opportunities e.g. management services, niche training, event management, project management, administrative support and research	Achievement of BHP partnership and WEB Business Hub KPIs	30.06.2024 – measurement of KPIs on completion of partnership agreement
	d) Increasing membership and sponsorship: Development of a member value proposition, membership drives, targeted sponsorship deals, promotion of member benefits, testimonials	Development of member value proposition and implementation of marketing campaign to promote member benefits	1.12.2022 – measure success of member benefit marketing campaign 2.12.2022 – KPI to be reviewed and updated

		Strategic measures of success/KPIs	Timeline/Key responsibility
 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	1.12.2022 – conduct consultation with employees to measure impact 2.12.2022 – KPI to be reviewed and updated
	b) Career enhancement pathways	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
	c) Flexible working conditions and policy	Implementation of policy	30.06.2022
	d) Incentives	Implementation of incentives	1.12.2022 – conduct consultation with employees to measure impact 2.12.2022 – 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