

HANMER SPRINGS BUSINESS ASSOCIATION

# Strategic Plan

2010 – 2015

DRAFT v1.31 August 2010



HANMER SPRINGS  
BUSINESS ASSOCIATION

# contents

---

<b>Our Vision</b> .....	3
<b>Our Mission</b> .....	3
<b>Our Action Plan</b>	
Destination Promotion .....	4
Governance .....	5
Administration .....	5
Information Development .....	6
Advocacy Services .....	6
Funds Health .....	7
Membership Satisfaction .....	8
Community Development .....	8
Natural Environmental Advocacy .....	9
Special Projects .....	10
<b>Additional KRAs following release of Strategic Plan</b> .....	11
Destination Promotion .....	11

## Our Vision

*A community that feels safe and secure living in a natural and sustainable environment with a strong sense of community wellness.*

## Our Mission

*Embedded in the Hanmer Springs community, supporting and nurturing local business people to help them realise profitable and balanced lifestyles.*

*We will do this through education, mentoring and role modelling. Supporting businesses to achieve sustainable business practices, economically, environmentally, socially or personally.*



## Our Action Plan — Destination Promotion

Objective	Action	Who	By When
Increase the Brochure distribution from 40k to 80k to cover the whole of the South Island.	Combine the HSBA guide with Hurunui Tourism and form agreement for HTGB to arrange distribution of 80K across the South Island.	Tony	March 2011
In conjunction with HTGB establish a system for measuring visitor numbers to Hanmer Springs and where they are coming from, to identify marketing needs for growth.	Support HTGB with the launch of the Accommodation monitor and ensure we have 100% HSBA member 'buy in'.	Tony/Paul/Cathy	June 2011
Grow visitor numbers to the Website by 5% per annum, eg. from 74,000 09/10 to 77,700 in 10/11 – Monthly reporting.	Partner with HTBG and HTP to engage Cabbage Tree to work on the Village/HTGB/Pools Website to achieve KPIs. Review periodically	Tony/Scott/Paul/Cathy	April 2011–on-going
Improve the navigation structure of the site to ensure it is user friendly and accessible.	Partner with HTBG and HTP to engage Cabbage Tree to work on the Village/HTGB/Pools Website to achieve KPIs. Review periodically.	Tony/Scott/Paul/Cathy	April 2011–on-going
Increase operator detail views with an increase in the click through to operator website or enquiries.	Partner with HTBG and HTP to engage Cabbage Tree to work on the Village/HTGB/Pools Website to achieve KPIs. Review periodically.	Tony/Scott/Paul/Cathy	July 2011–on-going
Improve site traffic, lower bounce rate and increase time spent on site with addition of more visitor interaction type experiences.	Partner with HTBG and HTP to engage Cabbage Tree to work on the Village/HTGB/Pools Website to achieve KPIs. Review periodically.	Tony/Scott/Paul/Cathy	Aug 2011–on-going
Develop the site by adding new pages loaded with meta data, headers and keyword rich copy.	Partner with HTBG and HTP to engage Cabbage Tree to work on the Village/HTGB/Pools Website to achieve KPIs. Review periodically.	Tony/Scott/Paul/Cathy	Aug 2011–on-going
Continue HSBA representation on HTGB.	Ensure that the HTGB maintains a position on the board for a HSBA representative – ensuring the HSBA's position on various subjects is known. Inform members that the minutes of the meetings are available and where they can sight them.	Tony	On-going
Engage in international promotion work with HTGB as appropriate 2010/11.	Maintain open dialect with HTGB reviewing opportunities and decide on any appropriate for involvement.	Tony/Paul/Cathy	On-going

## Our Action Plan — Governance

Objective	Action	Who	By When
Complete a 5 year Strategic plan, approved by the members and used to guide this and future committees. This will also act as a tool to renew the Constitution.	Distribute draft plan to members for review.	Committee	May 2011
	Adopt, implement and monitor.	Committee	May/June 2011 – on-going
Have an agreed and signed off constitution for presentation and endorsement at the 2011 AGM.	Full review of the current constitution.	Chris	March 2011
	Presentation to the HSBA committee.	Chris	April 2011
	Circulate to members for comment.	Chris	April 2011
	Presentation to the AGM for approval.	Chris	July 2011

## Our Action Plan — Administration

Objective	Action	Who	By When
To have an agreed set of policies and procedures in place by the 2011 AGM.	Draft list to HSBA committee.	Chris	December 2010
	Development and drafting.	Chris	June 2011
	Presentation to HSBA committee.	Chris	June 2011
	Ratification by committee.	Committee	June 2011
	Any changes to rules to AGM.	Chris/Anne	July 2011
Utilise the website newsletter template to send a quarterly newsletter to all members keeping them informed on our activities.	Quarterly newsletter to members	Tony	August 2010, Dec 2010, March 2011, June 2011

## Our Action Plan — Information Development

Objective	Action	Who	By When
To make available the data collected by members in a useful format by Feb 2011 and an agreed way forward based on the current trial by the 2011 AGM.	Presentation of Data from Datapro.	Chris	March 2011
	Analysis during December presentation to HSBA committee.	Chris	March 2011
Assist Hurunui Tourism in the launch of an accommodation and activity monitor to track visitor numbers and bed nights in the district.	Ensure sufficient accommodation providers commence trial data collection – <i>This changed as sufficient information was collected from initial email contact.</i>	Tony/Paul/Cathy	January 2011
	Ensure 100% HSBA member participation in the live launch of the data collection.	Tony/Paul/Cathy	June 2011

## Our Action Plan — Advocacy Services

Objective	Action	Who	By When
Select 3–4 'priority' groups and assign HSBA committee representation to ensure HSBA has a voice within these groups and is also able to share relevant information with our members.	Select 3–4 priority groups. (Hurunui Tourism, Hanmer Springs recreational track network governance group and Queen Mary Governance group.)	Committee	Completed August 2010
	Assign committee representation on each of these groups. (HTGB – Tony H, HSRTGG – Chris & QMGG – Rebecca Belami/Neil Duncan). Added benefit of two committee members sitting on the community board.	Committee	Completed August 2010
Maintain open communication with all other relevant groups and organisations and assist as/when relevant.	Be aware of what is happening in various groups throughout the community by networking and attending meetings from time to time – report back to committee when applicable.	Tony/Chris/Neil/Paul/Rebecca/Graeme/Bill	On-going
Ensure that the HSBA is aware of any council submissions and make relevant submissions on behalf of the members.	Contact the council and request that HSBA committee is notified of any Council submissions.	Tony/Chris/Neil/Paul/Rebecca/Graeme/Bill	April 2011
	Form a small group from the committee to work on Council submissions.	Tony/Chris/Neil/Paul/Rebecca/Graeme/Bill	May 2011
	Dedicated group to collate feedback from members and formulate a submission on their behalf.	Tony/Chris/Neil/Paul/Rebecca/Graeme/Bill	May 2011–On-going

## Our Action Plan — Funds Health

Objective	Action	Who	By When
Review the investment of any surplus funds to ensure the Association is receiving the best return on its investment based on the level and liquidity needed to meet on-going costs.	Analyse cashflow and surplus funds on a quarterly basis.	Sue/Daniel	Quarterly
	Invest any surplus to achieve highest possible return.	Sue/Daniel	Quarterly
To increase revenue by attracting at least 9 new members (being an increase of 10%) to join the Association for the current year.	Identify potential new members to the Association.	Sue/Yvonne/Virginia	On-going
	Actively target potential new members to join HSBA, meet with them, highlight benefits of association and invite along to a meeting.	Sue/Yvonne/Virginia	On-going
	Sign up 9 new members.	Sue/Yvonne/Virginia	October 2011
To maintain revenue by ensuring current members remain satisfied and renew or enhance their memberships and keeping resignation levels below 5% (or 5 members) per annum.	Continued communication with Members.	Sue/Yvonne/Virginia/ Rebecca	On-going
	Introduction of Membership Survey.	Rebecca	May 2011
	Conduct an efficient/effective membership renewal.	Sue/Yvonne/Virginia/ Rebecca	September/October 2011
To review all expenses annually to ensure that we are receiving the most competitive rates. For all expenses over \$2,500, this review should be on-going throughout the year.	At the time of creating the budget review all costs to ensure we are receiving the most competitive.	Sue/Tony/Daniel	May/June 2011
	Any expenses over \$2,500 review suppliers to ensure most competitive rate is achieved.	Committee	On-going

## Our Action Plan — Membership Satisfaction

Objective	Action	Who	By When
To design a membership survey by March 2011 with assistance from experienced people (i.e. Scott/Carol) and/or interested members and have it approved at the March meeting of the committee, to get all members surveyed by April/May 2011 and present findings to the committee and then the AGM in July.	Design membership survey and approve by committee.	Rebecca/Scott	May 2011
	Survey all members.	Committee	June 2011
	Present findings to committee and members at AGM.	Rebecca/Committee	July 2011
	Review findings of the Survey and implement any necessary changes to strategic direction of HSBA.	Sue/Yvonne/Virginia/Rebecca	July 2011 onwards

## Our Action Plan — Community Development

Objective	Action	Who	By When
Organise and finance the Hanmer Springs Christmas parade – December 17 <sup>th</sup> 2010, ensuring the HSBA is promoted.	Conduct all the necessary planning and financing to run the Christmas parade.	Bill/Sue/Yvonne/Virginia	Prior to December 17 <sup>th</sup> 2010 –Annually
	Run the actual parade with assistance from other parties and ensure that HSBA is promoted.	Bill/Sue/Yvonne/Virginia	December 17 <sup>th</sup> 2010 –Annually
	Discuss the on-going commitment to the Christmas parade with HSCB with a view to sharing the responsibility and cost.	Committee	Prior to July 2011
Research relevant training/educational courses and if appropriate run for members.	Research potential training courses with ENC, CECC and others and if appropriate offer to membership.	Bill/Sue/Yvonne/Virginia	June 2011
Ensure every new business owner in Hanmer Springs is met by a member of the HSBA committee.	Meet and greet every new business to Hanmer Springs and offer membership information.	Bill/Sue/Yvonne/Virginia	On-going

## Our Action Plan — Natural Environmental Advocacy

Objective	Action	Who	By When
<b>Support Hanmer Springs Community Board and HDC to ensure Hanmer Springs has efficient and sustainable practices including recycling, power and water/sewerage.</b>	Maintain close communication with HSCB and HDC on the progress of the towns recycling process.	Bill/Neil/Celia/ Graeme M/Fletch	January–June 2011
	Offer assistance as required and appropriate in the improvement of the towns recycling process.	Bill/Neil/Celia/ Graeme M/Fletch	January–June 2011
<b>Environmental Risk Management.</b>	Ascertain the medium- and long-term risks associated with our environment.	Neil/Sue/Bill	January–June 2011
	Work with relevant parties including HDC & DOC to future plan and reduce risk.	Neil/Sue/Bill	January–June 2011

## Our Action Plan — Special Projects

Objective	Action	Who	By When
Work in conjunction with DOC and Hurunui Council to launch the opening of the St James Cycle Way to ensure maximum publicity and exposure is achieved.	Engage with DOC and HDC and establish the plans for the opening of the St James Cycle way and assist where possible, maximising on publicity for Hanmer Springs.	Chris	November 2010 Complete
Work in conjunction with DOC and Hurunui Council to launch the Vesting of the Queen Mary Hospital to ensure maximum publicity and exposure is achieved.	Engage with HDC and HTGB and establish the plans for the Vesting of the Queen Mary and assist where possible maximising on publicity for Hanmer Springs.	Chris	November 2010 Complete
Form a partnership with the HSCB to maintain the cameras and fund broadband connection.	Discuss the potential for the community board to share the on-going maintenance cost, broadband connection and on-going costs on a 50:50 basis with HSBA.	Bill	December 2010 Complete
	Vote on a motion to this effect and send written advise to HSCB.	Committee	December 2010 Complete
	Assuming HSCB are happy with this arrangement, seek written confirmation from them.	Bill	March 2011 Complete
Work with Hurunui Tourism to maximise the profile of Hanmer Springs for the increased visitor period of the RWC 2011.	Maintain open communication with HTGB on any activity relating to the RWC 2011, share information with members and become involved as appropriate.	Tony	Jan–Oct 2011
Partnering and promoting with CCT and regional/ National i-SITEs.	Maintain open communication with CCT on any activity relating to the RWC 2011, share information with members and become involved as appropriate.	Tony	Jan–Oct 2011
	Investigate the opportunity for targeted marketing activity.	Review any opportunities for targeted marketing opportunities prior to and during RWC.	Committee
Review the HSBA's involvement in the HSVN	Review the need for HSBA future involvement in the HSVN.	Committee	June 2011
	Make a decision on HSBA's level of future involvement in HSVN.	Committee	June 2011

# Additional KRAs following release of Strategic Plan

## Our Action Plan — Destination Promotion

Objective	Action	Who	By When
Increase brochure distribution for 80k to 120k to be increase i-SITE presence and prime Airport site.	HTGB to secure brochure position at Christchurch International Airport.	Scott	August 2011
	Increase production of Guide from 80k to 120k – HSBA to share additional production costs.	Tony/Scott/Cathy/Paul	December 2011
Arrange for HSBA to have a business listing on the CCT website.	HTGB to form agreement with CCT to offer HSBA members a business listing on their website.	Scott	August 2011
	HSBA to co-ordinate website listings of members on CCT's website.	Tony/Scott/Cathy/Paul	December 2011