



Greater East Tamaki
Business Association Inc.

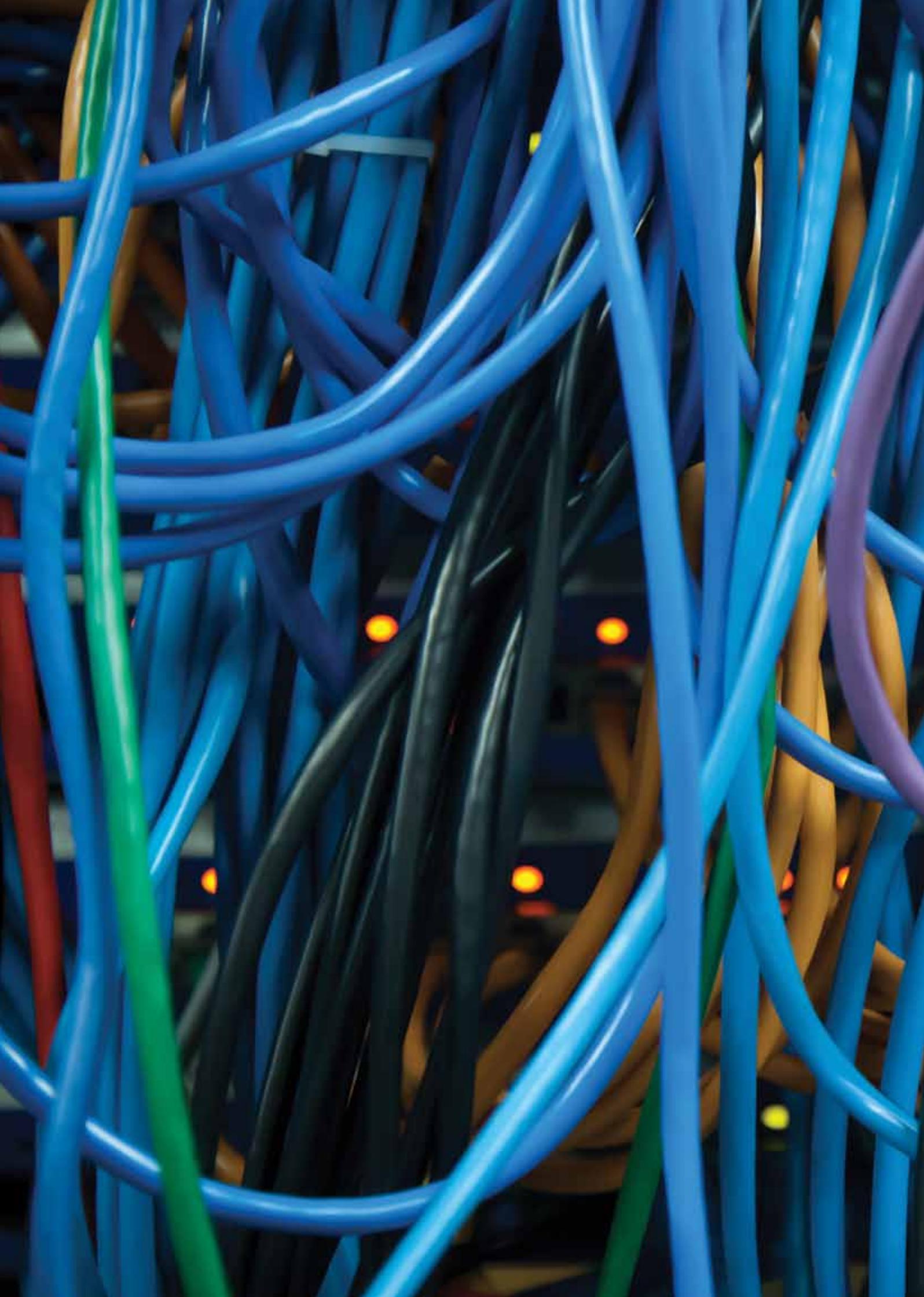
ANNUAL REPORT

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BUSINESS PLAN



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ANNUAL GENERAL MEETING
OF THE ASSOCIATION

2017

CHAIRMAN'S REPORT

The past year has seen only minor changes in the main economic indicators in the New Zealand economy and along with stable government the result has been good for business. Interest rates and inflation are at record low levels and although GDP dipped below 3% this year, the next two quarters are expected to see it back over 3% by early 2018.

GETBA members are reporting a high level of activity, covering export, construction, manufacturing and service sectors and this is expected to continue well into next year driven by high immigration, tourism, the construction boom and infrastructure spending.

It has been almost seven years under the single Auckland Council regime and with a new mayor

in place we are finally seeing serious talk around the major issues affecting the city, being transport and traffic congestion, infrastructure spending and housing affordability. Lack of forward planning over several decades has resulted in traffic congestion across Auckland now affecting all businesses, both in the movement of goods and people. GETBA has been a strong advocate of the East West Link which is underway, albeit with the East component cut short at SH1, but with this link to East Tamaki planned for the future.

After many years of vigorous lobbying by GETBA, commercial activity at the Greenmount Landfill ceased at the end of last year. The 52-hectare site will become a fantastic public park for the enjoyment of all, with Auckland Council finally

putting the many years of tip fees on the table to pay for the cost of the site-works over the next few years. This really is a unique opportunity where such a large green space has been created for the enjoyment of all, bordering the East Tamaki industrial precinct on one side, and the housing community on the other.

You will see here in the 2016/17 Annual Report a summary of GETBA activities over the past 12 months. It has been a very busy year for the GETBA team as we strive to best represent the interests and concerns of all our members. Four submissions were made on your behalf, including the Auckland Council draft budget.

Business breakfasts have been well attended, with speakers including Mayor Phil Goff and Minister of Transport Hon Simon Bridges. Regular, easy to access communication with all our members is a key priority and we have done this via regular emails, the quarterly *Focus Magazine* and of course the mobile GETBA website which is regularly updated.

Our Business Owner's Forums have continued and are targeted at particular sectors with experienced speakers providing sound advice on specialist topics.

Business security has always been a top priority and initiatives including the ANPR cameras, security alerts and audits, crime prevention resources, a close working relationship with the local Ormiston-based Police and the security managers network have contributed to a 70% reduction in business burglaries over the past 11 years with burglary frequency continuing to fall.

We are very conscious of the fact that the primary role of GETBA is to best serve the business community we represent whether you are a property owner, business owner or working in the area and that you see value for your investment. The Annual Report enables you to see where your investment is channelled and what the results are, and all referenced under the four key strategies. We look forward to continuing to work closely with the business community and to ensure that East Tamaki really is "a great place to do business."

I would like to take this opportunity to thank the GETBA sponsors for their ongoing contribution which has enabled the range of initiatives and activities to continue without any increase in

funding from our members. Their additional funding contribution demonstrates their commitment to the East Tamaki business precinct.

I would also like to take this opportunity to thank the GETBA Committee members for their voluntary time and input to steering our competent GETBA team who have achieved well over the past year.

Richard Poole
Chairman

COMMITTEE ELECTED MEMBERS

Richard Poole, Chairman
representing MiTek NZ Ltd
Henry Jansen, Secretary
representing Wynyard Wood
Liz Groenewegen, Treasurer
representing RSM New Zealand
Phil Clarke
representing A Touch of Italy
David Lindsay
representing Broady's NZ Ltd
Phil Bond
representing Neil Park Motors Ltd
Kim Luxton
representing Hydestor Manufacturing Ltd

LOCAL BOARD REPRESENTATIVES

Bob Wichman
Howick Local Board
July-September 2016
Mike Turinsky
Howick Local Board
December 2016-June 2017
Stephen Grey
Otara-Papatoetoe Local Board
July-September 2016
Reece Autagavaia
Otara-Papatoetoe Local Board
December 2016-June 2017



PROGRESS AGAINST THE BUSINESS PLAN 2016/2017 EXECUTIVE REPORT

ADVOCACY

Representation to Local and Central Government

GETBA has monitored Auckland Council's plans and kept members informed.

We have been ably assisted by Dr Grant Hewison who has provided monthly 'Insight Auckland' reports on Council, Council Controlled Organisations (CCOs) and Local Board activities. We liaised with local Councillors and key Council and CCO personnel, as well as the Howick Local Board.

We researched, informed and consulted with members, and made submissions on:

- Proposed changes to The Electricity Authority's transmission pricing methodology, 26 July 2016
- Draft Air Quality Bylaw for Indoor Domestic Fires, March 2017
- Draft Annual Budget 2017/18 March 2017
- Draft Howick Local Board Plan 2017, June 2017
- Draft Otara-Papatoetoe Local Board Plan 2017, June 2017

We also continued to participate in the final stages of the Proposed Unitary Plan process. It was gratifying to see that all heavy industrial zoning in the area was retained.

In collaboration with other industrial associations and assisted by Dr Grant Hewison, we were party to Transpower’s appeals against Auckland Council in the High Court and the Environment Court. Our aim was to endeavour to restrict Transpower’s transmission corridors across industrial land to just 12 metres on each side. By a process of submissions, hearings and mediations, a favourable settlement of the High Court appeal was reached among the parties which has since been endorsed by the High Court. While, at the time of going to print, the appeal before the Environment Court is still technically in mediation, it is likely the parties will resolve that appeal shortly along similar lines.



GETBA presenting to Councillors on the proposed Auckland Council Annual Budget 2017/2018

We have also informed members of relevant Notified Resource Consent Applications. We have monitored central government plans and policies pertaining to business, and liaised with local Botany MP Jami-Lee Ross on issues including transport and roading.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Keep up to date with Council plans	Monitor and research Council plans		Information obtained	✓
Inform and advocate on behalf of local business	Inform and ask members for feedback	Members Other business associations	Members informed, feedback sought and submissions made	✓
Retain links with local boards, MPs, councillors and relevant agencies	Invite to/attend key meetings		Relationships established/maintained Meetings held	✓
Communicate results via multiple communication channels	Communicate via website, email, media, <i>Focus</i> magazine, LinkedIn		Results communicated via multiple channels	✓

Representation and conduit on infrastructure

GETBA has continued to lobby for improved infrastructure, particularly roading and transport infrastructure into and across East Tamaki. With the help of local MP Jami-Lee Ross, we secured the Minister of Transport Simon Bridges as a Breakfast speaker, and also as an influencing opportunity as to gain information. We stressed the importance of the East West link currently focused on Onehunga to Penrose, genuinely linking with the East and crucial links to AMETI.

In addition to submissions we have met with Auckland Transport personnel to continue

to push for the relief of congestion in the area, specifically Smales/Allens Road widening/intersection improvement, realignment of the Preston/East Tamaki and Ormiston Road intersection (which were both de-prioritised in favour of the city rail link), and the Gossamer/Ti Rakau/Trugood/Cryers area.

GETBA continued to represent members interests with the Howick Local Board to push for the transformation of the closed Greenmount Landfill into a park as soon as practically possible (pictured on page 4).

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Keep up-to-date with infrastructure plans on behalf of members	Liaise with Auckland Council, CCOs and other relevant infrastructure providers	New Zealand Council for Infrastructure Development Auckland Business Forum Employers and Manufacturers Association (EMA)	Liaison undertaken with Auckland Transport and roading improvement delays; and with Parks and Local Boards	✓
Inform and advocate on behalf of local business	Inform members, seek feedback and make submissions	Members	Members informed, feedback sought and relayed to CCOs concerned	✓
Communicate results to members	Communicate results via multiple channels	Members	Results communicated	✓

Collaboration with other industrial associations

There are 48 Business Associations across Auckland operating BID partnership programmes, representing 25,000 businesses. Taking the opportunity to leverage this collective strength and provide consistency of message, GETBA took a lead with four other Associations (Newmarket, Heart of the City, Parnell and Pukekohe), in developing and presenting a collective position on behalf of all the BIDs to the Mayor and Auckland Councillors on the Draft 2017/2018 Annual Plan and Budget. We expressed the need for a formal communication mechanism to feedback some of the day to day challenges we face dealing with Council and a dialogue on opportunities. As a result, Council asked us to gather tangible

examples of the inefficiencies we experience on a day to day basis and identify potential solutions in preparation for a meeting with Council and CCO CEOs. This is in progress.

We continued to collaborate with other industrial business associations across Auckland on the final stages of the Proposed Auckland Unitary Plan. The southern-based business associations have met regularly.

We also worked with other business associations and held a workshop during the Strategic Plan Review process, to compare best practice and identify any gaps and opportunities.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Best practice learning and sharing	Participate in collaborative sessions throughout the year Document case studies of success and proactively share with others to establish industry leadership	North Harbour Business Association (NHBA) Rosebank Business Association (RBA) Wiri Business Association South Harbour Business Association	Monthly meetings with southern business associations; as needed with industrial associations Strategic Plan workshop with other BIDs	✓
Influence to develop stronger voice on issues	Work with other commercial industrial associations for consistency of message and a stronger voice	Other business associations	Collaborated on Auckland Council Budget and Unitary Plan	✓

Troubleshooting to support members with Local Government and infrastructure providers

In April 2017 GETBA became involved in advocating to Vector on behalf of 20 businesses at the western end of Lady Ruby Drive that were suffering from ongoing power outages. As a result, Vector prioritised a replacement cable and installation of a new network link pillar, restoring continuity of supply.

We have also responded to requests from local business owners seeking help with regulatory and infrastructure supply issues with Auckland Council. Common issues have included lighting outages, graffiti and rubbish/tyre dumping. We have promoted the troubleshooting service in member communications.



Vector power cable being replaced on Lady Ruby Drive

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Assist members confronted with an issue with Council/CCOs	Ascertain appropriate Council/CCO contact and/or intercede, if possible, on member's behalf	Members Auckland Council CCOs	Member connected with appropriate contact Issue addressed where possible	✓
Communicate the troubleshooting concept	Communicate at functions and in communications	Members	Trouble shooting concept and examples communicated via multiple channels	✓
Record solutions to common issues	Record on the Customer Relationship Management (CRM) system Add solution to the website if appropriate	Members	History recorded and accessible on CRM	✓
Identify members willing to help others if necessary	Identify business owners who have the experience and are willing to assist others	Members and business owners with relevant experience	Where appropriate, experienced and willing business owners identified and noted in CRM	✓



ACTIVITIES

Business support: education and information

GETBA has provided a conduit for local businesses and property owners to access up to date business assistance, support and information via speakers at events, educational Forums, the GETBA website, eNewsletters and publications.

We held five Breakfasts during the year attended by 501 members. Speakers included Netsafe CEO Martin Cocker, ecostore founder Malcolm Rands, Minister of Transport Hon Simon Bridges, Mayor Phil Goff and Retirement Commissioner Diane Maxwell. Thanks to Breakfast sponsors, Kinetics Group, Kiwibank and ANZ.

The panel-based Business Owners Forum, targeted at business owners and managers who want to take their business to the next level, is now in its sixth year. Topics covered were Overcoming Adversity, Workplace Culture and Reinvesting in

your Business. We are very grateful to the series sponsor, BNZ Partners, and promotional partners BDO, Chandler MacLeod, Denham Bramwell, POD Consulting, RSM New Zealand, The Breakthrough Co and Wynyard Wood.

Bayleys held a Business Showcase and Property Update in November 2016. A well-attended Property Forum held in June 2017 focused on the pitfalls to avoid with sales and purchases, responsibilities of landlords and tenants with lease agreements, and issues to do with access, egress and parking.

People Essentials, a practical people-management series of eight workshops delivered by Pod Consulting, and targeted at SME business owners and line managers in larger organisations, continued into a second year. A second intake

completed the Everyday Leadership Programme, delivered by the Capability Group.

We promoted other relevant educational opportunities including MIT short courses and government subsidised literacy and numeracy training programmes, other local course providers and Auckland Tourism, Events and Economic Development (ATEED) services.

We also kept members informed via GETBA's website, emails, LinkedIn and *Focus* magazine, which is posted three times a year to business owners. Magazine themes were Logistics and Distribution, Leadership, and Business Resilience, as well as

informing members on regular work-streams. We have updated the links to business resources and sources of useful information on the GETBA website.

We continued to promote GETBA's web-based Waste Minimisation resources and held a Waste Minimisation Forum focused on how to conduct a waste audit and reduce waste to landfill. Auckland Council's Waste Minimisation and Innovation Fund grant period finished at the end of 2016 and we provided an accountability report on how the funding was spent.

With a small amount of funding provided by ATEED on behalf of the Health Promotion Agency, we

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Educate and inform on improving business productivity and business growth opportunities	Continue Breakfasts, Business Owners Forum, Property Owners Forum, Business Showcase	Members Sponsors/ promotional partners	5 Breakfasts 3 Business Owners Forums 1 Property Owners Forum Bayleys Business Showcase/Property Update	✓
	Explore webinar delivery	Subject specialists, professional services firms	Raised in strategic plan review but no perceived demand	✓
Inform on local and wider issues or opportunities	Through <i>Focus</i> magazine, website, email, and business showcase events as appropriate	Members	Regular communication	✓
Provide links to business resources	Monitor, add links to website and communicate	ATEED Government agencies	Web links kept current	✓
	Promote waste minimisation benefits and identify and implement new initiatives	Recycling companies Waste minimisation champions Manukau Beautification Charitable Trust	Raised awareness Waste Minimisation Forum held Uptake of new initiatives	
	Partner with COMET, Youth Connections and MIT to assist employment	COMET Youth Connections MIT Local businesses	Links, internships and work experience opportunities conveyed	
	Communicate the Emergency Response Plan and promote business continuity planning	Civil Defence Emergency Management	Business continuity planning promoted to member businesses	
	Promote commuting alternatives and travel planning	Auckland Transport Property companies	Carpool month promotion Travel planning offered	
Skills development	Evaluate People Essentials series	Pod Consulting	Series evaluated	✓
	Promote other information and education opportunities	Education and training providers including MIT and ATEED	Other skills development opportunities promoted to members	

facilitated a research project looking at the barriers to implementing workplace wellbeing in SMEs, and promoted workplace wellbeing through our regular communications channels. We also liaised with ATEED on workforce planning and how to address the strong demand for work experience by schools, PTEs and tertiary institutions.

We have continued to raise awareness of the issue of youth unemployment and initiatives to assist. GETBA's General Manager is a member of the steering group of the Youth Employability

Project/Licence to Work led by COMET. The Ministry of Education endorsed the employability skills framework developed as part of this pilot programme. We have encouraged businesses to provide work experience/internships and where possible, employment.

GETBA has continued to promote options to the one person per vehicle commute, with information and web-based resources on carpooling, cycling and public transport, and provided travel planning assistance to companies and individuals.

Networking with 'hub ideas' groups

We consulted members during the review of the Strategic Plan, as to the demand for networking amongst members with common interests, as a way to make doing business easier. The largest response came from small business owners with 64 requesting the opportunity to share experiences/issues that they have in common with other small business owners, not necessarily facilitated, and via a combination of face-to-face and online interaction. 37 property owners expressed interest in a group but in further drill-down felt that the existing Property Owners Forum and Bayleys property market updates together with an online

channel would be sufficient. 21 expressed interest in youth employment, which is an aspect of a skills and employment work stream that GETBA has fostered in recent years. 20 were interested in a women in business group. 17 were interested in a young business person's group. 12 expressed interest in an exporters group. The numbers of all but the SME group were insufficient to warrant organising ongoing specific interest group events but the groups could develop organically with the introduction of a GETBA Facebook channel. Also, we would incorporate these interest areas into our regular event programme.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
'Special interest groups' to hub ideas or solutions	Assess the demand for small interest groups (10-15 max.)	Members	Demand assessed Potential small business owner group identified & preferred delivery medium being explored	✓

Crime Prevention

There were 122 reported business burglaries in the East Tamaki business precinct in the 2016-2017 financial year, on a par with the previous financial year (120) and a 70% reduction since 2006.

GETBA Crime Prevention Manager Poutoa Papalii accompanied by Botany Community Constable Stewart Green conducted 121 security audits of these sites providing a report with recommendations for improving the security of their premises and safety of their people.

GETBA also provided 20 email security alerts to members about crime and suspicious behaviour spotted in the area. Some were reported by local businesses and others came from the Police seeking assistance from our vigilant members.

Our strong partnership with the Police has continued at both the operational and strategic level, including bi-monthly meetings with the Counties Manukau East Area Commander. The Security Managers Network, comprised of Police,



Crime Prevention Manager Poutoa Papalii and Constable Stewart Green

We have continued to educate members on crime prevention measures through articles in *Focus* magazine, emails and the targeted distribution of resources. For example, we have responded to an increase in theft ex vehicles near Burswood restaurants and bars in winter 2016 which was of concern to the Police, by producing and installing signag to alert customers to the need to lock vehicles and hide valuables. We have also encouraged businesses in this area to improve their outside lighting. We purchased torch key rings for distribution to staff leaving their workplace outside daylight hours.

Instead of offering occasional public opportunities to swap vehicle number plate screws for tamper-proof screws, we established a proactive campaign to provide this service to members and their employees onsite, free of charge.

security company managers, community patrols, and loss prevention managers from local businesses, met monthly for the sharing of intelligence.

GETBA's ANPR cameras continue to be a valuable deterrent and source of intelligence for the Police.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Crime prevention awareness	Continue security alerts to businesses	NZ Police Security companies	Email alerts sent promptly	✓
	Continue to communicate crime prevention message via <i>Focus</i> magazine and GETBA website	Business owners Botany Crime Watch Patrols Asian Council on reducing Crime (ACRC)	Crime prevention information and resources in each <i>Focus</i> magazine Website resources updated	
Police and security liaison	Maintain relationships and intelligence sharing with Police, security companies and businesses	NZ Police Security companies Security/loss prevention roles within larger local businesses	Regular liaison and sharing of information with Police Value of partnership acknowledged by Police and security managers	✓
	Monthly Security Managers Network		Network meetings held	
Resources to reach more businesses	Crime prevention resources developed as funding allows and targeted appropriately at both employers and employees Monitor ANPR camera pilot for feasibility of extension	Local businesses NZ Police	New resources developed and distributed targeting specific issues Proactive tamper proof screw campaign Resources distributed personally, via insert in <i>Focus</i> magazine and on GETBA website	✓
Deliver on Return on Investment (ROI)	Monitor and communicate statistics	NZ Police Local businesses	Statistics monitored and communicated	✓
	Carry out security audits for businesses burgled		121 Security Audits carried out and report with recommendations	



ATTRACTION

Keeping it Local business support

GETBA has a strong 'Keep it Local' ethos, and we have encouraged East Tamaki businesses to support one another by buying locally, including the production of a billboard drawing attention to the GETBA web-based business directory to find local businesses.

We have also encouraged a local focus and sense of community through other website features such as the member Notice Board, What's On, Latest News, Jobs Board and Properties for Sale and Lease. We added local eateries to the GETBA website Business Directory, in addition to the existing section identifying local outlet stores, and ran a four-week pre-Christmas email promotion of local outlet stores.

We have encouraged local businesses to employ locally where possible, and to post jobs on

the Jobs Board. We have notified members of opportunities to assist young people into work by providing work experience for local students.

We have given members opportunities to raise their visibility through Keep it Local promotional emails, *Focus* magazine advertising, the GETBA Business Directory including enhanced listings which rotate on the website home page, Breakfast sponsorship and free member's moments. 21 businesses chose to promote their products and services to members via the Keep it Local emails. These promotional opportunities for members also helped to generate some income for the Association.

GETBA events such as Breakfasts and the Business Owners Forum also served as opportunities for members to network and build a sense of community among local businesses and property owners.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Keeping it Local awareness	Promote the Keep It Local ethos via multiple channels	Local businesses	Keep it Local recognised by members	✓
	Continue the pre-Christmas outlet stores promotion		Eateries added to Business Directory	
Promote local businesses which also generates revenue	Promote email spotlight on businesses	Local businesses	21 Keep it Local emails	✓
	Promote <i>Focus</i> magazine advertising		Magazine advertising uptake	
	Promote Breakfast sponsorship		Breakfast sponsorships except for political speakers	
	Promote the GETBA website business directory – especially enhanced listing		Website directory and enhanced listings improved and promoted	

Reach more members

The street-by-street database gap analysis has enabled us to identify and contact businesses that are new to the area, to introduce GETBA's services. In the last financial year 111 businesses were identified as having left the area, 406 as being new to the area, 680 businesses were visited and 684 phoned.

We have provided the GETBA information sheet to Goodman and real estate firms to give to new property owners/tenants. Rosa Chow, Chair of the Asian Council on Reducing Crime, translated this information sheet into Chinese so that it is now available for Chinese speaking businesses.

We are very appreciative of the assistance provided by Rosa who has accompanied GETBA on visits to Asian businesses who have moved into

the area. This has helped significantly with building trust and enabling better communication.

A member feedback survey was undertaken as part of the formal Strategic Plan review. As mentioned in the previous section, during this survey, we canvassed the demand for local interest groups or events to reach more members and get more member engagement. The strongest demand was from small business owners largely for peer support, and will be incorporated into future planning.

We also contracted a marketing/social media consultant to undertake a digital communications review focusing on social media. As a result, we will develop a social media content strategy to continue with LinkedIn and introduce Facebook as an additional platform to communicate with members.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Connect with members who are unaware of services or new to the area	Identify businesses not aware of our services	Active businesses Property companies	More businesses know about GETBA services	✓
	Encourage active business to talk about us		Communications database has grown	
Special local interest events and/or interest groups	Monitor/research opportunity/demand for special local interest events	Local businesses	Members surveyed for demand	✓
Regular liaison including surveys	Conduct awareness raising visits	Local businesses	Visits to new businesses undertaken	✓
	Surveys to connect and ask for feedback		Member survey undertaken	
	Attend networking events in East Tamaki			



Marketing the area outside the area

We have continued to advertise East Tamaki as a great place to do business in the *NZ Manufacturer* online magazine, and have promoted the travel-planning service that we can provide for companies moving into the area to assist their employees.

The GETBA website has maintained its Google rankings. The business directory is second only to the home page as the most visited section. Most visits originated in New Zealand (average 86%).

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Public relations focus	Establish and maintain connections with key publications Continue to promote businesses/area via <i>NZ Manufacturer</i> online magazine	Media Publishers	Local papers and wider afield including <i>NZ Manufacturer</i> online	✓
Website	Maintain Google search engine optimisation	SEO specialist Web development company	GETBA website ranking maintained	✓





ACCOUNTABILITY

Return on Investment (ROI)

It is important to GETBA that we can demonstrate to both business owners and property owners a return on the target rate investment. Decision making on all activities is driven by whether there will be a return on investment for our stakeholders.

We have attached a value to as many events and tangible activities as is appropriate and promoted this on the website and in other communications.

The June 2017 member survey showed there is no demand for member cost savings on common

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Develop a member benefit (such as insurance or similar service)	Research potential offerings	Appropriate service provider	Researched and demand not there	✓
ROI on all tasks undertaken	Business case for all activities Attach a value to each event/activity with discount benefit for members	Accountant Treasurer	Value attached to tangible events/activities	✓
Communicate on website and other channels	Publish value on the website	Accountant Treasurer	Value published on GETBA website	✓

significant business costs, possibly because they are accessible via large regional business associations, so we have removed that key result area from the strategic plan.

The survey also showed that 96% of members were satisfied or very satisfied with GETBA and the services we provide.

Database management

Keeping an accurate register of members in such a large area is an ongoing challenge with businesses moving in and out of the area.

GETBA's street-by-street database gap analysis between property addresses and businesses/tenants is an ongoing exercise. All businesses are phoned and any gaps are followed up with a mix of internet research, visual drive-bys, email and visits. Returned mail and email bounces/unsubscribes

Most events and services are free or at reduced cost through sponsorship or subsidy. The security audit, for example, would have an estimated market value of at least \$600 and the \$250 Keep it Local email has an estimated value of \$1,000. As part of our Waste Minimisation Project we provided a free pallet collection and the free recycling of certain plastic materials at the refuse station in Neales Road.

are also an avenue for keeping member records as up to date as we can. Our Customer Relations Management (CRM) Events and Notes modules enable the recording of event registration and engagement information.

We met quarterly with Goodman, sharing information on developments, and they have provided information on GETBA to new Highbrook Business Park tenants.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Keep up-to-date information	Proactively seek to be informed of businesses moving into the area	Property companies Body corporates	Database updated regularly Regular meetings with Goodman	✓
	'Welcome to the area' packs for property companies to distribute		'Welcome to the area' info distributed as part of data gap process	
Ensure linkages with real estate companies to keep up-to-date	Link up with leasing companies	Real estate firms	Links established	✓
Refine the CRM database as required	Refine the CRM system for monitoring participation, issues, feedback and improved targeting, segmentation	CRM partners	Regular monitoring of participation via registrations, and issues and feedback via CRM Notes	✓

Governance and management

We hired external expertise to undertake a comprehensive review of GETBA's 2013-2016 Strategic Plan. This took place over the first half of 2017, incorporating an environmental scan, a comparative analysis against other business associations operating BID programmes and a member survey. The review showed that GETBA is on track and only minor tweaks were made to the resulting revised Strategic Plan 2017-2021 which can be found on GETBA's website.

GETBA's Executive Committee responsible for governance, financial oversight and executive support, met 11 times for regular monthly meetings. GETBA's activities have been undertaken in accordance with the Association's Constitution and the Business Improvement District partnering agreement with Auckland Council. This partnering agreement was renewed at the 2016 AGM and GETBA met its Annual Accountability Agreement requirements to deadline.

GETBA staffing remained at 3.8 FTE throughout the year, comprising a General Manager, Operations Manager (2IC), Communications and Events Manager, and Crime Prevention Manager (0.8). Performance reviews and coaching have been undertaken. We have continued to access external expertise as needed.

The Emergency Response Plan was reviewed and refined to reflect the restructuring within key partner Auckland Council's Civil Defence and Emergency Management (CDEM).

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Review the strategic plan every year for relevance	Set a time to review Amend where necessary		GETBA's 2013-2016 Strategic Plan was reviewed and the 2017-2016 Strategic Plan adopted	✓
Ensure adequate staffing to support the strategic plan	Enhance capability		Performance reviews and coaching undertaken	✓
Governance and administration in accordance with the GETBA constitution and BID Programme Policy	Adhere to the Constitution and BID policy Update as required	Committee Auckland Council	Constitution and BID Partnering Agreement adhered to	✓
Ensure the Emergency Response Plan is current	Add and change as required	Emergency Response Group Local Businesses CDEM	Plan refined and key contacts updated	✓

Financial management and reporting

The Executive Committee met 11 times over the year and monitored expenditure against budget. GETBA's accounts were audited by Jolly Duncan and Wells and no issues were identified.

very grateful to ANZ, Bayleys Real Estate, Crombie Lockwood, BNZ Partners, Goodman, Kinetics Group, Matrix Security, Monteck Carter, RSM New Zealand and Wynyard Wood for their continued support.

The ten inaugural association sponsors renewed their sponsorship for the 2016-2017 year. We are

A small amount of funding was sourced from ATEED for the HBA research project.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Ensure sound financial management	Set budget Review against budget Adjust where required	Committee Accountant and auditor	Monthly review against budget Accounts audited	✓
Maintain sponsorship and source new revenue streams to support new initiatives and protect against loss of funding as required	Renew association sponsorships annually Monitor additional local and central government funding as required	Sponsors	Inaugural association sponsors all renewed for the 2016-2017 year	✓

30 JUNE 2017

FINANCIAL STATEMENTS

The financial statements of the Greater East Tamaki Business Association Inc. for the year ended 30 June 2017 are available on application to the Association gm@getba.org.nz and are also available on the GETBA website.

► getba.org.nz

ANNUAL
REPORT
**2016/
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BUSINESS PLAN

BACKGROUND
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BUDGET

BUSINESS
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**2017/
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THE EAST TAMAKI BUSINESS PRECINCT IS THE LARGEST
AND ONE OF THE FASTEST GROWING INDUSTRIAL AREAS
IN NEW ZEALAND, CONTRIBUTING:

\$3 **billion** to
the New Zealand
economy annually

\$19 **million** in
rates annually

30,000
jobs projected to rise to 45,000
on completion of Highbrook Business Park

BACKGROUND

The Greater East Tamaki Business Association Inc (GETBA) was incorporated in 1994 and until mid-2009 operated as a voluntary subscription based organisation, providing advocacy, crime prevention and business support services. The crime prevention and advocacy services especially were of benefit not just to the 600+ paying members but to the whole business community.

In mid-2009 a ballot of property and business owners returned a 72% vote in favour of implementing targeted rating as the most appropriate sustainable funding model. GETBA now represents an enlarged membership base of over 2000 business and property owners in East Tamaki.

It was recognised that the Association needed to develop a higher level of internal infrastructure to manage and administer the enlarged workload and a broader range of offerings. GETBA employed a General Manager in early 2010 to drive this expansion. Since then the association has developed new service offerings and projects to meet the diverse needs, challenges and opportunities facing business and property owners in Auckland's largest industrial area.

This Business Plan should be read in conjunction with the GETBA Strategic Plan 2017-2021, recently revised, which outlines the long-term planning for the Association. The plan is also influenced by feedback from the member survey undertaken in June 2017, as part of the Strategic Plan review.

JULY 2017-JUNE 2018

BUSINESS PLAN

GETBA's objective is to help East Tamaki be a great place to do business, by delivering on four key strategies:

- 1. ADVOCATE** to enhance the area and local business.
- 2.** Deliver **ACTIVITIES** that make doing business easier and safer.
- 3. ATTRACT** more member engagement and more businesses to the area.
- 4.** Demonstrate **ACCOUNTABILITY** through all activities to gain enhanced engagement from local members.

1 ADVOCACY

Representation to Local and Central Government

GETBA will monitor and keep members informed about Auckland Council plans for the development of this industrial area, and the implications of those plans. We will research issues and consult with members, liaise with local Councillors, relevant Council officers and Local Board members, and make submissions on relevant new Council and Local Board plans and changes.

Ongoing areas of focus are a business-friendly regulatory framework, the reduction of the rating business differential, the protection of industrial land, improved roading and transport, and the restriction and ultimate removal of overhead transmission corridors over East Tamaki land. GETBA will continue to monitor the implementation of actions agreed

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Keep up-to-date with Council plans	Monitor and research Council plans	Members	Information obtained	Ongoing/as relevant
Inform and advocate on behalf of local businesses	Inform and ask members for feedback	Members Other business associations	Submissions made	Ongoing/as relevant
Retain links with local boards, MPs, councillors and relevant agencies	Invite to/attend key meetings		Relationships established/maintained Meetings held	Annual
Communicate results via multi communication channels	Communicate via website, email, media, <i>Focus</i> magazine, LinkedIn		Results communicated via multiple channels	Ongoing/as relevant

upon by Auckland Council in the East Tamaki Business Precinct Plan adopted by Council in December 2012.

We will also monitor central government plans and policies impacting on business and liaise with our local MP and relevant influencers.

Representation and conduit on infrastructure

GETBA will liaise with, and make representation where necessary to core infrastructure suppliers and Council Controlled Organisations (CCOs).

We will continue to put pressure on Auckland Transport and NZTA to speed up AMETI and East West Connections and represent the interests of commercial property owners and businesses impacted, keeping members informed of progress.

Transport issues have been identified as a significant impediment to East Tamaki business' ability to attract and retain staff, and to productivity. We will continue to advocate for improved roading and transport to enable the more efficient movement of freight and people in and out of East Tamaki. Specifically, we will lobby for the re-prioritisation of the delayed roading/intersection improvements to the Gossamer/Ti Rakau/Trugood/Cryers area, Smales/Allens Road widening/intersection upgrade and the Preston/Ormiston Road intersection upgrade. We will also monitor other congestion hot spots and advocate for better public transport.

GETBA will continue to represent member interests in the future development of the Greenmount Landfill into a useable local amenity within the shortest possible timeframe.

We will also continue to represent GETBA stakeholders on the Otara Waterways and Lake remediation project, and raise awareness among local businesses to adopt best practice policies and procedures to reduce unintended pollution of the waterways and get involved in project clean up initiatives.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Keep up-to-date with infrastructure plans on behalf of members	Liaise with Auckland Council, Council Controlled Organisations (eg Auckland Transport) and other relevant infrastructure providers	Other Associations Auckland Business Forum EMA Infrastructure NZ	Information obtained	Ongoing/as relevant
Inform and advocate on behalf of local businesses	Research and keep members informed	Members	Members informed	Ongoing/as relevant
Consult, make submissions and communicate results	Ask members for feedback, make submissions and communicate results	Members	Feedback sought, submissions made; results communicated	Ongoing/as relevant

Collaboration with other industrial associations

GETBA will collaborate with other Business Associations across Auckland to present a collective position to the Mayor and Auckland Councillors on common issues, taking advantage of the collective strength, and providing consistency of message.

day-to-day challenges we have dealing with Council and a dialogue on opportunities. In the initial stages, this involves gathering tangible examples of the inefficiencies we experience on a day-to-day basis and identifying potential solutions in preparation for a meeting with Council and CCO CEOs.

As part of a small working group on behalf of the 48 Auckland BIDs we will work on developing a formal communication mechanism to feedback some of the

We will also continue to meet and share ideas and best practice with other associations.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Best practice learning and sharing	Participate in collaborative sessions Document case studies of success and share with others to establish industry leadership	Other business associations	Regular contact Information shared	As required
Influence to develop stronger voice on issues	Work with other commercial industrial associations for consistency of message and a stronger voice	Other business associations	Collaboration on submissions	As required

Troubleshooting to support members with Local Government

Using our ability to influence through strength in numbers, GETBA will troubleshoot on behalf of members with Auckland Council, Council Controlled Organisations (CCOs) or other relevant infrastructure providers on regulatory or

infrastructure supply issues. We will promote this service to members, and record issues on GETBA's CRM noting members with previous experience. If appropriate, we will publish the solution on the website.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Assist members confronted with an issue with Council / CCOs	Ascertain appropriate Council/CCO contact and/or intercede if possible on member's behalf	Members Council/CCO	Member connected with appropriate contact Issue addressed where possible	As required
Communicate the troubleshooting concept	Communicate at functions and in communications	Members	Troubleshooting concept communicated via multiple channels	Ongoing
Record solutions to common issues	Record on CRM Add solution to the website if appropriate	Members	History recorded and accessible on CRM and/or website	As required
Identify members willing to help others if appropriate	Identify business owners who have the experience and are willing to assist others	Members and business owners with relevant experience	Where appropriate experienced and willing business owners identified and noted in CRM	As required

2 ACTIVITIES

Business support: education, information and networking

GETBA will provide support for businesses by connecting them to business assistance and useful sources of information, especially considering the needs of small business owners for peer support and networking.

We see the introduction of a social media content strategy as a vehicle for GETBA, our sponsors and members generally, to contribute to members' business growth and development by posting on this more organic platform.

We will provide links to business resources and will inform and educate members through our events and seminar programmes and range of communications channels including the GETBA website, publications and social media.

We will promote other local providers' events, seminar programmes and articles/posts that we consider appropriate and relevant to our members. GETBA's events and seminar programme will include regular subsidised Breakfasts, the

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Provide opportunities to educate, inform and for networking	Provide Breakfast, Business Owners Forum, Property Owners Forum, Business Showcase events	Members Sponsors/ promotional partners	5 Breakfasts	By year end
			4 Business Owners Forums	By year end
			Property Owners Forums	As required
			Business Showcase events	As required
Inform on local and wider issues or opportunities	Inform through various communications channels	Members	Regular communication	Ongoing/as relevant
Provide links to business resources	Monitor, add links to website and communicate	ATEED Government agencies	Web links kept current and promoted	Ongoing/as required
	Promote waste minimisation initiatives	Waste sector Otara Waterways and Lake Trust	Raised awareness	
	Partner with agencies and education sector to assist employment	COMET, ATEED, Youth Connections, MIT Local businesses	Youth Employability steering group participation	
	Communicate GETBA's Emergency Response Plan and promote business continuity planning	Civil Defence Emergency Management Emergency response agencies	Business continuity planning promoted to member businesses	
	Promote commuting alternatives	Auckland Transport	Public transport changes communicated	
	Promote UFB and cyber security	Connect Smart	Cyber security promoted	
Skills development	Evaluate new People Essentials series	Pod Consulting, training provider	People Essentials run	Ongoing
	Promote other information and education opportunities	Education and Training providers including MIT, ATEED	Other skills development opportunities promoted to members	Ongoing

Business Owners Forum series (sponsored by BNZ Partners), at least one Property Forum, the People Essentials series and Business Showcase events where members can connect with one another on the site of a host business.

We will continue to inform members and promote resources available in relevant interest areas or GETBA workstreams including waste minimisation, skills and employment, emergency readiness/business continuity planning, technology/cyber security, and alternatives to the one-person commute.

We will promote GETBA's waste minimisation initiatives and encourage uptake by local businesses through our range of communication channels. This includes promoting member participation in the the Otago Waterways and Lake remediation project.

There is strong demand from local schools, Private Training Establishments and tertiary institutions for work experience and pathways to employment as an avenue to reduce the number of young people not in work, education or training (NEETs). As a significant employment hub GETBA will work with these and other key stakeholders to better connect with local employers. We will continue to represent employers on the COMET-led multi-stakeholder steering group piloting the Youth Employability Programme/Licence to Work and encourage local businesses to provide work experience, internships and employment opportunities to young people.

GETBA will continue to promote alternative ways to commute other than the single occupant vehicle. Having involved members in giving input into the proposed new eastern public transport network we will promote the improved routes and timetabling changes when they take effect in late 2017.

Networking with common interest groups

In June 2017 as part of the review of the Strategic Plan, we consulted members on the demand for networking amongst members with common interests, to make doing business easier. The largest response came from small business owners with 64 (43% of respondents) requesting the opportunity to share experiences/issues that they have in common with other small business owners, not necessarily facilitated, and via a combination of face to face and online interaction. We will pursue the development of this interest group.

Other interest areas were canvassed (property owners, youth employment, women in business, young business people, exporters) but the response was not sufficient to warrant establishing ongoing interest groups, other than allowing for groups to develop organically with the introduction of a GETBA Facebook channel. We will also incorporate these interest areas into our regular communications and event programme. In drill down investigation it was established that existing events/services for property owners were sufficient.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Interest groups for peer support, networking and problem solving	Investigate a small business owners group Refresh & incorporate small business focused networking into existing offerings	Members	Small business owners group trialled Small business focused events trialled	By year end
Social media groups	Incorporate into new social media/Facebook strategy	Members Marketing consultant/social media partner	Social media groups trialled Feedback sought	By year end

Crime prevention

Crime prevention is a priority work-stream in partnership with key partners the NZ Police and Security Managers' Network. Assisting us in spreading key crime prevention messages to the increasing number of Asian business owners, will be the Asian Council on Reducing Crime led by Chair Rosa Chow.

We will provide timely email security alerts, generated either by the Police or vigilant members, and educate members on the importance of spotting suspicious behaviour, of maintaining their security systems and of simple interventions to make premises and staff more resistant to crime. This will be done via email communication as well as GETBA's website, *Focus* magazine and the distribution of printed resources.

A recently introduced initiative for members, triggered by vehicle and number-plate thefts, is the replacement of number plate screws with tamper-

proof screws. This free service will be offered onsite to members and staff.

GETBA's Crime Prevention Manager and local Community Constable will undertake security audits of businesses that have been burgled (and others as resources allow) to endeavour to prevent re-victimisation. Where appropriate we will develop neighbourhood contact lists.

The Police endorse the value of GETBA's ANPR camera programme, so we will continue with this initiative and seek full or partial funding from the Howick Local Board for cameras at a third location of strategic value to the Howick ward. A key partner in the initiative, Nautech Electronics, provides server management and reporting.

We will assess other initiatives for their benefit to our membership subject to funding and depending upon Police intelligence.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Crime prevention awareness	Send security alerts to businesses	NZ Police Security companies	Email alerts sent promptly	Ongoing/as required
	Communicate crime prevention message via <i>Focus</i> magazine and website	Business owners Botany Crime Watch Patrols Manukau Beautification Charitable Trust	Crime prevention spread in each magazine Web resources	
Police and security liaison	Maintain relationships and intelligence sharing with Police, security companies and businesses	NZ Police Security companies Security/loss prevention roles within larger local businesses	Regular liaison and sharing of information with NZ Police Value of partnership acknowledged by Police and security managers	Ongoing
	Monthly Security Managers Network		Network meetings held	Monthly
Resources to reach more businesses	Distribute crime prevention resources; develop more as funding allows Promote tamper proof number plate screw service Expand ANPR camera network as funds allow	Funding partner Local businesses NZ Police	Resources distributed	Ongoing
Deliver on Return on Investment	Monitor and communicate statistics	NZ Police Local businesses	Statistics monitored and communicated	Regular/ongoing
	Carry out security audits for businesses burgled		Security audits carried out and recommendations communicated	

3 ATTRACTION

Keeping it Local business support

GETBA's 'Keep it Local' ethos encourages local businesses to support one another by buying locally and employing locally, where possible. We will promote this ethos as an avenue for business development and for building a sense of community among businesses.

A new GETBA Facebook communications channel will be a vehicle for fostering a local sense of community.

GETBA will promote East Tamaki as a great place to do business and to work, and provide a platform for local businesses to raise the profile of their businesses. These will include the Keep it Local promotional emails, Notice Board, Jobs Board, For Sale and Lease, Business Directory, outlet stores and eateries promotion, magazine advertising, 'member's moment' at GETBA Breakfasts, Breakfast sponsorship and Business Showcase hosting opportunities.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Keeping it Local awareness	Promote the Keep it Local ethos and initiatives (notice board, jobs board, for sale and lease, etc)	Local businesses	Keep it Local recognised by members	Ongoing
Promote local businesses which also generates revenue	Promote email spotlight on local businesses	Local businesses	Regular Keep it Local emails	Ongoing
	Promote <i>Focus</i> magazine advertising		Magazine advertising uptake	
	Promote Breakfast sponsorship		Sponsor for each breakfast	
	Promote the GETBA website business directory, especially enhanced listings		Website directory and enhanced listings promoted	

Reach more members

GETBA will use the structured street-by-street gap analysis process to connect with members who are new to the area. We will also work with real estate/property companies and those who are

active in GETBA to help introduce those who are new to the area. The Chair of the Asian Council on Reducing Crime, Rosa Chow, will accompany us on our visits to Chinese business owners.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Connect with members who are new to the area	Identify businesses not aware of our services Encourage spreading the word	Active businesses Property companies	More businesses know about GETBA services	Ongoing
Incorporate high interest areas	Monitor opportunity for high interest areas/topics	Local businesses	High interest topics covered	Ongoing
Regular liaison including surveys	Awareness raising visits Surveys to connect and ask for feedback Staff attend networking events in East Tamaki	Local businesses	Liaison undertaken Visits and surveys made	Ongoing



As a result of the member survey undertaken during the review of the Strategic Plan, we will incorporate high interest areas/topics into our

communications and event programme. We will continue to liaise with and seek feedback from members.

Marketing the area as a great place to do business

We will promote East Tamaki as a great place to do business, and to locate, in the *NZ Manufacturer* online magazine, in social media, and through strategically placed advertising and billboards, as funds allow.

and publish positive stories in GETBA's *Focus* magazine.

We will pursue promotional opportunities for East Tamaki and local businesses in the media

The GETBA website is an avenue for promoting East Tamaki businesses both within and outside the area with the Homepage and Business Directory getting the most page hits. We will ensure that we maintain google rankings.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Public relations focus	Establish and maintain connections with key publications	Media Publishers	Stories run in media	Ongoing
Advertising	Pursue strategically placed advertising and billboard as funds allow	Media	Area promoted via advertising and billboards	By year end
	Promote area via <i>NZ Manufacturer</i> online magazine	Publishers		
Website optimised	Maintain Google search engine optimisation	Search engine optimisation specialist Web development company	GETBA website ranking maintained	Ongoing

Social Media

We will use social media to reach and engage with more members. GETBA is already active on LinkedIn with a company page and two groups. With the assistance of a marketing

consultant/social media partner we will develop a social media content strategy to continue with LinkedIn and introduce Facebook as an additional platform to communicate with members.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Social media used to reach and engage with more members	Pursue marketing consultant's recommendations and develop a social media content strategy Review and adapt	Marketing consultant/social media partner Local businesses	More/different members reached/engaged via social media	By year end
Pilot Facebook strategy	Develop and pilot a Facebook strategy	Marketing consultant/social media partner	Strategy piloted, results tracked and strategy adapted accordingly	By year end

4 ACCOUNTABILITY

Return on Investment (ROI)

Decision making on all activities is driven by whether there will be a return on investment for our stakeholders. We will continue to demonstrate where possible to both business owners and property owners a return on the target rate investment.

The member survey showed there is no demand for member cost savings on common significant business costs, possibly because they are accessible via large regional business associations, so we have removed that key result area from the strategic plan and this business plan.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
ROI on all tasks undertaken	Business case for all activities Attach a value to tangible events/activities showing discount benefit for members	Accountant Treasurer	Value attached to tangible events/activities	Ongoing
Communicate ROI on website and other channels	Publish value where relevant/quantifiable on the website		Value published on GETBA website where relevant	Ongoing

Database management

Keeping an accurate register of members in such a large area is an ongoing challenge. We will continue to undertake database gap analysis between property addresses and businesses/tenants, following up the gaps with a mix of internet research, email, phone calls, and visits to connect with those who are new to the area or are not currently recorded on the database. We will also follow up email bounces, unsubscribes and returned mail.

We will liaise with property companies including Goodman and local real estate firms to be kept informed of businesses moving into the area, and encourage them to distribute the GETBA 'Welcome to the area' flyer to new owners/tenants.

Property owners will receive a letter from GETBA in the mail prior to the AGM which includes a pre-populated form with the contact details that we

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Keep up-to-date information	Proactively seek to be informed of businesses moving into the area Give 'Welcome to the area' info for property companies to distribute	Property companies	Database updated regularly Information channels for new arrivals to the area	Ongoing
Ensure linkages with real estate companies to keep up-to-date	Link up with leasing companies	Real estate firms	Links established	Ongoing
Refine the CRM database as required	Refine the CRM system for monitoring participation, issues, feedback and improved targeting, segmentation	CRM partner	Regular monitoring of participation, issues and feedback	Ongoing

have for them, seeking any changes or additional information, including tenant changes. We will record feedback and useful information on local

issues and track participation/engagement levels. We will also look for opportunities to refine the capability of the CRM database.

Governance and management

GETBA's organisational structure comprises an Executive Committee in a governance, financial oversight, and executive support role, and a small Executive team at July 2017 of 3.8 FTE, comprised of a General Manager, Operations Manager (2IC), Marketing, Communications and Events Manager, and Crime Prevention Manager (0.8).

It is envisaged that current staffing levels together with contracted specialist expertise should be adequate for the coming year's proposed plans. The Strategic Plan review highlighted the importance of enabling more strategic thought and involvement

across the team. A more senior marketer appointed in July 2017 will help strengthen the team. Potential new projects will be assessed so as not to put pressure on staffing resources.

Regular performance reviews and ongoing mentoring will be undertaken and opportunities for professional development considered.

GETBA's activities will be undertaken in accordance with the Association's Constitution and the Business Improvement District (BID) Policy and partnering agreement with Auckland Council.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Review the strategic plan for relevance	Monitor and amend where necessary	Committee	Strategic Plan adapted where necessary	Annual/ongoing
Ensure adequate staffing to support the Strategic Plan	Monitor and adapt as required	Committee	Professional development and coaching undertaken as required	Ongoing
Governance and administration in accordance with the GETBA Constitution and BID Programme Policy	Adhere to the Constitution and BID policy Update as required	Committee Auckland Council	Constitution and BID Partnering Agreement adhered to	Ongoing
Ensure the Emergency Response Plan is current	Monitor and amend as required	Emergency Response Group Local Businesses Auckland Emergency Management	Emergency Response Plan is up-to-date	Ongoing

Financial management and reporting

The Executive Committee will meet monthly (excluding January) and monitor expenditure against budget each month.

GETBA will work with Association sponsors to help them leverage their sponsorship effectively for the benefit of the sponsors and members, and

seek to renew or replace the sponsors for the following year.

When considering new work-streams or activities, any potential high resource activities will need to be considered carefully alongside potential revenue streams or funding.



KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Ensure sound financial management	Set budget Review against budget Adjust where required	Committee Accountant and auditor	Audited accounts	Annual/ongoing
Maintain sponsorship and source new revenue streams to support new initiatives and protect against loss of funding as required	Renew association sponsorships annually Monitor additional local and central Government funding as required		Sponsor income renewed New revenue streams if required	Annual/as required

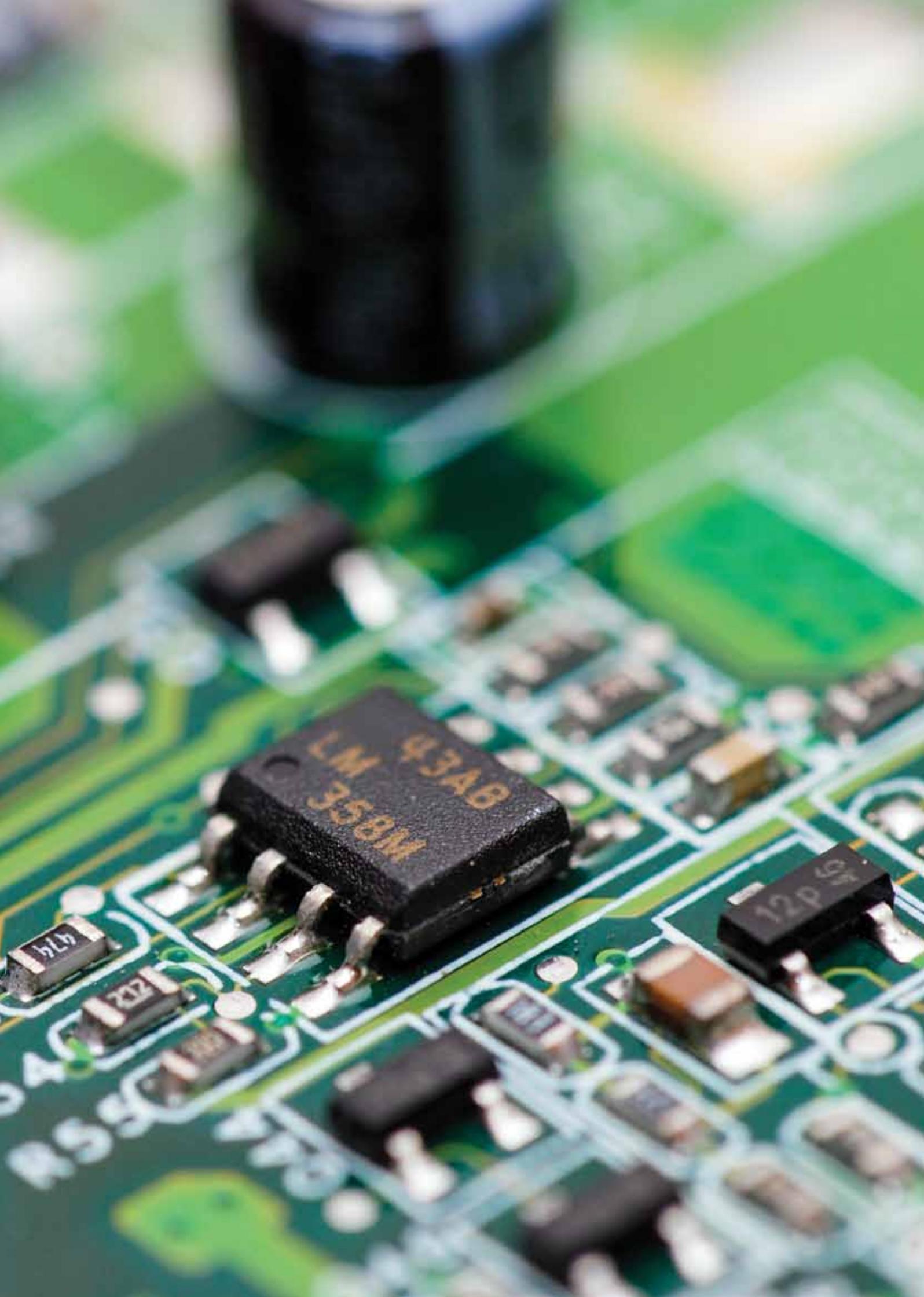
JULY 2016-JUNE 2017

BUDGET

INCOME	NZ\$
Targeted Rates	\$500,000
Howick Local Board Grant	\$15,000
Advertising	\$22,500
Sponsorships	\$32,100
Other (associate membership, events, seminars etc)	\$30,400
TOTAL INCOME	\$600,000

EXPENDITURE	NZ\$
Crime Prevention	\$8,000
Event Expenses	\$31,800
Marketing and Communication	\$71,600
Infrastructure	\$52,600
Professional Fees	\$47,000
General Expenses	\$26,000
Salaries	\$335,500
Depreciation	\$27,500
TOTAL EXPENDITURE	\$600,000

All amounts are exclusive of GST.



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A great place
to do business

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