

ANNUAL REPORT
2015/

getba

Greater East Tamaki
Business Association Inc.



BUSINESS PLAN
/2017

The background of the cover is a photograph of an industrial setting. On the left, a large, thick roll of metal is being processed by a machine. A vertical metal rod or tool is positioned against the roll. To the right, there is a complex piece of machinery with blue structural elements and various mechanical components. A person wearing a blue long-sleeved shirt is partially visible on the right side, interacting with the machinery. The overall scene suggests a manufacturing or industrial environment.

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ANNUAL REPORT
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ANNUAL GENERAL MEETING
OF THE ASSOCIATION 2016

CHAIRMAN'S REPORT

Full steam ahead

As a leading economist recently put it, our economy is in uncharted waters at present, with no precedent to help determine the way forward. He was referring to very low interest rates, very low inflation, consistent GDP growth, a high New Zealand dollar and rapidly increasing asset values. This has not happened before – not all at the same time anyway, hence predicting future outcomes is difficult.

The result is a very buoyant economy and, in Auckland, we are experiencing unprecedented

growth, driven by high immigration, with both residential and commercial construction leading the charge. Many of our members are experiencing a high level of activity right across the export, services and manufacturing sectors, and this is set to continue for some time yet.

The past year

It is now nearly six years since the new single Auckland Council was formed, and the lack of a

regional plan in the past has now become very obvious with transport and roading infrastructure becoming a major Auckland issue, with congestion certainly affecting every business in East Tamaki.

You will see here in the 2015/2016 GETBA Annual Report a detailed summary of the activities and undertakings of GETBA over the past 12 months. It has been a very busy period indeed for GETBA, as we have done our best to represent your interests and deliver on the four key strategies. In advocating to enhance the area and local businesses we made 12 submissions to Auckland Council on behalf of members. Six of these were on the controversial Proposed Unitary Plan, pertaining to the East Tamaki commercial industrial precinct, in collaboration with other industrial associations.

This year being local authority election time, we hosted Auckland mayoral candidates at a bi-monthly Breakfast. This was as much to brief contenders on the economic value of this industrial area and the issues we face, as it was to inform members.

Events such as the Breakfasts, Forums and seminars, the 'Keep it Local' initiatives, as well as our communications channels of email, website and *Focus* magazine, were designed to provide you with information to help make doing business easier. We have continued to make improvements to the GETBA website and launched the mobile-friendly site in late 2015. Please take the opportunity to visit this site regularly for an update on all that is happening in East Tamaki.

Making East Tamaki a safe place to do business and thereby enhancing property values has been an ongoing objective. So, crime prevention has remained a top priority, and with Police endorsement of the value of GETBA's ANPR (Automatic Number Plate Recognition) initiative, we purchased two new ANPR cameras for the precinct. A strong partnership with Police and security companies resulted in a reduction in reported burglaries over the previous year.

We are very conscious of the fact that GETBA's main purpose is to best service the needs of the East Tamaki business community and that you get the best possible value for your investment, whether you are a property owner, business owner or one of the 30,000 now working in the area. We look forward to continuing to work closely with

you to foster a real sense of business community and enhance East Tamaki as a great place to do business and to work.

I would like to take this opportunity to thank GETBA's ten sponsors who came on board at the beginning of the last financial year to compensate for reduced external funding whilst contributing to members' business development. I'm delighted that they have all renewed their support for the coming year. Their additional financial contribution demonstrates their commitment to the East Tamaki business precinct.

I would also like to thank the GETBA committee members for their voluntary time and effort in steering our competent and hard-working GETBA team. They have achieved a lot 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
Stephen Grey
Otara-Papatoetoe Local Board



PROGRESS AGAINST THE BUSINESS PLAN 2015/2016

EXECUTIVE REPORT

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ADVOCACY

Representation to Local and Central Government

LOCAL GOVERNMENT

GETBA has monitored Auckland Council's plans and kept members informed of their potential impacts on Auckland's largest industrial precinct.

We liaised with local councillors and key Council and Council Controlled Organisation personnel, and both the Otara-Papatoetoe Local Board and Howick Local Board.

We held a mayoral candidates breakfast in 2016 and also met with the candidates, enabling us to convey the issues impacting on East Tamaki businesses. We met with Auckland Tourism, Events & Economic Development (ATEED) to discuss progress on the East Tamaki Business Precinct Plan.

We researched, informed and consulted with members, and made the following submissions:

- Feedback on Auckland Council's Annual Budget 2016/2017, 22 March 2016
- Submission to the Better Urban Planning Enquiry, 9 March 2016
- Objection to Resource Consent Extension Greenmount Closed Landfill, 28 January 2016
- Public Transport Eastern Network Submission, 9 December 2015
- Alcohol Ban Review 2015 Submission, 17 July 2015, and Hearings Statement, 5 August 2015
- Draft Property Maintenance and Nuisance Bylaw 2015 Submission, 1 July 2015

We particularly appreciate the work undertaken by members of GETBA's security managers network and a number of business and property owners in providing evidence to make a case against the dropping of the alcohol bans in the area. It was disappointing that despite 97 submitters supporting GETBA's stance, the bans were allowed to lapse.

We were pleased in what is a win for business, that Auckland Council decided not to increase the proportion of the Interim Transport Levy (introduced by stealth a year ago) to be paid by business in the Annual Budget 2016/2017.

We also continued to participate in the Proposed Unitary Plan process started the previous year, in

collaboration with other industrial associations. Six further submissions were made on the following topics and GETBA appeared at three of those Hearings:

- heavy and light industry zones
- subdivisions
- sustainable design
- infrastructure – electricity transmission corridors
- transport and land use
- re-zoning and precincts

CENTRAL GOVERNMENT

We monitored central Government plans and policies pertaining to business, and liaised with local MP Jami-Lee Ross on issues including transport and roading. We also submitted to him on the Affordable Healthcare Bill, our support for removal of Fringe Benefit Tax (FBT) from medical insurance, in particular from subsidised schemes which would reduce the load and the cost on the public health care system. Employers are currently penalised for looking after the wellbeing of their employees and contributing to a healthier workforce. We believe that if FBT on health insurance were removed, more employers would provide this benefit. However, this view was not supported by Government.

We sought feedback from members on issues that impacted on small and medium-sized enterprises and supplied the information gathered to Minister of Small Business Craig Foss and conveyed his response back to them.

Board-table discussions were held on 31 July 2015 with the new Leader of the Opposition, Andrew Little, accompanied by Labour party MPs Jenny Salesa and Louisa Wall.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Inform and advocate on behalf of local business	Inform and ask members for feedback	Members	Members informed via multiple communication channels	✓
Research, consult and make submissions	Research and ask members for feedback	Members Other business associations	Twelve submissions made including six on the Proposed Unitary Plan	✓
Retain links with local boards, MPs, councillors and relevant agencies	Invite to/attend key meetings		Relationships established and meetings held	✓
Communicate results via multiple communication channels	Communicate via website, email, newsletter, LinkedIn, media		Results communicated via website, email, <i>Focus</i> magazine, and local newspapers	✓

Representation and conduit on infrastructure

GETBA has continued to lobby for improved infrastructure, particularly roading and transport infrastructure into and across East Tamaki, specifically East West Connections, 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 congestion in the Gossamer/Ti Rakau/Trugood/Cryers area. We secured Auckland Transport CEO David Warburton to be a Breakfast speaker as an influencing opportunity.

We also undertook an analysis of the proposed changes to the eastern public transport network, with participation and feedback from local employers and employees, and made a submission.

GETBA actively represented the interests of local businesses with regard to transforming the closed Greenmount Landfill into a park. Having had no response from Auckland Council to our LGOIMA (Local Government Official Information and Meetings Act) request, we wrote to the Ombudsman regarding our concerns and the lack of response from Auckland Council. GETBA also objected to the most recent consent extension to continue filling past the last agreed extension.

Whilst we didn't want to add to the delays, we felt this was the only way to leverage our position and raise awareness of the ongoing series of delays (eight consents/extensions granted in the past 13 years) and of the seeming lack of regard for the Lushington Estate bequest. In April 2016, we informed members of the opportunity to participate in the park design consultation held by the Howick Local Board, who is responsible for the transition process moving forward, and submitted suggestions. The park development is still very much contingent upon funding and investigation reports with regard to public access.

We informed and visited members located near the proposed Tamaki Inlet Walkway and passed their feedback to Auckland Council Parks Department, who assured us they would liaise directly with those who had concerns.

GETBA as a member of the steering group driving the Placemaking: Otara Waterways and Lake remediation project, contributed to the development of a strategic action plan and informed members of the various clean-up initiatives held during the year and the importance of not contributing to waterway pollution.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Keep up-to-date with infrastructure plans on behalf of members	Liaise with Auckland Council, Council Controlled Organisations (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 partners on East West Connections, and roading improvement delays; and with Parks and Local Boards	✓
Inform and advocate on behalf of local business	Inform and ask members for feedback	Members	Members informed, feedback sought and relayed to CCOs and Local Boards concerned	✓
Make submissions	Research and ask for feedback from members Monitor and communicate results	Members	Submissions made on Greenmount Landfill and members updated on progress Feedback given on proposed Tamaki Inlet Walkway	✓

Collaboration with other industrial associations

GETBA continued to collaborate with five other industrial business associations across Auckland on the Proposed Auckland Unitary Plan process to leverage the collective strength, and provide consistency of message. We also collaborated on the Business Improvement District (BID)

policy review and transport issues. The southern business associations have met regularly. GETBA has also shared its knowledge and experience with several of these associations, particularly with regard to crime prevention and waste minimisation.

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 Onewhanga Business Association South Harbour Business Association EMA	Monthly meetings with southern business associations; as needed with industrial associations Waste minimisation project implementation template developed for sharing with other associations	✓
Influence to develop stronger voice on issues	Work with other commercial industrial associations for consistency of message and a stronger voice	Other industrial business associations in the south	Collaborated on BID policy review, transport and Unitary Plan	✓

Troubleshooting to support members with Local Government

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

Graffiti and tyre dumping solutions have been added to the website. We have not had the necessity to call on members to assist others or to publish their contact details. This key result area was designed in case of increased demand and stretched personnel resources which hasn't been the case.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Communicate the troubleshooting concept	Communicate at functions and in communications	Members Auckland Council	Troubleshooting concept communicated via website and emails	✓
Record solutions to common issues so members can see 'how to' for themselves	Put examples on the website Develop a plan to keep up to date	Members	Graffiti updated and tyre dumping added to the website; most not appropriate for the website but recorded in the Customer Relationship Management system	✓
Identify members willing to help others	Identify business owners who have the experience and are willing to assist others and communicate	Members and business owners with relevant experience	Experienced and willing business owners identified, contact details noted in CRM system and facility promoted to members	✓



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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, email newsletters and publications.

In partnership with Pod Consulting we introduced People Essentials, a practical people-management series of eight workshops targeted at business owners in small and medium-sized enterprises and line managers in larger organisations.

We held four Breakfasts during the year attended by 331 members. Speakers included Auckland Transport CEO David Warburton, New Zealand Defence Force's Lieutenant Commander Dave Casey, performance nutritionist Lee-Anne Wann, and mayoral candidates Phil Goff and Vic Crone.

We would like to thank Breakfast sponsors Kinetics Group, Manukau Institute of Technology, and Fisher and Paykel Finance.

The panel-based Business Owners Forum targeted at business owners/managers is now in its fifth year and retains its popularity. Topics covered were Key Business Trends, Options for Exiting your Business and Finding, Growing and Keeping Great Staff. This series is sponsored by BNZ Partners and supported by promotional partners BDO, Denham Bramwell, POD Consulting, RSM New Zealand, The Breakthrough Co and Wynyard Wood.

A Property Forum was held in June 2016 focusing on topical issues for commercial industrial property owners, commercial tenants, body corporates and property managers. Three panellists covered duties under the new health and safety legislation, issues encountered with the Unit Titles Act 2010 five years on, particularly in relation to multi-unit owners and tenants, and a progress report on the new central Government earthquake strengthening legislation and local body regulations including Auckland Council's seismic assessment programme. Bayleys held a Business Showcase and Property Update in September 2015.

GETBA hired a consultant to undertake an independent review of the Everyday Leadership Programme which GETBA piloted in 2015 in collaboration with the Capability Group and The Skills Organisation. Feedback was analysed and recommendations made to improve the programme. It was pleasing to see the positive feedback from both participants and managers and a refined programme began in April 2016. The overall objective of the programme is to provide middle managers/people leaders with the skills and knowledge to engage others and deliver on business results.

We promoted other relevant educational opportunities including MIT short courses and Government-subsidised literacy and numeracy training programmes, other local course providers and ATEED services. We also continued to encourage members to keep up with technology by hosting a Microsoft presentation in July 2015 and a seminar held by Kinetics Group in October 2015.

We have kept members informed via GETBA's website, emails, LinkedIn and *Focus* magazine, which is posted three times a year to business owners. Each *Focus* issue had a different theme (Construction, Technology, and Health and Wellbeing) and informed 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 the true cost of waste and tips for re-negotiating waste contracts.

A skills demand survey was undertaken in 2015 and responses conveyed to ATEED and MIT's Faculty of Business and IT. We also liaised with ATEED in the area of workforce planning and how to address the strong demand for work experience by schools, private training establishments and tertiary institutions.

We have continued to raise awareness of the issue of youth unemployment and initiatives to assist, such as Youth Connections. GETBA's General Manager is a member of the steering group of the Youth Employability Project led by COMET. We have encouraged businesses to provide work experience, internships, sponsorships and, where possible, employment.

The Howick Local Board funded Wilkinson Environmental Ltd to undertake the second half of the pollution prevention programme, educating businesses about how their site connects to the Tamaki Estuary and common pollution risks. We were very fortunate to receive sponsorship of \$2,000 from the Manukau Beautification Charitable Trust for the purchase of steel fish which were distributed for fixing next to workplace drains.



Aligning with Auckland Transport initiatives, GETBA has promoted 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.

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	Not pursued Explore as part of Strategic Plan review 2016/17	<i>Partial</i>
Inform on local and wider issues or opportunities	Through 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	Replacement for Management Bites series	Pod Consulting	People Essentials implemented in 2016	✓
	Evaluate pilot leadership development programme	Training provider, industry training organisations, attendees and managers	Everyday Leadership programme evaluated and refinements made for 2016	
	Promote other information and education opportunities	Education and training providers including MIT and ATEED	MIT short courses and other relevant seminars promoted to members	

Networking with 'hub ideas' groups

LinkedIn, which has been our vehicle for interest groups to share information and ideas, has reduced the number of groups available so we have amended the previous four interest groups (GETBA Main group: 193 members, Property: 17 members, Young persons: 64 members, Waste minimisation: 46 members) to two (GETBA main group plus the

property group). It has been interesting to note that group numbers have been relatively small and with minimal activity. It may be that interest groups are not in great demand. We will consult members as part of our Strategic Plan review and if demand is there, seek expertise to assist us in identifying an alternative medium to meet this objective.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Special interest groups to hub ideas or solutions	Develop small interest groups (10-15 max.) as relevant/required	Members	No new groups established and current LinkedIn groups reduced	<i>Research demand and Strategic Plan review and if required alternative medium</i>

Crime Prevention

There were 120 reported business burglaries in the East Tamaki business precinct in the 2015-2016 financial year, a reduction of 23% on the previous financial year (156) and a 70% reduction since 2006.

Our partnership with the Police and security companies continued with monthly Security Managers' Network meetings being held for sharing intelligence.

GETBA Crime Prevention Manager Poutoa Papalii, accompanied by Botany Community Constable Stewart Green, conducted 116 security audits for businesses which had been burgled and followed up with recommendations for improving the security of their premises and safety of their people.

We have continued to educate members on crime prevention measures through the distribution

of resources and articles in *Focus* magazine. GETBA also provided 22 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.

With the Police acclaiming the value of GETBA's ANPR camera programme in the recovery of stolen vehicles and apprehension of offenders, we purchased the two cameras that had been on loan to us from Nautech Electronics. This purchase makes a total of four cameras. These have been placed at strategic entry points to the precinct while Nautech has provided one camera for moving to different hot spots as required. Nautech has also continued to provide the server and reporting for GETBA's ANPR initiative.

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	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	✓
	Support Security Managers Network		Monthly Security Managers' Network meetings held	
Resources to reach more businesses	Develop crime prevention resources as funding allows and target appropriately both employers and employees	Local businesses NZ Police	Resources distributed personally, via <i>Focus</i> magazine and on the website	✓
	Monitor ANPR camera pilot for feasibility of extension	Nautech NZ Police	Two ANPR cameras purchased	
Deliver on Return on Investment (ROI)	Monitor and communicate statistics	NZ Police Local businesses	Statistics monitored and communicated	✓
	Conduct Security audits for businesses burgled		116 Security Audits carried out	



3

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 and local employment.

We reviewed some of the platforms for businesses to achieve greater visibility locally, including the 'Keep it Local' promotional email which we amended by increasing the price and reducing the frequency. 18 businesses chose to promote their products and services to members via the Keep it Local emails, some choosing to do so more than once.

We retained the existing magazine advertising, enhanced website directory listings which rotate on the homepage, Breakfast sponsorship and free member's moments.

We continued to promote the GETBA web-based business directory and it is still the most visited page after the homepage. Following the success of the pre-Christmas outlet store promotion we added an outlet stores page to the GETBA website business directory. Other website features such as the

Member Notice Board, What's On, Latest News, Jobs Board and Properties for Sale and Lease all encourage a local focus and sense of community. We have encouraged local businesses to post jobs on the jobs board and have notified members of opportunities to assist young people into work by

providing work experience for local students.

GETBA events such as Breakfasts and the Business Owners Forums 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		Outlet store page added to business directory	
Promote local businesses which also generates revenue	Review the Keep it Local email	Local businesses	Reviewed price and regularity	✓
	Review <i>Focus</i> magazine advertising to include business card sized ads		Added business card option – no demand so withdrew option	
	Continue Breakfast sponsorship		Breakfast sponsorship except for Mayoral Breakfast	
	Promote the GETBA website business directory – especially enhanced listing		Website directory and enhanced listings promoted	

Reach more members


The street-by-street database gap analysis has enabled us to identify and make contact with businesses that are new to the area, and to introduce GETBA's services. In the nine month period from October 2015 to June 2016, 77 new businesses to the area were identified and 98 that have left the area. 209 businesses were visited and 806 phoned.

We have distributed GETBA information packs to Goodman and real estate firms for passing onto

new property owners/tenants. Different work stream activity has enabled interaction with some businesses for the first time and also with different role-holders within organisations.

We have introduced new email campaign software which has enabled improved reporting and the ability to segment the type of communications members receive. We have been adding additional staff within organisations to receive

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	High interest businesses	More businesses know about GETBA services, communications database has grown	✓
	Encourage active business to talk about us	Property companies		
Special local interest events and / or interest groups	Look out for new common interest events/areas	Local businesses	Monitored but no new interest events/areas identified	<i>Will be consulted on in the Strategic Plan review</i>
Regular liaison including surveys	Conduct awareness raising visits	Local businesses	Visits to new businesses undertaken	✓
	Surveys to connect and ask for feedback		Skills survey undertaken	
	Attend networking events in East Tamaki			



communications and have also revised the frequency of communications. When we inform members of the latest issue of *Focus* magazine we encourage them to forward the email onto other staff and colleagues.

We carried out a skills demand survey and responses were conveyed to our partners in the survey – ATEED and MIT's Faculty of Business and Information Technology. A member feedback survey will be undertaken as part of the formal Strategic Plan review later in the year.

Marketing the area outside the area

GETBA has had good exposure in local media on issues including roading and transport, crime prevention work and on the organisation itself.

We have promoted the travel-planning service that we can provide for companies moving into the area to assist their employees.

Seven East Tamaki companies have been profiled in the NZ Manufacturer online magazine in the past year, paid for by GETBA (\$365 plus GST).

GETBA's website, which promotes East Tamaki as a 'great place to do business' and advertises East Tamaki businesses within and outside the precinct, has improved its Google ranking. We have implemented Google My Business, and updated references to GETBA in Wikipedia. The business directory is second only to the homepage as the most visited section of the website. Most visits originated in New Zealand (average 86%). The mobile site was launched in September 2015 and visit numbers are roughly 15% of the regular site but have remained steady.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	DID WE DELIVER?
Public relations focus	Establish connections with key publications Invite key publications to appropriate events 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	✓



4 ACCOUNTABILITY

Return on Investment (ROI)

It is important to GETBA that we are able to demonstrate a return on the target rate investment to both business and property owners. 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 activities as is appropriate and promoted this on the website and in other communications. However, we decided not to proceed with the web-based calculator tool that we developed, as

on testing, it was deemed to be too subjective to attempt to attach dollar values to services that are not tangible.

We have not introduced a new member high value business cost-saving benefit and it would appear from the previous request to members for suggestions, that there is no appetite for GETBA to provide this level of benefits. Larger organisations such as the EMA and Chamber of Commerce are better positioned to do this effectively.

A number of events and services are free or at a reduced cost through sponsorship or subsidy. The security audit for example, would have an estimated market value of \$600 and the \$250 Keep it Local email has an estimated market 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.

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	No major high value addition; but pallet collection, plastics recycling etc	<i>Partial</i>
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 each event/activity	✓
Communicate on website and other communication channels	ROI benefit for the targeted rate on the website	Accountant Treasurer	ROI tool refined but deemed unworkable in testing and discarded	<i>Partial</i>

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.

A concerted effort has been made by GETBA's Operations Manager and Crime Prevention Manager to undertake a street-by-street database gap analysis between property addresses and businesses/tenants. The gap identification is followed up with a mix of internet research, email, phone calls, visual drive-bys and visits. Returned mail and email bounces/unsubscribes are also an avenue for keeping member records as current 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 to GETBA on new Highbrook Business Park tenants. We have updated the GETBA double-sided one-page information sheet as an alternative to the more comprehensive information packs.

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 and body corporates 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 Packs unwieldy, replaced by one-page info sheet	✓
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

GETBA's Executive Committee, responsible for governance, financial oversight and executive support, met eleven 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.

We researched the responsibilities of the Committee and management under the new Health and Safety at Work Act (HSWA) which came into force in April 2016. We also consulted with GETBA's landlord on how any risks would be controlled as we share a worksite. GETBA renewed its lease with Fully Equipped for two years from 1 June 2016, with a further two-year right of renewal.

The GETBA Strategic Plan 2013-16 was adapted as part of business planning and will be formally reviewed in the coming financial year. The Emergency Response Plan updating scheduled for late 2015/early 2016 was delayed owing to restructuring within key partner Auckland Council's Civil Defence and Emergency Management (CDEM). We have made amendments to key personnel as they have changed and a comprehensive update will take place in the second half of 2016.

Auckland Council's review and transition to the revised Business Improvement Districts Service Delivery Model took place throughout the year. The Council has reduced the BID support team's personnel resources from eight to five staff, removed the dedicated advisor attached to BIDs and is in the process of developing a web-based resource for essential information.

Auckland Council's Regional Strategy and Policy Committee adopted the BID Policy (2016) on 2 June. The partnering agreement between GETBA and the Council comes up for renewal on 31 October 2016.

At the beginning of the financial year GETBA staffing stood at 4.8 full-time employees (FTE) comprising five staff members; one part time. Two staff members left during the year, one replaced but the project manager role was not replaced as workload had been diminishing as the projects became less front end and more maintenance. Total FTE reduced gradually over the year (Sept 2015 4.6, Feb 2016 4.4) and as of May 2016 the staffing level was 3.8 FTE consisting of a General Manager, Operations Manager (2IC), Communications and Events Manager, and Crime Prevention Manager (0.8). Performance reviews have been held for all staff and coaching is in place for the new staff member.

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 Strategic Plan 2013-2016 adapted as part of business planning	<i>In progress</i>
Ensure adequate staffing to support the strategic plan	Enhance capability to support succession planning		Capable Operations Manager Performance reviews undertaken Coaching in place	✓
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	Key contacts kept current; Comprehensive document update delayed by CDEM restructure	<i>Partial</i>

Financial management and reporting

The Executive Committee met eleven times over the year and monitored expenditure against budget. GETBA's accounts were audited by Jolly Duncan and Wells.

With crime prevention funding no longer being available from the Ministry of Justice, GETBA introduced Association Sponsorship to assist with

income replacement. We strategically approached ten sponsors that were able to contribute to members' business development across areas identified in the 2015 member survey. We are very grateful to ANZ, Bayleys Real Estate, Crombie Lockwood, BNZ Partners, Goodman, Kinetics Group, Matrix Security, Monteck Carter, RSM New Zealand and Wynyard Wood.

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	✓
Look for new revenue streams to support new initiatives and protect against loss of funding as required	Examine potential revenue generating services Monitor additional government funding as required		New association sponsor programme developed and revenue secured	✓

30 JUNE 2016

FINANCIAL STATEMENTS

The financial statements of the Greater East Tamaki Business Association Inc. for the year ended 30 June 2016 are available on application to the Association gm@getba.org.nz and are also available on the GETBA website.

► getba.org.nz





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BUSINESS PLAN
2016/



BACKGROUND BUSINESS PLAN

- 1** Advocacy
- 2** Activities
- 3** Attraction
- 4** Accountability

BUDGET

A photograph of a male worker in a wood mill. He is wearing a purple hooded jacket, orange safety vest, blue long-sleeved shirt, and red rubber gloves. He is focused on a large piece of wood he is holding. The background shows stacks of wood and industrial equipment.

BACKGROUND

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



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 business community as a whole.

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 2013-2016, which outlines the long term planning for the Association and the East Tamaki Business Precinct Plan adopted by Auckland Council in December 2012 to support business growth and economic development in this industrial area. Please note that the Strategic Plan will be reviewed in the coming year.

The Business Plan is also strongly influenced by the results and feedback from the member survey undertaken in June 2015. Business owners felt GETBA's focus moving forward should be on 1) Support for business, 2) Crime prevention and 3) Informing and advocating for local business owners. Property owners felt GETBA's focus should be on 1) Informing and advocating on Council plans and changes and troubleshooting assistance, 2) Promotion of the area as a great place to do business, and 3) Crime prevention.

JULY 2016-JUNE 2017

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 endeavour to hold Auckland Council to its 'business-friendly' objective, and work on behalf of businesses to remove impediments to business growth and economic development, and to enhance property values.

Ongoing areas of focus are a business-friendly regulatory framework, the removal of the rating business differential, the protection of industrial land, improved roading and transport, and the removal of overhead transmission corridors over East Tamaki land.

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 business	Inform members, seek feedback and make submissions	Members Other business associations	Members informed, feedback sought and 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

We 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.

GETBA will continue to monitor the implementation of actions agreed 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

With infrastructure issues and costs of concern to property owners, GETBA will liaise with, and make representation where necessary, to core infrastructure suppliers and Council Controlled Organisations.

Transport issues have been identified as a significant impediment to East Tamaki businesses' ability to attract and retain staff, and to productivity. So 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 continue to keep members informed of progress with the East West Connections and AMETI and represent

the interests of commercial property owners and businesses impacted, and support pressure for the Reeves Road flyover.

GETBA will continue to represent member interests with regard to the future development of the Greenmount Landfill into a useable local amenity within the shortest possible timeframe. We will liaise with the Howick Local Board who are responsible for the transition process, the next step being the design and business case preparation by Parks for Panuku Development and then onto the governing body for funding approval. We will actively monitor progress.

We will also continue to represent GETBA stakeholders on the Placemaking: Otara Waterways and Lake (POWL) 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 Watercare and Auckland Transport) and other relevant infrastructure providers	NZCID Auckland Business Forum EMA	Information obtained	Ongoing/as relevant
Inform and advocate on behalf of local business	Inform members, seek feedback and make submissions	Members	Members informed, feedback sought and submissions made	Ongoing/as relevant
Communicate results to members	Communicate results via multiple channels	Members	Results communicated	Ongoing/as relevant

Collaboration with other industrial associations

GETBA will collaborate with other commercial industrial business associations across Auckland on common issues to take advantage of the collective strength, and provide consistency of message to local and central Government.

We will continue to collaborate on the Unitary Plan process and other appropriate plans and proposed changes. 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	Business North Harbour Rosebank Business Association (RBA) Wiri Business Association Business Manukau Onewhanga Business Association South Harbour Business Association Employers and Manufacturers Association (EMA)	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 southern-based industrial business associations	Collaboration on submissions	As required

Troubleshooting to support members with Local Government

GETBA will troubleshoot on behalf of members with Auckland Council, Council Controlled Organisations (CCO) or relevant infrastructure providers on regulatory issues that impact on either groups or individual members from time to time.

We will promote this service to members, and record issues on GETBA's Customer Relationship Management (CRM) system noting members with previous experience. If appropriate the solution will be included 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	At every opportunity
Record solutions to common issues	Record on CRM Add solution to the website only if appropriate	Members	History recorded and accessible on CRM	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 and Information

GETBA provides support for businesses by connecting them to business assistance and useful sources of information. This will be conveyed by links to business resources on the GETBA website, via our events and seminar programmes and publications. Through these avenues we will also seek to inform and educate members.

The new People Essentials series will be evaluated at the end of 2016, and we will also assess whether to continue to offer the Everyday Leadership Programme.

We will continue to subsidise the Business Breakfasts featuring a variety of speakers on both broad and local issues, and informative case studies. The popular panel-based Business Owners Forum, sponsored by BNZ Partners, targeted at business owner managers who want to take their business to the next level will continue, and we will run Property Owners Forums as issues arise.

We will also promote other local providers' events, seminar programmes and articles that we consider appropriate and relevant to our members. We have selected our sponsors on the basis of their ability to contribute to members' business growth and development. In last year's Business Plan we said that we would explore the potential for providing informative web-based articles and webinars for members as an alternative delivery channel. This was not investigated but we will ascertain the demand and GETBA's capacity to deliver as part of the review of our Strategic Plan.

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. 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 and encourage local businesses to provide work experience, internships and employment opportunities to young people.

With health and wellbeing of business owners and employees an important factor in business success and staff retention, GETBA will assist ATEED and the Health Promotion Agency to connect with and gain a better understanding of small and medium-sized businesses in this context.

The grant from the Waste Minimisation and Innovation Fund finishes at the end of 2016 and in addition to free pallet collection, we will promote GETBA's waste minimisation initiatives and encourage uptake by local businesses through our range of communication channels. We will investigate the potential for renewed funding.

GETBA will continue to promote alternative ways to commute other than the single occupant vehicle, and provide a travel planning service to both existing businesses and to businesses moving into the area. Having involved members in giving input into the proposed new southern and eastern public transport networks, we will promote the improved routes and timetabling changes when they take effect – southern routes in October 2016 and eastern routes in late 2017.

With technology continually advancing, GETBA will continue to keep members up to date and be a conduit to cyber security resources such as Connect Smart and NetSafe.

We will update the Emergency Response Plan developed for the East Tamaki business precinct and encourage local businesses to undertake business continuity planning.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
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	Minimum five Breakfasts	By year end
			Minimum four Business Owners Forums	By year end
			Property Owners Forums	As required
	Explore webinar delivery	Subject specialists, professional services firms	Webinar delivery explored	By year end
Inform on local and wider issues or opportunities	Through newsletters, email, website, and business showcase events as appropriate	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 benefits and identify and implement new initiatives	Waste companies Waste minimisation champions Manukau Beautification Charitable Trust	Raised awareness Uptake of initiatives	
	Partner with agencies and education sector to assist employment	COMET, ATEED, Youth Connections, MIT, Local businesses	Youth Employability steering group participation	
	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	Travel planning offered to local businesses and businesses moving into the area	
Skills development	Evaluate new People Essentials series	Pod Consulting, training provider	Series evaluated	By early 2017
	Promote other information and education opportunities	Education and Training providers including MIT, ATEED	Other skills development opportunities promoted to members	Ongoing

Networking with 'hub ideas' groups

During the upcoming Strategic Plan consultation, GETBA will consider the demand for interest groups to hub ideas or solutions to common issues. If there is demand, we will consider the preferred delivery medium – face-to-face, online or

a combination – and the delivery options available. The groups could be of an issues-based 'resolve and dissolve' nature or focused on a subject of ongoing common interest.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
'Special interest groups' to hub ideas or solutions	Assess the demand for small interest groups (10-15 max.)	Members	Demand assessed Interest groups retained or discarded; if retained medium agreed	By year end

Crime prevention

Crime prevention will continue to be a priority work-stream, with the invaluable assistance of our partners, the New Zealand Police and the Security Managers Network. Also assisting us to spread key crime prevention messages to the increasing number of Asian business owners will be the Asian Council on Reducing Crime (ACRC), led by Chair Rosa Chow.

We will continue to provide timely security alerts, 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.

GETBA's Crime Prevention Manager, in partnership with the Botany Community Constable, will continue to provide security audits to businesses that have been burgled (and others as resources allow) to endeavour to prevent re-victimisation. Where appropriate we will develop neighbourhood contact lists.

With the Police endorsing the value of GETBA's ANPR camera programme, GETBA will continue with this initiative and seek funding for cameras at a third location of strategic value to the Howick ward. A key partner in the initiative, Nautech Electronics, will continue to provide 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 magazine and website	Business owners Botany Crime Watch Patrols ACRC	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
	Support Security Managers Network		Network meetings held	Monthly
Resources to reach more businesses	Distribute crime prevention resources; develop more as funding allows targeted at employers and/or employees Monitor ANPR camera pilot for feasibility of extension	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 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. The 'Keep it Local' ethos encourages local businesses to buy locally and employ locally where possible, and encourages a sense of community among businesses.

We will consider new initiatives during the Strategic Plan consultation while continuing with the current offering. These include the notice board, jobs board, for sale and lease, business directory, outlet stores promotion, '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 and marketing roadmap developed in 2015 to connect with members who are unaware of our services or new to the area. The challenge is to give the same level of engagement or satisfaction that the active members have with GETBA to all the property and business owners in the precinct.

We will continue to work with real estate/property companies and those who are active in GETBA to help introduce those who are unaware of GETBA services or new to the area. A single sheet has been developed instead of the bulkier information pack.

We have found communicating effectively with Asian business owners moving into the area a challenge. The Chair of the Asian Council on Reducing Crime, Rosa Chow, has agreed to accompany us on our visits to Chinese business owners. She will also translate our 'Welcome to the area' information sheet into Mandarin.

We will research the demand for special local interest events for members to share ideas and experiences in the upcoming Strategic Plan consultation.



KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Connect with members who are unaware of services or 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
Special local interest events	Monitor/research opportunity/demand for special local interest events	Local businesses	Retain or remove this key result area	By year end
Regular liaison including surveys	Raise awareness through visits Conduct surveys to connect and ask for feedback Attend networking events in East Tamaki	Local businesses	Liaison undertaken Visits and surveys made	Ongoing Minimum of one survey by year end

Marketing the area outside the area

We value good media relationships and will pursue and publicise positive stories and promotional opportunities for East Tamaki and local businesses both in local papers and *Focus* magazine.

We will continue to promote local businesses and East Tamaki as a great place to do business by paying for company profiles in the *NZ Manufacturer* online magazine, which gives very good visibility overseas as New Zealand Trade and Enterprises forwards it to overseas offices and clients. We will explore other such opportunities.

The GETBA website is a tool for promoting East Tamaki businesses outside the area with the homepage and business directory getting the most page hits. We will continue to ensure that we maintain Google rankings.

The travel planning service for businesses moving into the area is a significant opportunity to improve the attractiveness of East Tamaki as an employment destination.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Public relations focus	Establish and maintain connections with key publications Continue to promote businesses/area via <i>NZ Manufacturer</i> online magazine	Media Publishers	Stories run in media outside the area as well as local papers	Ongoing
Website	Maintain Google search engine optimisation	Search engine optimisation specialist Web development company	GETBA website ranking maintained	Ongoing

4 ACCOUNTABILITY

Return on Investment (ROI)

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

We will explore potential cost saving benefits for local businesses as part of the Strategic Plan consultation. We have found in the past that there appears to be little appetite for savings on substantial common costs such as fuel, possibly because they are accessible via large regional business organisations.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Develop a member cost-saving benefit	Research potential offerings	Appropriate service provider Members	Demand researched	By year end
ROI on all tasks undertaken	Business case for all activities Attach a value to each event/activity with discount benefit for members	Accountant or treasurer	Value attached to each event/activity	Ongoing
Communicate ROI on website and other channels	Publish value on the website	Accountant or treasurer	Value published on GETBA website	Ongoing

Database management

Keeping an accurate register of members in such a large area is an ongoing challenge. Every property owner 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 have for them, seeking any changes or additional information.

We will continue to undertake gap analysis between property addresses and businesses/tenants. We will follow 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. Following up email bounces,

unsubscribe requests and returned mail are other avenues for keeping member records as up-to-date as we can.

In addition we will continue to liaise with property companies including Goodman and local real estate firms to be kept informed of businesses moving into the area. They will also distribute the GETBA 'Welcome to the area' sheet to new owners/tenants.

Recording and tracking feedback, useful information on local issues and participation/engagement levels is important. We will continue to refine the capability of the CRM system.

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 Body corporates	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

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 1 July 2016 of 3.8 full-time employees consisting of a General Manager, Operations Manager (2IC), Communication and Events Manager, and Crime Prevention Manager (0.8).

It is envisaged that current staffing levels together with contracted/casual specialist expertise should be adequate for the coming year's proposed plans. 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) partnering agreement with Auckland Council.

We will renew the GETBA Strategic Plan 2013-16, and update the Emergency Response Plan.

KEY RESULT AREA	TASKS	PARTNERS	OUTCOMES	TIME FRAMES
Review the strategic plan for relevance	Set a time to review Amend where necessary		Strategic Plan reviewed and adapted as necessary	By year end
Ensure adequate staffing to support the Strategic Plan	Enhance capability		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	Add and change as required	Emergency Response Group Local Businesses CDEM	Emergency Response Plan is up-to-date	By year end



Financial management and reporting

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

We will work with the association's sponsors to enable them to leverage their sponsorship effectively for their benefit and that of members.

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

When considering new work-streams or activities as part of the Strategic Plan review, 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
Waste Minimisation Grant	\$11,000
ATEED HPA Project	\$5,000
Advertising	\$15,000
Sponsorships	\$32,700
Other (associate membership, events, seminars etc)	\$29,300
TOTAL INCOME	\$608,000

EXPENDITURE	NZ\$
Crime Prevention	\$15,000
Event Expenses	\$24,500
Marketing and Communication	\$57,830
Infrastructure	\$60,500
Professional Fees	\$63,000
General Expenses	\$34,400
Salaries	\$329,200
Depreciation	\$23,570
Total	\$608,000

All amounts are exclusive of GST.





EAST TAMAKI – A GREAT PLACE TO DO BUSINESS



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