



THREE PLUS

Reputation + Brand + Relationships

Business South Bank

Strategic Plan 2010-2013

October 2010

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1 EXECUTIVE SUMMARY

Business South Bank (BSB) appointed Three Plus to facilitate its 2010-2013 strategic planning process.

Three Plus guided the Board of Directors and Executive Officer through a four-hour workshop on 17 June 2010 designed to determine BSB's future vision and mission. An environmental scan was also conducted which identified the key issues and opportunities as well as the strategic response/s to these. A second workshop to complete the planning process was held on 14 July 2010.

The Board was seeking from the workshops:

- Strategic clarity and direction
- A review and refresh of BSB's strategic direction with a view to the future
- A focus on engaging BSB members and growing the membership base

The process has resulted in a refreshed vision and mission for the organisation and agreement on the key issues and opportunities for BSB.

Detailed action plans have been included in S.9.

These strategic goals mark a new direction for BSB in diversifying its membership base and its offer to members while ensuring that its role of enriching the South Bank community through business is strengthened.

An area of focus for the Board is its engagement with all levels of businesses within the South Bank community. The strategic planning process recognises these concerns and outlines steps to move forward.

It is recommended in this report that a series of strategic communications actions be delivered by BSB to maximise BSB's opportunities to achieve its strategic goals.

Three Plus recommends that a detailed business and financial plan is developed by the BSB management team as a key component of it owning the strategic direction moving forward.

2 STRATEGIC PLANNING FRAMEWORK

2.1 FRAMEWORK OVERVIEW

The diagram below outlines the framework for BSB's strategic plan development. A strategic plan will commonly have a three-five year planning horizon and will be reviewed and updated annually. The process involves four key questions and this Strategic Plan has been structured around these elements:

• Where are we now?	• Where do we want to be?
• How do we get there?	• How do we measure progress?



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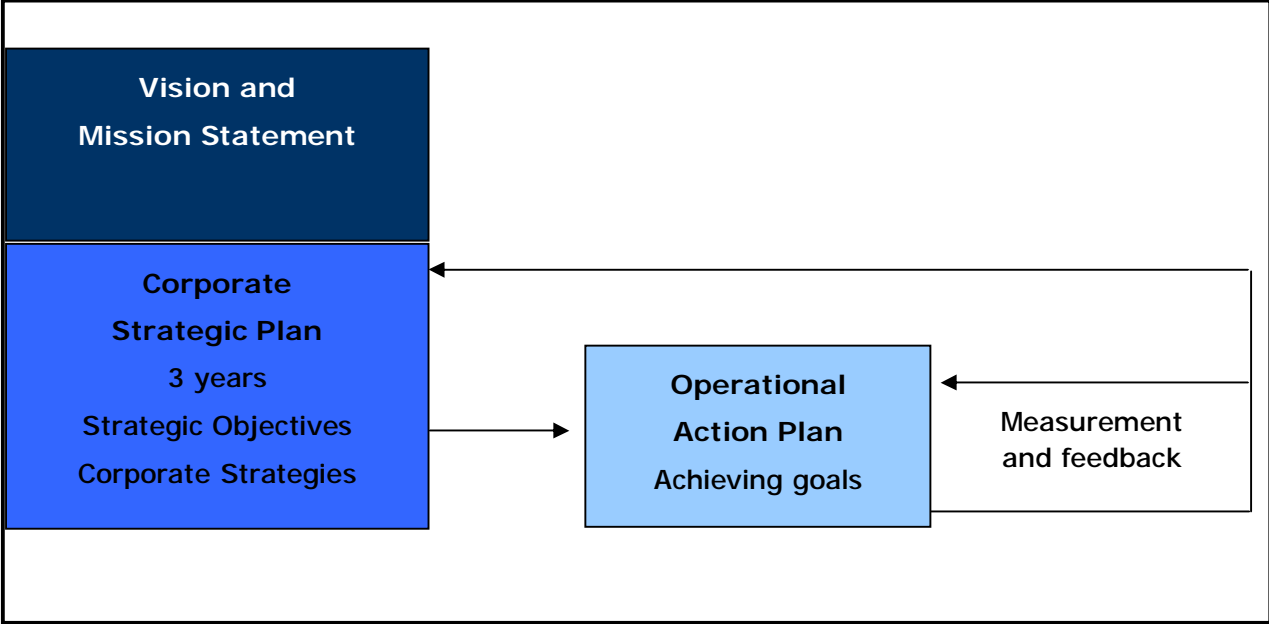
This diagram of the strategic planning process has been adapted from a range of sources and is based on common usage by planners from Australia and overseas in the private sector and all levels of government in Australia. These sources include:

- Fozdeer, A., 1993, Business Planning Workbook, Brisbane, Australia.
- Hill, C.W. and Jones, G.L., 2004, Strategic Management, Houghton Mifflin, New York.
- Local Government Association of South Australia, 2000, Council Members' Guide to Planning, Adelaide, SA.
- Queensland Health, 2004, Strategic plan 2004-2010, Brisbane, Australia.

2.2 ANNUAL PLAN RELATIONSHIP

The Strategic Plan provides the basis for developing annual operational plans (refer to diagram below).

Monitoring and tracking of the Annual Plan will likely be quarterly to provide for adaptations and adjustments to achieve the annual goals.



3 WHERE ARE WE NOW?

3.1 SITUATIONAL ANALYSIS

The key objective of the strategic planning process is to deliver a document that is workable and achievable.

Three Plus worked with BSB to secure a clear view of BSB's achievements and current issues and opportunities through a number of investigative channels – members' survey, Board interviews and strategic planning workshops.

The members' survey (*Appendix 1*) provides BSB with an insight into members' views – the services and benefits that are important to them and the perceived gaps.

The workshops gave BSB the opportunity to interrogate itself and identify its successes, issues and opportunities going forward.

3.2 MEMBERS' SURVEY

101 members responded to the members' survey with representation across full members (38), intermediate members (15), associates (34), anonymous (10) and non-members (4).

This feedback provides initial 'food for thought' for BSB. These should strengthen BSB's position with its members. This initial survey results also provide the opportunity for BSB to engage further with its members to better understand their concerns and needs.

The complete survey results are available to BSB and are attached in Appendix 1. Specific areas requiring attention have been incorporated into the workshop outcomes provided in this report.

To assist with the strategic planning, a summary of the survey results is provided below.

SUMMARY RESPONSES FROM MEMBERS' SURVEY – APRIL 2010	
Q1: Top 10 most important developments to members	
1	Green space
2	Melbourne and Grey Streets intersection
3	Public transport information
4	Qld rail enhancement program
5	Extension of BCEC
6	South Brisbane Riverside Neighbourhood Plan
7	Go Between Bridge (formerly Hale Street Link)
8	Redevelopment of boardwalk
9	Hale Street Associated Works
10	Car parking information

SUMMARY RESPONSES FROM MEMBERS' SURVEY – APRIL 2010 (CONT.)**Q2: Most important issues to members**

1	Parking
2	Safety/security
3	Traffic
4	Public transport
5	Green/open space
6	Developments/construction
7	Post office
8	Signage

Q3: Most important Business South Bank member benefits

1	Belonging to a business community network
2	Lobbying Local and State Governments on issues relevant to businesses and operations in the South Bank precinct
3	Networking opportunities – meeting other businesses in the precinct
4	Communication and information – newsletter, e-news, website
5	Hearing from interesting guest speakers
6	Promoting and assisting with sustainable initiatives
7	Special presentations/ workshops on topical matters
8	Meeting people for social occasions
9	Representing members at monthly precinct police meetings

3.3 2010 SWOT

The following strengths, weaknesses, opportunities and threats were identified through an environmental scan, Board member interviews and information provided by workshop participants at the workshops. It also includes feedback from stakeholders obtained through the members' survey.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Sound platform and 'relatively' satisfied members • Financially sound and with responsible management • Professional secretariat – gets things done, continual communicator • Current standing of brand with 'aware of us' stakeholders, eg BCC • Impressive membership <ul style="list-style-type: none"> - Highly diverse businesses – we have no peers - Can be a weakness – lack of diversity • BSB Board • Membership renewal rate high • Business organisation with high community ideals • Years in business and continued growing membership • Regular calendar of quality events 	<ul style="list-style-type: none"> • Lack of organisational resources • Limited financial scope/diversity of income • Limited capacity for risk taking • Transport/parking infrastructure challenges • Policy making capacity/lack of policy agenda • Lack of ability to penetrate member organisations (eg staff involvement) • Lack of definition of 'WOW' factor (unique proposition) – brand awareness • Lack of brand profile beyond membership

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Marketplace – B2B • Second level – access to more than 8000 employees through members • Services linked to membership • Education business alliances • Chase “gold” members • Make it compelling to be a member of BSB • Signature event (profile lift and profitability) • Geographical identification • Defining thought leadership • Creating opportunity for members • Alliances (education and cultural) • Brand promotion (through events, media, policy, place, definition) • Thought leadership (policy, advocacy, sustainability) • Training and skills • Membership “growth” 	<ul style="list-style-type: none"> • Loss of membership – are members happy with current services? • Inertia • Too much growth – geographic, member numbers • Division between South Bank Corporation and remaining precinct • Connection of precinct, parklands and BSB • Loss of quality green space • Parking and congestion • Not “sticking to the knitting”

3.4 REVIEW OF 2007 GOALS

The workshop re-visited the two-year goals set in 2007, identified what had been achieved, what had changed and what BSB has aspired to become. The goals set in 2007 have to a great extent been met and have positioned BSB well in terms of moving forward.

BSB 2007 goals	What was achieved
Marketing collateral: <ul style="list-style-type: none"> • Create fact sheet • Member kit • Tag line to include on press releases 	Developed fact sheet/flow chart
Sub-committee to prepare re-brand options for SBBA Board to consider.	Reviewed name and branding. Re-brand of organisation from South Bank Business Association to Business South Bank.
Media comment protocol for Business Manager and issue selection process.	Considered best vehicle for The Voice.
Develop, prioritise and promote policy positions.	Considered best vehicle for The Voice.
Identify two or three key issues for SBBA to take leadership coordination role.	BSB took coordination role with government and private sector on holistic issues.
Communication plan regarding projects.	BSB took coordination role with government and private sector on holistic issues.
Develop key issues list and SBBA vehicle/s to pursue.	Developed agreed policy positions on key issues.

4 WHERE DO WE WANT TO BE?

4.1 SETTING THE VISION AND MISSION

A key objective of the strategic planning sessions was to deliver a document that the BSB Board and management “own”.

A key part of the process is to understand the organisation’s vision and mission.

A clear vision will help an organisation to see where they are moving to, while a strong mission will help determine the steps to be taken. From this point goals can be set, enacted, measured and reported.

As a part of the planning process, Board members were asked to define BSB’s vision. An overriding view of BSB’s vision is that the organisation is the voice of the business community within South Bank.

Board members saw BSB’s vision to be:

- A marketplace (training and skills) for B2B
- Building a community (healthy, cares, diversity, next generation, balance and business, values to tie community, safety, diversity of membership, connected, business is the core network, growing business)
- Talks to the change
- Diversity of this business community
- The “Voice”

A new vision and mission were identified during the strategic planning process.

VISION:

Enriching the South Bank community through business

BSB’s role is to enrich the South Bank business community by:

- Enhancing business-to-business activity by connecting members through networking
- Informing and educating members through diverse and regular communications
- Promoting the South Bank precinct through a strong and public BSB brand
- Investing in the professional development and skills enhancement of member employees through a BSB marketplace
- Being a business thought leader on urban renewal and sustainable community

MISSION:

To achieve this BSB must:

- Be the voice of the South Bank business community
- Provide forums for business between members
- Communicate activities/developments of interest between members
- Be advocates of news and views within the precinct
- Take a proactive stance of policy development
- Be a valued community voice

STRATEGIC OBJECTIVES:

- Enhance member services and skills development
- Engage in the business-to-business marketplace
- Focus on thought leadership
- Be financially resilient
- Encourage brand respect through promotions

4.2 GOAL SETTING: ISSUES AND OPPORTUNITIES

The following key issues were identified during the situational analysis and based on these issues, the in-depth discussion and as a part of Three Plus' filtering process the following six key areas of future focus were identified.

Key Issues	Key future areas of focus
Financial resilience and organisational diversity and resources	<p>Encourage professional development of members through business-to-business marketplace.</p> <p>Hold one signature event per year to raise profile and gain financial security.</p> <p>Produce profitable communications.</p>
Membership profile	<p>Engage with a diverse range of businesses from top tier organisations to smaller retailers.</p> <p>Make it compelling to be a member of BSB.</p> <p>Initiate and conduct events for members' staffs.</p>
Development and infrastructure (parking, transport, traffic, safety, green space, environment, quality, place)	<p>Maintain focus on policy issues important to members.</p>
Brand respect	<p>Brand promotion through events, media policy, place and definition.</p> <p>Thought leadership through policy, advocacy and sustainability.</p>
Policy development	<p>Prioritise and promote policy decisions.</p>
Sense of place	<p>Encourage a sense of community amongst businesses in the South Bank precinct.</p> <p>Defining the geographical location of the South Bank precinct.</p> <p>Capture and profile the South Bank "character".</p>

5 STRATEGIC GOALS – 3 YEARS

These areas of future focus will provide BSB with an opportunity to capitalise on its strengths and address its weaknesses. The strategic goals detailed below will be the drivers for BSB’s strategic plan moving forward.

BSB Strategic Goals	Strategic Response	Strategic Issues
<p>Membership:</p> <ul style="list-style-type: none"> • Encourage “gold” members to join • Include retailers and body corporates in membership base • Expand the membership offer so businesses want to join • Encourage a strong community vibe amongst businesses 	<ul style="list-style-type: none"> • Member mapping – size, regions, skill base, service needs • Support all members through services/ benefits relevant to their needs • Review membership benefits • BSB logo – mark of quality to be used by members on organisational collateral • Define and develop B2B marketplace • Use current members to support future membership growth – case studies, stories, testimonials and learning 	<ul style="list-style-type: none"> • Geographical identification – who can join and who can’t • Too much growth too soon • Division between South Bank Corporation and remaining precinct • Not “sticking to the knitting” • Limited organisational resources • How do new people know BSB exists? • Strong sense of place could be a limitation
<p>Engage in the BSB business-to-business marketplace</p>	<ul style="list-style-type: none"> • Cross-sell business services amongst members • Professional development for members • Identify opportunities to engage with staff • Engage with education organisations to equip the next generation with business skills • Information sessions, eg safety and security 	<ul style="list-style-type: none"> • Limited organisational resources • How can we harness all of the expertise in the precinct? • Tapping into the staff of member organisations • Connecting with other organisations in the precinct – who’s missing from membership base?

BSB Strategic Goals	Strategic Response	Strategic Issues
<p>Thought leadership:</p> <ul style="list-style-type: none"> • Be called upon by media to represent the views of the South Bank business community 	<ul style="list-style-type: none"> • Develop policy on urban renewal and sustainable community • Utilise board members' profiles 	<ul style="list-style-type: none"> • How can we harness all of the expertise in the precinct? • Limited capacity of Board members • Engaging with the media
<p>Financial resilience</p>	<ul style="list-style-type: none"> • Annual signature event to generate revenue • Chase gold members • Investment strategy 	<ul style="list-style-type: none"> • Limited organisational resources • Is BSB a chamber of commerce? • BSB risk appetite
<p>Brand respect/promotion:</p> <ul style="list-style-type: none"> • Raise public profile of brand 	<ul style="list-style-type: none"> • Annual signature event to raise brand profile • Promote BSB through media and events • Building brand desirability 	<ul style="list-style-type: none"> • Limited resources/capacity for promoting BSB outside of membership base • Is BSB an event organiser?

6 TARGET AUDIENCES

Although not thoroughly addressed at the workshops, set out below are the workshop notes on BSB's target audiences.

This list of "who BSB needs to speak to" should be developed with the Board and management team. The list must include:

- **Influencers** – stakeholders that have the ability to impact positively and negatively on achieving objectives
- **Partners** – stakeholders that can assist in achieving objectives
- **End users** – the members as the ultimate benefactors of BSB services

Note: targets may cross over more than one category.

Influencers	Partners	End Users
<ul style="list-style-type: none"> • Federal Government • State Government • Local Government • Media: State and Local, trade and industry specific publications • Educators: TAFE colleges, Griffith University • <i>Who else?</i> 	<ul style="list-style-type: none"> • Members • Associations/like minded industry groups, eg BDA, Property Council, UDIA • South Bank Corporation • Brisbane Convention & Exhibition Centre • West End Traders • Cultural precinct, eg GoMA, AQG, QSL, QM • <i>Who else?</i> 	<ul style="list-style-type: none"> • Member organisations • Members' staff/ employees • Apprentices/school leavers • Alliances • Retailers • Users of the precinct, eg community, residents • <i>Who else?</i>

7 KEY MESSAGES

The workshop did not focus on key messages however BSB will need to develop a suite of updated key messages reflecting its strategic and business goals.

Key messages ensure that all representatives of BSB convey the same messages and reinforce the same key attributes of the organisation.

This will ensure that brand message and brand presence is strong and undiluted and there is a united understanding of what BSB is and does.

Successful key messages need to answer the following questions:

- Who is BSB?
- What does BSB do?
- How does BSB do it?
- Proof that what you say is true

Some examples of possible BSB key messages include:

- BSB is a member based organisation that connects businesses in the South Bank community through regular networking events and communications
- BSB is a valued community voice that communicates and advocates news and views of the South Bank precinct
- BSB provides forums for business between members
- BSB takes a proactive stance on policy development for urban renewal and sustainable business
- BSB is a leader in promoting sustainable business practices

It is also important that the key messages are developed with input from the BSB Board and management team.

Once determined the key messages need to be tailored to appeal to each of BSB's target audiences and reviewed annually.

8 STRATEGIC PLAN OVERVIEW 2010-2013

Please refer to *Appendix 2* for a larger scale Strategic Plan Overview

SWOT		
<p>Strengths</p> <ul style="list-style-type: none"> • Sound platform and 'relatively' satisfied members • Financially sound and with responsible management • Professional secretariat – gets things done, continual communicator • Current standing of brand with 'aware of us' stakeholders e.g. BCC • Impressive membership • Highly diverse businesses – we have no peers • Can be a weakness – lack of diversity • BSB Board • Membership renewal rate high • Business organisation with high community ideals • Years in business and continued growing membership • Regular calendar of quality events <p>Opportunities</p> <ul style="list-style-type: none"> • Marketplace – B2B • Second level – access to more than 8,000 employees through members • Services linked to membership • Education business alliances • Chase "gold" members • Make it compelling to be a member of BSB • Signature event (profile lift and profitability) • Geographical identification • Defining thought leadership • Creating opportunity for members • Alliances (education and cultural) • Brand promotion (through events, media, policy, place, definition) • Thought leadership (policy, advocacy, sustainability) • Training and skills • Membership "growth" 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of organisational resources • Limited financial scope/diversity of income • Limited capacity of risk taking • Transport/parking infrastructure challenges • Policy making capacity/lack of policy agenda • Lack of ability to penetrate member organisations (e.g. staff involvement) • Lack of definition of 'WOW' factor (unique proposition) – brand awareness • Lack of brand profile beyond membership <p>Threats</p> <ul style="list-style-type: none"> • Loss of membership – are members happy with current services? • Inertia • Too much growth – geographic, member number • Division between South Bank Corporation and remaining precinct • Connection of precinct, parklands and BSB • Loss of quality green space • Parking and congestion • Not "sticking to the knitting" 	
<p>VISION Enriching the South Bank community through business</p> <p>BSB's role is to enrich the South Bank business community by:</p> <ul style="list-style-type: none"> • Enhancing business-to-business activity by connecting members through networking • Informing and educating members through diverse and regular communications • Promoting the South Bank precinct through a strong and public BSB brand • Investing in the professional development and skills enhancement of member employees through the BSB marketplace • Being a business thought leader on urban renewal and sustainable community <p>MISSION</p> <p>To achieve this BSB must:</p> <ul style="list-style-type: none"> • Be the voice of the South Bank business community • Provide forums for business between members • Communicate activities/developments of interest between members • Be advocates of news and views within the precinct • Take a proactive stance on policy development • Be a valued community voice 		<p>WHERE ARE WE NOW?</p> <p>WHERE DO WE WANT TO BE?</p>
<p>STRATEGIC OBJECTIVES</p> <ul style="list-style-type: none"> • Enhance member services and skills development • Engage in the business-to-business marketplace • Focus on thought leadership • Be financially resilient • Encourage brand respect through promotions 		<p>HOW DO WE GET THERE?</p>
<p>KEY STRATEGIES</p> <ul style="list-style-type: none"> • TBC 		
<p>PERFORMANCE MEASURES/SCORECARD</p> <ul style="list-style-type: none"> • TBC 		<p>HOW DO WE MEASURE SUCCESS?</p>

9 GOAL SPECIFIC ACTIONS

The workshops and subsequent work by small working groups of Board members and the Executive Officer determined a series of steps to be taken between 2010-2013 to achieve BSB's strategic goals. These actions are to be reviewed and agreed by the BSB Board.

Vision (role): 1. Enhancing business to business activity by connecting members through networking
 2. Investing in professional development and skills enhancement of member employees through the BSB marketplace

2013 S.M.A.R.T. GOAL: Business South Bank is producing a series (3-4) of self funding social and learning activities, eg wine club, arts tour, music appreciation, personal training, that are exclusive to BSB members, engage members, create a sense of community and are incentives for securing new members

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2012/13: <ul style="list-style-type: none"> • Review event results, canvass membership interest • Develop a stand-alone program for social activities 	<ul style="list-style-type: none"> • Minimal costs in production of program 	<ul style="list-style-type: none"> • Internal (low) 	<ul style="list-style-type: none"> • Marketing campaign required
2011/12: <ul style="list-style-type: none"> • Introduce second and third social activities • Determine frequency of the social activities 	<ul style="list-style-type: none"> • Nil (fully self-funded) • Nil 	<ul style="list-style-type: none"> • Internal (medium) • Nil 	<ul style="list-style-type: none"> • Marketing campaign required



2013 S.M.A.R.T. GOAL: Business South Bank is producing a series (3-4) of self funding social and learning activities, eg wine club, arts tour, music appreciation, personal training, that are exclusive to BSB members, engage members, create a sense of community and are incentives for securing new members

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2010/11:</p> <ul style="list-style-type: none"> • Ascertain what social activities are available within BSB membership base • Research members' interests • Establish a budget for BSB to part-fund first event, and participant and/or member organisation to fund the remainder of the activity • Develop a name for the social activities • Include in BSB calendar • Hold one event and measure success 	<ul style="list-style-type: none"> • Nil • Minimal research costs • Budget to be developed • Nil • Nil • Minimal 	<ul style="list-style-type: none"> • Medium to high level of work (internal) • Medium work (internal) • Medium (internal)/work with nominated business • Nil • Nil • Medium to high to set up/work with nominated business 	<ul style="list-style-type: none"> • Campaign to get 'buy-in' from members, including letters, enews, newsletters etc • Promote activity – website, enews, newsletter, individual marketing collateral • Campaign to get 'buy-in' from members, including letters, enews, newsletters etc

Vision (role): Enhancing business-to-business activity by connecting members through networking

2013 S.M.A.R.T. GOAL: Business South Bank is conducting an annual, self-sustaining Business-to-Business (trade) show that is informative and promotes and stimulates business between members. The trade show will secure participation by 50% of each category of membership

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> • Conduct the inaugural BSB trade show • Review the concept, including: <ul style="list-style-type: none"> - a policy for non-member exhibitors - add-ons to generate additional income for BSB 	<ul style="list-style-type: none"> • Exhibitor deposits/underwriting • Nil 	<ul style="list-style-type: none"> • Minimal and outsourced • Subcommittee 	<ul style="list-style-type: none"> • Marketing and public relations
<p>2011/12:</p> <ul style="list-style-type: none"> • Establish a fee for exhibitors • Secure venue • Secure sponsor/s • Prepare brief for project manager • Appoint project manager to coordinate look, exhibitor stands and locations • Implement campaign to encourage members to participate • Launch trade show 	<ul style="list-style-type: none"> • Nil • Nil • Nil • Nil • Budget to be determined • Marketing collateral (branded look): est \$3000 • Minimal 	<ul style="list-style-type: none"> • Subcommittee to determine, Project Manager to implement • Internal: make contact with members with venue capacity • Internal • Internal (subcommittee) • Project management • Project management • Minimal (project manager) 	<ul style="list-style-type: none"> • Trade show marketing campaign: concept launch in 2010/11, exhibitor fees in 2011/12 • Campaign to include personal letters, newsletter stories, enews, website inclusion, example of set up at networking functions



2013 S.M.A.R.T. GOAL: Business South Bank is conducting an annual, self-sustaining Business-to-Business (trade) show that is informative and promotes and stimulates business between members. The trade show will secure participation by 50% of each category of membership

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2010/11: <ul style="list-style-type: none"> • Establish subcommittee to develop scope of trade show • Develop budget and present costed proposal to Board 	<ul style="list-style-type: none"> • Nil • Nil 	<ul style="list-style-type: none"> • Internal coordination – BSB office to act as secretariat • Minimal (subcommittee) 	

Vision (role): Enhancing business-to-business activities by connecting members through networking

2013 S.M.A.R.T. GOAL: Business South Bank is operating a loyalty program, with at least 50% of members and 25% of members' employees, that stimulates B2B activities at the company and employee levels

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> Self-funded employee card by charging per card, as per SMART goal Develop advertising and promotional campaigns that generate revenue 	<ul style="list-style-type: none"> Cost of engagement of loyalty program company/manager Costs to produce advertisements/promotions 	<ul style="list-style-type: none"> Project manager (internal) Some marketing 	<ul style="list-style-type: none"> On-going promotion
<p>2011/12:</p> <ul style="list-style-type: none"> Appoint a company to operate loyalty program Launch program Promote scheme to get buy-in from members and prepare and distribute marketing collateral Support to members to promote the scheme to staff 	<ul style="list-style-type: none"> Unknown Minimal (BSB communications) Marketing collateral, point-of-sale material, brand (est \$15,000) Marketing collateral 	<ul style="list-style-type: none"> Project manager (internal) Project manager (internal) Outsourced Project manager (internal) 	<ul style="list-style-type: none"> Campaign to include personal letters, newsletter stories, enews, website inclusion (hyperlinks), stickers on windows, mentions at networking functions, etc

2013 S.M.A.R.T. GOAL: Business South Bank is operating a loyalty program, with at least 50% of members and 25% of members' employees, that stimulates B2B activities at the company and employee levels

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2010/11: <ul style="list-style-type: none"> • Establish sub-committee to prepare loyalty program brief • Research loyalty programs • Write brief for outsourcing of program • Develop budget/develop business case 	<ul style="list-style-type: none"> • Nil • Nil • Nil • Nil 	<ul style="list-style-type: none"> • Internal coordination – BSB office to act as secretariat • Sub-committee • Sub-committee • Sub-committee 	

Vision (role): Informing and educating members through diverse and regular communications

2013 S.M.A.R.T. GOAL: Business South Bank is producing a profitable (solid advertising support), two-monthly newsletter that reinforces the BSB brand, is informative and highlights BSB's policy positions

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2012/13: <ul style="list-style-type: none"> Review outcomes against budget 			
2011/12: <ul style="list-style-type: none"> Launch new newsletter. Print on quality, environmentally responsible paper Develop a media kit detailing costs, sizes and publication dates Engage a dedicated staff member that sources, collates and writes the stories, as well as sources advertising 	<ul style="list-style-type: none"> Nil additional cost (normal newsletter production and distribution) Outsource to graphic designer Est \$500 per week (2 days/ week) 	<ul style="list-style-type: none"> Project management (internal) Low (internal) Competent media officer (internal or outsourced) 	<ul style="list-style-type: none"> Include recyclable logo on newsletter Marketing campaign
2010/11: <ul style="list-style-type: none"> Conduct newsletter redesign to maximise advertising revenue (inserts, banners, footers, display adverts, etc) Develop a newsletter budget: design, printing, staff (writer), distribution 	<ul style="list-style-type: none"> Minimal (outsourced) Profit target: 10% per edition 	<ul style="list-style-type: none"> Project management (internal) 	

Vision (role): Informing and educating members through diverse and regular communications

2013 S.M.A.R.T. GOAL: Business South Bank is producing an informative, fortnightly enews that has a high opt-in rate, low unsubscribe rate, an opening rate of at least 40% and produces advertising income

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> Review enews performance against SMART goals: <ul style="list-style-type: none"> \$5000/annum income Unsubscribe rate <5% per enews Opening rate ≥ 40% 			
<p>2011/12:</p> <ul style="list-style-type: none"> Purchase software enews redesign to maximise advertising revenue Develop a policy on number of advertisements per enews Develop a media kit detailing costs, spots & publication dates Develop a distribution channel (staff lists) that is attractive to advertisers Engage a dedicated staff member that sources, collates and writes the stories, as well as sources advertising Launch new enews 	<ul style="list-style-type: none"> Purchase, install and test software. Est costs: \$5000 Minimal (outsourced) Nil Outsource to graphic designer. Est: \$1000 Nil Est \$500 per week (2 days/ week) Approx costs: per send 3¢ 	<ul style="list-style-type: none"> Install and test software: 6 hours Project management (internal) Board Low (internal) Medium to high (internal) for initial set-up; low to medium for maintenance Competent media officer (internal or outsourced) 	<ul style="list-style-type: none"> Write to all members. Develop campaign to encourage all members' staff to opt in Marketing and PR campaign



2013 S.M.A.R.T. GOAL: Business South Bank is producing an informative, fortnightly enews that has a high opt-in rate, low unsubscribe rate, an opening rate of at least 40% and produces advertising income

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2011/10: <ul style="list-style-type: none"> Secure quotes for software to make enews production efficient, streamlined and able to produce reports on who opens and what they read 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Low (internal) 	

Vision (role): Promoting the South Bank precinct through a strong and public BSB brand

2013 S.M.A.R.T. GOAL: Business South Bank is a reputable commentator whose opinions are sought by media, government and business

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> Publish an average of 10 media releases per year Two policy/research papers per year BSB represented on government boards and advisory panels Conduct annual thought leadership/signature events 	<ul style="list-style-type: none"> Negligible (internal) Commissioning costs Nil Significant financial implications – risk management (must be profitable) 	<ul style="list-style-type: none"> Competent media officer (internal or outsourced) Negligible – some project management (internal) Executive Officer to have time for external board duties Some project management (internal) 	<ul style="list-style-type: none"> PR via media releases Defined target market for communications and implementation of marketing strategy Large-scale marketing campaign
<p>2011/12:</p> <ul style="list-style-type: none"> Finalise research and develop BSB policies 	<ul style="list-style-type: none"> Negligible 	<ul style="list-style-type: none"> Some project management (internal) plus Board input 	<ul style="list-style-type: none"> Develop marketing strategy and communications toolbox
<p>2010/11:</p> <ul style="list-style-type: none"> Define topics of interest and initiate research 	<ul style="list-style-type: none"> May need to set a research budget 	<ul style="list-style-type: none"> Nil - seek input from sub-committees and the Board 	

Vision (role): Promoting the South Bank precinct through a strong and public BSB brand

2013 S.M.A.R.T. GOAL: Business South Bank has a clear and visible profile/presence throughout the precinct and beyond

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> • Prominent signage of BSB brand throughout the precinct • Regular series of BSB members' staff networking events by job, eg ICT, marketing, finance; or by industry sector 	<ul style="list-style-type: none"> • Signage budget approved • Event budget approved and hosts to be identified 	<ul style="list-style-type: none"> • Nil • Some internal costs if events are facilitated by BSB staff 	<ul style="list-style-type: none"> • Campaign launch • Direct marketing + e-marketing + host management
<p>2011/12:</p> <ul style="list-style-type: none"> • Implement BSB brand uptake campaign to ensure high uptake of BSB brand on members' publications or websites • Present signage proposal to Board for approval 	<ul style="list-style-type: none"> • Small costs for campaign launch and some website management costs • Signage budget (including creative costs) 	<ul style="list-style-type: none"> • Marketing tasks (internal) • Internal cost to manage project 	<ul style="list-style-type: none"> • Promotional campaign

2013 S.M.A.R.T. GOAL: Business South Bank has a clear and visible profile/presence throughout the precinct and beyond

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2010/11:</p> <ul style="list-style-type: none"> • Develop a BSB brand uptake strategy • Identify signage opportunities in the precinct • Identify job categories and/or industry sectors in the precinct • Develop a contact database in preparation for staff networking event promotions 	<ul style="list-style-type: none"> • Creative design brief (external consultant) • Nil • Nil • ?? may be some costs for a member survey to collect staff names, etc 	<ul style="list-style-type: none"> • Nil • Internal cost (BSB staff and Board) • Nil – Board input • ?? Possible engagement of casual staff 	

Vision (role): Promoting the South Bank precinct through a strong and public BSB brand

2013 S.M.A.R.T. GOAL: Business South Bank is recognised as Australia's most sustainable business precinct

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> • Conduct and "publish" an annual sustainability audit and benchmarking report • Host national and international study tours • Brand BSB is delivering case studies/lectures on "sustainability in a precinct" • Expanded BSB sustainability awards • Precinct is entering and winning sustainability awards 	<ul style="list-style-type: none"> • Some "publishing" costs; annual audit costs • Hosting costs • Travel and accommodation costs; case study development costs • Minimal (certificates/trophies) • Award entry costs; award entry development costs (external supplier) 	<ul style="list-style-type: none"> • Project Management (internal) • Project Management (internal) • ?? If delivered by BSB staff • Project Management (internal) • Project Management (internal), internal writer 	<ul style="list-style-type: none"> • Promotional activities • Promotional activities + PR • PR • PR • PR
<p>2011/12:</p> <ul style="list-style-type: none"> • Expanded, full sustainability audit – water, energy, waste, transport and social inclusion/harmony • Document successes: case studies, examples of best practice • Identify new award categories for BSB sustainability award – and increase entries by 20% over 2010/11 	<ul style="list-style-type: none"> • Audit costs (must be offset by grants and sponsorship) • External consultant to document • Nil 	<ul style="list-style-type: none"> • Project Management (internal) • Project Management (internal) • Nil (Sustainability Committee and Board) 	<ul style="list-style-type: none"> • PR • PR

Vision (role): Promoting the South Bank precinct through a strong and public BSB brand

2013 S.M.A.R.T. GOAL: Business South Bank is recognised as Australia’s most sustainable business precinct (cont)

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2010/11: <ul style="list-style-type: none"> • Conduct the inaugural water and energy sustainability audit • Start documenting successes • Increased number of entries for second annual BSB sustainability award by 20% over 2009/10 • Restructure (formalise) the Sustainability Sub-committee 	<ul style="list-style-type: none"> • \$35,000 • Nil (BSB case study template) • Nil • Nil 	<ul style="list-style-type: none"> • Project Management (internal) • Project Management (internal) • Project Management (internal) • Nil 	<ul style="list-style-type: none"> • PR • PR • ?? PR • Nil



Vision (role): Promoting the South Bank precinct through a strong and public BSB brand

2013 S.M.A.R.T. GOAL: Business South Bank is renowned as a vibrant, connected and thriving community to live, work & play

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> • Publish an annual “Why South Bank” benchmark survey • Publish annual live, work and play (economic) measure (part of sustainability audit) • Inaugural Australian Precinct Association conference at South Bank, to share culture, ideas, learnings and best practice 	<ul style="list-style-type: none"> • Survey costs • Survey costs (possible sponsorship/grant support) • ? Possible cost/risk. Attendees pay their own way 	<ul style="list-style-type: none"> • Project Management (internal) • Project Management (internal) • Project Management (internal) 	<ul style="list-style-type: none"> • PR • PR • PR
<p>2011/12:</p> <ul style="list-style-type: none"> • Conduct inaugural “Why South Bank” research project and publish results and benchmarks • Develop a brief for a detailed survey of precinct workers regarding “live and play” aspects (economic measures) • Identify and confirm research partner and funding partners • Initiate formal contact with other precinct associations around Queensland/Australia 	<ul style="list-style-type: none"> • Survey costs (possible sponsorship/grant support) • Nil • Nil • Nil 	<ul style="list-style-type: none"> • Project Management (internal) • Project Management (internal) • Nil • Nil 	<ul style="list-style-type: none"> • PR

Vision (role): Promoting the South Bank precinct through a strong and public BSB brand

2013 S.M.A.R.T. GOAL: Business South Bank is renowned as a vibrant, connected and thriving community to live, work & play

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2010/11:</p> <ul style="list-style-type: none"> • Develop a brief for a “Why South Bank” research campaign • Identify and confirm a research partner to conduct a “Why South Bank” campaign (positives and negatives) • Identify other precinct-style business associations in Queensland and around Australia to develop a formal relationship with 	<ul style="list-style-type: none"> • Nil • Nil • Nil 	<ul style="list-style-type: none"> • Nil (Executive Officer time involved here) • Nil (Executive Officer time involved here) • Nil (Executive Officer time involved here) 	



Vision (role): Being a business thought leader on urban renewal and sustainable community

2013 S.M.A.R.T. GOAL: Business South Bank is a precinct exemplar in sustainability and is recognised by the State and Local Governments, sustainability-related authorities, and BSB members

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> • Re-audit precinct – calculate success • Promote success • On-going implementation and adoption of strategies • Establish more challenging goals for the precinct and members based on re-audit results 	<ul style="list-style-type: none"> • Possible costs of \$40,000+ to re-audit • Minimal • Subject to report • Nil 	<ul style="list-style-type: none"> • Low staff time required/ outsourced • Low to medium (internal) • Subcommittee/liaise with consultant 	<ul style="list-style-type: none"> • Marketing campaign
<p>2011/12:</p> <ul style="list-style-type: none"> • Implement and adopt 1, 2, 3, 4 and monitor • Promote BSB leadership with this initiative (forums, newsletters, leading speakers, etc) 	<ul style="list-style-type: none"> • Subject to report (primarily member responsibility) • Minimal (some publishing and travel costs) 	<ul style="list-style-type: none"> • Subcommittee/internal • Unknown, likely low to medium 	<ul style="list-style-type: none"> • Marketing and PR campaign

2013 S.M.A.R.T. GOAL: Business South Bank is a precinct exemplar in sustainability and is recognised by the State and Local Governments, sustainability-related authorities, and BSB members

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2010/11:</p> <ul style="list-style-type: none"> • Audit members (volunteers) on water and energy use and individual business innovation • Identify key criteria that define exemplar sustainability practices: 1, 2, 3, 4 etc • Report on the audit results 	<ul style="list-style-type: none"> • \$35,000 • Nil • Minimal (some printing costs) 	<ul style="list-style-type: none"> • Low staff time required/ outsourced • Subcommittee/internal/consultant • Project management (internal) 	<ul style="list-style-type: none"> • Marketing and PR campaign

Strategic Objective: Be financially resilient

2013 S.M.A.R.T. GOAL: Business South Bank membership has increased to 150, comprising 23 Full Members, 27 Intermediate Members and 100 Associate Members

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
<p>2012/13:</p> <ul style="list-style-type: none"> • Achieve a membership renewal rate of 90% per year • Conduct a full strategic review of BSB operations and structure to reflect members' requirements 	<ul style="list-style-type: none"> • Nil • External facilitator. Est \$10,000 	<ul style="list-style-type: none"> • Board and Executive Officer only 	
<p>2011/12:</p> <ul style="list-style-type: none"> • Ensure new companies moving into the precinct are welcomed by BSB • Offer precinct information to real estate companies trying to lease space in the area • Develop a strategy to encourage the 'missing link' of membership, ie retailers • Establish a suite of membership offers 	<ul style="list-style-type: none"> • Costs for a "Welcome to South Bank" kit • Minimal • Unknown, likely nil or minimal • Nil 	<ul style="list-style-type: none"> • Low to medium • Medium to set up; low to maintain • Medium to set up (Board involvement) • Minimal 	<ul style="list-style-type: none"> • Develop "welcome" kit • Marketing campaign
<p>2010/11:</p> <ul style="list-style-type: none"> • Review membership fee structure • Report to board with recommendation 	<ul style="list-style-type: none"> • Nil • Nil 	<ul style="list-style-type: none"> • Finance sub-committee • Finance sub-committee 	

Strategic Objective: Be financially resilient

2013 S.M.A.R.T. GOAL: Business South Bank is achieving a minimum of \$20,000 of interest annually from investing BSB funds

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2012/13: <ul style="list-style-type: none"> Review and evaluate financial reserves and investment and return policy 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Finance sub-committee 	
2011/12: <ul style="list-style-type: none"> Determine a financial reserves and investment and return policy Finance sub-committee investigates and makes recommendations to the Board in relation to investment opportunities 	<ul style="list-style-type: none"> Nil Nil 	<ul style="list-style-type: none"> Board decision Finance sub-committee 	
2010/11: <ul style="list-style-type: none"> Maximise investments to achieve \$15,000 interest 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Trevor Marsden, Finance sub-committee and Board 	

Strategic Objective: Be financially resilient

2013 S.M.A.R.T. GOAL: Business South Bank is securing a minimum of two grants per year to address strategic priorities

What needs to happen to achieve 2013 goal?	Finance	Operations (incl HR)	Marketing
2012/13: <ul style="list-style-type: none"> • Submit grant applications to secure 2 grants • Prepare outcome report from successful applications 	<ul style="list-style-type: none"> • Nil to minimal • Nil 	<ul style="list-style-type: none"> • Medium to high staff time • Low to medium staff time 	<ul style="list-style-type: none"> • PR on successful applications
2011/12: <ul style="list-style-type: none"> • Submit initial grant applications 	<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Internal writer 	
2010/11: <ul style="list-style-type: none"> • Identify all BSB strategic priorities • Research what grants match BSB priorities and determine eligibility 	<ul style="list-style-type: none"> • Nil • Nil 	<ul style="list-style-type: none"> • Low • Board/medium staff time for research 	

10 APPENDIX 1

BUSINESS SOUTH BANK 2010 ANNUAL SURVEY RESULTS

Overall response rate

In 2010, surveys were distributed via a specialised survey website (survey gizmo) to our database or personally handed out at the April networking function. Via the survey website we received 60 surveys by the due date, and then a further 31 when chasing additional responses. 10 responses were handed in at the April networking function.

There were 101 respondents (77 responses were received in 2009).

The 101 respondents are comprised of:

- Full member: 38 responses
- Intermediate member: 15 responses
- Associate: 34 responses
- Anonymous: 10 responses
- Non-members: 4 responses

(in some instances there were more than one response per company)

Individual Member representation

In relation to the number of individual member organisations who responded – we received 63 responses (made the assumption that the 10 anonymous are from individual companies).

Based on BSB's 103 members this represents a response rate of 61% (2009 was 64%)

Question 1 - Rank listed developments in order of importance to your organisation and/or precinct.

Rank	2010	2009	2008	2007
1	Green space	Green space	Beautification of Grey Street	Hale Street Bridge
2	Melbourne & Grey St Intersection	Extension of BCEC	Melbourne and Grey St intersection	Grey St beautification
3	Public Transport information	Hale Street Associated Works	Hale Street Link	QPAC master plan
3	Qld Rail enhancement program	Grey Street upgrade (boulevard)	Extension of BCEC	South Bank TOD
5	Extension of BCEC	Hale Street Link	Redevelopment of the Boardwalk	BCEC extension
5	South Brisbane Riverside Neighbourhood Plan	Carparking information	Tank Street Bridge	Future of Vulture St
7	Go Between Bridge (formerly Hale Street Link)	Melbourne & Grey St Intersection	Kurilpa Structure Plan	North Bank/ Victoria Pedestrian bridge
7	Redevelopment of Boardwalk	South Brisbane Riverside Neighbourhood Plan	SW 1 development	Tank Street Bridge
9	Hale Street Associated Works	Redevelopment of Boardwalk	South Point Development	Kurilpa Plan
9	Carparking information	Shuttle loop service	North Bank	Adelaide St bus bridge
9	ABC Radio & Television	South Point Development	Vulture Street improvements	Maritime Museum/Boardwalk
9	South Point Development	ABC Radio & Television	Queensland Children's Hospital	Musgrave Park
13	SW1 Development	Public transport information	QPAC disabled access upgrade	Mater Children Hospital Development
13	Personal safety sessions	Kurilpa Bridge	Parmalat Site	
15	Bike hire scheme	SW1 Development	Maritime Museum redevelopment	

16	Queensland Children's Hospital	Personal safety sessions		
16	Maritime Museum redevelopment	Queensland Children's Hospital		
		Maritime Museum redevelopment		
		Bike Hire scheme		

Continuation of Question 1 – Respondents were asked to advise: (a) if they had 'no knowledge' on the topic; (b) if they wanted to know more information.

QUESTION 1	Has no knowledge	Would like more information
Extension of Brisbane Convention & Exhibition Centre	9	1
Green Space	4	5
Go Between Bridge	4	2
Hale Street Associated Works	3	6
Maritime Museum Redevelopment	3	13
Melbourne & Grey St Intersection	5	7
Personal Safety Sessions	2	7
Public Transport Information	4	1
Queensland Children's Hospital	6	-

Queensland Rail Enhancement Project	10	3
South Brisbane Riverside Neighbourhood Plan	14	9
South Point Development	21	6
SW1 Development	19	7
ABC Radio and Television building	7	2
Boardwalk redevelopment	6	4
Bike hire scheme	4	4
Car parking information	3	3

Question 2 – what issues are important to you or what do you think is missing (Unprompted).

Grouped topics from the below listed comments

Topic	Number of comments
Parking	19
Traffic	12
Developments/Construction	4
Post office	4
Signage	2
Safety/security	13
Green/open space	6
Public transport	7

Question 2 – what issues are important to you or what do you think is missing

Each dot point is a comment from one individual

- Greater pressure on BCC and South Bank Corp to work together on issues and areas that overlap their jurisdictions - eg Musgrave Park. South Bank too often turns its back on its surrounds.
- Personal safety of residents, workers and visitors. the management of major events.
- Taxi ranks and Taxi access to this area
- The availability of greenspace and the environmental credentials of new developments. The impact of the go between bridge on traffic flow in West End. Building restrictions in West End.
- Connection to and maintaining local community focus.
- Affordable and accessible parking. Other precincts around Brisbane offer free parking options ie James St, Bulimba, Wilston Village etc. The parking concerns within this precinct are mounting.
- Clearer signage

- Updated knowledge of all commercial residents in South bank precinct
- Parking has become a major issue
- A Myer or DJ's would be nice.
- South Bank needs much more green open space.
- I think making the precinct a beautiful place to visit during this construction period is very important and I'm glad to see that taking place. I think access to buildings and parking could be greatly improved - as a new person to Brisbane I refuse to drive into South Bank because I don't know where to park and the signage is confusing, especially with all the traffic changes. Finally, I think in certain areas there could be a better use of space. I often will be walking through South Bank and find myself completely deserted in one section and surrounded by people, shops and things to do in the next. I sometimes feel that South Bank is a whole lot of sections that haven't been pieced together yet but I can see it has the potential to be fantastic!
- 1. The retention of enough green space for community relaxation. 2. Retaining the right 'mix' of commercial retail, food and amusement facilities.
- Public Transport and Safety would be my two most important issues. Especially being a female, there are times within the area I feel quite unsafe, even during the day time. Also it is wonderful to see so many bike riders, but they are a real safety issue on the roads. Maybe something can be done as far as they have a bike lane or can only use the middle of the roads out of peak out rush time.
- Traffic system for vehicular movement in regards to Bump in/out of the Convention Centre.
- Security, access ,public transport and open space are important issues for us.
- Security Safety Upgrade of South Brisbane Station include, re paint (not pink) toilet upgrade, redevelopment of external forecourt, glass facade, external roof, cafe shopping etc Missing the following : Post Office - Australia Post Shop More Hotels 5* plus Book Shop Chocolate Shop Upmarket Gift Shops Upmarket Shopping Additional Gym Additional Deli / Fresh Fruit & Veg
- Emerging need for increased car parking with expanding attractions and offic uses.
- Support for the current SBRNP.
- How we can get more involved in the precinct.
- Finishing the urban renewal (Kurilpa Peninsula and South Point) so we have a beautiful, safe and vibrant business community

- Issues: Implementation of the Kurilpa Plan Successful management of traffic and impact of traffic using Go Between bridge Personal safety (as resident and business owner) Management of late night/early morning disruptive behaviour from people leaving bars, particularly in Grey Street Missing: User friendly atmosphere around Sth Brisbane Station and Grey/Melbourne intersection
- An important issue is security around the precinct early in the morning and late at night. Our staff are often here at odd hours during the week/weekends, and there have sometimes been security concerns - especially for the female staff.
- Post Office
- A small increase in quality retail shops and a post office.
- I think we need a post office. West end is just that bit too far to walk to in my lunch break. Loving all the new restaurants, shops, and the outdoor cinema.
- - rectification/resolution of conflict between the busway corridor and pedestrian amenity - inclusion of planning codes in the council's neighbourhood plan that enable different building typologies for infill sites, small sites etc for occupation by small
- Uneven, cracked footpaths. More grassed areas for children to run and play.
- A proper news agency. Improved security of a night time.
- I've not given this any thought
- Being an employee of the Go Between Bridge project, issues that relate to the current and future operation of the bridge are important to me. The riverside parkland planning, traffic and parking issues surrounding Montague Road, Merivale and Cordelia street. I am looking forward to witnessing this precinct develop dramatically over the coming decade.
- More information on how local firms can get involved in local projects
- Further connectivity with West End; activate river around Kurilpa Bridge = need for Parmalat to move out of the precinct; Musgrave Park Indigenous Cultural Centre needs to be delivered; Boardwalk and Maritime Museum re-developments connectivity to Kangaroo Point; shade covering for Victoria Bridge
- Regular information to tenants in regards to what is happening around the area... When Catherine was at the corp, regular emails were sent with events, information and BCEC monthly bookings. Now with Two staff in the same roll as one person, no communication is provided... Instead silly e-mails with film questions to win two tkts to the outdoor cinema is all they are capable of!!! Please stop sending e-mails that serve no purpose and provide businesses with issues that effect the runnings of a success business!!!

- Pedestrian safety as traffic increases Increased range of retail product outlets More parkland
- Parking is difficult, particularly if you work here. However public transport does help this situation, although not desirable if working late at night.
- Overcrowding of the precinct with additional residential developments being constructed and more residents moving into the precinct. Parking is a huge problem in the precinct (there is plenty of it but it's expensive particularly for workers). Traffic is also a nightmare - this may improve with the new road works opening up but that remains to be seen.
- Personal and pedestrian safety, area activation, general traffic and carpark issues and access
- Creating a sustainable business precinct
- More carparking is required
- Safety, Security and car Parking - Adequate public/reasonably priced car parking
- There is not enough parking, and the parking that is here is too expensive. The loading zone outside the Hotel is for 2 minutes, really hard to keep cars out of the zone in under 2 minutes when you have to park one and get back in time.
- Weekend night carnivals to attract more people on grey street
- more space for families to enjoy
- Access to ATMs
- Improved hospitality , entertainment venues with a river aspect
- Safety and security public transport parking Please do something to curb dangerously speeding cyclists in the South Bank precinct.
- Security of all stakeholders in working, shopping, attending the Southbank precinct. It is an address on first choice and needs to stay that way.
- Generally making the streets more pedestrian friendly. Grey street is excellent for most of its length. Melbourne street is good for about half its length but with population in the area increasing, there should be more emphasis in upgrading the environment on other streets.
- Public Transport is important and the existing service is very good. Traffic going north on William Jolly Bridge at peak hour is very difficult. Hopefully the "Go Between Bridge" will fix.
- Redevelopment activity in the precinct is very important to our organisation. We joined so that we would be informed.
- Transport both public and private vehicles. Security and safety at night

- what's important? Green space Interconnections between businesses and organisations in the Precinct Transport/parking issue
- Parking is a nightmare - the costs associated with parking in the Southbank Carpark have risen too high - lack of street parking and parking costs along with the Brisbane City Council inspectors walking up and down Grey and Little Stanley inhibit residents having visitors and people coming to the Southbank Precinct - Traffic along Grey St especially trucks from Convention Centre redevelopment building is becoming unbearable
- More cheap parking/cheaper parking. Have heard a number of complaints recently
- carparking costs
- Planned, considered growth that is sustainable, and growth that gives everyone an opportunity to access and utilise the South Bank Precinct are important to me.
- Our biggest concern is noise. South Bank is very noisy - leaf blowers, lawn mowers, tree cranes; also delivery vehicles leaving engines running, very loud music from the pub and salsa dancing on Fridays. The Designer market is unnecessary and noisy - it drives custom away. The area is missing safe walking routes at night from Little Stanley street to Melbourne street and beyond
- Parking, new developments. Rising costs of doing business in the precinct for us and our clients. Need traffic management plans that work.
- I think it could be made a destination by the addition of retail shops (as I understand the shops are to be mainly food). It would be good to see speciality shops (like egg) as it would enhance the area and more would come for that as well as to eat. NOT Chain Stores
- More convenient parking.
- An indigenous project that would bring tour groups into South Bank in off peak times (as well as peak times). Has to be a "Buy a ticket" project. Tour group organisers are only interested in outing that allow them to profit. Corroborees, bush tucker, art, history, indigenous people to talk and photo opportunities.
- Importance of ensuring opportunities, services and access for individuals with all levels of disability. Increase inclusion of people with a disability.
- Parking and access

End.

Question 3

Rank the following Business South Bank benefits in terms of value to your organisation – in terms of highest importance the ranking were as follows:

Rank	2010	2009	2008	2007
1	Belonging' to a business community network	Belonging' to a business community network	Networking Opportunities - meeting other businesses in the precinct	Networking opportunities
2	Lobbying Local and State Governments on issues relevant to Businesses and operations in the South Bank precinct	Communication and information - newsletter, Enews, website	Lobbying on issues relevant to South Bank precinct	Lobbying Local and State Governments on issues relevant to Businesses and operations in the South Bank precinct
3	Networking Opportunities - meeting other businesses in the precinct	Networking Opportunities - meeting other businesses in the precinct	Communication and information - newsletter, Enews, website	Communication and information on South Bank (monthly newsletter, e-newsletters, members briefings & updates)
4	Communication and information - newsletter, Enews, website	Lobbying Local and State Governments on issues relevant to Businesses and operations in the South Bank precinct	Belonging' to a business community network	Business partnering/ co-operative promotions
5	Hearing from interesting guest speakers	Hearing from interesting guest speakers	Hearing from interesting guest speakers	Marketing activities ('always creating' brand, website, marketing e-flyer)
6	Promoting and assisting with sustainable initiatives	Promoting and assisting with sustainable initiatives	Assisting with sustainable initiatives	
7	Special presentations/workshops on topical matters	Meeting people for social occasions	Meeting people for social occasions	
8	Meeting people for social occasions	Special presentations/workshops on topical matters	Representing members at monthly precinct police meetings	
9	Representing members at monthly precinct police meetings.	Representing members at monthly precinct police meetings.		

Question 4 – Please list other benefits in relation to Question 3 (benefits of BSB membership) (Unprompted).

- Further Networking between the marketing Dept of the Business Community Network
- Personal recommendations about precinct pearls i.e innovative people and places
- Community 'sporting' of some sorts would be great.
- Lobbying for upgrade of facilities and amenity
- Greater understanding of future developments
- Speaking . Involving with other marketing / communication managers
- Ability to support business in the precinct through knowledge sharing
- Relaxed, harmonious atmosphere
- Nice bunch of people
- Being part of a fantastic area, watch it grow!
- Understanding the variety of businesses in the district and the varying needs and interests
- South Bank Corp; BCC on parking wardens

SWOT	
<p>Strengths</p> <ul style="list-style-type: none"> • Sound platform and 'relatively' satisfied members • Financially sound and with responsible management • Professional secretariat – gets things done, continual communicator • Current standing of brand with 'aware of us' stakeholders e.g. BCC • Impressive membership • Highly diverse businesses – we have no peers • Can be a weakness – lack of diversity • BSB Board • Membership renewal rate high • Business organisation with high community ideals • Years in business and continued growing membership • Regular calendar of quality events 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of organisational resources • Limited financial scope/diversity of income • Limited capacity of risk taking • Transport/parking infrastructure challenges • Policy making capacity/lack of policy agenda • Lack of ability to penetrate member organisations (e.g. staff involvement) • Lack of definition of 'WOW' factor (unique proposition) – brand awareness • Lack of brand profile beyond membership
<p>Opportunities</p> <ul style="list-style-type: none"> • Marketplace – B2B • Second level – access to more than 8,000 employees through members • Services linked to membership • Education business alliances • Chase "gold" members • Make it compelling to be a member of BSB • Signature event (profile lift and profitability) • Geographical identification • Defining thought leadership • Creating opportunity for members • Alliances (education and cultural) • Brand promotion (through events, media, policy, place, definition) • Thought leadership (policy, advocacy, sustainability) • Training and skills • Membership "growth" 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of membership – are members happy with current services? • Inertia • Too much growth – geographic, member number • Division between South Bank Corporation and remaining precinct • Connection of precinct, parklands and BSB • Loss of quality green space • Parking and congestion • Not "sticking to the knitting"
<p>VISION Enriching the South Bank community through business BSB's role is to enrich the South Bank business community by:</p> <ul style="list-style-type: none"> • Enhancing business-to-business activity by connecting members through networking • Informing and educating members through diverse and regular communications • Promoting the South Bank precinct through a strong and public BSB brand • Investing in the professional development and skills enhancement of member employees through the BSB marketplace • Being a business thought leader on urban renewal and sustainable community 	
<p>MISSION To achieve this BSB must:</p> <ul style="list-style-type: none"> • Be the voice of the South Bank business community • Provide forums for business between members • Communicate activities/developments of interest between members • Be advocates of news and views within the precinct • Take a proactive stance on policy development • Be a valued community voice 	
<p>STRATEGIC OBJECTIVES</p> <ul style="list-style-type: none"> • Enhance member services and skills development • Engage in the business-to-business marketplace • Focus on thought leadership • Be financially resilient • Encourage brand respect through promotions 	
<p>KEY STRATEGIES</p> <ul style="list-style-type: none"> • As per S.9 	
<p>PERFORMANCE MEASURES/SCORECARD</p> <ul style="list-style-type: none"> • To be developed 	

WHERE ARE WE NOW?

WHERE DO WE WANT TO BE?

HOW DO WE GET THERE?

HOW DO WE MEASURE SUCCESS?

