



2025-2028 STRATEGIC PLAN ON A PAGE

OUR VISION IS

To be the leading champion
for businesses and
collaboration in our region.



OUR MISSION IS

To connect businesses, advocate for their
interests, and foster growth through
innovative programs and collaborative
partnerships.



WE VALUE

Advocacy - Championing for businesses
Collaboration – Partnering for success
Growth – Education and innovation

BUSINESS

ADVOCACY
+
GROWTH

MEMBERS

NETWORKING
+
EDUCATION

COMMUNITY

COLLABORATION
+
VIBRANCY

Executive Summary

Overview

Founded in 1922, the Warwick Chamber of Commerce has been a trusted voice for local businesses, fostering connections, advocating for their interests, and driving regional, economic growth.

The 2025-2028 Strategic Plan builds on this legacy, focusing on empowering businesses, enhancing community connections, and leading advocacy efforts. Guided by the values of Advocacy, Collaboration, and Growth, the plan addresses challenges and leverages opportunities to drive innovation, inclusivity, and success.

This plan positions the Chamber as a leader in championing a thriving and connected business community, ensuring meaningful impact for years to come.

Vision, Mission & Values

Vision - To be the leading champion for businesses and collaboration in our region.

Mission - To connect businesses, advocate for their interests, and foster growth through innovative programs and collaborative partnerships.

Values

- Advocacy - Championing for businesses
- Collaboration – Partnering for success
- Growth – Education and innovation

Strategic Pillars



Business

- Championing for local business by advocating for their interests and driving economic growth through innovation, support & resources.



Members

- Empowering members by fostering meaningful engagement, creating opportunities to connect & network & delivering education to enhance success.



Community

- Strengthening the community by encouraging collaboration & partnerships while supporting a vibrant, inclusive and dynamic local atmosphere.

Key Objectives & Outcomes

Key Objective	Outcomes
Business Champion and advocate to drive innovation and growth.	The Chamber is recognised as the trusted voice for local business, leading strategic advocacy efforts that enhance economic stability and growth.
Members Build connections and deliver education to empower success.	Members benefit from engaging networking opportunities and practical education that enhance skills, strengthen community ties, and drive business growth.
Community Foster collaboration and support vibrant local connections.	A cohesive and inclusive network of businesses and community groups working together to create a thriving, dynamic, and vibrant region.

Approach

SWOT - Strengths, Weaknesses, Opportunities, Threats

A strong legacy, growing membership, and solid financial controls provide a robust foundation. Addressing inconsistent attendance and member fatigue while leveraging partnerships and expanded services can mitigate threats like economic instability and member turnover.

PEST - Political, Economic, Social, Technological

Grants, policies, and government relationships shape opportunities. Local economic trends and funding sources impact growth. Networking preferences, housing shortages, and retention challenges influence engagement, while automation and digital tools enhance communication efficiency.

Consultation

Executives
Members
Business Community
Southern Downs Regional Council

Organisational Structure



Executive Roles

President - Leads the Chamber, chairs meetings, and represents the Chamber in official capacities.

Key Responsibilities:

- Chair board and general meetings.
- Represent the Chamber at official functions and advocacy engagements.
- Report quarterly to members on strategic progress and outcomes.

Vice President - Supports the President and assumes leadership in their absence.

Key Responsibilities:

- Act as deputy and assume leadership in the President's absence.
- Assist with the coordination of Chamber activities and events.
- Report quarterly to the board on member engagement and key initiatives.

Secretary - Manages minutes, correspondence, and maintains official records.

Key Responsibilities:

- Prepare and distribute meeting agendas and minutes.
- Maintain accurate records of correspondence and key documents.
- Report quarterly on administrative updates and compliance.

Treasurer - Oversees financial matters, including budgeting, financial reporting, and fund management.

Key Responsibilities:

- Manage budgets, financial reporting, and cash flow.
- Monitor and review funding sources and expenditures.
- Report quarterly to the board on financial health and forecasts.

Sub-Committees

Business Chairman - Heads the Business Sub-committee, champions local business advocacy, and supports economic growth and innovation.

Key Responsibilities:

- Attend advocacy meetings with key community and government representatives.
- Identify and address key business advocacy projects.
- Report quarterly to the board on progress and outcomes.

Member Chairman - Leads the Member Sub-committee, enhances member engagement, and coordinates networking and professional development opportunities.

Key Responsibilities:

- Plan and execute member networking and professional development events.
- Collect and incorporate member feedback to improve initiatives.
- Report quarterly to the board on engagement and activities.

Community Chairman - Oversees the Community Sub-committee, supports regional collaboration, and enhances Chamber presence in community events and initiatives.

Key Responsibilities:

- Support Chamber presence at community-led events.
- Promote collaboration and inclusivity across all regions.
- Report quarterly to the board on community connections and outcomes.

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BUSINESS



ADVOCACY & GROWTH

Championing for local business by advocating for their interests and driving economic growth through innovation, support & resources.

KEY OBJECTIVE	OUTCOME	KPI
Position the Chamber as the leading advocate for local business growth and economic stability.	The WCoC is recognised as the trusted voice for local business, driving economic stability and growth through strategic advocacy with key stakeholders.	Conduct 4 formal engagements annually with local government to discuss high-level strategy and advocate for business growth.
1. Strategy - Strengthen relationships with local government to influence decision-making. <ul style="list-style-type: none">a. Host quarterly strategic roundtable meetings with local government leaders to present key business concerns and opportunities.b. Develop a Business Advocacy Summary Paper annually to outline key priorities and solutionsc. Invite government representatives to Chamber-led business forums to facilitate open dialogue. 2. Strategy - Amplify Chamber visibility as the lead business advocate in Warwick. <ul style="list-style-type: none">a. Publish half yearly updates on advocacy progress and outcomes to members via newsletters and social media.b. Collaborate with media outlets to share key advocacy wins and local success stories. 3. Strategy - Engage members in shaping advocacy efforts to ensure business needs are met. <ul style="list-style-type: none">a. Conduct an annual business priorities survey to identify and address member challenges.b. Establish a Business Advocacy Sub-Committee to provide focused support on the business pillar, drive initiatives, and represent member interests in advocacy efforts.		
Increase business visibility and local promotion.	Local businesses gain greater visibility and access to growth opportunities, resulting in stronger community engagement, increased collaborations, and measurable business success.	Achieve a 20% increase in businesses actively participating in Chamber-led promotion initiatives and visibility programs by 2028.
1. Strategy - Strengthen existing programs and introduce new initiatives to showcase local businesses and support growth <ul style="list-style-type: none">a. Maintain and enhance existing programs that promote local businesses and drive community engagement.b. Update and promote the Chamber Member Directory to ensure accurate, accessible listings for businesses on the Chamber website.c. Launch the annual "Warwick & Surrounds Business & Careers Showcase", a new initiative to highlight local business offerings, promote products/services, and connect employers with potential employees. 2. Strategy - Facilitate access to tools and opportunities that enhance business visibility and growth. <ul style="list-style-type: none">a. Provide regular updates on grant and funding opportunities, including curated summaries in newsletters and on the Chamber website.b. Develop a business promotion resource hub on the Chamber website, offering downloadable tools such as marketing templates, media release guides, and visibility checklists.		

MEMBER



NETWORKING & EDUCATION

Empowering members by fostering meaningful engagement, creating opportunities to connect & network & delivering education to enhance success.

KEY OBJECTIVE	OUTCOME	KPI
Expand opportunities for members to connect and collaborate.	Members gain opportunities to connect, collaborate, and grow their networks, strengthening community ties.	Increase member participation in Chamber-led networking events by 30% by 2028.
1. Strategy - Drive meaningful member networking opportunities. <ul style="list-style-type: none">a. Host regular networking events across different formats, including breakfasts, evenings, and casual connections.b. Host 3 industry-specific networking events annually to provide tailored and specific support. 2. Strategy - Engage members to shape networking initiatives and strengthen collaboration. <ul style="list-style-type: none">a. Establish a Member Networking Sub-Committee to provide focused support for the Member pillar, drive initiatives, and represent member interests in connection and collaboration efforts.		
Increase memberships and enhance retention and engagement.	The Chamber expands its membership while fostering connections and engagement, creating a thriving community.	Achieve a 10% increase in total memberships and retention rates annually.
1. Strategy - Grow memberships through awareness and promotion. <ul style="list-style-type: none">a. Launch a "Member Benefits Campaign" twice yearly to attract prospective members to the Chamber, showcasing the tangible value provided (eg. advocacy, visibility, support). 2. Strategy - Strengthen onboarding processes for new members. <ul style="list-style-type: none">a. Develop a "Welcome to Warwick Chamber" onboarding pack which includes exclusive member offers.b. Formally invite new members to the next Chamber-led event to build early connections and introduce them to the business community. 3. Strategy - Recognise and reward engaged members. <ul style="list-style-type: none">a. Continue the annual "Business Excellence Awards" to celebrate member and business achievements.b. Create a referral rewards program to incentivise member growth.c. Offer paid opportunities for businesses to strongly feature in the monthly newsletter and Chamber promotions.		
Provide ongoing professional development and education opportunities.	Members access practical learning opportunities to enhance skills, grow businesses, and achieve success.	Achieve a 25% increase in member participation across professional development sessions and resources by 2028.
1. Strategy - Deliver accessible, practical training to support growth. <ul style="list-style-type: none">a. Host monthly "Lunch and Learn" sessions with expert speakers on trending topics.b. Develop a member-exclusive digital platform to store on-demand webinars and toolkits.c. Develop fee-based workshops on practical topics like recruitment, finances, and customer retention.		

COMMUNITY COLLABORATION & VIBRANCY



Strengthening the community by encouraging collaboration & partnerships while supporting a vibrant, inclusive and dynamic local atmosphere.

KEY OBJECTIVE	OUTCOME	KPI
Engage all regions within the Warwick Chamber of Commerce to strengthen collaboration.	A cohesive network of businesses across all regions, fostering stronger relationships, shared resources, and a unified approach to community growth.	Increase membership & active participation from businesses in outer regions by 15% by 2028.
1. Strategy - Engage members to shape community initiatives and strengthen collaboration. a. Establish a Community Connection Sub-Committee to represent all regions, foster collaboration, and drive initiatives under the community pillar. 2. Strategy - Extend Chamber services and presence to outer regions. a. Hold rotating Chamber meetings in Killarney, Allora, and other outer regions to strengthen local engagement and representation. b. Ensure Chamber-led events and campaigns are inclusive of all regions, highlighting participation opportunities for businesses and communities outside of Warwick.		
Drive collaboration between businesses and the community.	Collaborations between the Chamber, local schools, non-profits, councils, and community groups result in initiatives that strengthen workforce readiness, promote business engagement, and enhance local vibrancy.	Participate in 4 community-led events annually and deliver 2 workforce-focused initiatives with schools and education providers each year by 2028.
1. Strategy - Partner with schools and education providers to prepare future business leaders. a. Collaborate with schools to deliver workforce preparation workshops, focusing on job readiness skills such as resume building, interview techniques, and workplace expectations. b. Organise Business Knowledge Sessions, featuring Chamber members as guest speakers to discuss essential skills like problem-solving, teamwork, and financial literacy. 2. Strategy - Support non-profits and community groups to enhance local vibrancy. a. Establish a Chamber presence at community-led events, such as fairs, clean-up days, or markets, to showcase support for local initiatives and strengthen connections with the community. b. Promote community-driven initiatives through Chamber communication channels, such as newsletters and social media, to increase visibility and encourage business participation.		

The inaugural meeting of the Warwick Chamber of Commerce took place on 24 November 1922, marking the beginning of a long tradition of supporting and championing businesses.

As we look to the future with this strategic plan, we honour the vision of those early leaders and remain committed to driving growth, fostering connections, and advocating for businesses across the Warwick region.



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The Chamber will in the future, as in the past, give its attention to every matter that either directly or indirectly could affect the welfare of the district.

Chamber President,
A J A Moody, AGM 1927

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This strategic plan was proudly developed in partnership with Peak Potential Coaching Co, supporting businesses to achieve sustainable growth and success.

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