

DRAFT STRATEGIC PLAN
FORGING AHEAD
2021 - 2023



A message from our President

As a Board we are honoured to serve the business community of the Colac Otway region. With the impacts of Covid-19 to be felt for years to come, it is imperative that we develop and implement sustainable and measurable strategies that lead to new and innovative programs that can support a resilient and diverse Chamber membership.

The Board is committed to executing on strategies to support our local businesses as they form the foundation of a strong local economy and provide local employment across the region. Working with our community partners to ensure that the region continues to grow and prosper is a high priority and the key to this is working cohesively and productively together.

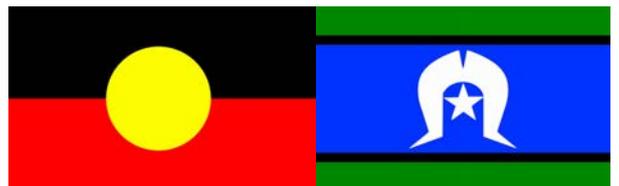
Resilience, agility and being well-informed are attributes of business success and the Chamber is well positioned to support our businesses across these themes. Recognising the challenges, tragedy and hardship that 2020 has delivered, the previous year also presented us with opportunity, and our new Strategic Plan – Forging Ahead, outlines how the Chamber has landed and what we aim to achieve - and we have hit the ground running.

The Colac Chamber of Commerce Board is made up of dedicated volunteers from a variety of professions, with varied experiences and skills. The Board is united and adamant in it's vision and dedication to the community and its passion for supporting our business sector.

On behalf of the Colac Chamber of Commerce Board

Alex McKenzie

Traditional Custodians



Colac Chamber of Commerce respectfully acknowledges the traditional custodians of this land, the Gulidjan and Gadubanud peoples of the Eastern Maar Nation Ancestors and Elders, past, present and emerging.

About the Colac Chamber of Commerce (CCoC)

Mission

The Colac Chamber of Commerce is recognised as the region's lead business partner by our Members and the local business community.

Vision

Resilient and prosperous local businesses driving a strong local economy.



Values

Leadership Innovation Collaboration Integrity Trust

How we help

CASE STUDY

A newly established business was at an impasse regarding planning requirements. The Colac Chamber was able to assist and negotiated an outcome so that the new business could have both their signage needs met and all local planning regulations achieved.



Sound Audiology Colac

How we help

CASE STUDY

An existing business was having some difficulties with a new landlord during the first wave of COVID-19. The business was unsure of their obligations and those of the landlord due to the frequently changing environment. The Chamber provided guidance for the business to source the correct information from the appropriate body, and provided support to them by being available to talk through the issues to ensure a positive outcome could be achieved.

Our Purpose

Our purpose is to contribute to the prosperity, success and economic sustainability of our region through the success of our local businesses.

We will listen, support and represent our members across all levels of government and industries and work to enhance a productive and resilient business environment.

Working in partnership with our stakeholders to achieve local and regional economic outcomes, we will proudly promote the regions capability, assets and natural beauty whilst recognising and celebrating our local business successes.



Sugar r Spice Colac

Our Principles

Our decisions and actions are underpinned by the following Principles. This will ensure that CCoC is relevant, delivers a quality service and maintains an independent and united voice that represents our members.

MEMBERS FIRST

Member value and satisfaction is paramount and supported by quality, cost effective and relevant services

ENVIRONMENTAL SUSTAINABILITY

Ensuring our actions support and nurture our environment

DIVERSITY & INCLUSION

Embracing diversity and inclusion makes us stronger, ensuring we are representative of our business community

CONTINUOUS IMPROVEMENT

Ongoing improvement of our corporate and governance performance to better support our members

QUALITY & BETTER PRACTICE

Striving for quality and better practice across our services and activities

Strategic Challenges

Economic factors, political landscape, geography, resources and people are all factors that affect the strategic landscape of an organisation, and the Colac Chamber of Commerce is no different. These are and will continue to be areas of risk that we must proactively and consciously respond to with rigour, strategy and precise execution.

With the effects of the unforeseen **Covid-19 pandemic** to reverberate for years to come, like many businesses, the Chamber has had to undergo a full **transformation** to ensure its own sustainability, relevance and efficacy. Serving our members and delivering **Member Value** is paramount and must be at the forefront of all we do.

We have responded to this challenge through our **2021-2023 Strategy - Forging Ahead**, addressing key areas such as member value, with measurable key deliverables to ensure we deliver on our value proposition and secure the long term sustainability of the Chamber.

Our Strategy outlines a number of actions across our 4 pillars of success being: **Membership Success & Growth, Advocacy & Leadership, Collaboration & Relationships, and Governance & Sustainability** - each with key deliverables, measures for success and tangible outcomes.



We will support our members to be resilient, connected, innovative and successful.

Our Key Success Indicators

777 Initiative

Provide support to our members from 7am til 7pm 7 days a week

85%

Member satisfaction rating via Annual Member Satisfaction Survey

85%

Member satisfaction rating achieved for all events and forums

85%

Capacity attendance by Members/non-members to training & development activities including, forums, information and relationship building events

Our Key Deliverables

Membership Success & Growth

- Facilitate learning and educational opportunities to increase the capability and skills of our local business sector
- Provide member events and forums that are relevant, informative and showcase both our members and our region
- Improve our overall CCoC value proposition and maximize our member offering
- Increase the diversity and number of our Membership base across all industries and sectors.

20% 

Increase representation on behalf of new & existing businesses to Council

20% 

Increase in events and forums delivered to our members

15% 

Increase in Membership subscriptions across all categories

<5%

Membership Attrition



Our Key Success Indicators

With a clear understanding of our local business and industry challenges, we will represent our members with a strong united voice.

Increase

Collaborative advocacy initiatives with business and industry

Increase

Increase in engagement from the business and community sector regarding local challenges, opportunities and partnerships

Increase

Increase in contact from members regarding strategic and operational matters affecting their business

Increase

Purposeful and effective communications with all levels of government

Our Key Deliverables

Advocacy & Leadership

- Advocate effectively on priority issues for our members
- Be the first point of contact to facilitate discussion and inquiry from our members and stakeholders
- Ensure we are informed on relevant business and socio-economic issues
- Deliver data-driven and evidence based representation on behalf of our members to our stakeholders and other relevant bodies..

We will develop and foster relationships and partnerships at a local and national level that respond to our business, economic and social environments

Our Key Success Indicators

Increase

Participation in and support of key activities events and opportunities contributing to positive economic and community outcomes.

Drive

Initiate innovative projects that support thriving businesses as well as new concepts for the Colac Otway Region.

Access

Leverage fellow Chambers' activities and initiatives to ensure our Members can access better practice, quickly and cost-effectively.

Complete

Upgrade of Website and digital capability to better support the needs of local business.

Our Key Deliverables

Collaboration & Relationships

- Foster strong and productive relationships with stakeholders, industry and business partners that deliver results for our members and community.
- Support and leverage local and regional initiatives that will deliver tangible economic and business outcomes.
- Ensure all media and communication channels are managed strategically and proactively and promote activities and services.



Implement

Co-ordinated media communications across all media platforms ensuring relevant, current and accurate information is shared with Members, community and stakeholders.

We will ensure the organisation has the right governance structure in place, operates efficiently and effectively and maintains strong financial performance

Our Key Deliverables

Governance and Sustainability

Our Key Success Indicators

20% 

Revenue increase, and revenue streams diversified to support Member activities and Chamber operations

25% 

Grant funds have been obtained to support Member development and capability

100%

Completion of Chamber sponsorship package review

100%

Board members have undertaken governance training as appropriate

- Increase revenue and external funding opportunities to support increased events and services
- Ensure our governance structure is optimised and supports efficient and effective organisational performance
- Raise the public and business community awareness of CCoC purpose, role and responsibilities.

100%

Key stakeholders were engaged in the preparation of the new Strategic Plan 'Forging Ahead' (2021-2023)

100%

Required audit, compliance and policies have been developed/reviewed.





Toy World Colac



Murray St Market Colac



Sports Power Colac



Telstra Shop Colac



Good Year Colac

Reporting and Evaluation

Deliver quarterly reports on the progress of our indicators of success.

The Chamber will implement regular reporting and a full and transparent record of performance against strategic goals and deliverables provided in the Annual Report.

This will also be available on the CCoC website.

Have your Say - we'd love to hear from you in regard to our 2021-2023 Strategy.

Talk with us, we're available from **7am to 7pm 7 days a week*** to our Members because we know managing and operating a business is not a 9 to 5 job.

talk 03 5219 3901
email admin@colacchamber.com.au
visit www.colacchamber.com.au
walk 87 Bromfield St, Colac 3250

The Colac Chamber of Commerce in our Community

OUR ACTIVITIES



The Colac Chamber of Commerce works closely with Stakeholders across the Colac Otway region and more broadly to explore opportunity and advocate on behalf of the region and its businesses. We work closely with Colac Otway Shire Council, Great Ocean Road Regional Tourism, State Government, Local Members and other local industry groups - just to name a few, with the aim of growing the capacity and capability of our business sector.

COMMUNITY INITIATIVES



The Colac Chamber of Commerce supports, funds and promotes initiatives and activities that benefit the region as a whole. This includes being a major sponsor of the "A K A Day" promotion to boost local spending and community spirit in the lead up to COVIC-19 Christmas 20, the initiative generated over 15K entries and engaged 350 businesses. We are committed to expanding our influence and impact across the community for the betterment of our Members and our local community as a whole.

QUALITY EVENTS



The Colac Chamber of Commerce proudly presents the Biennial Colac Otway Business Excellence Awards. This premier event recognises the outstanding quality and performance of our local businesses. Sponsors and businesses are showcased across the region, and further afield, shining the spotlight on the vast and varied services and products, talent and expertise across our diverse community.

GRANTS



The Colac Chamber of Commerce also supports Community Groups, Not for Profits, Sporting clubs and Charities by offering pro-bona grant writing. Many community organisations are run by volunteers who do not have the time, capacity or experience to undertake the Grants process and we have successfully obtained grants for these community groups. Contact us if you are a community group or NFP that needs support with grant writing and applications.

We Thank you

We wish to thank all of our members for their contribution and continued support of the Colac Chamber of Commerce.

We exist for our Members to ensure our thriving local business community underpins our local community as a whole.

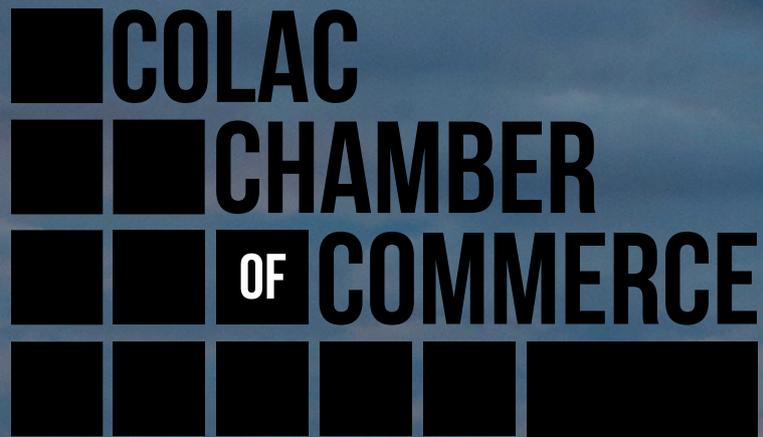
We also wish to recognise the contribution to the success of the Colac Chamber of Commerce by these partners.



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Photos courtesy
of **Phil Weymouth
Photography**
Barongarook





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