



WAGGA WAGGA
BUSINESS
CHAMBER

STRATEGIC PLAN
2026-2031



Acknowledgement of Country

The Wagga Wagga Business Chamber acknowledges the Traditional Custodians of the land on which we work and gather, the Wiradjuri people, and pays respect to Elders past and present.

We recognise the enduring connection of Aboriginal and Torres Strait Islander peoples to land, culture, community and economy, and we are committed to fostering respectful relationships that support inclusion, opportunity and shared prosperity across our region.

INTRODUCTION

ABOUT US

The Wagga Wagga Business Chamber is a community of individuals and businesses that are passionate about all things business. As a Chamber we see our role being advocacy, an enabler, a facilitator and a support network for everyone that chooses to do business in Wagga Wagga.

Established in 1936, we have a strong history of serving the Wagga Wagga business community with a focus on the region's economic prosperity.

We are a not-for-profit organisation, whose purpose is to support members at every stage of their business journey. We do this by providing networking opportunities, resources, information and education opportunities.

We are a connector of businesses and business leaders.

OUR BOARD AND STAFF



JENNIFER HAND
PRESIDENT



TIM SHEATHER
VICE PRESIDENT



KATY DAY
TREASURER



LARA TRITTON
SECRETARY



SOPHIA HILL
DIRECTOR



BEN WILLIS
DIRECTOR



CHARLES TALBOT
DIRECTOR



VICKI MEYER
DIRECTOR



STACY MOSES
DIRECTOR



SALLY MANNING
BUSINESS MANAGER



OLIVIA CROKER
MEDIA & COMMUNICATIONS
OFFICER

OUR VISION

The Wagga Wagga Business Chamber is recognised as an energetic and entrepreneurial Chamber. We are a proactive Chamber that gets results.

Business people want to be a part of the Chamber community not only for the benefits that we offer but also so they can contribute to the future of the business community in Wagga Wagga.

OUR MISSION

To empower local businesses, impacting positively on the economy by connecting, educating, recognising, and advocating to ensure a stronger future for Wagga Wagga.



OUR VALUES

INCLUSIVE

Our community is open to all businesses and those individuals passionate about business.

INNOVATIVE

Coming up with new ideas on how we can best service our community.

COLLABORATIVE

We take a combined approach to sustaining successful outcomes for our business community and our region.

OUR PRIORITIES

1 Empower businesses

2 Strengthen our business community

3 Engaging & Collaborating with Stakeholders

4 Advocate for business



1. EMPOWER BUSINESSES

We empower local businesses by providing practical support, trusted information, and opportunities to build skills, confidence, and capability. Our role is to help businesses adapt, grow, and succeed in an evolving economic environment.

STRATEGIC GOALS

Support businesses at every stage of their journey

Build capability through education, upskilling, and access to resources

Remove barriers by connecting businesses with the right information and support

WHAT SUCCESS LOOKS LIKE

Businesses contribute to a thriving local economy through participation in Chamber-led initiatives.

- Continued leadership in programs that promote and support our business economy, with increases in the number of participants in these initiatives.
- Support and facilitate collaborative business participation in initiatives that enhance economic activity and vibrancy across our region.



Increased business capability and confidence, supported by strong education and leadership pathways.

- Deliver regular education and skills-based workshops annually
- Launch and maintain a leadership program



Continued improvements and evidence-based delivery:

- Conduct annual membership satisfaction surveys
- Refresh program content annually based on feedback and economic conditions



2. STRENGTHEN OUR BUSINESS COMMUNITY

A strong, engaged membership is the foundation of an effective Chamber. Growing and retaining our membership ensures we remain representative of Wagga Wagga's diverse business community and financially sustainable as an organisation.

STRATEGIC GOALS

Grow Chamber membership across a diverse range of industries, business sizes and stages

Strengthen the value proposition of membership through relevant, high-quality benefits and services

Regularly communicate member benefits to inform current and prospective members about our value

WHAT SUCCESS LOOKS LIKE

Grow chamber membership

- Membership grows steadily year on year, across diverse industry sectors
- Maintain member retention rate of 60% per year



Strengthen the value proposition of membership through relevant, high-quality benefits and services

- Introduce or refresh at least 2 member benefits or services annually
- Achieve 80%+ satisfaction with membership value in annual member surveys



Regularly communicate member benefits

- Deliver monthly member communications highlighting benefits and opportunities
- Publish regular member success stories or case studies annually



3. ENGAGING & COLLABORATING WITH STAKEHOLDERS

Strong partnerships allow the Chamber to amplify its impact. By working collaboratively with government, industry bodies, education providers and community organisations, the Chamber can deliver better outcomes for businesses and the broader region.

Partnerships also support sustainable growth by avoiding duplication, sharing expertise and creating opportunities that no single organisation could deliver alone.

STRATEGIC GOALS

Build and maintain strong relationships with key stakeholders across government, industry and education

Support investment attraction to the City

Promote sustainable business practices and responsible growth across the local business community

WHAT SUCCESS LOOKS LIKE

Build Strategic Partnerships

- Maintain active partnerships with key stakeholders (e.g. Council, government agencies, peak bodies, education providers, industry groups)
- Deliver joint initiatives or events with partners each year



Support investment attraction

- Participate in or support investment attraction activities annually (e.g. forums, site visits, business delegations, prospect briefings)
- Provide letters of support or advocacy input for investment or development projects, that align with the Chamber's strategic priorities and the interests of its members'



The Chamber leads by example, supporting businesses to adopt practical sustainability practices that strengthen the region's future.

- Partner with at least one external organisation annually to deliver sustainability guidance to members



4. ADVOCATE FOR BUSINESS

Advocacy is central to the Chamber's purpose. By listening to businesses, we represent a united voice on issues affecting the local economy, business environment and future of Wagga Wagga. Effective advocacy is built on clear systems, trusted relationships and regular engagement with decision-makers, ensuring local business perspectives are clearly and constructively represented across all levels of government and key stakeholders

STRATEGIC GOALS

Champion and represent local business

Influence decisions through trusted leadership

Advocate for Wagga's economic competitiveness

WHAT SUCCESS LOOKS LIKE

- Implement clear systems and processes to streamline advocacy activity and reporting.
- Conduct regular business engagement to identify advocacy priorities
- Review and update Chamber's Advocacy Plan annually



- Maintain a strong presence on regional advisory groups, business roundtables and major project boards.
- Track advocacy actions and outcomes through a simple reporting framework



- Collaborate with government and community stakeholders on shared advocacy priorities
- Support or contribute to city or region-shaping projects or initiatives
- Establish and maintain a platform providing businesses with up-to-date information on major city and regional projects





FINANCIAL & RESOURCING PRINCIPLES

The Chamber is committed to financial sustainability and responsible growth. Principles include:

- Core advocacy and member services prioritised within available resources
- New initiatives considered alongside funding, sponsorship or cost-recovery options
- Responsible use of staff capacity and volunteer time

STRATEGIC RISK AND ADAPTATION

Key strategic risks include funding volatility, capacity constraints, advocacy complexity and changing member expectations.

The Board and staff will:

- Monitor key strategic and reputational risks annually
- Adjust priorities where risks or external conditions materially change
- Ensure the Chamber remains relevant, credible and sustainable.



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