



Karratha & Districts Chamber of Commerce & Industry Strategic Plan Review July 2025 - June 2028

The KDCCI Strategic Plan has been reviewed and updated for the period July 2025 to June 2028. The new Strategic Plan follows on from the previous plan that drew on extensive consultation and in-depth surveys of Members, Sponsors, Key Stakeholders, the Board and Executive Team.

After conducting a consultative workshop in February 2025, the KDCCI Board and Executive reaffirmed that the Members expect the KDCCI to fulfill four key responsibilities (Pillars), to ensure a lively and thriving business community in the Pilbara:



Connecting

businesses through events and networking opportunities



Promoting

local businesses



Advocating

on behalf of businesses and dealing with local issues



Supporting

the growth of local business through training and support services

These 4 Pillars represent the Customer (Member) facing focus of the KDCCI and have served to inform Our Purpose.



Our Purpose

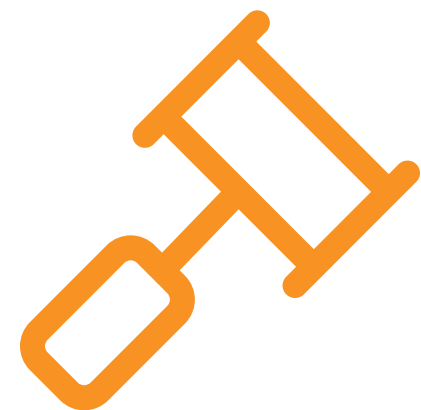
The essential business partner within Karratha and the surrounding Districts.

We **Support** and **Promote** our members through **Connection** and **Advocacy**.

The Fifth Pillar - Future

The KDCCI also requires an Internal Focus where the Board and Management work collaboratively and strategically to ensure the **Future** of the KDCCI.

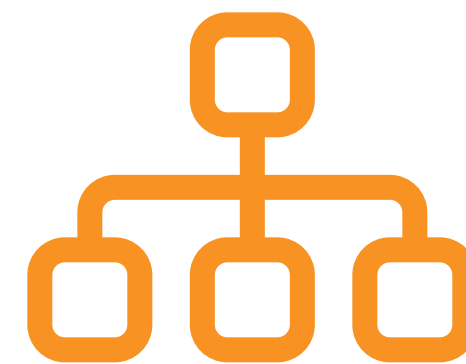
Key to this is organisational stability and sustainability, with the following key strategy and action areas identified.



Governance



Strategy



Structure



Culture

KDCCI Core Principles

The KDCCI Board and Executive, in review of the current Strategic Plan for July 2022 – June 2025, remain in support of the following 5 Core Principles.



CHAMPION LOCAL

We promote and defend our members' needs, advocating buy-local initiatives



BE RELEVANT

Providing up-to-date, relevant information we foster collaboration and trust



ACT COURAGEOUSLY

Owning our successes and mistakes, we act openly and honestly with stakeholders to deliver innovative solutions



BE PROGRESSIVE

Moving with the times we respond to market changes and our members' needs whilst adhering to our core values



EMPOWER PEOPLE

We work with our members to build capability and resilience



Connecting

businesses through events and networking opportunities

Strategy	Strategic Measures of Success / KPI's	Timeline	Owner
1 Increase the number of KDCCI Members / Sponsors annually through retention and attraction strategies	1.1 Aim for net growth of 5% per annum on existing Membership / Sponsorships numbers	Monthly reporting CEO to Board	CEO / Membership Cordinator
	1.2 In review of the Membership / Sponsorship tiers and associated pricing, forecast increased pricing 3-years in advance and aim to contract Sponsors on a three year term to align with Strategic Plan July 2025 - June 2028	June 2025	CEO / Treasurer / Board
2 Connect Members with each other and Key Stakeholders in the Pilbara	2.1 Through events, awards and service programs, regularly connect members and sponsors with Key Stakeholders that influence economic, social and environmental outcomes in the Pilbara	Monthly other than December and January	Events Coordinator / CEO



Promoting

Local Business

Strategy	Strategic Measures of Success / KPI's	Timeline	Owner
1 Development and implementation of a Communications Plan for Members and Sponsors	1.1 Provide clear, relevant and timely communication on the KDCCI's activities, events, advocacy plans and role in supporting their Members and Sponsors needs and objectives with a view to positively influence the economic, social and environmental outcomes in the Karratha and Districts area and wider Pilbara region	Ongoing	CEO / Board



Advocating

on behalf of businesses and dealing
with local issues

Strategy	Strategic Measures of Success / KPI's	Timeline	Owner
1 Collaborate with key regional stakeholders to create KDCCI Position Papers on the key advocacy issues impacting on the Karratha and Districts area and wider Pilbara region	1.1 Work collaboratively on priority issues for positive outcomes	Annual review of Key Stakeholders maintained in the KDCCI CRM. Quarterly review of Key Advocacy issues by CEO and Board	CEO / Board
	1.2 Keep KDCCI Members up to date with critical industry, legislative or policy updates that have critical impact on the economic, social or environmental outcomes	Ongoing	CEO



Supporting

the growth of local business through training and other support services

Strategy	Strategic Measures of Success / KPI's	Timeline	Owner
1 Support emerging or developing businesses with the education and training critical to help build sustainable small businesses	1.1 Continue to connect and support KDCCI members and local businesses through program delivery that upskills community members and builds capacity for smaller local businesses	Monthly other than December and January	Grow Local Program Manager / CEO
2 Support Diversity and Inclusion of under represented groups with events that connect, provide support and educate for a more sustainable business community	2.1 Convene events that celebrate Diversity and Inclusion	Bi-Monthly other than December and January	Events Coordinator / CEO
3 Support Careers Development in Schools	3.1 Convene an annual careers expo matching job ready age children in local schools with employers equipped to take on students as they exit school and enter the workforce	Annually	Aboriginal Engagement Officer / Events Coordinator / CEO
4 Support KDCCI Members by building awareness for the CCIWA support services valued at \$900 per annum* that comes with a KDCCI membership (*for businesses with less than 30 FTE's)	4.1 Collaborate with CCIWA to access quarterly reports detailing KDCCI Member uptake of CCIWA services	Quarterly	CEO



Future

ensuring organisational stability and sustainability

Strategy	Actions	Strategic Measures of Success / KPI's	Timeline	Owner
1 Board members understand their roles, expectations and responsibilities, and are held to account to these.	1.1 Review the board appointment and onboarding process to (a) ensure it aligns with the ACNC Governance Standards, and (b) incorporate a checklist of key onboarding activities.	1.1.1 100% of board members have completed an onboarding checklist, saved to BoardPro.	Revised process implemented by October 2025. All new board members to complete onboarding within 2 months of being elected.	Vice President
		2.1.1 KPIs agreed annually within 1 month of budget finalisation.	Mid-year: President & VP Annual: Board	Board
2 CEO clearly understands their role, expectations, responsibilities, KPIs, and is held to account to these.	2.1 Implement annual KPIs and a formal 6-monthly performance evaluation process for the CEO role.	2.1.2 WPRs completed 6 monthly.	June and December annually.	CEO / President



Future

ensuring organisational stability and sustainability

Strategy	Actions	Strategic Measures of Success / KPI's	Timeline	Owner
3 KDCCI is a sought-after employer, known for attracting and retaining talented staff.	3.1 Develop and implement an induction package that sets new employees up for success and aligns them with KDCCI's strategy and values.	3.1.1 100% of new starters have completed an induction checklist, on file within 1 month.	From Q1 2026.	CEO
	3.2 Implement a structured cadence for performance and development reviews, including feedback from employees and values alignment.	3.2.1 90% compliance with review schedule.	Begin implementation in Q4 2025.	CEO
	3.3 Implement a structured remuneration determination and annual review process.	3.3.1 Remuneration determination and review procedure implemented.	By end of 2025.	CEO / Board
		3.3.2 Annual remuneration review completed.	Authorised at June Board meeting.	Board
	3.4 Budget and track investment in staff training and development.	3.4.1 \geq 5% of expenses allocated to Professional Development, and spent as planned.	Annual budget cycle.	Board



Future

ensuring organisational stability and sustainability

Strategy	Actions	Strategic Measures of Success / KPI's	Timeline	Owner
4 KDCCI maintains long-term financial sustainability.	4.1 Develop a three-year membership and sponsorship pricing plan.	4.1.1 Board endorsement of 3-year plan.	Completed before June 2026.	CEO / Treasurer
	4.2 Monitor and report on key financial health indicators at every Board meeting. Board members to review these prior to each meeting.	4.2.1 Report tabled each meeting, including YTD vs budget and key financial ratios.	Monthly Board meetings.	Treasurer
5 KDCCI maintains long-term financial sustainability.	5.1 Develop a three-year membership and sponsorship pricing plan.	5.1.2 Board endorsement of 3-year plan.	Completed before June 2026.	CEO / Treasurer
	5.2 Monitor and report on key financial health indicators at every Board meeting. Board members to review these prior to each meeting.	5.2.1 Report tabled each meeting, including YTD vs budget and key financial ratios.	Monthly Board meetings.	Treasurer



Future

ensuring organisational stability and sustainability

Strategy	Actions	Strategic Measures of Success / KPI's	Timeline	Owner
6 KDCCI understands and actively manages strategic and operational risk.	6.1 Develop and maintain a risk register that identifies key risks and is reviewed regularly to monitor treatment.	6.1.1 Register completed and authorised by Board.	Initial register by December 2025.	CEO / Treasurer
		6.1.2 Risk register reviewed by Board at least 3 times per year.	Register reviewed at March, July, November Board meetings.	CEO / President
	6.2 Implement a process for managing records and controlled documents.	6.2.1 Document and records management policy implemented.	June 2026.	CEO
7 KDCCI protects member and stakeholder data and can respond to cyber incidents.	7.1 Conduct an external IT and cybersecurity audit.	7.1.1 Audit completed and corrective actions implemented.	All agreed actions to be completed by end of 2026.	CEO / Board
	7.2 Implement cyber incident response procedures.	7.2.1 Cyber incident response policy and checklist in place.	By end of 2026.	CEO



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