

## Business Plan

1<sup>st</sup> July 2023- 30<sup>th</sup> June 2024

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## Contents

Executive Summary .....	3
Mission Statement .....	3
Business Overview .....	4 - 5
Products / Services.....	6 - 8
Existing Partnerships .....	9
Situational Analysis.....	9
Community Analysis.....	9
Local Demographics .....	10
SWOT Analysis.....	12
Achievements from 2022 - 2023.....	15
Main focus areas for 2023 - 2024 .....	17
Personnel Plan .....	18 - 19
Risk Management Plan.....	20 - 21

## Executive Summary

Greenbushes Community Resource Centre (GCRC) is a not-for-profit community organisation whose aim is to provide necessary services, business and social development opportunities in a professional manner to the community of Greenbushes and surrounding areas, as required by our contract with the Department of Primary Industries & Regional Development.

The GCRC staff provides a friendly, welcoming, and inclusive environment, which offers professional services to its members, visitors, tourists and the local community. Through continued support and funding, the GCRC offers state-of-the-art equipment, first class training and conference facilities, thereby meeting the needs of its community, delivering on the Action Plan and reaching goals and objectives as set out in this Business Plan.

The Greenbushes CRC Management Committee is comprised of community representatives who are elected annually. This Business Plan has been developed with input from stakeholders, staff and the Management Committee. GCRC is confident this Business Plan will provide necessary business and social services, developing partnerships, achieving our goals and taking advantage of any new opportunities as and when they arise, meeting and delivering to the needs of our community.

This Business Plan provides an overview of the services and programs that will be provided, implemented, and developed during the 2023-2024 financial year including a summary of the 2023-2024 financial year's programmes and services.

This 2022-2023 Business Plan has been endorsed by the Greenbushes Community Resource Centre Management Committee at the 22<sup>nd</sup> August 2023 committee meeting.

Signed: .....  
(Chairperson)

Dated: 25/08/2023.

## Mission Statement

***To provide a service in the Greenbushes-Balingup region assisting the community with access to opportunities in education, communication, training, employment, business enterprise, tourism services and community development programs.***

## Business Overview

The Greenbushes Community Resource Centre (GCRC) is located on Blackwood Road, the main street through the business district of the town. The current premises are leased on a peppercorn rental from Talison Lithium Pty Ltd, a mining company in Greenbushes. The centre is a not-for-profit and a non-government organisation, community managed, and incorporated organisation. The organisation constitution is regularly reviewed and updated by a volunteer management committee to ensure that our aims and objectives meet our organisation, legal and contractual requirements.

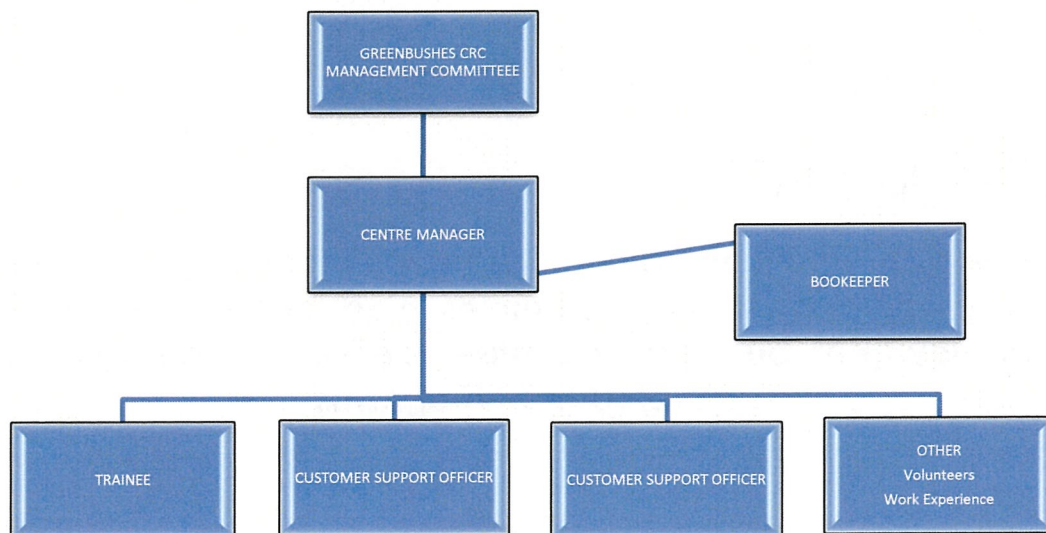
In the first half of 2022, the Greenbushes CRC had a restructure and created two part time Customer Support Officer positions. These positions were for a period of 12 months with the possibility of being made permanent and we are happy to announce that the positions were made permanent in June 2023 with the continuation subject to CRC contracts/funding.

As of July 2023, the CRC centre is staffed by a Centre Manager, 2 x Customer Support Officers, Bookkeeper, and a Trainee with input from community volunteers and work experience students.

A Management Committee is elected annually from within the local community to oversee the GCRC. It has a consistent membership base of individuals, community groups and businesses.

The operating hours are Monday to Friday 10am-3.00pm (closed on Public Holidays).

The current structure chart is as follows:



Under the overarching guidance of the mission statement, our objectives are to deliver the outcomes and requirements of the Department of Primary & Regional Development mission to build the capacity of local communities, deliver services and information on behalf of the government and other agencies relevant to the community, develop partnerships and business opportunities for the benefit of the community, increase the profile of the Community Resource Network whilst developing a high standard of governance and management at GCRC. The committee ensures there is continuous improvement in developing efficient and effective methods of operation combined with strong financial management, ethics and accountability.

## Memberships

The Greenbushes Community Resource Centre provides a variety of membership packages: Concession card holder, Individual, Family (up to 5 family members), Kids/Youth, Business, Community Group or Club membership.

The table below outlines what benefits the membership levels offer:

Membership type	12 Months:	6 Months:	Member Discount on most CRC events	Member Discount for Advertising in CRC Newsletter	Member Discount on Room Hire	Waiver of After Hours Room Hire Surcharge
Business	<b>\$51.00</b>	<b>\$35.00</b>	Yes	Yes	Yes	No
Family (up to 5 family members)	<b>\$45.00</b>	<b>\$25.00</b>	Yes	Yes	Yes	No
Individual	<b>\$20.50</b>	<b>\$15.50</b>	Yes	Yes	Yes	No
Concession	<b>\$12.50</b>	<b>\$10.50</b>	Yes	Yes	Yes	No
Community Group or Club	<b>\$12.50</b>	<b>\$10.50</b>	Yes Also have special rate for Community Groups	Yes	Yes	Yes
Kids/Youth Club	<b>\$10.50</b>	<b>\$8.00</b>	Yes	Yes	Yes	No

These prices came into effect on the 10<sup>th</sup> August 2022

## Products / Services

The Greenbushes Community Resource Centre provides a variety of services & products including:

### **Business Services**

- Photocopying
- Laminating
- Internet Access
- Faxing (Local & International)
- Advertising events
- Community Voucher Scheme
- Newsletter Printing
- Business Cards & Flyers
- Career Development
- Work Experience Opportunities
- Resume Writing

### **General & Contract Services**

- Government Information Service
- Department of Human Services access point
- Greenbushes & Balingup (Community Newsletter)
- Community Development projects
- Public notice board
- Serviced Meeting Room Hire
- Planet Ark Cartridge Recycling
- Department of Veterans' Affairs

### **Communication Services**

- Internet Access & Wi-Fi
- Videoconferencing
- VOIP
- Skype / Facetime / Zoom / Teams
- Telehealth

### **Community Services**

- Shire of Bridgetown-Greenbushes Satellite Library
- Online assistance for Shire BG Hall Bookings and Payments
- Shire BG Notice Board
- Community Notice Board
- Health & Wellness room hire
- Website & Facebook access
- Room hire
- Emergency Centre for Department Fire & Emergency Services
- Meeting room – Community Committees
- Community Bus events booking
- TransWA Ticketing
- IT Support & Training
- Community Pantry
- Crafters Gift Shop

- Test & Tagging
- Equipment Hire
- Serviced Office Space
- Secretarial Services
- Scanning
- Shredding / Guillotining
- Digital Camera / Phone downloads and printing
- Room Hire
- Volunteer Opportunities
- Document / Flyer Design
- Document Binding
- University Exam Supervision

- Craft Club & Activities
- Book Club & Activities
- Mobile Muster Recycling Point
- School Holiday Programs
- Greenbushes Community Shed

### **Education Services**

- Computer and Internet Training
- Cert III/IV Traineeships
- Lifestyle & leisure courses
- First Aid Courses & training
- Other accredited courses
- School based work experience
- Work for the Dole placements

### **Information**

- Services Australia - Centrelink & Medicare
- Child Support
- Employment
- Seniors Card
- Tourist Information
- Health & Mental Health Services
- Department of Veteran Affairs

### **Health Services**

- Health & Wellness Information
- Telehealth access



46 Blackwood Road, GREENBUSHES WA 6254  
Contact: [reception@greenbushescrc.net.au](mailto:reception@greenbushescrc.net.au) or 9764 3575

## FEES & CHARGE 10th August 2022

GREENBUSHES CRC MEMBERSHIP*			
	12 Months	6 Months	
Individual	\$20.50	\$15.50	
Concession / Community Group or Club	\$12.50	\$10.50	
Family (covers up to 5 family members)	\$45.00	\$25.00	
Kids/Youth Club	\$10.50	\$8.00	
Business (small)	\$51.00	\$35.00	
Corporate Membership	\$160.00	\$110.00	
<i>*Membership Advantages: Members will receive discount on the CRC services, room hire and on some of the training, workshops &amp; events that the CRC offer.</i>			
CRC SERVICES			
EFTPOS available from 1.9% processing fee	PER	MEMBERS	NON-MEMBERS
<b>COPY/PRINT – BLACK AND WHITE*</b>			
A4 Single sided	each	\$0.40	\$0.60
A4 Double sided	each	\$0.60	\$0.80
A3 Single sided	each	\$0.80	\$1.00
A3 Double sided	each	\$1.00	\$1.20
Supplied own Labels	each		
<b>COPY/PRINT – COLOUR*</b>			
A4 Single sided	each	\$0.80	\$1.00
A4 Double sided	each	\$1.00	\$1.20
A3 Single sided	each	\$1.20	\$1.40
A3 Double sided	each	\$1.40	\$1.60
<i>*For Bulk Printing – please contact us for a price</i>			
<b>PAPER – COLOURED PAPER/CARD</b>			
A4 Coloured paper	Extra	\$0.10	\$0.20
A4 Card	Extra	\$0.50	\$0.60
<b>COMPUTER USE WITH INTERNET (Free for Government Services)</b>			
Per 15 minutes - unassisted		FREE	\$2.50
Per hour - unassisted	hour	FREE	\$9.00
Half Day - unassisted	hour	\$10.50	\$15.50
Full Day - unassisted	hour	\$15.50	\$20.50
Own laptop using WIFI per 15 minutes - unassisted	hour	FREE	\$2.50
Own laptop using WIFI per hour - unassisted		FREE (for 1 hr)	\$5.00 / hr
		to \$15.50/day	to \$21.00/day
<b>COMPUTER USE WITHOUT INTERNET (Free for Government Services)</b>			
Per 15 minutes - unassisted		FREE	\$1.50
Per hour - unassisted	hour	FREE	\$3.50
Half day (3.5 hrs)	hour	\$4.50	\$8.50
Day (CRC open hours)	hour	\$6.15	\$10.20
<b>EMAIL</b>			
Email sent by staff	each	\$2.00	\$3.00
<b>SCANNING</b>			
Document scanned to USB/ emailed	Per Scan	\$2.00	\$3.00
<b>SECRETARIAL SERVICES</b>			
Typing / document creation / Resume Writing / Business Cards		FOA	
<b>IT SUPPORT / SERVICES</b>			
One on one Support in PC, Mac, Laptops, Tablets, Phones and other devices.	One hour free support per year		FOA
	Subsequent hours	FOA	
<b>FOLDING</b>			
Folding	page	\$0.05	\$0.10
<b>GUILLOTINE</b>			
Guillotine – per page	each	FREE	\$0.05

Greenbushes Community Resource Centre  
Business Plan 2023-2024

FAXING			
Sending – within Australia (includes fax confirmation sheet)	Per Fax	\$2.00	\$3.00
Sending – within Overseas (Includes fax confirmation sheet)	Per Fax	\$3.00	\$5.00
Receive 1st page (in black and white)	page	as per printing/copy prices above	
LABELS			
B/W	page	as per printing/copy prices above	
Colour	page	as per printing/copy prices above	
LAMINATING			
A4 sheet	each	\$1.50	\$2.50
A3 sheet	each	\$2.50	\$3.00
Business card pouches	each	\$0.50	\$0.70
CONSUMABLES			
we sell DVDs,CDs,USB's and A4 ream of 80 gsm paper.			FOA
PHOTO PRINTING (using our photo paper – please ask for discounted rate if using own photo paper)			
A5 - B/W	each	\$1.50	\$2.00
A4 - B/W	each	\$2.50	\$3.00
A5 - Colour	each	\$2.00	\$3.00
A4 - Colour	each	\$3.00	\$4.00
SPIRAL BINDING			
Small up to 50 pages	per book	\$4.00	\$5.50
Medium 50 - 100 pages	per book	\$6.00	\$7.50
Large 100 pages +	per book	\$8.00	\$9.50
Colour card	per sheet	\$0.65	\$0.75
Clear cover	sheet	\$0.55	\$0.60
NEWSLETTER ADVERTISEMENTS (The Greenbushes-Balingup Newsletter is produced monthly)			
Business Card - 1 issue		\$20.50	\$25.50
Business Card - 6 issues		\$92.00	\$102.00
Business Card - 12 issues		\$105.00	\$155.00
A6 (1/4 Page) - 1 issue		\$41.00	\$51.00
A6 (1/4 page) - 6 issues		\$145.00	\$155.00
A6 (1/4 page) - 12 issues		\$255.00	\$265.00
A5 (1/2 page) - 1 issue		\$62.00	\$75.00
A5 (1/2 page) - 6 issues		\$245.00	\$255.00
A5 (1/2 page) - 12 issues		\$400.00	\$420.00
Full Page - 1 issues		\$125.00	\$140.00
Full Page - 6 issues		\$565.00	\$575.00
Full Page - 12 issues			FOA
ROOM HIRE - INCLUDING EQUIPMENT USE & KITCHEN FACILITIES			
Please See Room Hire Agreement for the details			
We print, copy, fax, scan, email, laminate, run workshops and training course, are a agent for TRANSWA, have a library & book swap service, a Services Australia access point, offer room hire, video conferencing and much more. For more details please see our friendly staff.			



## Existing Partnerships

The GCRC has several contracts, agreements and Memorandum of Understanding with the following:

- Department of Primary Industries & Regional Development
- Services Australia (Annual Contract)
- Department of Veterans' Affairs (Annual Contract)
- Talison Lithium Pty Ltd (peppercorn lease)
- Australian Electoral Commission (Use of Premises)
- TransWA (Annual Contract)
- Shire of Bridgetown-Greenbushes (MoU)
- Community Groups (Membership)
- Members (Annual Renewal)
- Australia Post Our Communities (Grant Funding)
- Bridgetown Medical Centre (Flu Clinic service)
- Belles CWA Greenbushes (MoU)
- Greenbushes Aged Community Committee Inc. (MoU)
- Greenbushes Community Shed, shed usage (MoU)
- Grow Greenbushes (MoU)
- Greenbushes Community Garden (MoU)
- Greenbushes Acoustics (MoU)

## Other partnerships:

- Talison Lithium
- The Apprenticeship Community
- Greenbushes Tidy Towns
- Grow Greenbushes
- Greenbushes Aged Community Committee (committee member)
- Jobs South West (training & mentoring)
- Belles CWA Greenbushes (committee member)

## Professional Memberships:

- WA CRC Network
- Linkwest

## Situational Analysis

### **Community Analysis**

Greenbushes is in the heart of the South West of WA, within the Shire of Bridgetown-Greenbushes and consists of some 630 people with a total of approximately 4,500 residing in the Shire. The Greenbushes CRC also services North Greenbushes, Balingup (248 sq.km), Mullalyup (401 sq.km) and Kirup with a combined population of approximately 1900 people. Mining, timber milling, agriculture, vineyards, tourism, and businesses servicing these industries are the main contributors to the economy of the area.

Since its inception in 1995 the organisation has adapted and expanded the range of services it provides to meet changing community needs. It has introduced programs to appeal to varied age groups including seniors, men, women and youth. Retirees also play an important role in the community and therefore economy of Greenbushes, contributing to a significant portion of the population.

The towns of Greenbushes, Balingup, Mullalyup and Kirup are small, relatively isolated rural communities which do not have large retail or business centres. Residents of these towns must travel to the larger centres of Donnybrook and Bridgetown to access shopping, business and medical facilities. Greenbushes residents are provided with a Shire-subsidised bus service to Bridgetown to access shopping and other needs. Some areas of the Greenbushes, Balingup and Mullalyup district do not have full internet access. Therefore the GCRC plays a vital role in providing communication links and access to State and Federal Government services such as Centrelink, as well as internet access, business support services and library services.

The GCRC aims to provide services which are relevant to all age groups but in particular to people seeking to learn new skills such as community groups, seniors, young people, and local people starting new business enterprises from home and other individuals. Past initiatives include iPad training, computer training and access to teleconferencing for interviews, WA Telehealth link-ups with specialists, HR training opportunities for employees at the local mining operation and IT support and training.

The establishment of a partnership with the Shire of Bridgetown-Greenbushes means the local community receives access to Shire services including: a satellite library service, payments for rates, access to up-to-date Shire-related notices and first contact point for dissemination of information to the community in the event of emergencies such as bushfires. These arrangements are in addition to a full range of internet, computer and business functions already provided for the community by the CRC.

## **Local Demographics**

### **Greenbushes Demographics**

In the 2021 Census the medium age for a person residing in the Greenbushes townsite was 52 years old. The Census showed 365 people residing in the Greenbushes town-site.

15% of the population were children aged between 0-14 years and 46% people were persons aged 55 and over.

19% people over the age of 15 were not in the workforce. The majority of both males and females in the workforce were in the Mining industry.

### **North Greenbushes Demographics**

In the 2021 Census the medium age for a person residing in North Greenbushes was 49 years old. The Census showed 174 people residing in North Greenbushes town-site.

13% of the population were children aged between 0-14 years and 39% people were persons aged 55 and over.

10% people over the age of 15 were not in the workforce. The majority of males in the workforce were in the Construction industry and females in the Accommodation and Food Service industry.

### **Balingup Demographics**

In the 2021 Census the medium age for a person residing in the Balingup was 56 years old. The Census showed 280 people residing in the Balingup town-site.

10% of the population were children aged between 0-14 years and 51% people were persons aged 55 and over.

16.7% people over the age of 15 were not in the workforce. The majority of males the workforce were in the Mining industry and the females was in the Education and Training Industry.

## SWOT Analysis

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Extended multi-purpose space and facilities</li> <li>• Links to Balingup and surrounding communities</li> <li>• Access and facilities for people with disabilities</li> <li>• Staff experience, qualifications &amp; expertise</li> <li>• Service provisions and excellent customer service</li> <li>• Emergency Response Centre for Shire</li> <li>• Traineeships</li> <li>• Links to Community - networks working together</li> <li>• Caring compassionate attitude towards clients</li> <li>• Strong rapport with Talison Lithium Pty Ltd</li> <li>• Stability of committee</li> <li>• School holiday programs</li> <li>• Main road frontage/location</li> <li>• Travel booking services</li> <li>• Good financial management &amp; stability</li> <li>• Corporate knowledge (committee)</li> <li>• Newsletter - great promotion and exposure</li> <li>• Library Services</li> <li>• Production for charity by Craft Club</li> <li>• Good assets and resources (modern equipment)</li> <li>• Development of Community Shed</li> <li>• Capacity to identify &amp; attract new opportunities</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Distance across the communities we serve</li> <li>• Finite staff availability and time vis-à-vis potential involvement &amp; participation in events</li> <li>• Funding limitations for Newsletter</li> <li>• Turnover / loss of Centre Manager(s)</li> <li>• Ongoing training for staff/volunteers within close proximity and at a cost-effective price</li> <li>• Loss of internal IT expertise</li> <li>• CRC needing to cater to all community needs</li> <li>• Revenue from services</li> <li>• Perceived membership benefits</li> <li>• Restricted opening hours</li> <li>• Turnover of Trainees</li> <li>• Funding for Customer Support Officer Positions.</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growing knowledge of Centre Manager</li> <li>• Increasing participation from Balingup</li> <li>• Participation from rural families located outside the town site</li> <li>• Develop new range of Economic/Business development initiative/events</li> <li>• Develop new Social Development initiatives/events.</li> <li>• Develop information &amp; business services</li> <li>• Increase provision of services and agencies to the community</li> <li>• Work for the Dole placements through agencies</li> <li>• Work for the Dole placements through Centrelink</li> <li>• Work experience opportunities</li> <li>• Recognition in the community as a centre of expertise and activity</li> <li>• Delivery/opportunities for training</li> <li>• Interest/Lifestyle courses/columns</li> <li>• Involvement with local Primary Schools</li> <li>• New revenue streams to offset computer/internet in home</li> <li>• Rural In Reach opportunities to grow our community participation</li> <li>• Recruitment and clearly defined roles for volunteers</li> <li>• Room Hire</li> <li>• Increased revenue from Conference room hire</li> <li>• Health &amp; Wellness room hire</li> <li>• Community Shed development and engagement</li> <li>• Gift shop commission and coffee machine sales</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Withdrawal of funding &amp;/or loss of long-term funding</li> <li>• Loss of quality staff or Committee members</li> <li>• Increase in overheads/costs, e.g. Building maintenance/operational costs/wages/no CPI increases</li> <li>• Mine closure / reduction in operation to support local community and businesses</li> <li>• Non-renewal or reduction of current contracts</li> <li>• Increasing competition from other community groups.</li> <li>• Lockdown of services due to Pandemics (i.e. COVID-19)</li> <li>• Other business and/or community groups offering the same services</li> </ul>

As a result of this analysis the GCRC Management Committee are planning in the long term for the sustainability of the CRC to ensure these issues are acted upon. This review will enable the CRC to build on strengths, improve on and minimise weaknesses and take advantage of opportunities as and when they arise.

The main **Strengths** of the Greenbushes CRC have been identified as:

**1 Wide community reach and inclusion across Shires**

The size and isolation of the two communities we service, Greenbushes and Balingup, presents a strong case for the long-term sustainability of the GCRC. Both towns are the smaller communities within different large Shires and as such share many of the same challenges such as distance from goods and services and isolation. Both communities are also comprised of rural and town-based residents. This mix requires a wide range of information and services to be delivered. Demographic figures also indicate that in the Greenbushes community the unemployment rate is above the State average which means that CRC programmes and training will be critical in assisting people to re-enter the workforce or to participate in training or skills development. Statistics also indicate Greenbushes has a higher-than-State-average number of seniors. This higher-than-average ageing factor in the community will drive increased need for local, related facilities and services.

**2 The stability and strength of the committee and staff**

The GCRC has highly experienced personnel with the expertise required to provide sound financial, operational governance and management. Strengths in the areas of Financial Management, Administration, Customer Service and Centre Management have ensured the GCRC has the right team to deliver on this business plan and increase the profile within its community.

However, the Greenbushes CRC's **Strengths** are reflected in its **Weaknesses** with the possibility of loss of essential staff and the eventual change of Trainees. The risk associated with these weaknesses has been identified and addressed within the Risk Assessment, Personnel Development and Succession Plans where possible.

Distance across the areas we service could be a barrier to increasing participation by these residents. Although Balingup is only 10 minutes away from Greenbushes by road it does require own transport for access to the GCRC. Likewise the small communities of North Greenbushes, Mullalyup and Kirup are predominantly agricultural areas thus starved of free time and challenged by distance to participate in opportunities.

The **Strengths** of the CRC provide prospects for the development of additional services supported by the skills and expertise of personnel as well as the developing infrastructure.

The main identified **Opportunities** for the GCRC are:

### **1. Health and Wellness**

Opportunities for development of services are available with the conversion of kitchen space into a Health and Wellness room. This is such a huge opportunity to increase the CRC's profile and provision of services locally. There is currently nowhere within Greenbushes providing this type of space with the added benefit of staff to help and maintain bookings. Residents visiting the Centre for the Health and Wellness facilities often utilise other services available at the CRC.

This facility has been used for a Skin Cancer Clinic, Doctor consults and a Flu clinic.

A local beautician is now offering an appointment based service out of the Health and Wellness room.

### **2. Community Shed**

Through the cooperation and generosity of local stakeholders, the CRC has established a Community Shed within the grounds of the CRC. Applications for funding opportunities to enable further development of the Shed and the purchase of resources continue to be sought. With the lack of employment opportunities in town, combined with an ageing community, the CRC and Committee members recognise the need for a Community Shed and in particular men's related programs to engage and encourage men within Greenbushes and surrounding areas to join groups and participate in activities.

In conclusion, the GCRC through its strategic goals of supporting personnel; expanding infrastructure; careful management of finances; providing flexibility; and strong creative leadership is well-placed to meet the future needs of Greenbushes, Balingup and the smaller communities it currently serves.

## Achievements from 2022 - 2023

Significant achievements in the 2021-2022 financial year included:

- The offering of a traineeship to a local member of the community in “*Certificate III in Business*”.
- Successful application for grants which allowed us to offer mentoring to our “*Certificate III of Information technology*” trainee, more programs and purchase much needed IT equipment.
- The GCRC School holiday programme for local children had continued success with wonderful feedback and community support.
- Continued use of Health and Wellness room which has the continued services of a local beautician.
- Increased Facebook interaction & updating of both Facebook & the CRC website.
- Regular one on one technology training and support for members of the community.
- Improved CRC IT backup processes, expertise, and upgrades.
- Continued community participation in a monthly CRC Book Club, and weekly Craft Club.
- Creation of a weekly Pilates class in Greenbushes to support a local new business opportunity with fantastic local community support.

## The main focus areas for the 2023-2024 financial year will be to:

- Act as a Government and Community Information Service Point by providing the local community with easy access to government information.
- The continued running of the Crafters gift shop within the CRC to support and promote local Crafters.
- Helping to develop business opportunities for businesses in and around Greenbushes.
- Encourage volunteering at the CRC through the unemployed, work for the dole, job seekers and other members of the community, and offer work experience in collaboration with the local high school, and other job-training opportunities.
- Continuation of the traineeship program and with the hope obtain funding to offer another Traineeship in mid-2024.
- Promotion of Test and Tagging service and Coffee Machine as income for the CRC.
- Develop and maintain positive referral relationships with organisations who seek to support business development.
- Encourage existing and new social development referral relationships and activities through the year including focus on Mental Health, Health and Wellness and Food educational programmes.
- Aim to continue be the 'information hub' for providing access to up-to-date community information, activities, events and festivals through newsletter, website, and social media such as Facebook and community notice boards.
- Continually and productively look for new opportunities to serve the community and to provide services and income to the CRC.
- Continue to build on Health and Wellness facilities and programs;



## Personnel Plan

Name	Position	Qualifications / Experience	PD focus (linked to Action Plan activities)
Alan Matthysen	Chairperson	Local resident/employed locally Diploma Frontline Management Diploma Project Management Fitter Trade Certificate Manager Infrastructure and Site Services Local resident	Governance; Financial Reporting; Social Outcomes; Community Growth:
Irma Lachmund	Vice Chairperson	Local resident Former government contract manager Legal Background Certificate IV Small Business Management Certificate IV Training and Assessment Greenbushes Community Garden Coordinator Treasurer Grow Greenbushes Secretary CWA Greenbushes Belles	Governance Social Outcomes; Community Growth
Trevor Stallard	Treasurer	Local resident and retiree Served 12 years as a Serviceman. Previously run local business for 19 years and then worked locally for 15 years	Governance. Financial Reporting; Social Outcomes; Community Growth:
Debbie Walsh	Secretary	Bachelor of Arts English (Major-Journalism) Diploma of Education Secondary Apply First Aid Public Relations Office	Newsletter; Grants; First Aid;
Jolene Matthysen	Committee Member	Local resident/employed locally Cert IV Business Administration Senior First Aid Cert III in Customer Service	Social Outcomes: Community Growth
Position Currently Vacant	Committee Member	Position Currently Vacant	Position Currently Vacant
Nicole Ward	Centre Manager	30 plus years' experience in Frontline Management and Admin roles for both government and NFPs. Certificate IV In Frontline Management Certificate III in Business Certificate III In Education Support Apply First Aid Mental Health First Aid Secretary Greenbushes Aged Care Committee Support Officer for Bridgetown Volunteer Fire & Rescue	CRC networking; Business Development; Grant writing & acquittals; Customer service; Newsletter; Organising of events programs, workshops including school holiday program workshops; Administration; Hands on training for delivery of community services;
Julie Russell	Bookkeeper	Local business owner & resident MYOB Diploma in Accounting Treasurer - Greenbushes Aged Community Committee Mental Health First Aid	Financial reporting; Governance;
Cynthia Matthysen	Customer Support Officer	Local business owner & resident Volunteer Greenbushes Aged Community Committee member Mental Health First Aid 30 plus years' experience in Frontline Admin roles Certificate III in Transport & Distribution Testing & Tagging of Electrical Equipment	Customer service; Support with the organising of events programs, workshops including school holiday program workshops; Administration; Newsletter; Hands on training for delivery of community services;

Greenbushes Community Resource Centre  
Business Plan 2023-2024

			Social Outcomes; Growing Local Business Community Growth Newsletter;
Caroline Daws	Customer Support Officer	Local business owner & resident Mental Health First Aid 30 plus years' experience in Frontline Management and Admin roles	Customer service; Support with the organising of events programs, workshops including school holiday program workshops; Administration; Newsletter; Hands on training for delivery of community services; Social Outcomes; Growing Local Business Community Growth Newsletter;
Sylinda van Amerongen	Trainee	Local resident 30 plus years in the Hospitality industry Local School Board Committee member Parent Representative of the Perth Childrens Hospital board Certificate III in Education Support Apply First Aid Epilepsy Seizure Management Training	Customer service; Administration; Social Outcomes; Support with the organising of events programs, workshops including school holiday program workshops;

<b>Risk Management Plan</b>	<b>Likelihood of occurrence<sup>1</sup></b>	<b>Severity of occurrence<sup>2</sup></b>	<b>Risk rating<sup>3</sup></b>	<b>Actions to address</b>
<b>Financial Risks</b>				
Liquidity and cash flow risk: Not enough funds to cover expenses	Low	High	Medium	Unlikely
Revenue source risk: overly reliant on funding from Government Departments, reliance on one funding source	Medium	High	High	Continue sourcing alternative funding opportunities Establish business partnerships for increased revenue opportunities
Fraud Risks: staff and volunteers misappropriating funds	Low	High	Low	Staff Police checks & induction processes Regular financial checks & reporting
Decreased revenue from funds invested	High	Medium	Low	Stay informed of status of funds
Non-compliance of GST requirements	Low	Medium	Low	Bookkeeper employed, regular reports to committee, annual audit
Non-compliance of funding body requirements jeopardising continuing funding	Low	High	Medium	Ensure acquittals completed and reporting in a timely manner
Approved signatory list	Low	Medium	Low	Authority table regularly reviewed
<b>Strategic Risks</b>				
Changes in funding body rules for distributing funds for particular sectors or programs	Low	High	Medium	Continue sourcing alternative funding opportunities, seek business partnerships for increased revenue opportunities
Inadequate management performance by Management committee and Centre manager leading to unclear strategic direction	Low	Medium	Low	Regular committee meetings, Maximise opportunities for Coordinator to develop programs Committee involvement in Business Plan
Inadequate identification of Centre Manager's role in risk	Low	Medium	Low	Staff/committee involvement in Strategic Planning
<b>Hazard Risks</b>				
Occupational Health and Safety Risk	Low	High	Medium	Update OH & S plan, implement actions from plan, induction training, staff First Aid Training
Security of staff onsite or offsite	Low	High	Medium	On-going security training to staff. Update Procedures Manual
Facility risks with old and/or unsafe facilities not suited for your activities	Low	Low	Low	Addressed in extension and business plan
<b>Operational Risks</b>				
Lack of succession planning for staff	High	Medium	Medium	Continue recording procedures of tasks of front office staff and general business procedures, employment of Trainee, update Succession Plan
Lack of accounting and financial control practices	Low	Medium	Low	Bookkeeper employed Monthly financial review, Annual Audit, Health Check
Over extension – taking on too many projects with the risk of not enough qualified staff to deliver	Low	Medium	Low	Address succession planning Centre Manager focus on key deliverables and delegate to CSOs and Trainee to increase skills base Prioritise. Increase volunteers
Contractual Risk: the risk of non-compliance with contracts.	Low	Medium	Low	Ensure required reporting & other contractual requirements in a timely manner
Security of assets risk: illicit use/theft	Low	Medium	Low	Update Procedures Manual
Legal risk: not complying with legislation relevant to operations	Low	High	Medium	Committee responsibility Ensure documentation & other legislative requirements conducted in a timely manner
IT and data loss risk	Low	Medium	Low	Maintain backup procedures including cloud based backup.

				Training of Trainee, CSO's and Centre Manager in day-to-day IT requirements; IT Consult Services through local provider
Employee termination leading to disputes	Low	Medium	Low	Expectations and Job descriptions in place Frequent performance reviews, counselling
Competitors - leading to loss of participants/clientele	High	Medium	Medium	Positive outcomes e.g. Start-up of Belles CWA, Stinton Gardens → community confidence, enhanced services
Privacy risk leading to a breach of privacy	Low	Medium	Low	Staff induction procedure and completion of confidentiality statements by all staff and volunteers.
Harassment risk	Low	Medium	Low	High desk partition between visitors and staff, minimum two employees or volunteers on site, policies & procedures manual, staff induction

## Succession Plan

An overview of the key strategies is outlined below.

### Staff Succession Strategies:

- Regular performance reviews and subsequent feedback to staff
- Ensure positive, constructive, fulfilling work environment for staff
- Identify staff skills gaps and address through training and PD
- All staff members to have a current contract including up-to-date job description.
- Financial support for staff skills development
- Continuous employment of trainee up to 25 hours per week.
- Centre Manager continues to develop combination of Training & Development workshops for income
- Promote skills-sharing between staff
- Procedures & "How to do" documentation developed for equipment & regular tasks

### Management Committee Succession Strategies:

- Provide committee members with governance and skills development & Professional Development training to assist them in their Management role.
- Identify gaps in committee skills, expertise and experience which would be beneficial to the CRC in the implementation of the Greenbushes CRC's Strategic Plan.
- Actively lobby prospective committee members with relevant skills, expertise and experience who would be suitable to fill committee vacancies should they occur.

- Provide Committee Member Induction Kit comprising of the necessary information and resources to enable active contribution to the Management of the Greenbushes CRC.
- Develop skills across the committee to cover four key positions at AGM.

<sup>1</sup> What are the chances of this risk occurring?

<sup>2</sup> What level of impact would the risk have on your operations?

<sup>3</sup> Based on the matrix below, what would this rating of this risk be?

Likelihood of occurrence	Severity of occurrence		
	High	Medium	Low
High	High	High	Medium
Medium	High	Medium	Low
Low	Medium	Low	Low



