

BUSINESS PLAN 2020 - 2022



Wagin Community Resource Centre

76 343 406 756

46-48 Tudhoe Street

WAGIN WA 6315

08 9861 1644

admin@wagincrc.net.au

www.wagincrc.com

“The objective of this Plan is to consistently develop & Implement a long term vision for the Wagin CRC to be a sustainable service provider in the Community”

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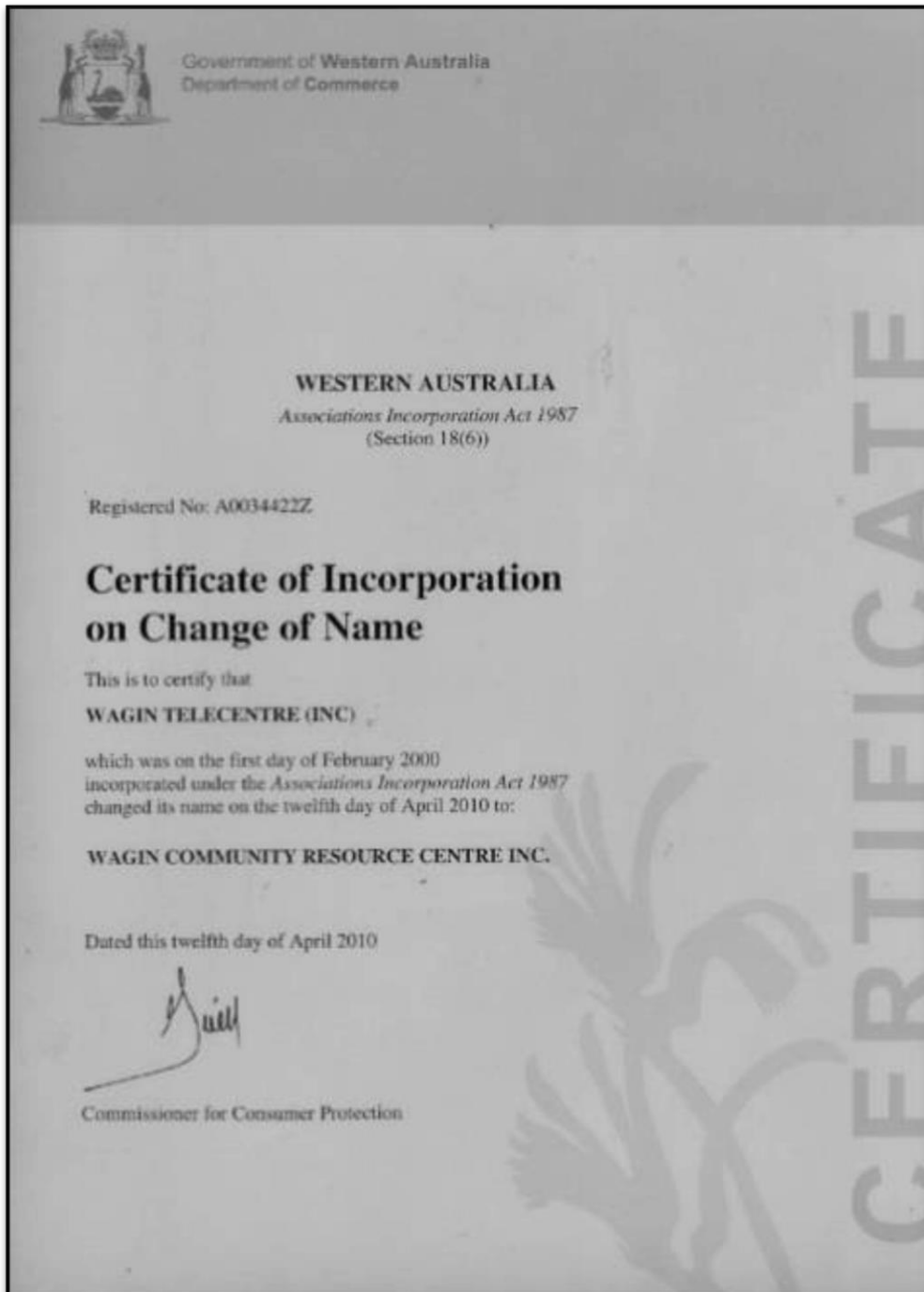
BUSINESS NAME

Wagin Community Resource Centre Inc

ABN: 76 343 406 756

Location: 46-48 Tudhoe Street, Wagin, WA, 6315

Incorporation Certificate:



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INTRODUCTION

The Wagin Community Resource Centre (CRC) is a not-for-profit organization, in a network of 104 Centres across Western Australia. The Wagin CRC provides a range of services and programs to the community of Wagin and its surrounding districts in a vibrant and friendly environment.

EXECUTIVE SUMMARY

The Wagin Community Resource Centre Inc started operation on 28/2/2000 as the Wagin Telecentre. In 2010 it changed its name to the Wagin Community Resource Centre as part of a network wide rebranding.

It is a not for profit organisation run by a voluntary management committee which currently employs 3 staff to carry out its day to day operations. The Wagin Community Resource Centre is part of a network of 104 Centre's located across 82 local government areas in Western Australia, with 14 operating in solely indigenous communities.

Its main goals are to

- Assist with building the economic and social capacity of the community
- Deliver services and information on behalf of government and other agencies.
- Provide access to information and communications technology
- Provide access to skills transfer, training, and life-long learning; and
- Increase the profile of the Wagin CRC and the CRC Network.

It also aims to increase the existing links with other community groups and associations while maintaining the highest standards of governance and accountability.

With an increase in the number of retirees and unemployed residents in Wagin, The Wagin Community Resource Centre is well positioned to cater to these groups needs and provide information and training opportunities along with social and cultural activities to the wider community.

This 2020 - 2022 Business Plan has been endorsed by the Wagin Community Resource Centre Management Committee at the September 2020 committee meeting.

Signed: *Ellie Roberts*

(Chairperson | Ellie Roberts)

Dated: *21/10/2020*

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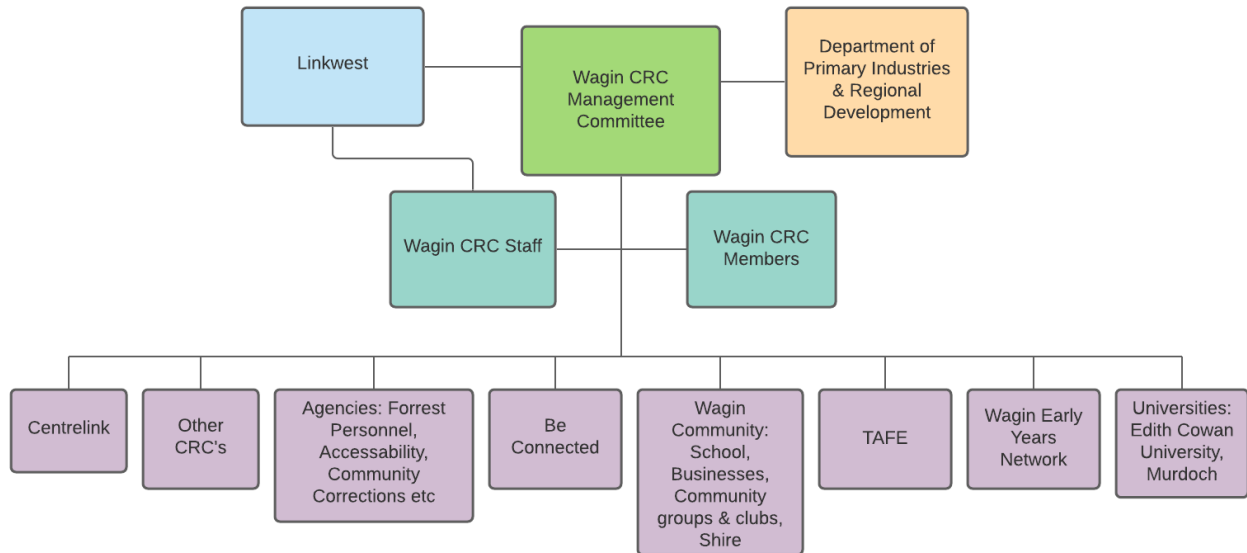


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STRUCTURE & RELATIONSHIPS WITH WAGIN CRC



VISION

To be identified as a sustainable organisation in the community and surrounding community networks as a leading service provider that aims to impact the Wagin community on a social, business, and economic development level.

MISSION

The Wagin Community Resource Centre aims to stay a professional community based organisation, through delivering training, information technology, agencies and services that will benefit the community.

VALUES STATEMENT

The Wagin CRC values adhering to a standard of ethics, by adopting fairness, honesty, integrity, confidentiality and professionalism from all employees, committee members and stakeholders

OBJECTIVES

The objectives of the Wagin CRC are:

- To provide access to services and information that support capacity building within the community located in the Shire of Wagin and surrounding districts.
- To provide access to services and information to address issues of disadvantage within the community including but not limited to poverty, health, isolation, and unemployment.
- To obtain funds from donations, grants, fees for service and other sources.
- To ensure the Wagin CRC is effective and remains a community based and owned facility.

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The logo features a stylized 'C' shape composed of multiple overlapping, curved lines in various colors (blue, purple, green, yellow, orange, red).

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- To solely apply the property and income of the Wagin CRC towards the promotion of the objectives of the Wagin CRC and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to members, except in good faith in the promotion of those objectives.
- To develop partnerships and business opportunities relevant to the needs of the community.
- To work with stakeholders, other Community Resource Centres and all tiers of government to increase the profile of the WA Community Resource Network.
- To provide local opportunity for access and training, using advanced technologies and other mediums for education, business, and cultural development.

PRIORITIES

We acknowledge the key areas in our organisation as main priorities:

- Compliance with requirements of funding agreement with DPIRD
- Committee and Staff growth and development
- Financial Stability
- Customer Service Excellence
- Course Delivery and Diversities
- New Partnerships
- Information and Technology

PRODUCTS AND SERVICES

- Local groups and event information – community notice board.
- Administration and office services
- Printing of business documents, booklets, brochures, flyers, photo printing & basic editing
- Scanning and archiving of photos
- Examinations supervision with Curtin, ECU, Murdoch University
- Community Newsletter, The Wagin Wool Press – publishing, editing, and advertising
- Services Australia – Centrelink & Medicare access, information, identification authorisation, computer self-services, printing, faxing and phone service.
- Internet access – including assistance.
- Room hire – meeting, studying, outdoor private function area and kitchen facilities
- Tourist information and souvenirs
- IT 1-on-1 sessions – teach users about their devices and computers

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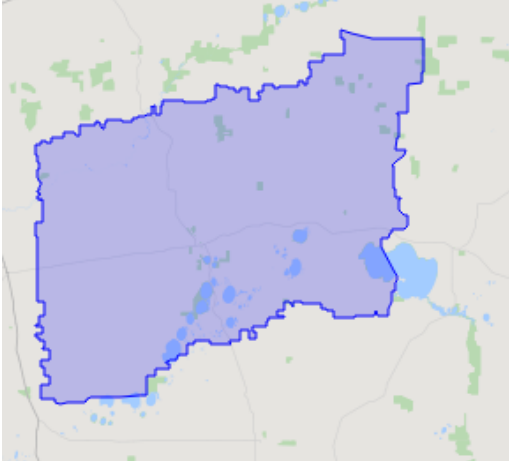
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COMMUNITY ANALYSIS

Stats have been collected from the Australian Bureau of Statistics 2016 for the Wagin Community.

 <p>People 1,852</p> <p>Male 49.1%</p> <p>Female 50.9%</p> <p>Median age 49</p>	 <p>Families 477</p> <p>Average children per family for families with children 2</p> <p>for all families 0.6</p>	
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Age	Wagin (S)	%	Western Australia	%	Australia	%
Median age	49	--	36	--	38	--
0-4 years	93	5.0	161,727	6.5	1,464,779	6.3
5-9 years	132	7.1	164,153	6.6	1,502,646	6.4
10-14 years	106	5.7	150,806	6.1	1,397,183	6.0
15-19 years	86	4.6	149,997	6.1	1,421,595	6.1
20-24 years	71	3.8	160,332	6.5	1,566,793	6.7
25-29 years	59	3.2	184,908	7.5	1,664,602	7.1
30-34 years	84	4.5	194,267	7.9	1,703,847	7.3
35-39 years	93	5.0	173,041	7.0	1,561,679	6.7
40-44 years	104	5.6	171,996	7.0	1,583,257	6.8
45-49 years	109	5.9	172,520	7.0	1,581,455	6.8
50-54 years	142	7.7	162,438	6.6	1,523,551	6.5
55-59 years	163	8.8	149,899	6.1	1,454,332	6.2
60-64 years	152	8.2	132,145	5.3	1,299,397	5.6
65-69 years	160	8.6	116,755	4.7	1,188,999	5.1
70-74 years	112	6.1	82,911	3.4	887,716	3.8
75-79 years	83	4.5	61,509	2.5	652,657	2.8
80-84 years	40	2.2	42,590	1.7	460,549	2.0
85 years and over	62	3.3	42,420	1.7	486,842	2.1

The median age of people in Wagin (S) (Local Government Areas) was 49 years. Children aged 0 - 14 years made up 17.9% of the population and people aged 65 years and over made up 24.7% of the population.

Education	Wagin (S)	%	Western Australia	%	Australia	%
Preschool	23	4.6	30,247	3.9	347,621	4.8
Primary - Government	147	29.2	144,988	18.9	1,314,787	18.2
Primary - Catholic	3	0.6	36,865	4.8	380,604	5.3
Primary - other non Government	3	0.6	28,046	3.7	231,490	3.2
Secondary - Government	80	15.9	88,176	11.5	827,505	11.5
Secondary - Catholic	0	0.0	34,065	4.4	338,384	4.7
Secondary - other non Government	3	0.6	34,773	4.5	280,618	3.9
Technical or further education institution	13	2.6	46,835	6.1	424,869	5.9
University or tertiary institution	19	3.8	106,811	13.9	1,160,626	16.1
Other	5	1.0	18,547	2.4	198,383	2.8
Not stated	207	41.2	197,644	25.8	1,707,023	23.7

In Wagin (S) (Local Government Areas), 27.7% of people were attending an educational institution. Of these, 30.3% were in primary school, 17.2% in secondary school and 6.3% in a tertiary or technical institution.

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Level of highest educational attainment <i>People aged 15 years and over</i>	Wagin (S)	%	Western Australia	%	Australia	%
Bachelor Degree level and above	111	7.3	410,272	20.5	4,181,406	22.0
Advanced Diploma and Diploma level	77	5.1	177,631	8.9	1,687,893	8.9
Certificate level IV	37	2.4	62,656	3.1	551,767	2.9
Certificate level III	211	13.9	279,448	14.0	2,442,203	12.8
Year 12	237	15.6	318,674	16.0	2,994,097	15.7
Year 11	104	6.8	107,858	5.4	941,531	4.9
Year 10	295	19.4	235,001	11.8	2,054,331	10.8
Certificate level II	0	0.0	940	0.0	13,454	0.1
Certificate level I	0	0.0	209	0.0	2,176	0.0
Year 9 or below	149	9.8	117,996	5.9	1,529,897	8.0
No educational attainment	7	0.5	10,572	0.5	145,844	0.8
Not stated	257	16.9	220,701	11.0	1,974,794	10.4

Employment <i>People who reported being in the labour force, aged 15 years and over</i>	Wagin (S)	%	Western Australia	%	Australia	%
Worked full-time	437	55.0	715,287	57.0	6,623,065	57.7
Worked part-time	256	32.2	376,590	30.0	3,491,503	30.4
Away from work	50	6.3	65,859	5.2	569,276	5.0
Unemployed	51	6.4	97,966	7.8	787,452	6.9

There were 794 people who reported being in the labour force in the week before Census night in Wagin (S) (Local Government Areas). Of these 55.0% were employed full time, 32.2% were employed part-time and 6.4% were unemployed.

Occupation <i>Employed people aged 15 years and over</i>	Wagin (S)	%	Western Australia	%	Australia	%
Managers	184	24.6	139,350	12.0	1,390,047	13.0
Technicians and Trades Workers	98	13.1	187,396	16.2	1,447,414	13.5
Labourers	96	12.9	112,599	9.7	1,011,520	9.5
Machinery Operators and Drivers	84	11.2	86,392	7.5	670,106	6.3
Professionals	75	10.0	237,230	20.5	2,370,966	22.2
Community and Personal Service Workers	74	9.9	122,889	10.6	1,157,003	10.8
Clerical and Administrative Workers	69	9.2	150,408	13.0	1,449,681	13.6
Sales Workers	58	7.8	102,337	8.8	1,000,955	9.4

The most common occupations in Wagin (S) (Local Government Areas) included Managers 24.6%, Technicians and Trades Workers 13.1%, Labourers 12.9%, Machinery Operators and Drivers 11.2%, and Professionals 10.0%.

Industry of employment, top responses <i>Employed people aged 15 years and over</i>	Wagin (S)	%	Western Australia	%	Australia	%
Grain-Sheep or Grain-Beef Cattle Farming	78	11.6	4,107	0.4	15,056	0.1
Sheep Farming (Specialised)	36	5.4	2,232	0.2	18,197	0.2
Secondary Education	36	5.4	20,488	1.8	177,487	1.7
Other Grain Growing	33	4.9	4,000	0.3	19,053	0.2
Local Government Administration	31	4.6	16,526	1.4	142,724	1.3

Of the employed people in Wagin (S) (Local Government Areas), 11.6% worked in Grain-Sheep or Grain-Beef Cattle Farming. Other major industries of employment included Sheep Farming (Specialised) 5.4%, Secondary Education 5.4%, Other Grain Growing 4.9% and Local Government Administration 4.6%.

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SWOT ANALYSIS

STRENGTHS

- Friendly, confident staff
- Central position in CBD of Wagin
- Wide range of skills
- Updated technology
- Strong community focus
- Adaptable to change in service requirements
- Agent for government services
- Provision of traineeships and employment opportunities
- Community news
- Involved and supportive committee
- Ownership of building and the capacity to accommodate many uses
- Efficient provision of government services
- Increase in memberships
- Effective planning by Manager

WEAKNESSES

- Dependent on government funding for continuation of services and staff wages
- Turnover of staff
- Engagement with Community
- Attracting more diverse and experienced Committee members

OPPORTUNITIES

- Collaborate activities and programs with the School, Toy Library, Churches, Wagin Library, and other Wagin clubs.
- Upskilling training programs for staff, committee, and community.
- Promotion of environmental issues and better practices
- Promotion of mental and physical health
- Access grants
- Aging population
- Recovery for Covid-19
- Tafe partnership
- Diverse range of community members

THREATS

- Aging population
- Reduction of funding
- Department of Primary Industries & Regional Development reducing CRC service delivery parameters
- Loss of agencies due to their funding cuts
- Increase of self-service of government agencies
- Retaining effective staff

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COMMITTEE & STAFF PLAN

NAME	POSITION	QUALIFICATIONS / EXPERIENCE
Ellie Roberts	Chairperson	Real estate management, Personal development coach, Aged care support
Jeffery Stewart	Vice Chairperson	Fitter machinist, semi-retired
Jessica Hamersley	Secretary	Retired teacher, education consultant
Kayla Patuwai	Treasurer	Certificate in beauty, Salon business owner
Vicki Daley	Committee Member	Craft/sewing instructor, permaculture, education assistant
Calista van Schalkwyk	Committee Member	Higher diploma in education, Library assistant
David Reed	Shire Rep	Wagin Shire Councillor
STAFF		
Jasmine Watson	Manager/Bookkeeper	Certificate 3 & 4 Business Administration, Approved Manager of Licensed Venues, Wagin District Club Treasurer, Wagin Netball Club Committee member
Amanda Neretlis	Customer Service Officer	2 years Office administration experience, Small home business owner, 2 years Customer service experience
Lucilee Iles	Customer Service Officer	Certificate 3 in Business, Certificate 2 in Visual Arts, Certificate 2 in Sport & Rec, 1-year Customer Service experience, 2 years Office Administration experience.

SUCCESSION PLAN - STAFF & MANAGEMENT COMMITTEE

Succession planning is all about ensuring that our CRC has a plan in place for when staff and committee move on and also to manage people as they move into new roles within the organisation. To effectively do this, the Wagin CRC needs to have an up-to-date operations manual which includes information on all the operational activities. This information is a valuable resource for any one new working at the CRC. It provides a guide to ensure that the day to day operations continue when staff leave, are sick or on holidays. The Business Plan also provides evidence that staffing and management committee shortfalls can and will be addressed.

KEY STRATEGIES

Staff Succession Strategies:

- Regular performance reviews
- Identify staff skills gaps and address through training and PD
- All staff members to have a current contract including an up-to-date job description
- Support for staff skills development
- Employ full time trainee when suitable
- Promote skills sharing/peer support by all staff
- Procedures & 'How to do' documentation developed for equipment & regular tasks

Management Committee Succession Strategies

- Provide committee members with Governance, skills development & Professional Development training to assist them in their Management role.
- Identify committee skills, expertise and experience which would be beneficial to the CRC in the implementation of the Wagin CRC's Strategic Plan.

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- Actively lobby potential committee members with relevant skills, expertise and experience who would be suitable to fill committee vacancies should they occur.
- Provide new Committee members with the Committee Induction Kit to ensure they have the necessary information and resources to actively contribute to the Management of the Wagin CRC.

RISK MANAGEMENT PLAN

RISK	LIKELIHOOD OF OCCURRENCE* HIGH/MEDIUM/LOW	SEVERITY OF OCCURRENCE** HIGH/MEDIUM/LOW	RISK RATING*** HIGH/MEDIUM/LOW	ACTIONS TO ADDRESS
Constitution is non-compliant	Low	High	Medium	It becomes outdated, a meeting to rectify must be called immediately. This has been newly updated to comply with changed legislation.
Funds misappropriation	Low	High	Medium	Financials submitted to committee monthly. Two signatures on all payments. EOFY Audit by independent professional. Skilled treasurer.
Staff not paid correctly	Low	Low	Low	Check wages against Fairworks & effective time sheet approval process.
Staff registrations non-compliant	Low	High	Medium	Use employment checklists to make sure that staff details are correct including WWC and police clearances
Operations manual not up to date	Low	Low	Low	Assign staff and time to keeping document up to date
CRC assets not appropriately covered by insurance	Low	High	Medium	Conduct annual review in association with insurance professional of assets and adjust cover accordingly

*What are the chances of this risk occurring?

** What level of impact would the risk have on your operations?

***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

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“Strategically Moving towards the Future for Wagin”