



DONNYBROOK COMMUNITY RESOURCE CENTRE

Business Plan for the Period 2020-2023

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Donnybrook Community Resource Centre Business Plan 2020 - 2023

Executive Summary

The Donnybrook Community Resource Centre (DCRC), formerly known as the Donnybrook Community Telecentre, opened its doors in December 2001. It was a joint venture between the Donnybrook community and the WA Telecentre Network, run under the auspices of the then, Department of Regional Development (DRD now known as the Department of Primary Industry and Regional Development (DPIRD)).

Timeline for the Donnybrook Community Resource Centre:

- 2010/11, saw Network transition from Telecentres to a Resource Centres. During this time significant change was managed. Each Resource Centre was evaluated and given a rating which then matched specific funding levels.
- 2017, the Department of Primary Industries and Regional Development invited CRC's to tender for the delivery of services for the period 2017-2020. This process was designed to prepare CRC's for a changing funding environment in which they would potentially tender for services from other departments and become increasingly self-sufficient and business-like. During this process, CRC's were identified as preferred service providers, provisional preferred service providers or providers expected to compete in an open market.
- November 2019 DPIRD extended the Service Delivery Contracts for CRC's until June 2022. Each CRC had their contracts reviewed to ensure they were meeting the requirements under each of the Service Level Outcomes (SLO).
(Note: These SLOs are defined in the next section of the Business Overview.)
- December 2021 DPIRD offered a variation to our Service Agreement to extend the term a further 5 years to 30 June 2027. The CRC's service delivery was reviewed and found to have successfully met or exceeded its requirements.

The Changing Needs of Community:

- Computers and Technology were in high demand in the early years and whilst still accessed by some customers, the mobile devices revolution has surpassed the need for desktops.
- There is now more demand from Community and individuals for training, technology workshops and personal interest workshops.
- Developing and assisting local businesses to promote and grow their business is also of high importance.
- It is a constant challenge to identify the needs of the Community and service those needs.
- Assistance given to other organisations and clubs is an identified need in the Community and the Donnybrook CRC offers help with governance issues and the like.

The Donnybrook CRC continues to access the Traineeship funding through DPIRD and employs a trainee until the completion of the Traineeship. In doing this, the Donnybrook CRC supplements the Traineeship program from its own revenue.

The Donnybrook CRC Management Committee comprises of a Chair, Treasurer, Secretary, and at least 3 other Committee members. This Committee meets monthly and along with the Manager, is constantly reviewing the operation and 'Service Delivery' outcomes. The DCRC continues to 'deliver' and continues to have the 'conversation' with Community. We want to grow our Community.

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The Business Plan is endorsed by the Donnybrook Community Resource Centre Management Committee (DCRC).

Signed:
LEE FITZGERALD (Chairperson)

Dated:

Our Objective

The purpose of the Donnybrook Community Resource Centre is:

- To work in partnership with local residents, government and business, to further develop the Business, Social and Economic capacity of the community.
- To achieve this, we shall deliver services in a professional and efficient manner, while retaining the friendly and supportive atmosphere that makes our Centre a pleasure for staff, volunteers and customers to both work in and visit.

Business Overview

Donnybrook Community Resource Centre (DCRC) is a community owned and managed not for profit business. It is managed by a voluntary management committee, staffed by one full-time Manager, one part-time Assistant Manager, a part-time Trainee, a part-time bookkeeper, a part-time cleaner, a part-time Preston Press editor and 7 part-time volunteers (including Preston Press volunteers).

August 2021 the DCRC has a membership of 56, comprised of: 1 life member, 3 corporate members, 29 not-for-profit groups, 23 individual members.

The DCRC opening times are Monday to Friday, from 10.00am – 4.00 pm. Staff are on premises from 9.00am – 5.00pm.

Donnybrook CRC's core business is:

- To deliver the requirements of the 'Contracted Services' as agreed with the Department of Primary Industries and Regional Development. These consist of 3 levels of Service Level Outcomes:
 - SLO 1 – Community members are provided with access to state government and community information and services.
 - SLO 2 - Local businesses and the workforce have access to activities and initiatives that improve skills and capacity to foster economic growth in the local community.
 - SLO 3 - Community members have access to activities and initiatives that create or improve community connectedness and capacity.
- Provision of workshops and information sessions that will achieve the outcomes of support capacity building and connectivity of individuals, organisations and businesses in the Donnybrook Shire and other locations within the vicinity.

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Products / Services

The following services continue to be provided at Donnybrook Community Resource Centre:

- High speed, low cost internet access.
- Laptop access ports.
- Government Information Access Point.
- Video conferencing facility.
- Centrelink access point & 10 hour per week Agent
- Employment opportunities notice board.
- Training courses.
- NLIS scanning wand hire & data upload service.
- High volume colour printing & copying up to A3 size.
- Document binding.
- Webcams and headsets.
- Job search facility
- Meeting room Hot Office for hire.
- Desktop publishing & word processing.
- Laminating up to 1 metre wide.
- Monthly free community newsletter.
- Document scanning, CD/DVD burning, memory card readers.

Existing Partnerships

Federal Government

Centrelink

Centrelink Access Point & 10 Hour per week Agent – Which includes MyGov – has facilities for Medicare, ATO, My Health and Veteran Affairs

Department of Agriculture

National Livestock Identification System (NLIS) wand supply & data upload service.

State Government

Department of Primary Industries and Regional Development

Deliver the contracted services as per the Service Agreement.

Jodie Hanns MLA

Facilitation and support, Hot Office provided when required.

Department of Training & Workforce Development

Dedicated job search facility, providing a no cost service, which includes a computer, printer, internet access and support.

Local Government

Donnybrook-Balingup Shire

Use of Shire owned building for a peppercorn rent; Shire pays utilities except gas/telephone/internet; free maintenance of the premises; annual contribution of about \$5000 to the production of the 'Preston Press' community newsletter. Donnybrook CRC provides the Shire with free advertising and promotional space in the Preston Press, as well as free room hire and notice board space within the premises.

Local Community Sector

South West Development Commission

Partnering in events, training and workshops.

Business South West – Small Business support

Engaging and partnering in events / workshops, Service referral

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Donnybrook Balingup Chamber of Commerce
Engaging and partnering in events / workshops and cross promotion

South West Women's Health and information Centre
Engaging and partnering in events / workshops, Service referral

JSW - Jobs South West
Contracting services and partnering in events, Service referral

Accordwest – Community support services and outreach program
Engaging and partnering in events / workshops, Service referral

ASWA - (Agencies for South West Accommodation) Crisis counselling service.
Free room hire, support and marketing

WACOSS - Western Australian Council of Social Service.
Membership and support

DRTA - Donnybrook Regional Tourism Association.
Membership, office services and marketing

LINKWEST – Community Learning and Development
Membership and support

Volunteers South West.
Membership and support services

Department of Child Protection
Facilitation and support

Employment Law Centre of WA
Service referral

Regional Men's Health – raising awareness of men's health
Service referral

Forrest Personell – Employment services
Facilitation and support

Anglicare
Counselling and support services, Service referral

Rural in Reach – Women's Health and Family Services
Service referral

Richmond Wellbeing – mental health organisation
Service referral

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Community Analysis

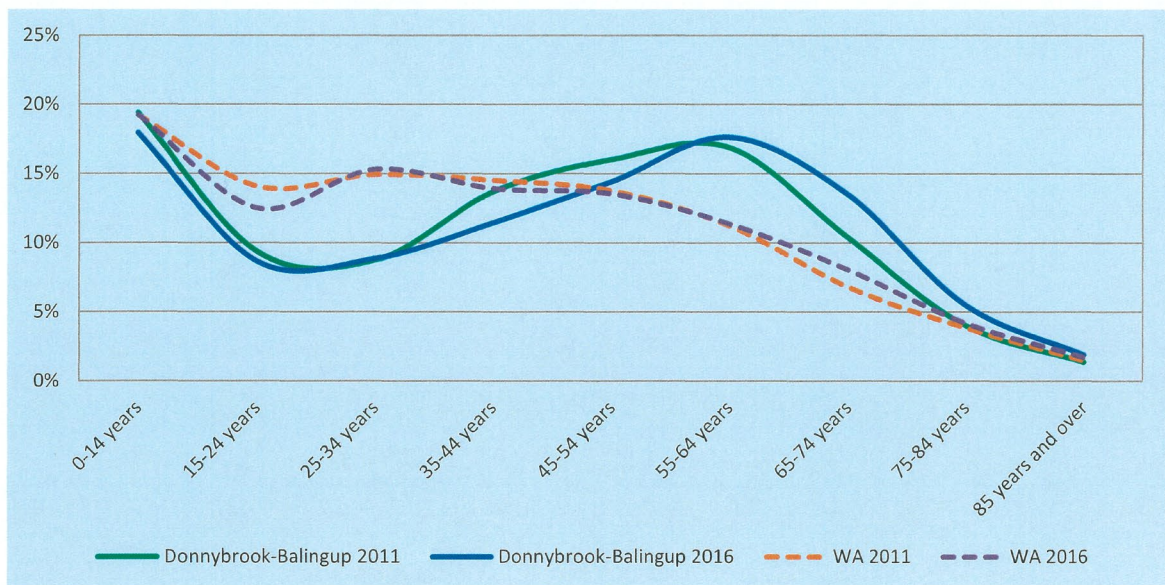
Population

“The Shire of Donnybrook-Balingup has a total resident population of 5888 persons, which has increased by 8% in the past 5 years. There are three main town sites within the Shire: Donnybrook, Kirup and Balingup. Donnybrook is the largest of the towns with a population of approximately 2800 people.”

Donnybrook is considered to be a semi-rural community with a combination of retirees, business people, rural workers, labourers who work outside Donnybrook and more recently the FIFO (fly in, fly out) workers who use Donnybrook as a dormitory town. i.e.: they live here, and work elsewhere.

In comparison with the state demographic, Donnybrook has a lower proportion of younger residents in the 15 – 34 age range. In contrast, the number of people aged 45 – 74 is noticeably higher than the state average. Therefore, while offering CRC workshops and information sessions of broad appeal to the whole community some are tailored more towards the needs of this older age group.

% of Population by Age Group³



CRC Conversation Café - Strengths & Opportunities

CRC Conversation Café - September 2020

How could the CRC create change with, of and by the community?

What are we doing differently?

What difference could be created?

How can the CRC help?

Opportunities

Strength with Local Government – what projects can be done in partnership?

Projects

- Donnybrook Town centre: Upgrade of Ayers Garden
- Wayfinding strategy: Upgrading tourist signage (extend partnership to Donnybrook Artisans and Donnybrook Visitor Centre)
 - Donnybrook
 - Kirup
 - Balingup

Project Finance – Shire can provide financial contribution to projects or commission CRC.

Volunteering: coordinate volunteers with organisations within the community

COVID19: Help small businesses partnership with Donnybrook Chamber of Commerce

- Shire can assist local business to become preferred suppliers through a procurement panel
- Training – Workshops for business through CRC
- Skill development – explore opportunities for improvement through workshops

Limited public transport – opportunity to purchase a vehicle to provide transport for community

Community Kitchen – in partnership with Community Garden

Promotion of CRC

- Volunteer – encourage more people to volunteer within CRC and community
- Relationship connection – utilise sundowners and other activities to make more connections with community members and groups

Strengths

What we do

- Room hire
- Computer Access
- Training programs
- Economic development
- Membership benefits
- Job search assistance
- Community development outcome
- Business assistance
- Governance assistance
- Preston Press local newsletter

Find 'niche' needs in the community

Good relationship with Local Gov't – Preston Press

Stability of core committee

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Preston Press

- Self-sustaining
- Local Trades advertising
- Beacon for the community

Sense of democracy and impartiality through Preston Press

Variety of services

Incubator of ideas – auspicing community groups

Centrality of location in main street in town, Heritage building

One-stop-shop for government services

Social service delivery – hands of assistance through the community

Multi generation technology assistance through one-on-one training or workshops

Aspirations

Build relationships with community groups and local associations

- Trust – building trust in CRC abilities and professionalism
- Change – promoting change through workshops, training sessions and community support
 - Encourage
 - Facilitate
- Connections - providing networking events to foster greater community connectedness
- Growth

Connected Community

- Schools – pay it forward – development of programs in conjunction with schools

Engage all demographics

- Youth groups – explore opportunities for connection of youth outside of sporting groups
 - 14 – 18
 - 18 - 25
- Community café – meeting opportunities to gather and exchange ideas
- Seniors – a substantial demographic group in Donnybrook

Upskilling volunteers

Self-sustaining – adopting a more business-like approach to achieve financial security

Change community perception of CRC services/ operations

Results

Currently measure event effectiveness

- Numbers attending
- Number of activities

Knowing what we do

- Surveys – utilising Survey Monkey and Mail Chimp
- Feedback - Feedback sheets – narrative answers help identify happy customers

Using social media insights – Facebook statistics

Competitions to promote contact with the CRC

Job board advertising

- Numbers of local business

Numbers volunteering are increasing

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Outcomes / Milestones:

1. Business Development:

- Provided workshops for Businesses in the community on 'Facebook for Business' and Chatbot's
- 'How to get the best out of Outlook', Excel workshops, Office 365
- introduction to MYOB workshops, Xero workshop, Understanding financials
- Digital solutions for small business, business planning, succession planning
- forklift license course
- Indigenous Business Australia information session.
- Public speaking
- Cyber security
- Cover letter workshop, interview techniques
- Future business training needs determined through regular Business Networking Sundowners, feedback from workshops and input from the Donnybrook Chamber of Commerce.

2. Social Development:

- Free membership taken up by 18 Community Groups, entitling them to a 25% discount on printing up to 99 copies.
- Seminars on Wills
- Introduction to Qigong workshop
- Seniors Week sessions plus Smoking Ceremony and 'Time on country' bus excursion
- Women's Wellness workshops, Healthy eating
- Employability Skills workshop
- Write Right workshops, editing
- Produce Swap regular series of events
- Country Home Loans information session, Conveyancing information session
- Money Smart workshop, financial counselling
- Zoom workshop
- Computing workshops, iPad
- Permaculture, sprouting
- Art workshops (Buttons, coiled rope, crochet, Pysanky egg-dyeing, fabrics
- Advocate, Red cross, Archer and Sons
- My Health Care, DESMOND workshop

3. Economic Development:

- Trainee engagement: the last successful student completed their Traineeship in December 2021. We currently have no trainee due to being unsuccessful in our grant application with DPIRD.
- Hot Office provided for Forrest Personnel, AccordWest, South West Women's Health and Information Centre, Department for Child protection and Family Support, Bunbury Optometrist, Aboriginal Workforce Development Centre, Australian Electoral Commission, Donnybrook Apple Festival, Donnybrook Community Garden.

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Financial Plan / Annual Budget

INCOME		EXPENSES	
General Income		Operational	
Membership	\$500	Telecommunications	\$1,500
Sales & Services	\$15,000	Office Consumables	\$3,000
Workshops/Training		Postage and freight	\$1,000
Preston Press Wages Recoup	\$30,000	Catering & Amenities	\$2,000
Bank Interest	\$1000	Repairs & Maintenance Equipment	\$1,000
Subtotal	\$46,5000	Events/Training	\$1,000
		Wages / Superannuation (includes Preston Press)	\$150,000
Contract Funding		Repairs & Maintenance Building	\$1000
DPIRD – Operational	\$115,000	Other (refunds, stamp duty, cost of sales, cash drawer variances, etc.)	
Services Australia – Centrelink	\$5000		
DPIRD – Trainee	\$12,000	Subtotal	\$160,500
		Governance	
		Insurance	\$3,500
		Contract Labour – Includes Bookkeeper, Cleaner	\$10,000
		Audit	\$2,000
		Memberships to Professional Organisations	
Subtotal	\$132,000	Subtotal	\$15,500
		Prof Development & Training	
Community Newsletter – Preston Press		Staff /Committee Training-Courses (includes relief & travel)	\$1,000
Advertising income	\$5,000		
Shire sponsorship	\$4500	Subtotal	\$1,000
Subtotal	\$9,500	ICT Support & Development	
		IT support & service	\$2,500
		Subtotal	\$2,500
		Community Newsletter – Preston Press	
		Photocopier usage/consumables	\$4,000
		Subtotal	\$4,000
TOTAL INCOME	\$188,000	TOTAL EXPENSES	\$183,500

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Personnel Plan

Name	Position	Qualifications / Experience	PD focus (linked to Action Plan activities)
Lee Fitzgerald	Chairperson	Retired Business Manager, Donnybrook DHS, Financial, Human Resources, Asset and Facilities management experience. Project coordination and events management.	DRD workshops relevant to role Linkwest bitesize governance training External or internal training in relevant areas such as committee skills audit; committee function audit; meeting procedure; roles of committee members
John Ridgway	Treasurer	BA in Economics and Public Policy. 25+ years' experience working for the State Government in senior management roles. Much of that time was working for the Department of State Development negotiating and managing State Agreement Acts. Most recent role was with the Department of Mines and Petroleum as the Project Manager for the proposed Carbon Capture and Storage Project in the South West. Skill set: sound skills in financial management, project management and leadership.	As above
Brian O'Hare	Committee	Trained and worked as a business machine technician in various parts of Australia, including own business. 20 years working as a school librarian with the Education Department - WA. Thirty years' service as a Scout Leader including District Commissioner for the Blackwood Warren District. Two full terms as a Shire Councilor with Boyup Brook Shire. Founding and Life Member of the Warren Arts Council. Ten years' experience on Boyup Brook CRC management committee.	As above
Eloise Clare	Committee	Photographer for 15 years (professionally 7years) Studied Graphic Design, videography, art, social media marketing, website development and more 6 years ago, started marketing business from scratch, specialising in helping people build their own businesses and giving them a strong foundation to succeed with their marketing	As above

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Name	Position	Qualifications / Experience	PD focus (linked to Action Plan activities)
Sarah Kirkpatrick	Committee	Runs a small massage therapy business from home and works as a disability support worker Enjoys being part of the community and has recently started a disability support and friendship group	As above
Madeline (Maddie) Kiernan-Smith	Committee	50 years as registered nurse, 35 spent in the north, Darwin, Kimberley's and the Gascoyne' Child Care proprietor in Busselton Served on many different organisations as secretary and/or treasurer. Currently school health nurse in Donnybrook Local coordinator for Hands Up 4 Kids reading program	As above
Judith Morrisey	Committee	Retired from her Perth-based information management consultancy in 2012. Moved to Donnybrook in 2016 and has been involved with the Donnybrook Arts & Craft Group.	As above
Christina Gammon	Committee	Currently a Registered Nurse working in health education at South West Women's Health and Information Centre and also has an online business supporting women through parenting challenges. Her focus in both roles is women's empowerment through education, health/self literacy and community connection.	As above
Bel Stephenson	Committee	Still to be provided – currently overseas	As above
Sue Martin	Manager	Team Leadership and Management Human resources management Record management Office administration Customer service Financial Management – MYOB Project organisation and coordination.	DPIRD and Linkwest training as appropriate to role, service delivery, organisational management, organisational change and expansion. e.g. Service monitoring and design, pricing and costing, grants, social enterprise, Certificate IV upgrade, workplace training and assessment
Graham Burns	Assistant Manager	Successfully completed Cert IV in Business Administration. Extensive customer service skills. Project organisation and coordination.	On the job training in manager's role; Photoshop, Excel

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Shendelle Mullane	Preston Press Editor	Graded Journalist, experienced in journalism, public relations and education.	External training as required. Adobe Creative Suite and Photoshop
Helen Samelko	Cleaner	Cleaning experience both domestically and commercially.	
Michaela Raccanello	Bookkeeper	Qualified Bookkeeper using MYOB	

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Risk Management Plan

Risk Matrix

Risk Likelihood		
Level	Descriptor	Example detail description
1	Rare	May occur only in exceptional circumstances
2	Unlikely	Could occur at some time but not probable or likely
3	Possible	Might occur at some time but not certain or probable
4	Likely	Will probably occur in most circumstances
5	Almost certain	Is expected to occur in most circumstances

Risk Consequence		
Level	Descriptor	Example detail description
1	Insignificant	No injuries; low financial loss
2	Minor	First aid treatment; medium financial loss
3	Moderate	Medical treatment required; high financial loss
4	Major	Extensive injuries; loss of production capability; major financial loss
5	Critical	Fatality; huge financial loss

Risk Priority					
Likelihood	Consequences				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Critical
1 (Rare)	Low	Low	Low	Medium	High
2 (Unlikely)	Low	Low	Medium	Medium	High
3 (Possible)	Low	Medium	Medium	High	High
4 (Likely)	Low	Medium	High	High	Extreme
5 (Almost certain)	Medium	Medium	High	Extreme	Extreme

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RISK REGISTER (Page 1)

Ref No	Identified	Nature of Risk	Risk Likelihood	Risk Consequence	Risk Priority	Possible Mitigation Strategies	Risk after action	Risk accepted	Status	Completed
	dd/mm/yyyy	Risk description, impact	Rare, Unlikely, Possible, Likely, Almost certain	Insignificant Minor Moderate Major Critical	Low Medium High Extreme	List what action needs to be taken to reduce the severity or eliminate the risk	Low Medium High Extreme	Yes No	Open Closed	dd/mm/yyyy
1	10/11/2020	Fire / Flood / Vandalism / Theft / Storm Damage	Possible	Major	High	Ensure all power is shut down after hours and building is adequately secured. Maintain all insurances and ensuring coverage is adequate to cover all situations. Ensure a back-up of the Asset Register and all DCRC Financial and strategic documents are kept off-site (Dropbox and USB backups)	High	Yes	Closed	9/12/2020
2	10/11/2020	Loss of contract funding	Possible	Major	High	Loss of DPIRD Contract payment would most certainly bring closure to this centre. CRC transitioning to a more business like approach to become more self sufficient	High	Yes	Closed	9/12/2020
3	10/11/2020	Management Committee/ Governance	Possible	Moderate	Medium	Ensure Succession Plan is actioned to guarantee continuity. Actively seek community member interest in joining the committee. Promote serving on committee as volunteer activity.	Medium	Yes	Closed	9/12/2020
4	10/11/2020	Financial Management	Possible	Moderate	Medium	Ensure a qualified bookkeeper is engaged to maintain the books at a high level and audit requirements are met.	Medium	Yes	Closed	9/12/2020
5	10/11/2020	Personnel	Possible	Minor	Medium	Ensure staff are suitably trained and Professional Development implemented as discussed in the Performance Management process.	Low	Yes	Closed	9/12/2020
6	10/11/2020	Drunk or drug affected clients attending the SMART program at the CRC after hours turning abusive and violent towards facilitator	Possible	Moderate	Medium	one committee member will be rostered on to be in attendance to offer assistance while the SMART program is running after hours. Local police will be informed when program is running.	Medium	Yes	Closed	9/12/2020
7	11/11/2020	Drunk or drug affected Centrelink customers becoming abusive and or aggressive	Possible	Moderate	Medium	Duress alarm installed at receptiondesk to alert manager of unrest at reception so intervention and deescalation can occur. Police can be called to defuse the situation and remove people from the building	Medium	Yes	Closed	9/12/2020
8	11/11/2020	Risk of burns to staff from heat generated by Large laminator when it is heating up and ready for use.	Possible	Minor	Medium	Any staff member using the large laminator will inform all other staff that it is turned on and to take care near it to avoid any injury.	Low	Yes	Closed	9/12/2020

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RISK REGISTER (Page 2)

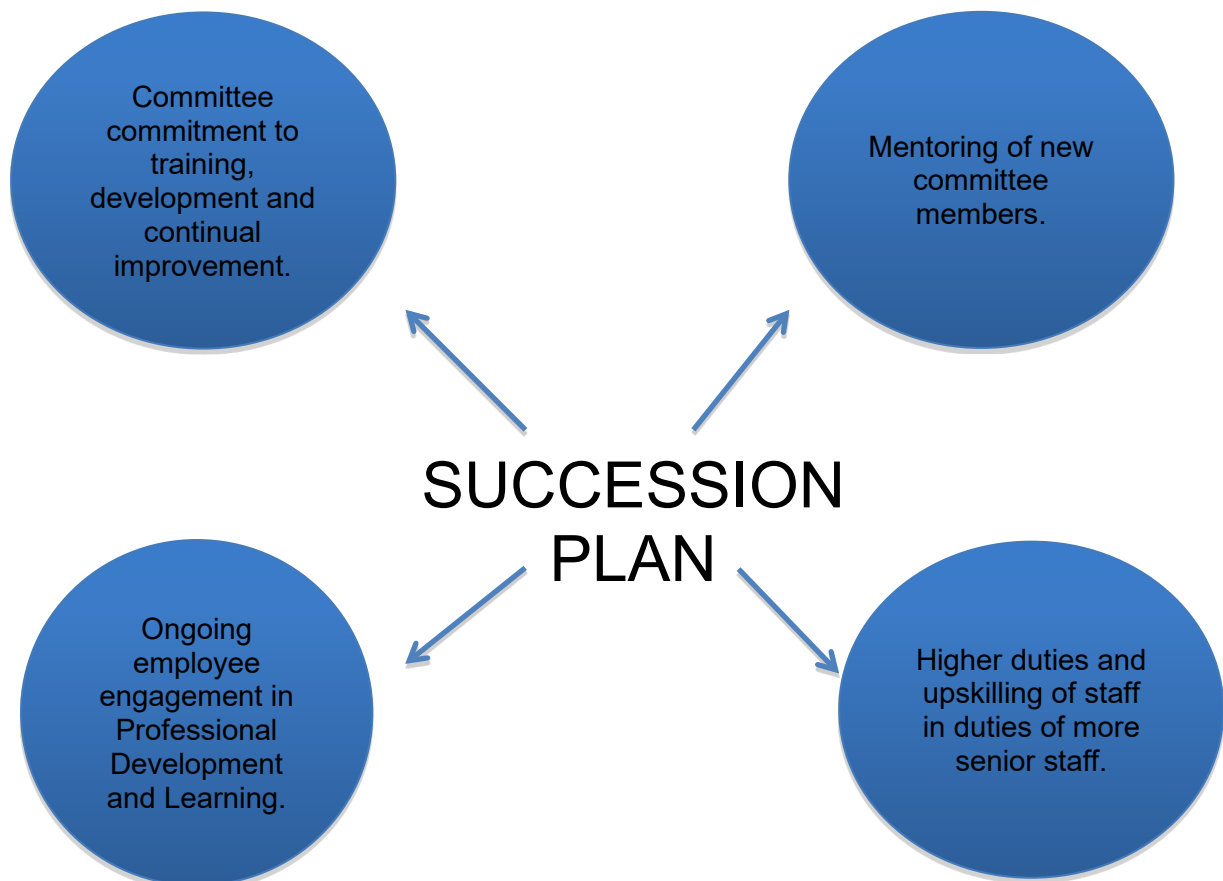
9	11/11/2020	Front verandah painted surface poses a slight risk for slipping when heavy rain falls and saturates the area. The risk only arises with extremely heavy rain.	Possible	Moderate	Medium	Signs indicating 'Slippery when wet' are prominently displayed when heavy rain falls to warn anyone to take care when walking on the verandah. Shire has repainted surface with non slip paint in December 2020 and provided a yellow safety stripe on edges.	Medium	Yes	Closed	3/05/2022
10	11/11/2020	COVID 19 spread by customers entering the building either knowingly or unknowingly affected with the virus	Possible	Moderate	Medium	Adhere to all Government Health directives regarding the virus, including keeping a register of visitors. Maintain social distancing. Ensure adequate supply of hand sanitiser available to staff and the public. Clean public areas daily to minimise contamination.	Medium	Yes	Open	
11	11/11/2020	Volunteers volunteering in other businesses may be exposed to risk beyond the CRC's control	Possible	Moderate	Medium	Confirm any Business or Community Group accepting the volunteer has Public Liability and Volunteers Insurance	Medium	Yes	Closed	9/12/2020
12	11/11/2020	Half step joining Centrelink area to Reception a trip/ fall hazard	Possible	Moderate	Medium	Multiple signs in the area concerned, warning of step down and advised to take caution when stepping up or down in the Centrelink area. Additional warning signs that stick on to carpet have been purchased and affixed December 2021.	Medium	Yes	Closed	9/12/2020
13	11/11/2020	Computers potentially subject to virus attacks or ransomware attacks by illegal/ careless/ ignorant activities by customers or attacks on Admin computers through office email	Possible	Moderate	Medium	Ensure antivirus software running on all computers and kept up to date. Running regular scans to pick up and clean infections. Regular backup of computer images so pre attack working image can be restored	Medium	Yes	Closed	9/12/2020
14	11/11/2020	Storage shelf in back room only suitable for lightweight items. Shelf height makes lifting heavy items up to it a risk to staff and heavy items create a danger that the shelf might collapse under too much weight	Possible	Minor	Medium	All staff made aware not to place heavy items on the shelf. Office policy is for shelf only to be used for storing empty boxes or light plastic crates	Low	Yes	Closed	9/12/2020
15	11/11/2020	Building security - no alarm system in the building and limited external lighting. Working alone late or at events after dark pose a risk to personal safety	Possible	Moderate	Medium	CRC has no control over security or lighting as they are Shire responsibilities. Working alone after hours is to be avoided if at all possible and for after hours workshops plan to leave with another person at the end.	Medium	Yes	Closed	9/12/2020
16	11/11/2020	A-frame sandwich board is large and heavy and poses a finger trap risk when being closed or moved	Possible	Minor	Medium	All staff made aware of risk and advised to take extra care when handling A-frame	Medium	Yes	Closed	9/12/2020
17	11/11/2020	Warping and uneven floorboards under carpet causing trip hazard. Heritage building floorboards twist and change with weather changes creating an uneven surface to walk over	Possible	Moderate	Medium	CRC has no control over condition of the building as it is a Shire responsibility. Shire has been made aware of problem and has inspected the building and is looking at restumping options.	Medium	Yes	Open	

Succession Plan

The Donnybrook CRC committee consists of the executive positions, i.e. Chair, Vice-Chair, Treasurer and Secretary along with up to 3 additional committee members.

The committee will engage in training in order to strengthen and broaden the capacity of the group, to better enable members to understand their roles and step into the roles of others where needed. The committee will work towards constant improvement and where possible, executive members will mentor other members.

The Management Committee will focus on overseeing the review, consolidation, upgrade and expansion of the business to ensure the DCRC meet the requirements of contracted services, and that funding is secure for the next three years. New areas of growth and funding are explored and developed in preparation for the uncertain funding climate, post 2022, such that it builds a strong centre for the Economic, Social and Business Development of the Donnybrook / Balingup Communities.



This plan will be implemented through the following Succession Planning Strategies:

- Regular monitoring and evaluation will be undertaken.
- Gaps will be analysed and addressed.
- The plan will link to Strategic and Workforce Planning decisions.
- Pools of potential talent will be identified and targeted.
- Succession Strategies will be developed and implemented.