



KELLERBERRIN COMMUNITY RESOURCE CENTRE

Business Plan for the Period 1 July 2025 – 30 June 2026



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Executive Summary

The Kellerberrin Community Resource Centre (CRC) presents its 2025/26 Business Plan as a roadmap for continued growth, sustainability, and community impact. As a key service hub for Kellerberrin & surrounds, the Kellerberrin CRC remains committed to supporting social, digital, and economic inclusion for residents, businesses, and community organisations.

Our strategic priorities for 2025/26 focus on enhancing community engagement, strengthening local partnerships, and find new & better ways to meet our community needs. With an emphasis on employment support, and community wellbeing, the Centre will continue to provide accessible services such as:

- Public access to technology and internet
- Government information and referral services
- Training and workshops in digital skills, business development, and personal growth
- Room hire and business support services
- Coordinating local events and initiatives

In 2025/26, the CRC will prioritise increased revenue through regular room hire and fee-for-service and the introduction of new training programs aligned with local employment trends.

As part of our commitment to financial sustainability, the CRC will implement staffing changes in 2025/26 to reduce operational expenses without compromising service delivery. With not getting the traineeship in 2024/25 we have realised we rely too much on the DPIRD traineeship. Additionally with our Pipeline editor retiring in February 2026, this financial year will be the best time to restructure our current staffing situation. We hope to reduce staff hours while still retaining 5-6 staff members to cover our operating hours.

Through ongoing collaboration with the Shire of Kellerberrin, state and federal agencies, and stakeholders, the Kellerberrin CRC will continue to play a vital role in fostering a connected, capable, and informed community. This Business Plan reflects our commitment to operational excellence and sustainable development for the benefit of the Kellerberrin community and the longevity of our centre.

This 2025/26 Business Plan has been endorsed by the Kellerberrin Community Resource Centre Management Committee

Signed:
(Chairperson)

Dated:

Vision Statement:

Connecting our community through technology and services.

Mission Statement:

We strive to offer our community the best possible facility for access to essential services and technology in a friendly, safe environment.

Business Overview

The Kellerberrin Community Resource Centre (Kellerberrin CRC) serves as a vital hub for the town of Kellerberrin and its surrounding districts in Western Australia's Wheatbelt region. Situated at 94 Massingham Street, Kellerberrin WA 6410.

Agency Partnerships

The centre collaborates with various government agencies to provide additional services:

- **Australia Post:** Offering domestic and international postage, banking, bill payment facilities, ID verification, passport services (including photographs), document verification services, Working With Children Card applications and renewals, money orders, international money transfers (Western Union), gift cards, travel insurance, and pre-paid EFTPOS travel cards.
- **Department of Transport (DOT):** Assisting with driver's license applications and testing, learner's permits, international license transfers, vehicle licensing and registration payments, transfer of vehicle ownership, change of personal and vehicle details, statutory declarations, vehicle registration plates, concession applications, vehicle movement permits, marine licensing, marine transfers, and WA Photo Card applications.
- **Services Australia:** Providing access to Centrelink and Medicare services, MyGov access point, dedicated telephone, scanner, fax, and official resources and publications.

Community Engagement

The Kellerberrin CRC actively engages with the community through various initiatives:

- **The Pipeline Newsletter:** A fortnightly publication keeping residents informed about local and surrounding news, information and events.
- **Events and Workshops:** Hosting regular courses, events, and workshops, which encourage economic & community development & connection.
- **Tourist Information:** Providing resources and assistance for visitors exploring Kellerberrin's attractions.
- **Government Information:** Access to brochures, computers, free wifi and friendly staff to assist with any government and local enquires.

Contact Information

Address: 94 Massingham Street, Kellerberrin, WA 6410

Phone: (08) 9045 4991

Fax: (08) 9045 4992

Email: kellerberrin@crc.net.au

Operating Hours

CRC Services: Monday to Friday, 9:00 AM – 5:00 PM

Department of Transport Services: Monday to Friday, 9:00 AM – 4:00 PM

Products / Services

Office/Secretarial	Telecommunications	Corporate Management
Photocopying	Public Internet Access	4x professional, fully equipped rooms of different sizes
Laminating and binding	Government Access Point	Document design & print e.g. labels & business cards
Scanning		
Secretarial Services		
Digital Devices Support		
Public computer access		
Free Wi-Fi access		
SnapLab Photo Kiosk		
Large format printing & laminating		
Sublimation printing		
Education	Agency Services	Community Development
Accredited courses e.g. forklift & heavy vehicles	TransWA	Tourism information services
Information Sessions e.g. Kids Safe workshop & IPS workshops	Department of Transport	Publishing tourist information brochures
Exam Supervision	Services Australia	Kellerberrin District Phone Directory
		Design & produce Kellerberrin Merchandise

Existing Partnerships

The Kellerberrin Community Resource Centre has contracts or MOU's with the following organisations:

- Department of Primary Industries & Regional Development
- Services Australia (Contract)
- Department of Transport (Annual Contract)
- TransWA (Contract)
- Shire of Kellerberrin
- Australia Post (Contract)

Member Of:

- Linkwest
- Wheatbelt Business Network (WBN)

Other partnerships:

Perfect Computer Solutions
Kellerberrin/ Tammin Senior Football Club
Accent Stamps/Pet Tags
WAPOL – Kellerberrin Station
Central Wheatbelt Harness Racing Club

Edith Cowan University
Kellerberrin District High School
Livestock & Land (Window Rental)
Kellerberrin Men's Shed
Kellerberrin & Districts Club (Window Rental)

Situational Analysis

Community Analysis

The KECRC provides valuable services and support to the rural community of Kellerberrin and surrounding towns within our shire like Doodlakine, Bandee and Daadenning Creek. Kellerberrin is situated in the Wheatbelt region of Western Australia, with a rich landscape and population of approximately 1,138 people within the shire boundaries. The Kellerberrin Community Resource Centre (Kellerberrin CRC) serves as a vital hub for the Shire of Kellerberrin, which spans an area of 1,917 square kilometres. The community is characterised by its strong sporting culture, active community groups, and a commitment to fostering local businesses and services.

The local core economic activity occurs around sheep farming and wheat. Recent growth industries have included the manufacture of agricultural equipment, such as wheat bins, augers, grain silos and trailers. As well as those services normal to a general populace: school including lower and middle high school, hospital, doctor's surgery, aged care facility and a recreation centre, as well as a Men's Shed, swimming pool and extensive sporting grounds including a trotting track and speedway. The community enjoys a Mediterranean-type climate with temperature extremes from 0 degrees Celsius in winter to 40 degrees plus during summer months.

SWOT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ● Centre size & Location ● Staff Attitude ● Committee oversight ● Multiple steady commission incomes (Australia Post, Services Australia & TransWA) ● Free rent & cleaner with shire ● Ability to job share ● Relationship with Shire & local businesses ● Regular social media posting ● Volunteers ● Newly updated policies ● Monitored security system & cameras 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ● Counter space – limited space for staff ● Aging building – water & highway traffic damage ● Distance from Perth – get presenters & freight costs ● Upper level of schooling not provided in town – have to travel ● Grocery shop – limited range ● Transport options limited ● People reluctant of change ● Diminishing need of some services ● Government reliance ● Community involvement in workshops & events
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ● Courses around agriculture ● Tourism ● Small surrounding towns using us ● Library Expand more into events ● Plenty of room hire space ● Building upgardes ● Support from CRC network ● Ongoing applications for grants 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ● Staff quantity to work ratio ● Changes to agriculture – sheep export band & draught ● Staff retiring, new staff training ● Aging population ● Housing crisis – no rentals or houses to buy – no staff or new people ● Building not owned & rely on Shire for cheap rent ● Increases to staff expenses

Personnel Plan

The Kellerberrin Community Resource Centre is a not for profit entity and charitable organisation consisting of nine Management Committee members. The Community Resource Centre members elect the following offices bearers, the Chairperson, Vice-Chairperson, Treasurer, Secretary and 5 other committee members. All Committee members must be financial members of the Kellerberrin Community Resource Centre.

Kellerberrin CRC Management Committee:

<u>Name</u>	<u>Position</u>	<u>Qualification/Experience</u>
David Leake	Chairperson	Shire Councillor Business owner-farmer
Emily Ryan	Vice-Chairperson	Shire Councillor Previous school teacher
Ruth Parkhouse	Treasurer	Business Operator CRC Committee +12 years
Monica Gardiner	Secretary	Local Justice of Peace Shire Councillor
Emma Crofts	Committee	School Teacher/Community Member
Valerie Waddington	Committee	Community Knowledge/ Connection to Men Shed
Stephen Cole	Committee	Previous business owner, finance and local knowledge
Elizabeth Nedela-Campbell	Committee	Counsellor, works at school and Tammin resident
Taraeta Nicholls	Committee	Great knowledge and Trayning resident

Elections are held in October according to the Constitution and rules of the Association. A notice of the Annual General Meeting is sent to all members, published in the local newsletter (The Pipeline) and on our social media.

Committee Meetings are generally held on the third Tuesday bi-monthly, with the exception of January as most people are away. Minutes of the meetings are available at the Community Resource Centre office in Kellerberrin.

Auditors Audit Partners Australia
Leanne K Oliver
4/896 Albany Highway
EAST VICTORIA PARK 6101

Bank National Australia Bank
Massingham Street
KELLERBERRIN WA 6410

ICT Consultant Perfect Computer Solutions
Victor Rutland
11 Brewer Street
PERTH WA 6805

**Kellerberrin Community Resource Centre
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Kellerberrin CRC Staff:

Name	Position	Qualifications / Experience
Brittney Sutherland-Scott	Coordinator	Certificate III in Business & previous experience
Debra Rothnie	Finance Officer	Previous business owner & over 15 yrs experience in customer services
Robyn Dale	Customer Service/ Library Officer and Pipeline Editor (Til January)	Cert III Business and 10 yrs experience
	Customer Service Officer/Pipeline Editor (January start)	TBA
Corinna Byl	Senior Customer Service Officer	Experience in customer service, stock ordering & basic finance
Maigie Almanzor	Customer Service Officer	Certificate II in Workplace Skills & higher education in the Philippines

¹ What are the chances of this risk occurring?

² What level of impact would the risk have on your operations?

³ 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

Risk Management Plan

Risk	Likelihood of occurrence¹ High / Medium / Low	Severity of occurrence² High / Medium / Low	Risk rating³ High / Medium / Low	Actions to address
Shire of Kellerberrin withdrawing access to building	Medium	Medium	Medium	Maintain good relationship with the Shire, keep open communication. Increase income to cover possible rental payments
Unexpected staff resignation	Medium	Medium	Medium	Succession Plan and job sharing in place to ensure easy new staff transition and centre operating not disturbed
Extended period of staff leave	Medium	Medium	Medium	Succession Plan and job sharing in place to ensure and centre operating not disturbed
Difficulty attracting staff	High	Medium	Medium	Maintain good relationship with community. Advertise early were possible and advertise widely
Committee Member resignation	High	Medium	Medium	Maintain good relationship with community. Advertise with plenty of time before AGM.
Non-Compliance with changes to the Associations Incorporation Laws, ACNC or ATO requirements	Low	Low	Low	Review constitution at committee meeting before AGM to have the opportunity to make changes at AGM. Committee to be informed on tasks completed with ATO
Non-Compliance with DPIRD requirements (Annual report, insurance,	Low	Medium	Medium	Committee to monitor documentation timelines. Committee to endorse documents before or after being submitted
Annual Audit not complete	Low	Low	Low	Coordinator to CC treasurer in all audit related correspondence. Coordinator to inform Committee on all communication with auditor
Staff employment awards and conditions not compliant with current legislation	Low	Medium	Medium	Coordinator & Committee say up to date with future legislation changes. If any concerns Fai Work is to be consulted immediately

Succession Plan

To ensure the seamless continuation of operations and maintain the high standard of service at the Kellerberrin Community Resource Centre in the event of the departure of key personnel. By addressing succession for critical roles within the centre.

Key Positions and Responsibilities:

Coordinator

- Oversee daily operations of the centre
- Manage staff
- Develop and implement policies and procedures
- Financial management and reporting
- Liaison with committee, agencies and DPIRD
- Complete mandatory reporting

Finance Officer

- Record keeping of all financial documents
- Reconcile bank accounts, credit card and term deposits – weekly/monthly
- Process accounts receivable and payables
- Quarterly BAS preparation
- Audit Preparation
- Process Payroll
- PAYG and Superannuation payments

Pipeline Editor & Library Manager

- Format and produce Pipeline Newsletter
- Manage printing and ensure all copies are delivered
- Pipeline accounts receivable
- Collate Pipeline subscriptions and regular advertisers
- Order and process Inter Library Loans
- Check overdue items
- Complete Library reporting
- Finalise library exchange

Senior Customer Service Officer

- Oversee day to day front counter operations – Communicate with Coordinator
- Order money for Post Office
- Place stock orders
- Maintain and order consumables

Customer Service Officer/Trainee

- Handle day to day administration tasks
- Deliver a high standard of customer service in person and via phone
- Maintain public area and facilities
- Record stats and manage communications

All staff are required to assist with customer service, Post Office mail sorting & end of day, DOT end of day, assist with start of day set up and end of day pack up.

Emergency Succession Plan

Coordinator

- Appoint an acting Coordinator either inhouse or hire a replacement depending on duration and if permanent

Senior Customer Service Officer/Customer Service Officer/Trainee

- Ensure all staff are cross-trained in key responsibilities to cover essential tasks
- Utilise volunteers or casual staff

Planned Succession Plan

Coordinator/Finance Officer

- Identify and mentor potential internal candidates
- Source external hire if needed – possibly appoint an acting
- Provide upskilling opportunities in house

Senior Customer Service Officer/Customer Services Officer/Trainee

- Review current staff performances and skills to fill positions
- Maintain a pool of possible candidates or casual staff
- Provide upskilling and job-sharing opportunities

Professional Development and Knowledge Sharing

- Conduct regular inhouse training and knowledge sharing sessions
- Encourage staff to attend external training workshops and conferences
- Produce and regularly update procedures
- Foster job and knowledge sharing in the workplace

Evaluation and Adjustment

- Conduct annual performance reviews of staff
- Collect feedback from staff and community in regards to Coordinator, Committee and other staff members
- Review possible evaluations and adjust as seen fit
- Update needed procedures and documentation as necessary for adjustments

Communication Plan

- Communicate the succession plan to all staff and committee and provide updates
- Email the Business Plan (Succession Plan) yearly to staff and committee

Succession Plan Conclusion

The Kellerberrin Community Resource Centre's succession plan aims to ensure stability and continuity by preparing for both unexpected and planned departures of key personnel. Through a combination of emergency measures, planned development, and continuous improvement, we will be well-equipped to continue its mission of serving the community effectively.

Our future is looking good with:

- Customer satisfaction
- Shire support
- Support to the economic and social development of the Kellerberrin people by providing access to information and delivering a range of training and services.
- Maintain our values of efficiency, sustainability, innovation, integrity and respect.
- Deliver consistent and appropriate core services identified as missing from the community.
- Co-opt volunteers to become part of the Community Resource Centre Management team.
- To seek out funding opportunities to update equipment to provide up to date services and products.

2025/26 Activity Plan Overview

Quarter 1	July	August	September
	<ul style="list-style-type: none"> • NAIDOC Activity • Youth Engagement—how to adult • Ignite your business • Heavy Vehicles 	<ul style="list-style-type: none"> • Science week event • First Aid Course • Kids father day activity 	<ul style="list-style-type: none"> • Stroke talk • Grant Writing • Faux Gemstone Jewellery • Heavy Vehicles
Quarter 2	October	November	December
	<ul style="list-style-type: none"> • Get online week • Children's week—Halloween • Bike month event • Colour week fundraiser—bingo 	<ul style="list-style-type: none"> • Senior week event—Quiz • Remembrance day event • Kids Safe Home Safety 	<ul style="list-style-type: none"> • Shop Local • Christmas Movie
Quarter 3	January	February	March
	<ul style="list-style-type: none"> • Outdoor movie • School holiday activities 	<ul style="list-style-type: none"> • Paint & sip—3D textured painting • Champagne Circle—Woman in Business (IPS talk & Holyoake) 	<ul style="list-style-type: none"> • Scam Awareness—Consumer protection • Lions Skin Checks
Quarter 4	April	May	June
	<ul style="list-style-type: none"> • Easter egg hunt • IPS talk - TBA 	<ul style="list-style-type: none"> • Thank a Volunteer-gifts • Kids mothers day activity 	<ul style="list-style-type: none"> • SOCK Week
Key:	SLO2 Business SLO3 Community		

**Kellerberrin Community Resource Centre
Business Plan 2025-26**

Action Plan

<u>Outcome Area</u>	<u>Object</u>	<u>Actions</u>	<u>Timeline</u>	<u>Keyperson responsible</u>
Succession plan for Pipeline editor leaving	To prepare for a new employee or a current employee to take over the responsibility.	Advertise position (if needed) early Complete Pipeline and library procedures Job share	February 2026	Coordinator/Pipeline Editor
Decrease staff expenses	Lower wages	Look into transitioning some & new staff to part time Job Share	February 2026	Coordinator/Management Committee
Increase engagement on our Facebook	To increase our outreach and justify our time spent with the task. In the long term have more event attendance.	Post personal content Post community information more (e.g. back to school/road safety) Post interactive polls	December 2025	Finance Officer/Senior Customer Service Officer
Improve event/workshop proof	Prepare for a possible DPIRD audit	Complete project plan Take photos of event/workshop Scan registration sheet to folder Set up files in cabinet for every event	June 2026	All event coordinators
Complete updating policies	To protect Centre for any possible issues & taking too long be updating for over a year	Discuss with committee any additional policy needed Make a completing them more of a priority Have polices approved	December 2025	Coordinator