

WADDI HOUSING AND ADVANCEMENT CORPORATION LTD

Strategic plan

(Year – Year)

**Prepared by:**

**Date Approved:**

**Date for Review:**

**Version Control:** (version number)

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|  |  |  |  |
| --- | --- | --- | --- |
| ***Date Issued*** | ***Date of***  ***Review*** | ***Reason for Review*** | ***Additional Comments*** |
| [month, yr] | [month, yr] | [for example, incorporate changes  to new legislation] | [for example, plan  now covers details related to new legislation]. |
|  |  |  |  |
|  |  |  |  |

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# INTRODUCTION

This plan was developed in conjunction with members of the **WADDI HOUSING and Advancement Corp. Ltd (herein referred to as ‘WHAACL’)** at a (name of workshop, date and location). The workshop was facilitated by the (who conducted the workshop).

We would like to acknowledge the following people for their contribution to the development of this plan:

*(Provide names of organisations that were represented or names of people attended?)*

This plan is a representation of **‘WHAACL’** and all goals and outcomes that have been developed are to support the delivery of these.

Other documents that will be included are the Risk Management Plan.

This document should be used (need content) and all goals should be reviewed at each Board meeting to ensure **‘WHAACL’** remains on target to achieve the desired outcomes.

# VISION, MISSION AND VALUES STATEMENT

**Our Vision**

*Insert*

**Our Mission**

*Insert*

**Our Values**

*Insert*

# HISTORY

*Insert background*

# ORGANISATIONAL STRUCTURE

*Insert*

# ACHIEVEMENTS

*Insert main achievements of organisation*

*Insert each goal from previous strategic plan and summaries the achievements*

The successful implementation of this Plan will enable **‘WHAACL’** to move into a new era of financial and economic stability and to provide more services to members, particularly those services that will empower the Aboriginal community socially, culturally and financially.

# OPERATING ENVIRONMENT

* 1. **LEGISLATIVE FRAMEWORK**

**‘WHAACL’** works within a number of different legislative frameworks. The following is a summary of these and their impacts to the organisation.

|  |  |
| --- | --- |
| **Act** | **Impact** |
| Residential Tenancies Act 2010 | Establishes rights and obligations of landlords and tenants. |
| Anti Discrimination Act | Requires equality of opportunity, particularly in employment, irrespective of race, religion, sex, marital status, etc. |
| Aboriginal Housing Act |  |
|  |  |
|  |  |
|  |  |

* 1. **SIGNFICANT CHANGES AND TRENDS**

The following identifies and analysis the current operating environment which may have impacts on the successful implementation of the strategic plan goals and outcomes.

|  |  |
| --- | --- |
| **External** | **Internal** |
| *ie: Build and Grow – AHO Subsides, regional office no staff, poor communication, backlog maintenance* | *ie: Staffing* |
|  |  |
|  |  |
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|  |  |
|  |  |

* 1. **STRENGTHS, WEAKNESS, OPPORTUNTIES AND THREATS (‘SWOT’) ANALYSIS**

The following is a SWOT analysis which can assist in analysing significant trends **‘WHAACL’** works within and significant features of the organisation itself. The information in the table below has been taken into account when developing the goals, outcomes and strategies for this plan to ensure all forecasts are based on realistic assessments of **‘WHAACL’**.

|  |  |
| --- | --- |
| **Strengths** | **Weakness** |
|  |  |
| **Opportunities** | **Threats** |
|  |  |

# BOARD PERFORMANCE EVALUATION SURVEY

Each Board member and staff was asked to complete a Board Performance Evaluation Survey. A total of (#) were completed and formed the results of this report. This survey helps to holistically assess the Board's performance and identify priorities for Board activities going forward. The outcome of the evaluation is intended to focus discussion among Board members around the governance activities that will result in the greatest benefit for the organization.

As a monitoring tool, this survey will be undertaken each year as a means to measure how the Board is performing by its Board members, partners, tenants and staff.

In summary the results of this survey found the following:

*Insert information from report*

A copy of the survey is included in Appendix 1. The full report of this survey is included in Appendix 3.

# BOARD SELF ASSESSMENT SURVEY

The Board has the primary role of stewardship; overseeing management and ensuring that the organisation's affairs are being conducted in a way that achieves its objectives. To be able to successfully do that, it is important to ensure that Board members have the knowledge and expertise to be able to fulfil this role.

Each Board member has completed a skills and expertise survey to assist the organisation in understanding the current level of knowledge and experience of its Board. A total of (#) were completed and formed the results of this report. From this the organisation can identify where there are skills and knowledge shortages to be able to provide appropriate training to build capacity in areas of required expertise.

As a monitoring tool, this survey will be undertaken each year (or bi yearly) as a means to measure the level of skills and expertise of the Board and to utilise as a gap analysis for training needs.

In summary the results of this survey found the following:

*Insert summary from report*

As a result of these survey’s **‘WHAACL’** has developed an annual training plan to address any identified skills and knowledge capacity building needs of the Board to ensure that it operates as effectively and efficiently as possible. The training plan is included in the Board Survey report in Appendix 2.

A copy of the survey is included in Appendix 2. The full report of this survey is included in Appendix 3.

# ORGANISATIONAL GOALS

*Consider timeframes for each (Short – up to 12 mths, Medium – 12 mths – 2 yrs, Long 2 yrs – 5yrs)*

*An organisation should consider 3-5 priority goals to achieve throughout the life of this business plan. All other goals should be noted and re considered at the annual review.*

# STRATEGIES & PERFORMANCE INDICATORS

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 1:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 1.1 |  |  |  |  |  |
| 1.2 |  |  |  |  |  |
| 1.3 |  |  |  |  |  |
| 1.4 |  |  |  |  |  |
| 1.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 2:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 2.1 |  |  |  |  |  |
| 2.2 |  |  |  |  |  |
| 2.3 |  |  |  |  |  |
| 2.4 |  |  |  |  |  |
| 2.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 2:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 2.1 |  |  |  |  |  |
| 2.2 |  |  |  |  |  |
| 2.3 |  |  |  |  |  |
| 2.4 |  |  |  |  |  |
| 2.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 2:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 2.1 |  |  |  |  |  |
| 2.2 |  |  |  |  |  |
| 2.3 |  |  |  |  |  |
| 2.4 |  |  |  |  |  |
| 2.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 3:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 3.1 |  |  |  |  |  |
| 3.2 |  |  |  |  |  |
| 3.3 |  |  |  |  |  |
| 3.4 |  |  |  |  |  |
| 3.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 4:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 4.1 |  |  |  |  |  |
| 4.2 |  |  |  |  |  |
| 4.3 |  |  |  |  |  |
| 4.4 |  |  |  |  |  |
| 4.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 5:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 5.1 |  |  |  |  |  |
| 5.2 |  |  |  |  |  |
| 5.3 |  |  |  |  |  |
| 5.4 |  |  |  |  |  |
| 5.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 6:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 6.1 |  |  |  |  |  |
| 6.2 |  |  |  |  |  |
| 6.3 |  |  |  |  |  |
| 6.4 |  |  |  |  |  |
| 6.5 |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal 7:** | | | | | |
| **Item No:** | **Strategy** | **Actions** | **Performance Indicators** | **Responsible** | **Timeframe** |
| 7.1 |  |  |  |  |  |
| 7.2 |  |  |  |  |  |
| 7.3 |  |  |  |  |  |
| 7.4 |  |  |  |  |  |
| 7.5 |  |  |  |  |  |

# REGISTER OF LAND AND PROPERTY HOLDINGS

The following table is a register of the (organisation) land and property holdings

Commercial property

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Lot/DP | Title Held | Area  m2 | Constraint on sale | Address/  Location | Tenants | Rent  per  week | Value  June  2011 | Description |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

# TEN YEAR FINANCIAL PLAN

*Insert ten year budget*

# ASSETS AND LIABILITIES

# Appendix 1 – Board Performance Survey

# Appendix 2 – Board Self Assessment Survey

# Appendix 3 – Board Survey Report and Training Plan