

2022 – 2026 Business Strategic Plan

Date Approved: 9th August 2022
Date for Review: Quarterly - Annual Review July 2023
Chairperson Name: Maria Williams
Chairperson Signature: *M Williams*
Version Control: Version 2.

Update to the 2021-2026 Business Strategic Plan Review when required:

Review Date	Review Reason	Comments	Reviewed signed off

Annual Record of 2021-2026 Business Strategic Plan Review:

2021-2026 Strategic Plan Review	Date of Review	Reason for Review	Additional Comments
Annual	January Meeting each year.	To update Strategic Plan with outcomes achieved or progression made on the Strategic goals objectives.	Reviewed January 2023 Urgent action on Elders/ Disability Housing Conditions.

Purpose of the Strategic Plan

The purpose of the strategic plan is to provide clear goals and measurable outcomes to enable accountability to the members of the organisation.

Acknowledgement of Country

The Waddi Housing and Advancement Corporation acknowledges the Wiradjuri people as the traditional custodians of the land that we conduct our business and pay our respect to the Wiradjuri Elders both past, and present and to our emerging Elders.

Acknowledgement of Past and Present Elders

The Waddi Housing and Advancement Corporation acknowledges the many years of dedicated work by local Wiradjuri Elders to establish an affordable housing organisation for the Aboriginal Families of Darlington Point.

History and Present

The organisation commenced in 1976 led by a team of strong Wiradjuri men and women who identified the need for affordable housing in the local Aboriginal Community of Darlington Point.

The work of these dedicated men and women continues today through a Board of Directors nominated and elected by the members of the organisation.

The aim of the current Board is to expand the delivery of its service to meet the growing demand for young people and families now seeking housing in the community.

The Board is working extremely hard to seek funding to enhance the well-being of tenants through providing social, emotional, and physical programs to build capacity of tenants.

Waddi Housing and Advancement Corporation Today

Waddi Housing and Advancement Corporation Ltd (WHAC) provides culturally appropriate community, social and housing support services with Darlington Point, NSW. (Population Est 1145).

The Corporation maintains 21 housing properties that house local Aboriginal and Indigenous families.

As a Not For Profit organisation the objectives of the Waddi Housing and Advancement Corporation Ltd are to provide:

- Housing Opportunities.
- Access to community services including medical, cultural and education.
- Education and enhancement of the local culture within the community.

Our goal is to enhance and build local culture and pride.

Mission

The Waddi Housing and Advancement Corporation seeks to deliver an affordable, sustainable, and environmentally safe social housing service to enhance the wellbeing of the Aboriginal and Torres Strait Islander community.

Values

Who we are and what we represent:

- Culture- understanding, awareness, and respect.
- Justice- Fairness, equality, human rights, and respect.
- Sustainability- environmentally safe, affordable, social housing.
- Community- Build strong State and Local partnerships to promote health, education pathways and land and culture protection.
- Accountability- transparency, approachable, and responsible.

Mission Statement of the Strategic Plan:

Waddi Housing and Advancement Corporation Ltd seeks to deliver an affordable sustainable culturally and environmentally safe social housing service to enhance the physical and emotional well-being of tenants and future tenants.

Aim of the Statement of the Strategic Plan:

Waddi Housing and Advancement aim is to build the capacity of the Board, the sustainability of the organisation, the involvement of the community and relationships with local and State Governments and non-government agencies to deliver quality, housing outcomes for the community.

Background of the Business Strategic Plan:

This is a long-term strategic plan aimed at improving housing outcomes for the local Darlington Point Community. It has been developed to:

- Specify the direction for the Board of Directors over the next five years.
- Set clear goals and objectives over the next five years to increase measurable, accountable, and transparent outcomes for the community.
- Build strong partnership agreements with local and state Government agencies and Non-Government organisation.

Supporting documentation of the Business Strategic Plan:

This Strategic plan is to be read and actioned in conjunction with the rules of the:

- Waddi Housing and Advancement Corporation Ltd Act of Memorandum
- Residential Tenancy Act of 2010
- Privacy and Personal Information and Protection Act 1998 (NSW)
- Public Governance, Performance and Accountability Act 2013
- Corporations Act 2001

How the Business Strategic Plan has being developed:

The WAHC strategic Plan was developed following individual discussions and reviews from:

- Tenants and Members feedback.
- Bush and Campbell Accountants – End of Financial Year Review Feedback.
- Cater and Blumer Solicitor – Corporation Compliance.
- Nutrien Harcourt Griffith – Asset Management and Tenancy Management.
- NSW Registrar of Community Housing – Legislation and Regulation Compliance.
- Employsure Pty Ltd – Human Resource Management and Work, Health and Safety Audit Report.

Business Strategic Key Areas:

The feedback from consulting formulate key strategies as follows:

- Strategy 1: People
- Strategy 2: Workforce
- Strategy 3: Governance
- Strategy 4: Asset Management
- Strategy 5: Corporation Sustainability

Strategy 1: People – Improve communication with tenants and members.

Goals	Objectives	Responsibilities	Timeframe	Outcomes	KPI Measurement
Strengthen relationships with Tenants and members to encourage participation for the expansion of the service and development of projects/programs.	Undertake Tenancy surveys and design and update an effective communication database for members.	Finance, Governance and Compliance Co-Ordinator. Board Volunteer	May	Transparency to the members. Enhance communication to members through appropriate formats.	Measurement of member responses from various communication systems against previous systems.
	Facilitate two annual member meeting.	Chairperson	May October	Member involvement and feedback.	Attendance and engagement.
	Upload all Policies and Strategics on the WHAC Website.	Finance, Governance and Compliance Co-Ordinator Board Volunteer	After first policy review held in March each year.	Transparency to members, community, and regulators.	Website data visit. Communication registrar.
	Facilitate an Annual General Meeting and provide an annual report. Auditor involvement.	Chairperson	February	Compliant Transparent	Attendance. Participation.
	Publish a half yearly Newsletter.	Secretary	July November	Member communication.	Recorded responses. Participation numbers.

Strategy 2: Workforce – Waddi Housing and Advancement Corporation will work to retain current position and expand their existing workforce.

Goals	Objectives	Responsibilities	Timeframe	Outcomes	KPI Measurement
Ensure compliance to work systems and duties. Effective decision making.	Review, maintain and ensure reporting systems are utilised. Support the Finance, Governance and Compliance Co-ordinator position.	Chairperson	Fortnightly	Compliance	Audit Review Monthly Reports Timesheet Fortnightly Supervision Checklist Director Feedback
Research and apply for additional employment funding opportunities to provide succession planning.	Statement of Duty Job Description Job Contract HR Support WHS System	Director Volunteer Chairperson	On-going	Employment Succession goals reached	Increase workforce
Ensure Nutrien Harcourt Griffith make every attempt to seek local contractors with delegation of maintenance works and encourage Aboriginal Contractors to submit an expression of interest for major housing works.	Increase local and Aboriginal employment and opportunities in the workforce.	Finance, Governance and Compliance Co-Ordinator.	On-going	Registered list of local and Aboriginal contractors to provide Nutrien Harcourt Griffith.	Monthly Real Estate of Contractor works. Increase in Aboriginal Contractor expression of interest submitted.

Strategy 3: Governance - Improve and develop systems that will facilitate our ability to accommodate measure and demonstrate accountability for our service.

Goals	Objectives	Responsibilities	Timeframe	Outcomes	KPI Measurement
To ensure the Board undertake the responsibilities listed in the WHAC Governance Policy	Undertake the National Regulatory System for Community Housing Registration process with the aim for WHACCL to become a registered housing provider. The WHACCL want to be recognised as a well governed, well managed and viable community housing provider that meets the housing needs of tenants and provides assurance for government and funding investors.	Executive Directors Finance, Governance and Compliance Co-Ordinator. Assistance from the Registrar of Community Housing by providing reporting requirements and registration material to be assessed for registration and housing provider recognition.	May 2021 to July 2022	Improved compliance, reporting, data management and quality assurance systems. Ongoing reporting and compliance commitment.	Feedback and guidance from the Registrar of Community Housing. Housing Provider registration with the National Regulatory System.
	Governance Training Director skill audit	Chairperson	First month after the Annual Meeting	Increase governance knowledge and understanding. Improve decision making.	Increase Director involvement in shared workload involved with projects/programs.
	Report to Government and Regulatory bodies to ensure compliance of the company.	Executive Directors Finance, Governance and Compliance Co-Ordinator.	Ongoing	Compliant Director Confidence Mitigating risk	Submitted Report and response Audit Review

Strategy 4: Asset Management

Goals	Objectives	Responsibilities	Timeframe	Outcomes	KPI Measurement
Investing in, maintaining, and upgrading properties to meet the needs and aspirations of: <ul style="list-style-type: none"> • Tenants • Members • Directors • WHAACL Policies • External property management. • NSW Housing legislation and laws. 	Undertake thorough property scoping and reporting to collate a Risk Management report for all properties and rate the level of risk with each maintenance issue recorded. Reports must be received from: <ul style="list-style-type: none"> Property Management Project Manager Annual Preventative maintenance reports and Tenant survey/reporting. 	Chairperson Directors Finance, Governance and Compliance Co-Ordinator. Property Manager Project Manager	June 2022	Updated property reports. WHAACL Risk management policy and procedures practices followed and updated accordingly. Reduced liabilities. Tenant Satisfaction. Budget and planning finalised for forecasting and audit report.	Risk Management report and maintenance schedule for 2022/23.
	Ensure 'High Risk' maintenance issues are attended to and repaired so that the property is no longer deemed a liability to the Corporation.	Chairperson Directors Finance, Governance and Compliance Co-Ordinator. Property Manager Project Manager	October 2022	Reduced liability Insurance compliance Housing Standards are met for legislative requirements. Improved asset management.	Risk Management reporting and action. Maintenance expenditure report. Property Valuation. Bi-annual Real Estate Report
	Invest in Medium, low-risk and value adding maintenance on properties as budget permits to improve property values.	Chairperson Directors FGC Co-Ordinator External tradespeople	2022-20226	Increase property values Improved property conditions. Tenant Satisfaction. Asset Management	Risk Management reporting and action. Maintenance expenditure report. Property Valuation. Bi-annual Real Estate Report

Strategy 5: Corporation Sustainability

Goals	Objectives	Responsibilities	Timeframe	Outcomes	KPI Measurement
Improve operation of Housing stock management.	Housing Stock Valuation Maintenance improvement with a preventative Maintenance plan Rental increase reflective of CPI increase. Ensure high risk and operation budget income is available.	Chairperson Directors FGC Co-Ordinator Accountant/Auditor	Annual Plan and Budget Approved in May/June Applied from July each year.		Property Valuations Annual Financial Reports Risk Management reporting Annual Forecast Budget vs Actual Report.
	To minimise risk by abiding by the WHAC Housing Policy.	Chairperson Directors FGC Co-Ordinator Accountant/Auditor	Ongoing	Consistent compliance and governance.	Minute reporting Risk Management Reporting Reference to be made to policy in reporting.
	Partner and build relationships with associations with interests that align with increasing and funding opportunities that will improve and increase WHAACL property stock. Formalise community partnerships to offer members support in health, community, family, and financial sectors.	Chairperson Directors FGC Co-Ordinator Chairperson Directors FGC Co-Ordinator	July 2023 July 2023	Increase housing stock Cashflow for maintenance Cashflow for tenant workshops. Community events Community contact Support services assistance Members involvement Family Connection	Increase cashflow Financial report Housing Stock Listing Formalise Partnership Agreements Number of events Community Correspondence Number of formal partnerships Attendance numbers Feedback

<p>Build a strong Board of Directors and Leadership within the Corporation</p>	<p>Mentoring Programs Recruitment drive and programs Governance/Director Training Board Succession</p> <p>External explanation of legislation and regulation involved in operating the Company and making decisions involving the future of the company.</p>	<p>Chairperson Directors FGC Co-Ordinator Auditor</p>	<p>Ongoing</p>		
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2022 – 2026 Maintenance Plan

Annual Preventative Maintenance – Inspection Reports and servicing (Non-Negotiable)

Property	Mould And Ventilation	Hot Water Units	Security	Gutters and Stormwater	Fire Alarms	Reverse Cycle	Security	Real Estate Maintenance	General main and Ovens
8A ROSS ST	x	x	x	x	x	x	x	x	x
8B ROSS ST	X	X	X	X	X	X	X	X	X
4 CHANT ST	X	X	X	X	X	X	X	X	X
11 CHANT ST	X	X	X	X	X	X	X	X	X
17 CORBETT ST	X	X	X	X	X	X	X	X	X
19 CORBETT ST	X	X	X	X	X	X	X	X	X
30 HAY ROAD	X	X	X	X	X	X	X	X	X
11 KING ST	X	X	X	X	X	X	X	X	X
1/284 KING ST	X	X	X	X	X	X	X	X	X
2/284 KING ST	X	X	X	X	X	X	X	X	X
12 LANDER ST	X	X	X	X	X	X	X	X	X
1/19 MCALISTER ST	X	X	X	X	X	X	X	X	X
2/19 MCALISTER ST	X	X	X	X	X	X	X	X	X
1/35 MCALISTER ST	X	X	X	X	X	X	X	X	X
2/35 MCALISTER ST	X	X	X	X	X	X	X	X	X
10 MCBRATNEY ST	X	X	X	X	X	X	X	X	X
13 MCBRATNEY ST	X	X	X	X	X	X	X	X	X
15 MCBRATNEY ST	X	X	X	X	X	X	X	X	X
17 ROSS ST	X	X	X	X	X	X	X	X	X
19 STOCK ST	X	X	X	X	X	X	X	X	X
23 WHITE ST	x	x	x	x	x	x	x	x	x

High Risk - Action to be taken immediately – Emergency (Reactive) Maintenance

High Risk expenditure may need to be paid from reserved funds if required.

Property	Accessible Clean drinking water	Trip hazards	Tree removal Human/property harm liability	Fire Alarm and Fire Exit Access	Electrical Including ovens/rangehoods	Security (locks)	Heating/Cooling System Hot Water Unit	Poor Ventilation/ Mould identified	Septic System
8A ROSS ST		X							
8B ROSS ST		X							
4 CHANT ST									
11 CHANT ST		X					Replaced HWU 2021		
17 CORBETT ST							Replaced HWU 2022		
19 CORBETT ST							Replaced HWU 2021		
30 HAY ROAD		X							
11 KING ST							Replaced HWU 2022		
1/284 KING ST									
2/284 KING ST									
12 LANDER ST		X							
1/19 MCALISTER ST									
2/19 MCALISTER ST									
1/35 MCALISTER ST		X	X						
2/35 MCALISTER ST									
10 MCBRATNEY ST								X	
13 MCBRATNEY ST				X	X				
15 MCBRATNEY ST				X	X				
17 ROSS ST									
19 STOCK ST							Replaced HWU 2022		
23 WHITE ST								X	

Medium Risk - Action to be taken as soon as possible, within budget – Planned Maintenance

Property	Plumbing repairs	Sewer/ Stormwater repairs	Downpipes and Guttering repairs	Guttering replacement	Fencing and/or Earthworks	Tree removal	Kitchen/Bathroom Flooring replacement	Roof repairs	Heating/Cooling or HWU system update
8A ROSS ST	X		X				X		
8B ROSS ST	X	X	X				X		
4 CHANT ST				X					
11 CHANT ST				New gutter 2022					
17 CORBETT ST				New gutter 2022					
19 CORBETT ST				New gutter 2022	X	X	X		
30 HAY ROAD						X	X		
11 KING ST							X		
1/284 KING ST									
2/284 KING ST			X						
12 LANDER ST							X floor air coming up		
1/19 MCALISTER ST		X					X		
2/19 MCALISTER ST									
1/35 MCALISTER ST			X						
2/35 MCALISTER ST									
10 MCBRATNEY ST			X			X	X	X	
13 MCBRATNEY ST			-	New gutter 2018			X	New roof 2018	
15 MCBRATNEY ST			-	New gutter 2018			X	New roof 2018	
17 ROSS ST			X (join leaking)				X		
19 STOCK ST				New gutter 2022				X	
23 WHITE ST	X			New gutter 2021			X	New roof 2021	

Med to Low Risk (Action to be taken – within budget – Planned Maintenance)

Property	Blinds	Flooring	Internal Painting	External Painting	Carports Garages	Kitchen Update	Bathroom Update	Renovation Planned	Landscaping
8A ROSS ST		X			X	X	X		
8B ROSS ST		Replaced living area Dec 2022					X		
4 CHANT ST									
11 CHANT ST	X	X	X				X		
17 CORBETT ST	Replaced 2022	Replaced 2022	Done in 2022			New Kit 2022			
19 CORBETT ST	Replaced 2022	Replaced 2022	Done in 2022			New Kit 2021	X		
30 HAY ROAD	X	X	X						
11 KING ST									
1/284 KING ST					X				
2/284 KING ST					X				
12 LANDER ST									
1/19 MCALISTER ST	X	X	X				X		
2/19 MCALISTER ST									
1/35 MCALISTER ST	X	X	X						
2/35 MCALISTER ST	X	X	X						
10 MCBRATNEY ST	X	X	X						
13 MCBRATNEY ST							X		
15 MCBRATNEY ST							X		
17 ROSS ST	X						X		
19 STOCK ST	Replaced 2020	Replaced 2020	Done in 2020						
23 WHITE ST					New carport 2021		X		

