



# SHRA STRATEGIC BUSINESS PLAN ASSESSMENT TEMPLATE

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SHI: ABC

Date: 28<sup>th</sup> April 2020

Summary:

XXXXXXXXXX

The ASSESSMENT analysis shows the following:

<b>ASSESSMENT CRITERIA</b>	<b>Complies</b>	<b>Non - compliant</b>	<b>Partly complies</b>
1. STRATEGIC FRAMEWORK	-	-	1
2. INTRODUCTION	-	-	1
3. ORGANISATION	3	4	-
4. SWOT / PESTLE ANALYSIS	-	3	-
5. MARKET ASSESSMENT	-	7	-
6. PRODUCTS AND SERVICES	-	8	-
7. RISK MANAGEMENT	-	4	-
8. PROJECT DEVELOPMENT PLAN	-	8	1
9. SERVICE DELIVERY PLAN	-	13	-
10. CAPACITATION PLAN	-	-	2
11. INTERNAL MANAGEMENT	-	7	-
12. FINANCIAL PLAN	-	6	1
<b>Further Assessment</b>			
• Summary of 5 year strategic plan	3	4	1
• Review of external/internal environment and organisation performance	1	7	1
• Annual Strategic goals and programmes	-	1	-
• Annual Operational plan	-	1	-
• Annual Budget	-	1	-
<b>TOTAL</b>	<b>7</b>	<b>74</b>	<b>8</b>

The above table show the amount of sections and the relevant sub- sections level of compliance. It's a clear that the entity is **non - compliant** with the assessments criteria.

ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			Assessor Comments
		Complies	Non-compliant	Partly Complies	
1. STRATEGIC FRAMEWORK	Vision, Mission, Values, Guiding principles, organisational culture, strategic goal and KPIs			x	No evidence of KPIs and organisational culture.
2. INTRODUCTION	Background, housing needs, achievements to date and challenges / problem to tackle			x	Summarised but should provide more detail to assist better understanding by assessor.
3. ORGANISATION	Ownership structure and Control	x			Organogram provided but detail is lacking. Must assume that as an existing entity these have been availed to SHRA at another time / in another form.
	Board of Directors (delegated authority, functions and responsibilities, subcommittees, composition, performance, King iii, Companies Act, Code of Conduct, etc)		x		No information supplied.
	Senior management:				
	Organisational design (structure)	x			Organogram provided but detail is lacking.
	Staffing (link with capacitation plan)	x			Organogram provided but detail is lacking.

ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			Assessor Comments
		Complies	Non-compliant	Partly Complies	
	system, policies and procedures (including review and update)		x		No evidence or indication of this.
	performance management system (organisation, staff and Board of directors)		x		No evidence or indication of this.
	Resourcing (strategic partners, stakeholders)		x		No evidence or indication of this.
4. SWOT / PESTLE ANALYSIS	SWOT (strengths, weaknesses, opportunities and threats)		x		Not done.
	PESTLE (political, economic, social, technological, legal and environmental)		x		Not done.
	Stakeholder analysis		x		Not done.
5. MARKET ASSESSMENT	Demand:				
	Housing affordability analysis		x		No evidence of this.
	Tenure preferences		x		No evidence of this
	Socio-economic analysis		x		No evidence of this
	Present market situation		x		No evidence of this
	Identification of target market		x		No evidence of this
	Supply:				
	Supply analysis		x		No evidence of this.

ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			
		Complies	Non-compliant	Partly Complies	Assessor Comments
	Identification of and competitor analysis		x		No evidence of this.
6. PRODUCTS AND SERVICES	Product:				
	Pricing		x		No evidence of this.
	Product orientation		x		No evidence of this
	Product positioning		x		No evidence of this
	Location		x		No evidence of this
	Services:				
	Client relationship		x		No evidence of this
	Tenant Consultation		x		No evidence of this
	Community development		x		No evidence of this
	Tenant Communication		x		No evidence of this
7. RISK MANAGEMENT	Identification, Assessment, Response and Controls:				
	External and internal risks		x		Not included in Business Plan.
	Risk type		x		Not included in Business Plan.
	Degree of control		x		Not included in Business Plan.
	Risk Management strategy		x		Not included in Business Plan.
8. PROJECT DEVELOPMENT PLAN	Land		x		Not included in Business Plan.
	Project Packaging		x		Not included in Business Plan.
	Delivery schedule		x		Not included in Business Plan.
	Costs		x		Costs relate only to the establishment of a new real estate entity.

ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			
		Complies	Non-compliant	Partly Complies	Assessor Comments
	Funding resources		x		No evidence of this.
	Greenfields, acquisition, refurbishments or conversions			x	Projects are listed but modus of acquisition not mentioned.
	Procurement		x		No evidence of this.
	Quality control		x		No evidence of this.
	Maintenance (long-term)		x		No evidence of this.
9. SERVICE DELIVERY PLAN	Property Management:				
	Maintenance strategy/plan/budget		x		No evidence of this.
	Facilities management		x		No evidence of this.
	Utilities		x		No evidence of this.
	Rent administration		x		No evidence of this.
	Outsourcing		x		No evidence of this.
	Tenant management:				
	Training/education		x		No evidence of this.
	Complaints management		x		No evidence of this.
	Communication		x		No evidence of this.
	Consultation		x		No evidence of this.
	Committees		x		No evidence of this.
	Community development		x		No evidence of this.
	Satisfaction and post-occupancy surveys		x		No evidence of this.
Exit interviews		x		No evidence of this.	

ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			
		Complies	Non-compliant	Partly Complies	Assessor Comments
10. CAPACITATION PLAN	Organisational development			x	Establishment of Empowerment Units for outsourcing of functions mentioned but budgets have not been provided.
	Human Resource			x	Same as above.
11. INTERNAL MANAGEMENT	ICT / BIS (Business Information System)		x		No evidence of this
	Information (collect data, store data, process data, information, decision and action)		x		No evidence of this.
	Databases		x		No evidence of this.
	Communication		x		No evidence of this.
	Document management		x		No evidence of this.
	Strategic planning		x		No evidence of this.
	Internal controls		x		No evidence of this.
12. FINANCIAL PLAN	Balance sheet		x		No documentation provided.
	Income and expenditure		x		No documentation provided.
	Cash flow projections		x		No documentation provided.
	Financial model for project development		x		No documentation provided.
	Equity / investment		x		No documentation provided.
	Long-term financial forecast			x	A 'New Entity Business Model' was provided but it lacks details.
	Budgets		x		No documentation provided.
Summary of 5-year strategic plan	Who are we?		x		Not clear albeit an existing accredited SHI.
	Primary objective	x			Implied but not clearly stated.

ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			
		Complies	Non-compliant	Partly Complies	Assessor Comments
	Primary business activity(ies)			x	Implied but insufficient detail.
	Vision	x			Adequately conveyed.
	Mission	x			Adequately conveyed.
	Values		x		No evidence of this.
Review of external/internal environment and organisation performance	Demand/Market		x		No evidence of this.
	Supply:				
	Product		x		No evidence provided.
	Tenant management		x		No evidence provided.
	Property Management		x		No evidence provided.
	Financial Management		x		No evidence provided.
	Internal management		x		No evidence provided.
	Growth	x			Growth implied by 4 proposed projects.
	Organisation:				
	Staffing			x	No evidence of this for existing entity but projected for proposed real estate entity.
	Systems		x		No evidence of this.
	Other resources		x		No evidence of this.
Annual Strategic goals and programmes	Relevance of strategic goals to environment analysis and related to 5 year strategic plan		x		No evidence of this.
Annual Operational plan	Strategic implementation programme unpacked into detailed activity schedule set against measurable KPI's		x		No evidence of this.



ASSESSMENT CRITERIA	CRITERIA DETAIL	ASSESSMENTS			
		Complies	Non-compliant	Partly Complies	Assessor Comments
Annual Budget	Implementation programme fully costed including breakdown between Capital and operational budgets		x		No documentation provided.