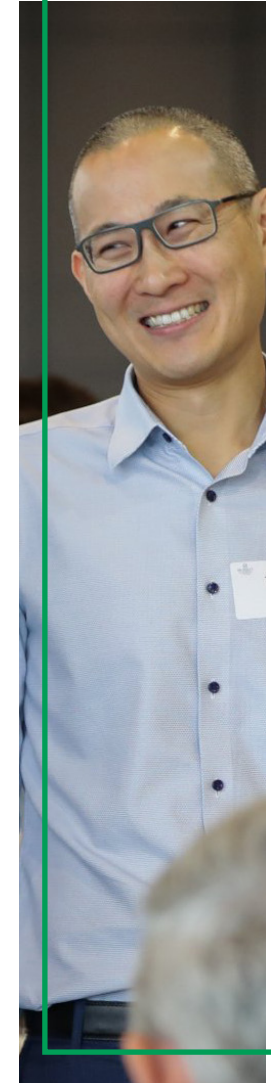
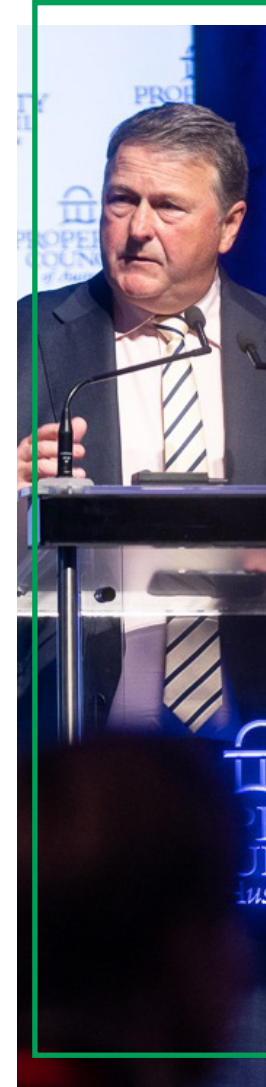




# Property Council **Strategic Plan**

2022-2025



## Great cities, strong economies, sustainable communities

### STRATEGIES

POWERFUL ADVOCACY	THOUGHT LEADERSHIP	SOCIAL IMPACT	PROJECT GREAT	OUR PEOPLE	STRONG ORGANISATION
Strengthened ability to influence public policy outcomes in each jurisdiction.	An enhanced ability to shape the key public policy challenges facing the industry.	A respected industry with a strong social licence to operate.	High quality member services which deliver deep value for members.	A compelling employee experience that attracts, retains and develops our talent.	An organisation which is robust, resilient and fit for purpose.

### GOALS



### VALUES



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# What this strategic plan is about

This document outlines the Property Council's new three-year strategic plan to 2025.

This plan provides us with a clear roadmap of our goals and our strategies to achieve them over the next three years. It becomes our guiding document from which we shape our organisational and team business plans, our budgets and ultimately our own individual objectives.

## **You helped build this strategy**

You helped create this strategy through multiple workshops, discussions and input over the first half of this year.

In addition to your input, we have also engaged deeply with the Property Council Board and consulted with all of our Division Councils. This strategic plan has their strong support.

This strategic plan was based on a thorough analysis of the likely opportunities and challenges facing the industry now and into the future. It is anchored in an assessment of where the Property Council sits after more than two years of the pandemic, a period where the organisation has performed tremendously in often difficult circumstances. And it recognises that the pandemic is still with us, with the ongoing risks of further disruption.

This strategic plan does not mark a radical overhaul of the Property Council or a substantial expansion of what we do. Instead, our aim is to deepen the value we create for our members by focusing on the core service areas which we already do well and building on these strengths.

## Key elements of the strategic plan

Together we have reviewed the organisation's strategic foundations and created a **new purpose statement** for the Property Council: great cities, strong economies, sustainable communities.

The plan reaffirms our Property Council **values** and the central role of **members** in everything that we do.

This plan sets out **five strategic goals** to be achieved by 2025, each with specific measures of success. These are:



Creating a **dynamic and rewarding place to work** is fundamentally important and underpins the success of this strategy.



The plan sets out **six strategies** which together will allow us to achieve these 2025 goals:



These strategies form the substance of this plan, and this document goes into some detail on each of them.

## What's next

This strategic plan becomes the basis of our organisational and team business plans, our budgets and ultimately our own individual objectives.

We have delayed the development of our FY23 business plans for the release of this strategy. Each part of the organisation can now develop its own business plan for the financial year, informed by this strategy and the organisation's overall business plan.

Many of the key elements of the plan have also already been hardwired into our FY23 budgets. Others will follow in subsequent years.

This strategy will be presented to members at The Property Congress in October and communicated more broadly at that time.

On behalf of the Executive, the Board and all our members, thank you for your dedication and passion for our work.

Strategic foundations

# Our members

Members play a deep and unique role within the Property Council, one which sets us apart from other industry bodies. Members truly are at the heart of everything we do.



Strategic foundations

## **Our purpose**

Together we have created a new purpose statement for the Property Council, a statement which reflects the contribution the organisation and the industry makes to our broader society.

This single, simple new purpose statement replaces our previous vision and mission statements.

This purpose statement is relevant to everyone's role at the Property Council and underpins all of our advocacy and member service activities.

**Great** cities

**Strong** economies

**Sustainable** communities





“

Our aim for this Strategic Plan is to **deepen the value we create for our members** by focusing on the core service areas which we already do well and building on these strengths.

## Strategic foundations

# Our values

Values are fundamental to how we go about our work. Our existing corporate values were created by our people and remain strongly embedded in the organisation. They are the right fit for us.



### OUR MEMBERS

We put **our members** at the heart of all we do

### LEADERSHIP

We **make a difference** in our industry and our community

### EXCELLENCE

We are **passionate** about our work and deliver outstanding **results**

### COLLABORATION

We respect each other's diverse views and are committed to our **one company culture**

### INTEGRITY

We are ethical, accountable and **believe in each other**

# What we aim to achieve by 2025

This strategy sets out clear and measurable goals to be achieved over the next three years.

2025 goals	Measures of success	Key performance indicators
<b>A better Australia for the industry and our members</b>	<p>We are the most influential advocacy body in Australia.</p> <p>We secure our national, division and sectoral advocacy objectives.</p> <p>We create momentum for change and shape the policy agendas of governments.</p> <p>Members shape and support our policy positions and advocacy strategies.</p>	<p>Achievement of our advocacy objectives.</p> <p>Feedback from governments and stakeholders.</p> <p>Strong member support for our advocacy effectiveness as measured in our annual member survey.</p> <p>Effective oversight from our Board, Division Councils and committees.</p>
<b>A respected industry</b>	<p>Government, stakeholders and the public respect the important economic and social contribution of our industry.</p> <p>Property Council is recognised as a champion of reform causes which deliver strong benefits to the community.</p> <p>A reflective industry prepared to rise to the challenges we face.</p>	<p>Improvement in the industry's measured net favourability levels in community research from 2022 to 2025.</p> <p>Feedback from governments.</p> <p>Volume and favourability of our media footprint.</p> <p>Sophistication of our approaches to social impact issues.</p>

## 2025 goals

## Measures of success

## Key performance indicators

### Membership powerhouse

Highly satisfied members and strong member retention.

Growth in membership revenues to fund advocacy.

Strong value delivered across geography and industry sectors.

Highly engaged and productive Property Council committees.

Measured member satisfaction at 'extremely high' and 'very high' to be above 70% and total dissatisfaction to be less than 3%.

Annual member retention to be above 90% (100% for top tier members).

A 20% increase in membership revenues to 2025.

High satisfaction with our Division Councils and member committees.

### Enhanced professional lives of our members

Strong participation in our events, courses and activities.

Very high satisfaction with our events, courses and activities.

Our programs meet the needs of our members across geography and industry sectors.

Very high satisfaction levels as measured in post activity surveys and annual member surveys.

Informal feedback from members.

Revenue from commercial activities continues to grow year on year.

### Dynamic and rewarding place to work

Staff engagement at Australian best practice levels.

A strong employee value proposition which underpins our ability to attract, retain and develop the right talent.

A constructive culture where we live our corporate values.

Outstanding people leadership.

Outcome-based processes, structures and systems within a nimble organisation.

A strong financial base to enable us to attract, retain and develop the right talent.

Measured staff engagement at 80% by 2025.

Regrettable turnover at 17% per annum.

Strongly positive leadership metric from staff surveys.

Property Council receives formal recognition as an Employer of Choice.

Board and Executive assessment.

A return to modest annual growth in net assets from FY24.

# Three-year strategies

To achieve these five goals, the Property Council will pursue six strategies. They are:

					
<b>POWERFUL ADVOCACY</b>	<b>THOUGHT LEADERSHIP</b>	<b>SOCIAL IMPACT</b>	<b>PROJECT GREAT</b>	<b>OUR PEOPLE</b>	<b>STRONG ORGANISATION</b>
Strengthened ability to influence public policy outcomes in each jurisdiction.	An enhanced ability to shape the key public policy challenges facing the industry.	A respected industry with a strong social licence to operate.	High quality member services which deliver deep value for members.	A compelling employee experience that attracts, retains and develops our talent.	An organisation which is robust, resilient and fit for purpose.



# Powerful Advocacy



## OUTCOME

Strengthened ability to influence public policy outcomes in each jurisdiction.

## Current situation

The pandemic has highlighted the strength of the Property Council advocacy model. We drive deep member engagement through experienced advocacy teams in each jurisdiction, specialist divisions and national roundtables. Together, we lead responses to sector-based issues, develop credible solutions-based research, forge deep relationships with the political class and the bureaucracy, and achieve a strong media presence.

The Property Council marshals these resources to pursue proactive advocacy objectives, respond to the actions of policy makers and engage with the processes of government. We are able to influence outcomes at federal, state, territory and local levels and conduct 'National Cabinet' style multi-jurisdictional advocacy where this is required.

The breadth of the Property Council's membership means that we pursue a very broad advocacy agenda at any one time. As an organisation, we need to both manage this broad array of issues and 'gear up' to focus on high-priority high-impact issues.

We are witnessing a fast evolution of politics in Australia, with consequences for the make-up of our parliaments, the high turnover of political leaders and the challenge of building political mandates for significant reform. These all have implications for our advocacy.

## Initiatives

1. Evolve our advocacy in light of the changing nature of politics, including a greater focus on independents and minor parties.
2. Hone our economic research and arguments in light of emerging economic challenges of inflation, skills shortages and low productivity.
3. Grow the impact and reach of our media profile and our corporate communications effectiveness.
4. Grow our advocacy resources (staffing and research budgets) as our financial surpluses from commercial operations grow over time.
5. Invest in the development of our advocacy skills across our advocacy staff through a Property Council University learning program (see strategy 5).



## Measures of success



Advocacy successes.



Ability to manage a large number of issues around the country to represent the full spectrum of member interests, while mobilising resources behind high-priority high-impact advocacy issues.



Deep engagement of our members.

## Financial implications

Grow the Property Council's existing investment in advocacy by 20% from \$9.39 million in FY23 (including \$1.31 million in advocacy research budgets) to around \$11 million over the life of the strategy. This is to be primarily funded from further growth in membership income, augmented by growth in our commercial member services.

## Implementation and timing

All actions to progressively commence during FY23.



A photograph of two women sitting in armchairs on a stage, engaged in a conversation. The woman on the left, with blonde hair, is gesturing with her hands while speaking. The woman on the right, with dark hair, is listening and holding a piece of paper. Between them on a small table are two water bottles. The background is a wall of blue and white geometric panels.

“

The breadth of the Property Council’s membership means that **we pursue a very broad advocacy agenda at any one time**. As an organisation, we need to both manage this broad array of issues and **‘gear up’ to focus on high-priority high-impact issues**.



# Thought Leadership



## OUTCOME

An enhanced ability to shape the key public policy challenges facing the industry.

## Current situation

During 2020 and 2021 the Property Council's primary advocacy focus was necessarily on the immense and immediate challenges arising from the pandemic. The pandemic also meant that our regular pipeline of advocacy research was disrupted and partially repurposed.

With the need for emergency pandemic responses thankfully now passed, solutions are needed for the fresh set of public policy challenges faced by Australia and our industry. Our political system finds reform more challenging than ever before, so advocacy bodies must be prepared to lead the way. Our members and our staff are looking for the Property Council to play this role.

Thought leadership involves thinking beyond industry-centred advocacy to determine and champion solutions for key challenges facing the country and the industry. These challenges may represent threats or opportunities for the industry (or both). Solutions need to address the problem, be holistic and be implementable and supportable by governments.

Thought leadership requires both thought and leadership from the Property Council. We need to:

- Understand and analyse the key public policy challenges which are relevant to our industry and determine holistic solutions to these challenges.
- Champion these solutions in a series of public-facing thought leadership papers and advocacy actions.
- Explore novel use of data, surveys and partnerships with thought leaders and allied groups to amplify the impact of our advocacy.

## Initiatives

1. Identify key public policy challenges for the industry and society, and champion thought leadership solutions to these issues.
2. Prioritise the following three issues in FY23:
  - Housing choice and affordability for a growing Australia
  - The post-pandemic growth model for Australian cities
  - Transitioning to net zero emissions in the built environment.
3. In late FY23 begin an internal industry review of tax opportunities, threats and reform options.
4. Consult with Division Councils and members as a precursor to Board consideration of these issues.



### Measures of success



Board-approved solutions to key public policy challenges.



A series of public-facing thought leadership papers and advocacy actions.



More effective reform outcomes for the industry and the nation.



An industry which is recognised for championing holistic solutions to community issues.

## Financial implications

\$150k of project funding has been allocated to support this thought leadership strategy in year 1. This project funding is in addition to existing national and divisional advocacy research budgets.

Future growth in this funding will be sourced from surplus growth driven from Project Great growth initiatives (see strategy 4).

## Implementation and timing

The priority thought leadership focus is housing affordability, given the new federal government's commitment to creating a National Housing and Homeless Plan.

A member governance body (eg. Division Council) would act as project sponsor for each thought leadership project, with input drawn across divisions as relevant.

A small internal project team would be formed to guide the work for each focus area drawn from across the organisation.





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Thought leadership involves **thinking beyond industry-centred advocacy** to determine and **champion solutions for key challenges** facing the country and the industry.



# Social Impact



## OUTCOME

A respected industry with a strong social licence to operate.

## Current situation

Australia's property industry provides amazing dividends to the Australian community, although these are not always sufficiently recognised by the public.

It has been some years since the Property Council conducted community research to understand the public's perceptions of the industry. Previous research showed that the public understands the big economic significance of the industry but that 'dodgy developer' and 'big end of town' narratives colour perceptions of the industry.

Over the past eight years the Property Council has conducted a number of campaigns to enhance the reputation of the industry and shape its external narrative. We plan to continue this objective, although with a fresh focus.

The industry and the Property Council has pursued a number of initiatives that have been relatively under-heralded and which could be leveraged into the public domain. These include:

- A deep and long-lived commitment to sustainability, witnessed by the establishment of the Green Building Council of Australia 20 years ago, global leadership in sustainability outcomes as reflected in Australia's leadership in the GRESB international ratings, substantial advocacy collaboration through the Australian Sustainable Built Environment Council, and two decades of policy leadership.
- A powerful industrywide focus on gender diversity, led by the Property Champions of Change and embedded in Property Council programs and commitments.

- Strong support for addressing the challenge of youth homelessness through the Property Industry Foundation, which the Property Council has championed and utilised our events to raise \$200k for the Foundation in 2021.
- The commencement of our reconciliation journey through the launch of the Property Council's first Reconciliation Action Plan earlier this year.

This strategic plan also invites the industry – through the Property Council – to reflect on some of the challenges facing it which are embedded within existing practice and consider how it might wish to address some of these issues.

The Property Council is a strong and at times necessarily robust advocate on behalf of our members. The consideration of the industry's social licence to operate is complementary to our advocacy role – not in conflict with it – and helps us shape our external messaging.

## Initiatives

1. Undertake new baseline research into community perceptions of the property industry and use these insights to reframe our industry narrative. This would inform our public messaging and the way we frame our arguments to government.
2. Create a public communication strategy – informed by this refreshed narrative – to promote the many dividends the industry provides for the community. This would largely be an 'earned media' based strategy.

3. Leverage our investment in thought leadership (see strategy 2) with public campaigns to champion these issues to help strengthen the industry's social licence as shapers of great cities, strong economies and sustainable communities.
4. Continue the Property Council's commitment to key social impact areas and deepen and evolve this commitment over time:
  - Homelessness through our partnership with the Property Industry Foundation, Homes for Homes and other initiatives.
  - Diversity and inclusion through our high impact diversity programs and the leadership of our Property Champions of Change group.
  - Reconciliation through our Reconciliation Action Plan.
5. Consider how the Property Council should position on the coming referendum on an Indigenous Voice to Parliament and how members should be consulted on this.



## Measures of success



More favourable public opinion of the industry and the Property Council.



Respect for the role of the industry in championing specific reform causes.



A reflective industry prepared to rise to the challenges we face.



## Financial implications

An initial \$50k funding has been allocated in FY23 for baseline community research and we will grow this over time.

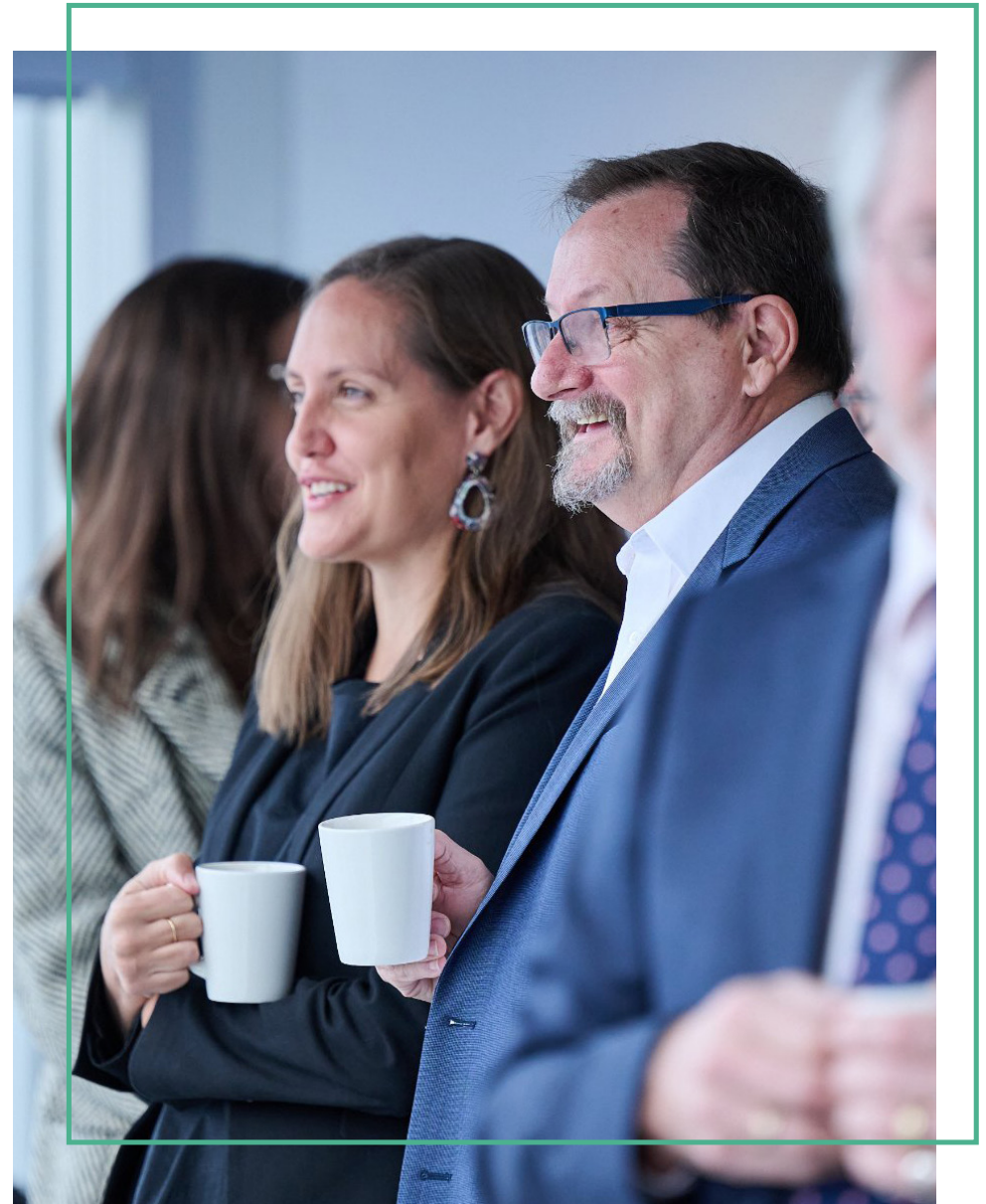
The Property Council has strengthened our media and communications staff resourcing over the past year and will continue to develop our communications capabilities.

## Implementation and timing

Baseline community research to be undertaken in FY23.  
Reframed public messaging to be considered at this time.

Thought leadership campaign design to commence immediately.

Consideration of our position on an Indigenous Voice to Parliament to occur in late 2022.





# Project Great

*Innovate, Grow, Deliver*



## OUTCOME

High quality member services which deliver deep value for members.

## Current situation

Our members are at the heart of all that we do. During the pandemic our members had our backs and we had theirs like never before. We did more than survive. We found new ways of connecting and networking, new ways of delivering content and found some of our existing products and services took on a whole new significance and value.

Our challenge is to build on this experience and our traditional member offering to customise and innovate our services.

Project Great is our post-pandemic plan to innovate, grow and outperform expectations. It will see us:

- **Grow, refine** and **improve** our offerings to members.
- **Customise, personalise** and make **consistent** the experience our members have.
- **Innovate, incubate** and **share** good practice across the organisation.

Project Great will be our guiding philosophy across our membership and services to members and will be implemented through specific plans to achieve this aspiration. Detailed approaches are set overleaf.

Our teams will be supported in delivering these outcomes with appropriate resourcing which is fair, transparent and informed by benchmarking.

## Initiatives

### Membership

During the first two years of the pandemic our membership grew by 6.5% and we achieved a record low resignation rate, despite the impact on the industry and our normal array of member services. Since the creation of Membership Central, our membership revenues have increased by 20%.

As part of Project Great we will:

1. Embed our new Student Accommodation Council effectively and consider how we can best support and service other new and emerging sectors.
2. Create and deliver strategic engagement plans jointly delivered by Divisions and Membership Central, leveraging our new CRM systems.
3. Grow our membership base with a targeted plan to attract new members.
4. Upgrade suitably qualified larger members to the appropriate National Member or Corporate Leader category.
5. Implement a refreshed member survey in FY23 and institute micro surveys to understand the dimensions of member satisfaction and engagement.
6. Review our associate member categories to ensure we are able to effectively cater for the smallest to the biggest non-core members.



### Measures of success



Member satisfaction at 'extremely high' and 'very high' levels to be above 70% and dissatisfaction to be less than 3%.



Member retention above 90%.



Increase membership revenue by 20% by 2025.

## Property Council Academy

The Academy has expanded its course offering by 25% over the past five years and doubled its income and surpluses between 2015 and the beginning of the pandemic.

Despite its challenges, the pandemic had the benefit of fostering innovation in content and delivery and a 'fast to market' mindset. In 2019 we also invested in a new online content management system to support online learning. The Academy is a key plank in how we will enhance the personal and professional lives of people in the property industry.

As part of Project Great we will:

1. Take our 'in house' Academy offering to more members, providing them with a high-value, highly customised experience.
2. Roll out our new Industry Diploma courses in industrial property and build-to-rent and grow our offerings for 'hot' or emerging areas.
3. Lead in hybrid course delivery for our Industry Diploma and short courses to reach more members right across the country.
4. Introduce a new half day course for each Industry Diploma course area by end of FY23, as we know members want more short sharp learning opportunities.
5. Expand our partnership model to leverage other premium education, learning and development providers to diversify our offering in an efficient and effective way.
6. Develop introductory Academy offerings for our new members, such as offering a free one-day Academy course as a sign-on incentive.
7. Underpin the growth of the Academy's offering and surpluses by investing in course content development, business development and delivery.



### Measures of success



- Outstanding member feedback on our courses.
- Broader geographic delivery of Academy courses
- A doubling of Academy revenue to \$4.06m by 2025.

## Sponsorships and partnerships

During the peak of the COVID pandemic, our sponsors and partners stood by us, right across the country. And we learnt valuable lessons about how a more joined up approach can drive value for our members, excellence in our events and strong financial outcomes.

Our sponsorships are managed on a disaggregated basis by individual divisions and business units, leading to an array of practices, benefits and outcomes. At a headline level, the Property Council has been less successful in growing our sponsorship revenues than we have been in growing event and other revenues.

As part of Project Great we will:

1. Foster a more consistent and seamless approach to sponsorship and partnerships around the country to increase the value delivered to our sponsors and the revenue generated for the Property Council. This will include:
  - Asking our sponsors about their experience and how we can improve.
  - Developing benchmarks and other tools to help us provide a more consistent approach to value.
  - Considering our internal structures, systems, processes and support collateral.

- Creating a selling framework which everyone can adopt and train our people in best practice.
- Innovating our offering to ensure we are delivering what our sponsors and partners want and need.



### Measures of success



Highly satisfied sponsors and partners.



Revenue growth from sponsorship aligns with the growth of our event ticket sales.



More consistency and collaboration across business units.

## State and territory events and programs

Most of our members connect with us and each other at our events and programs delivered by our state and territory teams around the country. These perform a vital role in informing and connecting the industry.

The pandemic caused significant disruption to our usual events program but our teams pivoted, regrouped, innovated and weathered the COVID storm exceptionally well. We have now returned to a full program of in-person offerings.

As part of Project Great we will:

1. Respond to the changed post-COVID environment with a focus on innovation and incubation.
2. Ensure Property Council events maintain their reputation for excellence and focus on quality content, delivery and member experience.
3. Support our teams by giving them license to experiment with new formats, new products and new income streams.
4. Foster best practice event delivery through sharing successful ideas, focussed personal development and a Property Council University stream.
5. Enhance the authority of our commercial senior leaders by empowering them to meet ambitious yet achievable goals by focussing on the forest not the trees.
6. Regularly ask our members how they want to interact with each other and us and be nimble in responding to their feedback.

7. Ensure we are developing a suite of 'tentpole' events in every division, underpinned by shared learnings of success from around the country and leveraging shared creation of content and delivery strategies.
8. Establish a forum for members to provide real time feedback on formats, content and events to ensure we are keeping a finger on the post-COVID pulse.
9. Leverage our investments in digital technology and education and training to personalise and customise member experience.



## Measures of success



Delivering great events and experiences.



Grow our surpluses so we can retain great staff and fund our advocacy work.



Increasing our focus on margins as our primary financial metric, not number of events or revenue.

## National events and programs

Our national events, conferences and programs are the envy of every other industry body. World-class, cutting-edge speakers and content, flawless delivery and networking opportunities that are second to none.

As part of Project Great we will:

1. Continue to grow and evolve our landmark national events – The Property Congress, Property Leaders Summit and Retirement Living Summit – with excellent content, networking and delivery.
2. Deliver a new Capital Markets Forum targeting those outside of the Leaders Summit target audience (FY23).
3. Bring back a revitalised Future Cities summit for a post pandemic world (FY23).
4. Support the new Student Accommodation Division by delivering an appropriate showcase event.
5. Bring back international study tours when conditions allow.
6. Build on the successful year 1 of our national mentoring program.
7. Strengthen the 500 Women in Property offering, building on from the program revamp.
8. Refresh the Girls in Property initiative to increase awareness and motivation of young women.
9. Be agile and take opportunities for one off or hot topic events if and when they are of real significance to a national audience.
10. Incubate content and speakers and work with Divisions to maximise efficiency and commercial success.



## Measures of success



Exceptional participant satisfaction.



Increased financial surpluses to retain great staff and to fund our advocacy and strategic work.



A shared approach to commercial success with states and territories.



## Awards programs to recognise industry excellence

Our Innovation and Excellence Awards turn 40 this year and the Gala Dinner is a hallmark event on the industry's calendar. Our National Retirement Living Awards have also grown and during 2022 we are looking at new ways to recognise people across the industry as well.

As part of Project Great, we will:

1. Grow our award offering at the state and territory level via a new 'People in Property' awards program and integrate this into our existing national Innovation and Excellence Awards program.
2. Continue to grow the National Retirement Living Awards to better highlight excellence in seniors living.
3. Better tell the powerful story of excellence showcased by our awards programs.



### Measures of success



A powerful integrated awards ecosystem at national and state and territory levels which showcase the property and people that make this industry great.



Stronger public recognition of the excellence and innovation of the best of the industry.



Additional \$250k-\$400k of surplus.



## Research

Property Council research is the gold standard that our industry relies on.

The mainstays of our research offering have been in place for many years: the Property Council/MSCI Performance Index, the Australian Office Market Report, Benchmarks of Operating Costs, Shopping Centre Directories and the ANZ/Property Council Survey on industry confidence.

These have been augmented with our pandemic-based Office Occupancy data series, some bespoke technology surveys and the creation of our Data Room, a comprehensive online repository of economic and property-related data.

As part of this strategy, we have considered the potential for technology to deliver disruptive change to our research offering and deliver enhanced value to members.

As part of Project Great we will:

1. Develop a plan to 'future proof' our research, using technology, to ensure members receive the best possible service offering.



## Measures of success



A clear plan to enhance our research services to the industry, using technology.

## Financial implications

Substantial revenue opportunities exist in membership, Academy and sponsorship.

From 2014 to 2019 Property Council grew overall revenues by 36%. We believe this strategy can deliver revenue growth on a similar trajectory. If business conditions do not allow this, we will temper expenditure to match.

## Implementation and timing

Guidance on implementation arrangements is provided in each section above.



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**Our members**  
are at the heart  
of all that we do.





# Our People



## OUTCOME

A compelling employee experience that attracts, retains and develops our talent.

## Current situation

Over the course of the pandemic our people have shown tremendous resilience, agility and commitment to our members, despite often difficult circumstances.

Over the past 18 months we have renewed a deep focus on the Property Council as a great place to work by measuring employee engagement, developing the *Our People, Our Plan* package of commitments with our people and implementing this action plan.

*Our People, Our Plan* sets out five areas of action: the tools to do our jobs, learning and development, remuneration and recognition, decision making and resourcing, and leadership. We are also rolling out leadership development programs for our senior leaders and the Executive team. And we are now finalising a Property Council University learning and development program.

The pandemic has impacted the labour market globally, with competition for talent tightening significantly, factors which are also impacting the Property Council.

The Property Council is committed to diversity and inclusion and we know that our greatest strengths come from the people who make up our teams. We want to empower our people to make an impact for our members, foster a culture which is unconditionally inclusive and ensure our people contribute their perspectives, ideas and experiences to making the Property Council a great place to work.

In 2022 we launched our Reflect stage Reconciliation Action Plan. This provides a framework for us to listen, learn and build cultural competency so we can walk towards reconciliation in partnership with First Nations peoples and use our special role within our industry to encourage others to do the same.

# Initiatives

## **1. Evolve our Employee Value Proposition as the basis for our people programs**

- Refresh, refocus and strengthen our EVP to showcase how the Property Council supports career development, learning and growth for all employees.
- Showcase our people's career stories and the Property Council's role in supporting early career development, professional growth and attracting alumni.
- Integrate our EVP into the employee lifecycle including attraction, selection and development, and align with supporting People and Culture processes.
- Embed our EVP using story telling through multiple channels, including employee forums, formal and informal communications and social media channels.

## **2. A learning and development framework with a personal and career development plan for everyone**

- Develop effective professional development plans that provide clarity of expectations and development focus areas for all employees.
- Create a unique Property Council University learning program across core streams of advocacy, member services, personal development and leadership and management.
- Implement a self-paced learning platform, where employees can choose where, when and how they learn.
- Have two career conversations as part of the performance and development process per year.

## **3. Leadership programs for our Executive and senior leader teams**

- Implement a phased Leadership Development Program, with initial focus on Executives and senior leaders.
- Develop individual leadership plans for participants based on 360 feedback.
- Cascade and embed the leadership expectations set in the Executive Team Charter at all leadership levels.
- Embed changes through provision of coaching support, including individual and peer to peer coaching.

## **4. Develop our talent**

- Identify internal talent, providing targeted opportunities for growth and development.
- Offer internal opportunities for secondment or acting in more senior roles.
- Review our succession management strategy with an increased focus on developing internal talent and identifying opportunities for career progression.

## **5. Maintain our remuneration market positioning and implement the newly approved incentive framework**

- Use our enhanced remuneration benchmarks to inform remuneration decisions to ensure our market positioning is maintained, especially important in an environment of stronger wage price inflation.
- Ensure the growth in our operational revenues is sufficient to maintain the Board-approved remuneration positioning.

- Revise our performance development plan process, including our KPI setting, in 2022.
- Consider how our incentive framework can better support and reward out performance.

## **6. A strong alumni community as a source of talent**

- Formal and informal actions to strengthen our connections with our alumni as a cohort of powerful advocates for the Property Council.
- Access the alumni and their networks in order to attract talent to the Property Council.
- Celebrate our 'boomerangs' – our people who have returned after developing experience elsewhere.

## **7. Diversity and inclusion**

- Maintain our strongly embedded focus on gender diversity.
- Evolve our diversity and inclusion learnings beyond gender through our internal D&I committee and targeted engagement and learning activities.
- Continue our reconciliation journey through our Reconciliation Action Plan, moving to an Innovate RAP in 2023-24.
- Integrate diversity and inclusion priorities into all People and Culture activities, including talent management, learning and development, succession planning and career progression.

## **8. People and Culture programs and processes which reflect our commitment to our people**

- Strengthen our recruitment processes to ensure that we are attracting, selecting and retaining the best talent for now and the future.

- Refresh onboarding process, creating a positive employee experience for new starters by providing support and training through leaders, colleagues and 'buddies'.
- Map employee and career stage lifecycles, documenting and aligning People and Culture processes to provide a great experience at every stage.
- Continue to share the benefits of our Uprise health and wellbeing program.
- Review our employee benefits to ensure that they are fit for purpose.

## **9. Refresh *Our People, Our Plan* each year as the guiding strategy for the year ahead**

- Continue to use an annual *Our People, Our Plan* as a planning and communication device to set out our people and culture initiatives for the year ahead.
- Share our progress in the delivery of *Our People, Our Plan* with our staff throughout the year.

## **10. Measure staff engagement every year**

- Conduct staff engagement surveys every year to measure our progress and share the results with all staff and the Board.
- Engage with our teams to reflect on our progress and any new or revised actions based on this feedback.





## Measures of success



A professional, motivated and successful leadership team and team members.



Strengthening levels of staff engagement: 73% in 2022-23, 76% in 2023-24 and 80% in 2024-25.



Regrettable turnover that improves over time: 19% in 2022-23, 18% in 2023-24 and 17% in 2024-25.



Learning and development opportunities which are embraced by our teams and make a difference to their careers.



Implemented reconciliation activities that reflect the Property Council's vision for reconciliation, through our Reflect and Innovate RAPs



Property Council receives formal recognition as an Employer of Choice (target in 2023-24), a WGEA Employer of Choice for Gender Equality (target in 2023-24) and an Inclusive Employer (target in 2024-25).

## Financial implications

The adjustment to remuneration settings approved by the Board in 2021 (along with the CRM/core systems investment) was made with the recognition that these would require operational losses in FY22 and FY23 before moving back to a surplus budget. We are ahead of these targets despite the impact of the pandemic.

It will be important to continue to grow our operating revenues to ensure we have the resources to retain and attract the right talent. This strategy has been designed to deliver this outcome.

## Implementation and timing

Leadership Development for the Executive and senior leader cohorts has commenced and will continue through 2022. This experience will then be reviewed before considering future programs.

A revised performance and development process (PDP) will be created in 2022.

The Property Council University professional development program will be created in FY23.

In 2023 we will consider how our staff incentive framework can best support and reward outperformance.

Other People and Culture programs will operate on an annual cycle.





“

The Property Council is committed to diversity and inclusion and we know that **our greatest strengths come from the people who make up our teams.**



# Strong Organisation



## OUTCOME

An organisation which is robust, resilient and fit for purpose.

## Current situation

The Property Council has a strong organisational base and our resilience was demonstrated through the many challenges of the COVID-19 pandemic.

Member engagement is fundamental to the success of the Property Council. In considering whether our membership engagement structures are adequately future proofed, we believe we need to further enhance our engagement with superfunds and strengthen our ability to service the institutional residential spectrum of asset classes which is emerging quickly. The North American and European experience has shown that the presence of an institutional residential asset class attracts significant advocacy challenges, particularly relating to regulation of rents, and the Property Council is not sufficiently resourced to manage these future issues.

Over the past year the Executive – with the oversight of the Board – has improved the financial base of the organisation, at the same time as repositioning staff remuneration and investing in a complete overhaul of our CRM, core systems and website. This strengthened financial base has been underpinned by two important initiatives:

- Together we have delivered a fast return to full operations, allowing us to return to a surplus position after two years not the three years the Board approved in 2021; and
- We have divested our holdings of investment bonds into cash term deposits, thereby prioritising liquidity over investment return.

We are part way through a \$3 million overhaul of our CRM, core systems and website, which will be complete in March 2023. It will be crucial to ensure that this investment delivers efficiencies, improved capability and better customer service for members.

In addition to this investment, the Property Council has too often fallen short of providing our staff with an adequate technology base and customer service. In 2022 we have appointed a new Head of Technology and Digital to oversee an improvement to this performance.

## Initiatives

1. Strengthen our engagement with superfunds, through our Capital Markets Division.
2. Consider the most appropriate way to support the burgeoning build-to-rent and institutional residential asset class to lead advocacy for this emerging sector.
3. Ensure the Property Council returns to surplus in FY24 and then continues to grow our net assets over time.
4. Leverage our investment in the new CRM, core systems and website to ensure internal efficiencies and external service enhancements are delivered.
5. Strengthened focus on ensuring our staff have the tools they need to do their jobs.



## Measures of success



A member committee and representative structure which is fit for the industry's future needs.



A financially secure organisation with a balance sheet strategy designed to deal with potential future shocks.



A more efficient and effective organisation as a result of our refreshed technology base.

## Financial implications

Our approved FY23 budget forecasts a \$343k loss for the year, with a return to surplus outcome in FY24.

The investment in our new CRM, core systems and website is already factored into forecast future income statements and balance sheet positions.

## Implementation and timing

The Capital Markets Division has commenced engagement with a broader array of superfunds.

Consideration of the best options to service the burgeoning residential investment asset class to be tabled at the Board in early 2023.

Executive and commercial directors to deliver on budget outcomes.

Enhanced technology to receive great focus from commencement of FY2023.



# Implementation

This section outlines how the Property Council will launch, embed and implement this strategy. Specific implementation notes are included with each strategy.

## Communications and launch

This strategy will be launched to staff and members in August.

### **For staff** this will involve:

- ✓ Creation of this tailored staff version of the strategy to be provided to all staff on launch day.
- ✓ A 'strategy on a page' as an easy reference resource.
- ✓ Presentation of the strategy to all staff at a staff Town Hall, including how it will be embedded and implemented.
- ✓ Follow up discussions within individual teams to convert these strategy areas into division business plans.
- ✓ CEO updates on the strategy implementation via regular business plan updates at Town Halls.
- ✓ Annual audit of the strategy at the Staff Summit.

### **For members** this launch will involve:

- ✓ A member launch at The Property Congress in October.
- ✓ Creation of a tailored member version of the strategy document which will be emailed to all members, be available online and at our offices.
- ✓ A feature story and CEO comment in Property Australia.
- ✓ Complementary stories in state and territory newsletters.
- ✓ An online Chief Executive briefing open to all members around the country.
- ✓ A social media strategy to highlight the strategy with links back to the website.



## Delivery and resourcing

Implementation guidance is included in each of the strategy overviews.

COVID-19 demonstrated the fundamental soundness of the Property Council business model and the resilience of our membership, and consequently, financial base. This strategy is predicated on an optimistic and achievable set of operational and financial goals. Should further strains of COVID-19 cause substantial disruption to the community and the economy, appropriate adjustments to delivery and resourcing will need to be made.

Our key focus areas will be the key services Property Council members want and need:



**Advocacy and thought leadership** underpinned by a strategy to enhance the respect of the industry, and



**Excellent member services** enabled by our unprecedented investment in digital technology and a focused 'Project Great' strategy.

In addition, we will continue our mission to deliver and resource *Our People Our Plan* to consolidate the gains made since the pandemic in ensuring the Property Council is a great place to work.

Executives will sponsor key strategic projects. Progress on these will be reported to the Executive Committee and the National Board.

The strategy will cascade into organisational, divisional and business unit plans.

## Financial outcomes

From FY14 to FY19 the Property Council increased total revenues by 36% to \$35 million. Our membership revenues grew through the pandemic, hitting a record high in FY22. We expect to be able to continue to grow membership and non-membership revenues through the next three years, with total revenue forecast to be \$38.7m in FY23.

This strategy is predicated on achievable revenue growth anchored by expected expansion in membership, a recovery of our events businesses at state, territory and national levels, a focus on growing sponsorship revenue over the life of the strategy and a significant expansion in the Property Council Academy.

Increased surpluses would be invested in priority areas for members, especially post-pandemic advocacy and thought leadership, and the capacity of the organisation to deliver for members.

Should Property Council revenues be significantly impacted by further COVID disruption, contingency plans would see a prioritisation and, if needed, deferral of some of these new initiatives.

## Embedding the strategy

This strategy will be incorporated into organisational and division business plans and budgets for FY23 and beyond.

Key initiatives will be reflected in relevant individual KPIs with performance and development plans.

In the wake of the pandemic, the Executive has already strengthened its approach to business planning and accountability measures which will support the implementation of this strategy.





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