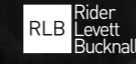


STRATEGY

2019 - 2022



Property Council Corporate Sponsors



All of us, as a collective group, connected and belonging despite our broad range of stakeholders and disciplines.

Not just planning, building, developing and creating, but shaping our urban landscape.

TOGETHER, SHAPING CITIES WHERE COMMUNITIES THRIVE

Showcasing the link between property and people – property creates spaces for people to live, work, play and shop.

Positive and enduring. Active but evolving.

STRATEGIC PLAN 2019-2022

PURPOSE	Together, shaping cities where communities thrive.				
VALUES	LEADERSHIP  We take bold steps so that the industry may follow. We make a difference.	AUTHENTICITY  We act with honesty, integrity, respect and humility.	COMMUNITY  We embrace collaboration and diversity of thought. We listen and communicate with positive intent to build relationships and understanding.	POSITIVITY  We think big, act and communicate constructively, have fun and take pride in what we do.	
GOALS	INSPIRATIONAL INDUSTRY LEADERSHIP We are an industry leader that champions property.	INFLUENTIAL ADVOCACY We influence Government and decision makers to support decisions that foster a thriving property industry.	IMPACTFUL COMMUNICATIONS We showcase the property industry's contribution to the community and the New Zealand economy.	EXCEPTIONAL MEMBER VALUE We inform, educate and foster mutually beneficial relationships for our members and the wider industry.	A DYNAMIC & SECURE ORGANISATION We steer the ship, ensuring the organisation has the capability and capacity to deliver quality services to our members.
2019 PRIORITIES	1 Strengthen relationships. 2 Lead and collaborate. 3 Champion diversity and inclusion.	4 Reframe our advocacy focus. 5 Redefine our research.	6 Showcase the property industry. 7 Communication delivery.	8 Stronger member engagement.	9 Special interest group review. 10 "One company" culture. 11 Accountability and performance. 12 A united Property Council system. 13 Assess and review our membership software.
2020+ PRIORITIES	14 Champion vibrant, sustainable communities, precincts and cities.		15 Review Property Council's brand and positioning.	16 Expand our professional development initiatives. 17 Attract talent to our industry. 18 Leverage our members expertise and experience.	19 Review our membership and governance structure.

WELCOME TO OUR STRATEGY

Tē tōia, tē haumatia.

Nothing can be achieved without a plan and way of doing things.

This strategy has been crafted to deliver clear value to our members and reset the organisation's future direction.

It is the result of nine months of work by Property Council's National Council and Leadership Team, and follows significant consultation with Branch Executives, members and our staff.

We aim to transform Property Council into a purpose-orientated industry leader, ensuring members see value in their investment.

More comprehensive than being 'the voice of commercial property', this strategy redefines our purpose to create a united, consistent approach to advocacy, events, education and collective industry leadership. This strategy is less about talk and more about action, creating the foundations for an organisation ready to adapt to the demands of an evolving industry.

Through our consultation with members, we have identified five clear goals: strong industry leadership, influential advocacy, impactful communications, exceptional member value and building a dynamic and secure organisation.

To achieve these goals, we have defined 19 priorities across five areas of the organisation. Some of these priorities were already in place while others are new, but all aim to deliver value to members and showcase property as New Zealand's most significant industry. These priorities are ordered to ensure the organisation first has the capability and capacity to deliver and secondly, focuses on expanding Property Council's agenda from an insular perspective to a much broader collaborative approach.

Our industry has a big role to play; to take the lead on debates, present thoughtful research and insights and campaign for sound public policy. Strengthening Property Council's ties with the wider industry and better articulating our story are central to the success of this strategy.

Thank you to all those who contributed to this strategic plan; to the 120+ volunteers who sit on National Council, Branch Executives and committees and our dedicated team. The success of any organisation hinges on its people, and it is because of you that we stand here today, ready to tackle the next 40 years.

Ngā mihi nui.



Leonie Freeman
Chief Executive



John Dakin
National President

WE BELIEVE MEMBERS MATTER

He aha te mea nui o te ao. He tangata, he tangata, he tangata

What is the most important thing in the world? It is the people, it is the people, it is the people



We believe that connecting people from throughout the country and across all property disciplines is what makes our organisation unique.

As an organisational membership body, Property Council represents over 560 member companies. But more importantly we connect over 10,000 property professionals through our events, voluntary committees, working groups and membership. These people are our customers, they are strongly embedded in the organisation, providing our advocacy mandate, empowering our influence, enhancing our credibility and partnering with us to deliver services.

Without people, there is no property.

This ethos is underscored by our values, where members are at the heart of everything we do:



THE PATH FORWARD: OUR GOALS

Collectively, the priorities in this document deliver on our 2022 goals:

STRATEGIES	INSPIRATIONAL INDUSTRY LEADERSHIP We are an industry leader that champions property.	INFLUENTIAL ADVOCACY We influence Government and decision makers to support decisions that foster a thriving property industry.	IMPACTFUL COMMUNICATIONS We showcase the property industry's contribution to the community and the New Zealand economy.	EXCEPTIONAL MEMBER VALUE We inform, educate and foster mutually beneficial relationships for our members and the wider industry.	DYNAMIC ORGANISATION We steer the ship, ensuring the organisation has the capability and capacity to deliver quality services to our members.
1 Strengthen relationships.	●●●	●●●	●●●	●●	●
2 Lead and collaborate.	●●●	●●●	●●●	●●●	●
3 Champion diversity and inclusion.	●●●	●	●●	●●●	●●
4 Reframe our advocacy focus.	●●●	●●●	●●●	●●●	●
5 Redefine our research.	●●●	●●●	●●●	●●●	●
6 Showcase the property industry.	●●●	●●●	●●●	●●●	●●●
7 Communication delivery.	●●●	●●●	●●●	●●●	●●●
8 Stronger member engagement.	●	●●●	●●●	●●●	●●●
9 Special interest groups review.	●	●	●	●●●	●●●
10 "One company" culture.	●	●	●	●●●	●●●
11 Accountability and performance.	●	●	●	●●●	●●●
12 Uniform systems, policies and procedures.	●	●	●●●	●●	●●●
13 Assess and review our membership software.	●	●●	●●●	●●●	●●●
14 Champion vibrant, sustainable communities, precincts and cities	●●●	●●●	●●●	●●●	●
15 Review Property Council's brand and positioning.	●●●	●●	●●●	●●	●●●
16 Expand our professional development initiatives.	●●	●●	●●	●●●	●
17 Attract talent to our industry.	●●●	●	●●	●●●	●
18 Leverage our members expertise and experience.	●●●	●●●	●●●	●●●	●●●
19 Review our membership and governance structure.	●●	●●	●	●●●	●●●

2019 PRIORITIES

2020+ PRIORITIES

INSPIRATIONAL INDUSTRY LEADERSHIP

We are an industry leader that champions property.

OBJECTIVES



ACTION PLAN

2019

2020+



SUCCESS IS

- 01

Develop and implement proactive stakeholder relationship plans for central government politicians and officials.


- 02

Lead and collaborate with industry partners to coordinate the broader property sector.







- 03

Champion diversity and inclusion, with an initial focus on gender.


- 04

Target industry-shaping reform opportunities that impact our cities and communities.



1	2	3	4	5	6	7	8	9	10	11	12	13
Develop and implement proactive stakeholder relationship plans for central government politicians and officials. 	Develop partnering agreements with key councils.	Monitor key stakeholder engagement.	Evaluate options to understand our impact and influence.	Coordinate with the communications team on opportunities for improved impactful media coverage. 	Develop a diversity and inclusion strategic plan, including reporting mechanisms.	Implement the 40:40:20 Panel Pledge.	Investigate a Champions for Change programme.	Undertake diversity research specific to the New Zealand property industry. 	Recognise, celebrate and enhance the existing ways the Property Council is supporting an inclusive culture. 	Develop a detailed contact list of all property sector groups, identifying the projects on which we can develop key alliances.	Investigate new initiatives that better coordinate the wider industry to be implemented in 2020+.	Research, review and develop a plan that targets industry-shaping reform opportunities that impact our cities and communities. 

- Established, solutions-focused industry leadership.
- Property Council is recognised as having a collective, unified voice on key issues.
- Proactive, trusted and collaborative relationships with local, regional and central government.
- Property Council is positioned as a key leader and integrator across the property sector and within the broader business community.
- Greater representation of women at Property Council events, in governance and overall engagement.
- Deeper talent pools for the industry through attraction and retention of female staff.
- A spread of programmes in place to facilitate gender diversity across the property industry.
- A strong public voice that takes a bigger role on property issues which impact our communities.

2

INFLUENTIAL ADVOCACY

We influence Government and decision makers to support decisions that foster a thriving property industry.

OBJECTIVES



ACTION PLAN


2019




2020+

SUCCESS IS

01 Refresh and reframe our advocacy focus.



02 Redefine the role and purpose of our research.



1

Develop and implement a prioritisation and decision framework for advocacy issues.



2

Align our advocacy messages with community/member benefits and partner with unlikely allies wherever possible.

3

Implement performance and accountability mechanisms.

4

Review current initiatives and develop a proactive agenda for 2019/2020.



5

Review existing research initiatives and investigate key objectives for research.

6

Determine a framework for prioritisation of research and clearly identify the research Property Council will commit to.

7

Investigate alternative options for key research initiatives and possible partners.



- A refreshed, high-impact advocacy agenda focusing on key issues at a national and regional level.
- A clear framework for prioritisation and decisions on advocacy workstreams.
- Influence government and relevant decision makers to make decisions that are in the interest of the property industry.
- A proactive advocacy communication strategy to our members, stakeholders and the public.

3

IMPACTFUL COMMUNICATIONS

We showcase the property industry's contribution to the community and the New Zealand economy.

OBJECTIVES



ACTION PLAN

2019



2020+

SUCCESS IS

01

Deliver timely, relevant and valuable communications that position Property Council as a respected industry leader.



02

Showcase the property industry's contribution to the community and New Zealand economy.



1

Develop and implement an overall communications strategy that extends our message delivery, deepens our member engagement and augments the member service experience.



2

Investigate opportunities for social media and other digital communication channels that deliver value to our members.



3

Develop a proactive media plan that presents the property industry as a vital contributor to the community.

4

Implement communications plans for each national event, leveraging events such as the Property Industry Awards to showcase industry-leading practice and community dividends.



5

Continue to monitor local and national media coverage, assessing opportunities for comment and coverage.

6

Document the industry's contribution to society, including highlighting members' social sustainability work.

7

Undertake a brand review to position Property Council as modern, dynamic and inclusive.

- A greater awareness of Property Council's purpose and offering by members, the wider industry and the public.
- A streamlined communications process that meets members where they are at, engaging and informing in a valuable and consistent manner.
- A brand that reflects the dynamic and diverse industry we operate in.

4

EXCEPTIONAL MEMBER VALUE

We inform, educate and foster mutually beneficial relationships for our members and the wider industry.

OBJECTIVES



ACTION PLAN



2019

2020+

SUCCESS IS

01 Stronger engagement with our members across all sectors.



02 Expanded member services and a robust member value proposition.



03 To attract and retain a diverse pool of talent to our industry.



04 To utilise our members as an active source of feedback, expertise and promotion.



1

Develop and implement a membership strategy that identifies, converts and retains members.

2

Deliver all planned branch events and five national events on time and on budget.



3

Seek ways to improve member feedback and understanding of needs.



4

Investigate new products and services to expand Property Council's member services and professional development initiatives.

5

Investigate existing initiatives that promote property as a career and determine priority areas for Property Council to focus on.

6

Investigate ways of leveraging the expertise and experience of our members through committees, working groups and advisory boards.










- Increased engagement of new members in Property Council activities.
- Further increases in membership retention.
- Further growth in membership numbers.
- A structured and consistent approach to onboarding new members, particularly in their first 12 months of membership.
- A clear value proposition for members of all levels.
- Greater awareness of the breadth and depth of employment opportunities offered by the property industry among school and university students.
- Increased positive perceptions of the industry.
- Members who are our chief advocates, promoting Property Council and the property industry at every opportunity.

DYNAMIC ORGANISATION

We steer the ship, ensuring the organisation has the capability and capacity to deliver quality services to our members.

OBJECTIVES

01	Review Property Council's special interest and sector groups.	
02	Develop a "one company" culture that motivates and retains staff talent.	
03	Improve organisational accountability and performance.	
04	Develop and implement consistent processes and procedures throughout the organisation.	
05	Assess and review our membership software and services.	
06	Target surplus of \$100,000 for year end March 2020.	
07	A membership structure that delivers value to all sectors of the industry.	

ACTION PLAN

2019

1	2	3	4	5	6	7	8	9	10	11
Determine the structure and operation of the Residential Development Council.	Development of the Culture Club with continued evolution of initiatives that foster a positive internal culture.	Adoption and implementation of the new strategic plan and supporting business plans and KPIs.	Review financial reporting principals and framework and implement new management reporting	Commence development of a three-year rolling business plan. communications team on opportunities for improved impactful media coverage	Review and document all existing organisational processes and procedures by March 2020.	Prioritisation of all operational projects..	Assess and review our membership software/CRM.	Commence review of the New Zealand Council of Retail Property, Future Directions and Women in Property.	Review specialist projects (such as the Shopping Centre Directory, Operating Expenses Benchmark and lease publications) to ensure their value to members.	Review the current membership and governance structure of the organisation and develop a strategic plan to ensure future sustainability.

2020+



SUCCESS IS

- Each special interest group has a clear purpose, structure and plan.
- Potential additional special interest groups have been investigated. E.g. capital markets, iwi, public sector and not for profit groups.
- The creation of a suite of initiatives to build engagement, performance and collaboration in a transparent, open and outcomes-focused culture.
- An organisation that motivates, develops and retains its staff talent.
- An organisation that has the capacity and capability to deliver exceptional services to members.
- Clear systems, processes and procedures that deliver a consistent service to members.
- Exceptional member services and deeper member engagement.
- A membership and governance structure that is transparent, easily understood and inclusive.

Ka taraia tahi ngā taone nui kia tupu hapori ora

TOGETHER, SHAPING CITIES WHERE
COMMUNITIES THRIVE



Property Council
New Zealand



PROPERTY COUNCIL NEW ZEALAND

Foyer Level, 51 Shortland Street, Auckland 1010 | PO Box 1033, Auckland 1140

P +64 9 373 3086 | **E** enquiries@propertynz.co.nz

propertynz.co.nz