



Wollondilly  
Shire Council

# PROPERTY STRATEGY

— IMPLEMENTATION PLAN —

2025

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# INTRODUCTION TO THE IMPLEMENTATION PLAN

This implementation plan outlines the key actions and timelines required to achieve the objectives set out in the property strategy. The strategy aims to optimise financial returns, enhance portfolio value, ensure commercial sustainability, and align property assets with both community priorities and operational requirements. The plan details key dates, deliverables, risks, and performance measures—ensuring that community, social, economic, and environmental considerations are given equal weight throughout the implementation process.

## KEY PERFORMANCE INDICATORS (KPIs)

### A. Portfolio Revenue Growth

- Increase gross income from the property portfolio to \$3 million by 2032

### B. Active Management Profitability

- Generate \$2 million in net profit through active asset management initiatives by 2030

### C. Regulatory Compliance

- Maintain 100% compliance with all applicable financial, legal, and statutory property regulations

### D. Asset Utilisation

- Ensure a minimum 80% utilisation rate across all operational property assets, measured annually

### E. Sustainable Asset Management

- Achieve and maintain benchmark standards for sustainable asset maintenance and lifecycle management by 2028

### F. Environmental sustainability.

- Transition to net zero and decarbonisation by setting targeted reductions in greenhouse gas emissions across all owned and managed assets

### G. Community and social needs.

- Ensure new or redeveloped community facing properties incorporate inclusive, accessible, and culturally responsive design principles
- Increase the supply of affordable and social housing

### H. Economic

- Promoting innovation and investment in clean energy
- Housing and infrastructure on council owned land growing innovation precincts and technology sectors. Where council is a key stakeholder

### I. Sustainable

- Community Satisfaction, Improved Health Outcomes, Reduced Co2 Emissions, Protecting Heritage and employment generation

# IMPLEMENTATION PHASES & TIMELINE

INITIAL PLANNING & GOVERNANCE	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Establish a Strategic Property Working Group to oversee implementation.										C
Develop a detailed execution plan outlining priority actions, responsible parties, and key performance indicators (KPIs).										C
Conduct an audit and review of the current property portfolio to assess performance and identify underutilised or surplus assets.										C E
Establish a property data register with comprehensive records of Council-managed and owned land.										C
Review and update Council's Property Policies to reflect strategic objectives										C
PORTFOLIO MANAGEMENT & OPTIMISATION (2025-2027)	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Apply contemporary asset and financial management practices to optimise land and asset use.										A B D E
Implement a performance monitoring framework for ongoing assessment of property efficiency and effectiveness.										C D
Develop a risk management plan covering financial, legal, and operational risks.										C
Ensure all assets are utilised to their highest and best use and maintained sustainably throughout their lifecycle.										D E
Consider social and community needs in the highest and best use analysis										G
COMMERCIAL SUSTAINABILITY & INVESTMENT (2026-2030)	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Conduct lifecycle cost analysis for acquisitions, holdings, and divestments.										A B C
Align portfolio management with Council's Long-Term Financial Plan to ensure fiscal responsibility.										A C
Return proceeds from property management to the portfolio for reinvestment.										A B
Undertake business cases for significant property developments and acquisitions.										A B
Pursue private sector partnerships to enhance community infrastructure and property returns.										A B G

PROPERTY INVESTMENT & STRATEGIC ACQUISITIONS (2027-2032)	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Identify opportunities for rationalisation, redevelopment, and strategic acquisitions.										A
Reinvest proceeds from land divestment into revenue-generating properties.										A B
Pursue strategic acquisitions aligned with Council's service delivery and community needs.										A G I
Leverage private sector investments to activate key development areas.										A B I
Establish partnerships with government agencies and private entities for optimised community outcomes.										G
STRATEGIC ALIGNMENT (ONGOING)	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Maintain assets to ensure they meet current and future community needs.										C D E
Incorporate health and wellbeing principles into asset planning and delivery.										I
Enhance social impact through property use and investment.										G I
Undertake asset improvements and repositioning where required.										D E F
Optimise portfolio utilisation by integrating multi-functional service delivery across properties.										D
Investigate opportunities to activate public open spaces and community facilities through commercial activities.										G
Asset priority funding (Prioritise funding allocations based on asset condition and strategic importance).										E
GROWTH INFRASTRUCTURE	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Alternative Models for the delivery of community infrastructure in growth areas.										E
Ensure Voluntary Planning Agreements (VPAs) include mechanisms for value capture.										E
Encourage and evaluate unsolicited proposals that align with strategic infrastructure priorities.										H G
Support an increase in the proportion of medium-density housing to meet growing demand.										G

SUSTAINABILITY	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Improve community satisfaction with Council's support for local groups and organisations.										I G
Collaborate with the health network on Council-owned assets to enhance service delivery and community outcomes.										I
Reduce CO <sub>2</sub> emissions from Council-owned properties through sustainable energy and design practices.										I F
Increase the supply of social and affordable housing through strategic property planning and partnerships.										I G H
Establish environmental projects on Council-owned land to support biodiversity, sustainability, and climate goals.										F H
Protect the heritage values of Council-owned assets through appropriate conservation and management practices.										H I
Increase the area of Council land designated for employment use to support local economic development.										H I
MONITORING, REPORTING & REVIEW	2025	2026	2027	2028	2029	2030	2031	2032	ONGOING	KPI
Enhance community satisfaction with Council's long-term financial plan through transparent reporting and engagement.										I C G
Quarterly progress reporting aligned with the Council's integrated planning and reporting framework.										C
Annual financial and performance review of property assets.										C
End-of-term report to evaluate strategic outcomes.										C
Formal review every five years to ensure the strategy remains commercially sound and responsive to evolving needs.										C

## CONCLUSION

This implementation plan establishes a structured framework for delivering the property strategy, ensuring that assets are managed effectively, financial returns are maximised, and community outcomes are achieved. Ongoing governance, performance monitoring, and strategic reinvestment will be critical to ensuring the long-term success and sustainability of the portfolio.



[www.wollondilly.nsw.gov.au](http://www.wollondilly.nsw.gov.au)

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