

P R O P E R T Y M A N A G E M E N T

# BUSINESS PLAN

A comprehensive framework for Australian property management agencies

Agency Name:

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Prepared By:

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Date:

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Version:

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**Template by PMVA** | Property Management Virtual Assistants  
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 **Key Insight:** This template is designed as a working document. Complete each section at your own pace, revisit quarterly, and share with your team. The most effective business plans are living documents that evolve with your agency.


## 01 Executive Summary

Your executive summary is the one-page snapshot of your entire plan. Write it last, even though it appears first. It should capture your agency's mission, services, target market, and financial goals concisely enough for a five-minute presentation.

### Agency Mission Statement

 *What is your agency's core purpose? What do you aim to achieve for your clients, your team, and your community?*


### Business Overview

 *Summarise your agency in 2-3 sentences: what you do, where you operate, and who you serve.*


### Key Services

 *List your primary service offerings (e.g., residential tenancy management, leasing, commercial property management).*


### Target Market

 *Define your ideal client profile: property type, investor profile, geographic area, and portfolio size.*

### Financial Goals (3-Year Summary)

 *Outline your headline financial targets for the next 3 years.*

Metric	Year 1	Year 2	Year 3
Properties Under Management			
Gross Revenue Target			
Net Profit Target			
Team Size (FTE)			

 **Key Insight:** Write your executive summary last. Complete every other section first, then distil the highlights into this single-page overview.

## 02 Company Overview

This section defines your agency's identity, including your legal structure, ownership, location, and history. Confirm your compliance with state and territory licensing requirements.

### Legal Business Name

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### Trading Name (if different)

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### ABN / ACN

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### Legal Structure

 *Sole trader, partnership, company, or trust? Detail ownership percentages if applicable.*

### Business Location(s)

 *Office address(es) and the geographic areas you service.*


### Licensing and Registration

 *Detail your real estate licence number, issuing state/territory, licence holder name(s), and any certificate holders on your team. Note: licensing requirements vary by state.*

### Agency History

 *When was the agency established? Key milestones, acquisitions, or pivots that have shaped your business.*

### Unique Value Proposition

 *What makes your agency different? Consider specialisations, service innovations, technology, or client experience that set you apart from competitors.*



## 03 Market Analysis

A strong market analysis demonstrates that you understand your operating environment. Cover industry trends, your target customer, and your competitive landscape.

### Industry Trends

*What macro trends are shaping your local rental market? Consider vacancy rates, migration patterns, rental yield trends, legislative changes, and technology adoption.*

### Target Customer Profile

*Define your ideal landlord client with as much specificity as possible.*


Attribute	Your Ideal Client
Property type (house, unit, townhouse)	
Portfolio size (single or multiple)	
Location preference	
Investment goals	
Key pain points	
Decision-making factors	

### SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

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## Competitor Analysis

 Identify 3-5 direct competitors. Document their fee structures, service gaps, and your competitive advantage against each.

## 04 Services and Fee Structure

Clearly define every service your agency offers and how you charge for it. Your fee structure should reflect the value you deliver, not simply match your competitors.

### Core Service Offerings

*List your primary services and a brief description of what each includes.*

Service	Description / Inclusions
Tenant screening and selection	
Lease preparation and execution	
Rent collection and arrears management	
Routine inspections	
Maintenance coordination	
Financial reporting	
Lease renewals	
End-of-tenancy management	

### Fee Structure

*Document your pricing model: percentage-based, flat fee, or hybrid. Include all fee categories.*

Fee Type	Rate / Amount	Charged When
Management fee		
Letting / leasing fee		
Lease renewal fee		
Advertising fee		
Administration fee		
Tribunal / court attendance		
Other: _____		

### Additional Revenue Streams

*What ancillary income opportunities exist? Consider insurance referrals, maintenance margins, premium service tiers, or landlord protection products.*

## 05 Marketing Plan

Your marketing plan should outline how you will attract new landlords and retain existing clients. Move beyond relying solely on referrals.

### Digital Presence Strategy

*How will you ensure your agency ranks for local search terms? Consider SEO, Google Business Profile, content marketing, and social media.*

### Referral Programme

*Detail your formal referral strategy: incentives for landlords, mortgage brokers, financial advisers, and other referral partners.*


### Advertising and Campaigns

*What paid channels will you invest in? Define budget allocations, target audiences, and measurable targets for each channel.*

Channel	Monthly Budget	Target Audience	KPI
Google Ads			
Social media			
Content marketing			
Local sponsorships			
Other: _____			

### Client Retention Strategy

*How will you retain existing landlords? Consider communication cadence, quarterly reviews, proactive property strategies, and loyalty initiatives.*

 **Key Insight:** Acquiring a new management agreement costs far more than retaining an existing one. Invest as much planning in retention as you do in acquisition.

## 06 Operations Plan

Your operations plan describes how your agency runs day to day. This is where most agencies either thrive or fail. The gap between what you promise and what you deliver is determined entirely by your systems.

### Technology Stack

*List the software platforms and tools that power your operations.*

Function	Platform / Tool
Property management software	
Trust accounting	
Maintenance management	
Communication / CRM	
Document management	
Inspection reporting	
Marketing / website	

### Key Workflows and Processes


*Document your core operational workflows. Which processes are standardised? Which need improvement? Rate each on a 1-5 scale for documentation quality.*

### Quality Assurance

*How do you monitor service quality? Consider KPIs, audit schedules, client feedback mechanisms, and team performance reviews.*

### Scalability Plan

*How will your operations handle growth? At what portfolio size will you need new systems, additional technology, or outsourced support?*

 **Key Insight:** Document your processes, standardise your workflows, and build systems that do not depend on any single person. Consistency is what separates agencies that scale from those that plateau.

## 07 Team Structure and Staffing Plan

Property management is a people business. Define the roles required at each stage of growth, the qualifications needed, and your recruitment and retention strategy.

### Current Team Structure

*List your current team members, their roles, and key responsibilities.*

### Staffing Roadmap

*Map your team structure to portfolio growth targets. What roles will you need at each milestone?*


Portfolio Size	Roles Required	Total FTE	Annual Cost
100 properties			
200 properties			
300 properties			
500+ properties			

### Recruitment and Retention Strategy

*How will you attract and retain quality team members? Consider employer branding, professional development, flexible work arrangements, and career pathways.*

### Outsourcing Strategy


*Which tasks could be handled by virtual assistants or outsourced teams? Consider administrative tasks that consume your local team's time without requiring face-to-face interaction.*

 **Key Insight:** Plan not just for today's workload but for where your rent roll will be in 12-24 months. Factor in recruitment timelines, training requirements, and the true cost of each hire.

## 08 Financial Plan


Your financial plan turns your vision into numbers. Include revenue projections, expense forecasts, cash flow analysis, and profit targets for the next three to five years.

### Revenue Projections

 Calculate your projected income based on rent roll size, fee structure, and ancillary revenue. Use the formula:  $\text{Properties} \times \text{Avg Weekly Rent} \times 52 \times \text{Management Fee \%} = \text{Annual Management Income}$ .


Revenue Item	Year 1	Year 2	Year 3
Management fee income			
Letting / leasing fees			
Lease renewal fees			
Advertising income			
Ancillary income			
<b>Total Gross Revenue</b>			

### Expense Forecast


 Be realistic. Underestimating expenses is one of the most common reasons property management businesses struggle financially.

Expense Item	Year 1	Year 2	Year 3
Staff salaries and super			
Office rent and utilities			
Software subscriptions			
Insurance			
Marketing and advertising			
Professional development			
Other operating costs			
<b>Total Expenses</b>			
<b>Net Profit</b>			

### Cash Flow Considerations

 Model your cash flow monthly for Year 1 and quarterly for Years 2-3. Note seasonal patterns, upfront investment periods, and any anticipated cash flow gaps.

### Funding Requirements

 *If applicable, outline any capital you need to raise, the purpose of those funds, and your repayment or return timeline.*


## 09 Compliance and Risk Management

In Australian property management, compliance is not optional. This section addresses how your agency meets legal obligations across trust accounting, tenancy legislation, privacy, and workplace health and safety.


### Regulatory Framework

 Which legislation governs your operations? List the key Acts and regulations for your state/territory.

### Trust Accounting Procedures

 Document your trust accounting processes, reconciliation schedule, and audit procedures. Mishandling trust funds can result in licence cancellation and criminal prosecution.

### Compliance Calendar


 Create an annual compliance calendar covering licence renewals, CPD requirements, insurance renewals, audit dates, and legislative review cycles.

Month	Compliance Activity	Responsible Person
January		
February		
March		
April		
May		
June		
July		
August		
September		
October		
November		
December		

### Risk Register

 Identify key risks to your business and your mitigation strategies.

Risk	Likelihood	Impact	Mitigation Strategy
Loss of key team member			
Trust account error			
Data breach / cyber incident			
Major maintenance emergency			
Market downturn			
Legislative change			

 **Key Insight:** Having contingency plans documented shows maturity and preparedness, whether you are presenting to investors, lenders, or simply holding yourself accountable.

## QUARTERLY REVIEW SCHEDULE

Set calendar reminders to review and update this plan every 90 days

Review Date	Key Changes	Reviewed By	Next Review
Q1			
Q2			
Q3			
Q4			

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### Need Help Turning This Plan Into Action?

PMVA helps property management agencies scale their operations with dedicated virtual assistants trained in 1,600+ best practice processes.

Visit [www.pmva.com.au](http://www.pmva.com.au) to explore how we can support your growth.

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