

President's Report



Andrew Chambers HFSCM
SCA (WA) President

The past year has been interesting to say the least with a mix of opportunities and challenges for all stakeholders. It's clear that we are looking at some significant changes to the strata sector with the 5-year review of the Strata Titles Act underway and conversations around conflicts of interest and strata managers' remuneration dominating.

SCA (WA) continues to advocate for our members' interests while advancing our Pathway to Professionalism.

These efforts have become crucial for both our membership and the broader strata community throughout Western Australia.

The country, and particularly WA, has been hit with a housing crisis, with more people moving into Western Australia than can be accommodated. This has increased the pressure on the government to review infill density and strata in the state. According to Landgate data for 2023-24, there were:

- 1,337 strata plans lodged;
- 5,532 strata lots created;
- 52,193 building strata schemes - 79,261 total schemes;
- 257,939 building strata lots - 352,738 lots (including survey strata).

SCA (WA) has continued its long-held collaboration with Landgate, working towards issues of benefit to the strata community. The Landgate Working Group, which includes representatives from SCA (WA), Landgate, and REIWA, met eight times throughout the year. They worked on the Strata Titles (General) Regulations 2019 (STGR) and began the five-year review of the Strata Titles Act.

The STGR amendments, due to have been implemented by now, have been delayed due to conflicting government priorities. However, extensions have been implemented to allow strata managers to continue operating whilst this progresses.

The proposed amendments which SCA (WA) was heavily involved in, aim to expand education and experience requirements for professional strata managers, create new career pathways and redefine roles and responsibilities to better meet industry needs and address the impact of the national changes to the Certificate IV in Strata Community Management.

We have also been working closely with other government departments, having met with the Department of Energy, Mines, Industry Regulation and Safety (DEMIRS), Energy Policy WA, Minister for Planning; Lands; Housing; Homelessness, Geoff Baker MLA, Member for South Perth, and Sally North, Work Safe Commissioner.

The SMPS is enshrined in our constitution and from 2026 it will be a requirement that any corporate management businesses must have this certification to continue membership.

The board, recognising the limited number of members certified, has launched a proactive initiative to support members in achieving their certification.

Awards

The Strata Community Excellence Awards in 2023 saw a huge response, with many members participating. It was heartwarming to see so many in the sector striving to showcase their dedication. Congratulations to all winners, especially Leigh Oliver, A Class Strata Services, Taryn Linfoot, and EnergyTec, who all went on to win the SCA national awards.

Member Survey

SCA National had a member survey this year to find out more information about our members. SCA (WA) were heavily involved in the development of this survey and were pleased with the number of SCA (WA) members who participated.

Some interesting insights gained from this survey are that, of the 70% female and 30% male respondents, 75% intend to stay in strata, and 88% noted that increasing professionalism in the sector is the most important goal for SCA.

The information provided has helped to frame the Board Strategy session held in March 2023. Our strategic plan, based on six key drivers, will guide us through to 2026. These drivers include Governance, Legislation, Education, Membership Engagement, Marketing, and Sustainability. Each driver has specific goals and timelines to ensure we stay on track and achieve our objectives.

The last quarter of the year ramped up with challenges as management practices of strata businesses in the Eastern States hit the news. With a focus on insurance commissions, the SCA fast-tracked its SCA Strata Insurance Best Practice Disclosure Guide, which had been released in late 2023 for implementation from 1 July 2024.

SCA (WA) is here to advocate on behalf of, and support our strata professional members, and the wider community through ensuring the highest standards of integrity and professionalism. The board has had to review and recommend the removal of at least one member from the association in the past year and will continue to place high standards above all else in our membership priority, allowing members to have pride in knowing that their association with the SCA (WA) highlights that they are trustworthy operators with expertise, education, and experience.

The SCA (WA) team, though small, consistently delivers remarkable results. Their dedication to supporting our members deserves our utmost gratitude.

Current Team Structure

Regional Manager:

- Kerrin Simmonds

Support Staff:

- Jack Leighton-Jones
- Shaan Griffen

Recent Changes:

- Theresa Boylan - Theresa transitioned from Education Manager to focus on establishing SCA Australasia as a Registered Training Organisation (RTO). This initiative will offer the Certificate IV in Strata Community Management.
- Sharon Martin - Sharon served as Education Development Officer until January 2024, when she pursued new opportunities.

SCA Australasia Support

The team receives valuable assistance from SCA Australasia, notably: Anne Cai: Finance Manager Patrick Hughes: Policy Officer Their contributions significantly enhance our operational capacity and strategic initiatives.

Board & Committees

I would like to express my sincere thanks to Catherine Lezer, who steered SCA (WA) as President for the past three years. Catherine's dedication and vision have set a strong foundation for our future.

To our dedicated board members, thank you for your commitment to the association and the many volunteer hours you provide. Our committees are another commitment made by volunteer members and without their contributions, SCA (WA) would not be able to offer the services provided, and I thank them all.

2025 and Beyond

With a state government election in March, a federal government election later in the year, together with legislative changes and the launch of the RTO, it will continue to be a busy schedule for all of us, particularly the SCA (WA) office and board.

We will continue to advocate for our members. Our new professional marketing campaign will be in full swing, promoting SCA (WA) members as Setting Standards and Building Trust through Education, Expertise & Experience.

I encourage all members to stay engaged and participate in our initiatives. Together, we can continue to lead the charge for change and ensure the highest standards of integrity and professionalism in the strata sector.

Thank you to all our members, valued sponsors, and the SCA team for your hard work and dedication. Your efforts are what make SCA (WA) a trusted and respected association.

Andrew Chambers HFSCM
President, SCA (WA)





Strata Community Association (WA)

Strategic Plan
2024 - 26





SCA (WA) Mission & Vision

Mission

To be the unified hub for everything Strata in Western Australia.

Vision

To foster a harmonious, understanding, and respectful strata community throughout Western Australia.

SCA (WA) Strategic Objectives

Governance, Finance, Operations & People

Ensure efficient and enhanced operations and secure the long-term financial security of SCA (WA)

Legislation, Advocacy & Policy

Strengthen the influence and positioning of the strata sector.

Education & Professional Development

Enhance the knowledge base within the strata sector.

Membership & Stakeholder Engagement

Consistently review membership levels, offering and professionalism to increase internal and external stakeholder engagement.

Marketing & Communications

Boost the reputation & recognition of strata professionals through strategic marketing initiatives and enhanced digital presence

Sustainability

Establish a Sustainability Working Group to review and develop sustainability practices within WA and develop a Strata Sustainability Strategy.

SCA (WA) Strategic Goals

Governance, Finance, Operations & People

Goal #1
Ensure sufficient cash reserves in place for effective operation.

Goal #2
Increase revenue to the SCA (WA) to support resourcing.

Goal #3
Ensure appropriate staffing to effectively manage workload.

Goal #4
Foster a workplace culture that values and motivates employees.

Legislation, Advocacy & Policy

Goal #5
Work collaboratively with Government to ensure legislative amendments align with best interest of Strata Community in WA

Goal #6
Develop strong Best Practice procedures and policies for members

Goal #7
Develop and promote clearly defined policy positions representing SCA (WA).

Education & Professional Development

Goal #8
Develop a PD calendar that delivers relevant training to members across all levels and areas.

Goal #9
Deliver engaging, relevant and informative PD for members that they wish to attend.

Membership & Stakeholder Engagement

Goal #10
Actively promote and increase membership to the SCA (WA).

Goal #11
Have SCA (WA) members recognised as the foremost experts and professionals in Strata Management.

Goal #12
Educate and Engage with those working and living within Strata.

Goal #13
Have an engaged member base who are proud to be associated with the SCA (WA).

Marketing & Communications

Goal #14
Deliver a comprehensive marketing campaign to enhance public perception and recognition of strata management professionals.

Goal #15
Deliver an enhanced SCA (WA) website and expand social media activities to improve user experience and engagement with both members and the wider public.

Sustainability

Goal #16
Establish a Sustainability Working Group to formulate a Strata Sustainability Strategy.



SCA (WA) Strategic Priorities: Key Drivers & KPIs

Governance, Finance, Operations & People

Strategic Goals

Key Drivers

KPIs

Goal #1
Ensure sufficient cash reserves in place for effective operation.

- Continuously review and monitor operational costs to determine the minimum required cash reserves.
- Continuously improve budget management processes to maximise efficiency and control costs.

- Maintain at least 6 months' worth of operating costs in bank reserves.

Goal # 2
Increase revenue to the SCA (WA) to support resourcing.

- Actively explore and develop alternative income streams to enhance financial resilience.
- Evaluate and refine membership and sponsorship structures and offerings.

- 5% year on year increase in membership revenue.
- Investigate alternative revenue streams to ensure that by end of 2026, Sponsorship revenue to accounts for less than 30% of all revenue generated by the association.

Goal # 3
Ensure appropriate staffing to effectively manage workload.

- Resources plan for the Association developed.
- Staffing restructure to be developed and implemented.

- Increase staffing resources from 3.8 FTE to 5.8 FTE including National staff assistance by 31 July 2024
- SCA (WA) Resources and staffing structure to be developed and reviewed annually.

Goal # 4
Foster a workplace culture that values and motivates employees.

- Training, development and induction for all roles
- Employee development plan created and implemented
- Staff recognition targets and development set and measured.

- Develop and implement induction plan by 31 July 2024.
- Employee job descriptions and development plans to be reviewed and updated by 31 May 2025.
- Develop calendar of six-monthly reviews of staff progress.
- Develop and implement a staff recognition policy.



SCA (WA) Strategic Priorities: Key Drivers & KPIs

Legislation, Advocacy & Policy

Strategic Goals

Key Drivers

KPIs

Goal #5
Work collaboratively with Government to ensure legislative amendments align with best interest of the strata community in Western Australia.

Goal # 6
Develop strong Best Practice procedures and policies for members.

Goal # 7
Develop and promote clearly defined policy positions representing SCA (WA).

- Develop clear stakeholder engagement strategy to engage with industry, government and supportive stakeholders with respect to:
 - co-regulatory framework
 - identified key recommendations for STRA five-year review
- Have clearly defined positions on SCA (WA) policies including:
 - co-regulatory framework
 - identified key recommendations for STRA five-year review
- Develop communications and educational strategy to promote the policies, benefits and operations of policy positions.

- Develop suite of Policy Positions, including co-regulatory framework and have these available for distribution and marketing by end 2024.
- Meet and engage with government stakeholders on a quarterly basis to discuss and obtain formal support of co-regulation and key STRA recommendations.
- Promote educational materials through website and social media channels, achieving a minimum of six posts per year with engagement rate above 3.5%.

SCA (WA) Strategic Priorities: Key Drivers & KPIs

Education & Professional Development

Strategic Goals

Key Drivers

KPIs

Goal #8

Develop a PD calendar that delivers relevant training to members across all levels and areas.

- Ensure there is a collaboratively developed education calendar that meets the CPD requirements for all Accreditation levels and that meets CPD Policy requirements.
- Develop education to enhanced knowledge, professionalism, collaboration and ethics across the strata sector.

- Conduct an annual Education Retreat in December to determine range of innovative and new topics and delivery methods.
- Maintain an education framework policy to track and maintain the accreditation levels and policy requirements are being met.

Goal #9

Deliver engaging, relevant and informative PD for members that they wish to attend.

- Review Education event & content development to ensure maximised relevance
- Review feedback process to maximise response

- Ensure 50% feedback received from attendees with satisfaction average of 4.2/5.
- Increase response rates of event feedback by 10% per annum.
- Increase attendance at events by 10% per annum.



SCA (WA) Strategic Priorities: Key Drivers & KPIs

Membership & Stakeholder Engagement

Strategic Goals

Key Drivers

KPIs

Goal #10

Actively promote and increase membership to the SCA (WA)

- Maintain detailed competitor analysis.
- Actively source information on and engage with non-member Strata Management business.
- Actively promote Membership Benefits.

- Competitor analysis to be completed by March 2025 and reviewed quarterly
- Develop Membership promotional collateral to attract new members by 30 April 2025.
- Five new Strata Community Management Corporate members to be onboarded /year.
- Achieve 80% of number of strata managers completing Landgate Annual Returns list as members of SCA (WA) by 20 June 2026.

Goal # 11

Have SCA (WA) members recognised as the foremost experts and professionals in Strata Management

- Develop communication plan to members on education and accreditation requirements.
- Establish a Member Scorecard to track their progress to accreditation.

- Communications plan and member scorecard to be developed by December 2024.
- Meet and engage with four members per month to assist with accreditation and SMPS completion.
- Ensure that 50% of all Individual Strata Manager members have achieved Level 2 Accreditation.



SCA (WA) Strategic Priorities: Key Drivers & KPIs

Membership & Stakeholder Engagement

Strategic Goals

Key Drivers

KPIs

Goal #12

Educate and Engage with those working and living within Strata.

- Develop clear owner engagement strategy.
- Ensure website page specific to owners is enhanced and provides useful and engaging information.
- Deliver engaging and interesting educational content for owners.

- Develop an Owner engagement strategy by end 2024.
- Monthly newsletters to be developed for Owner Subscribers.
- Deliver four Owner forum events per year with over 40 attendees.
- Deliver an annual Owner Conference.
- Owner subscribers to be increased to 2,000 by 30 June 2026.

Goal #13

Have an engaged member base who are proud to be associated with the SCA (WA)

- Review and address key issues of concerns identified by members in the 2024 Member Survey.
- Provide additional engagement with members to ensure they feel connected and included within the SCA (WA) community.

- Develop report from Survey identifying key concerns by end 2024.
- Develop plan and targets to meet key concerns by end March 2024.
- Achieve a Net Promoter Score (NPS) of 20 in the next member survey.



SCA (WA) Strategic Priorities: Key Drivers & KPIs

Marketing & Communications

Strategic Goals

Key Drivers

KPIs

Goal #12

Deliver a comprehensive marketing campaign targeted to enhancing the public perception and recognition of strata management professionals.

- Develop clear and compelling messages, emphasising the expertise, reliability, and value of SCA (WA) strata management professionals.
- Develop and Implement Marketing plan utilizing a variety of market channels to ensure broad effective dissemination of message.
- Monitor campaign performance to continuously refine strategies.

- Marketing campaign to be rolled out by 30 September 2024.

Goal #14

Deliver an enhanced SCA (WA) website and expand social media activities to improve user experience and engagement with both members and the wider public.

- Redesign the website, ensuring it meets the needs of both current members and potential new members.
- Develop and implement a comprehensive social media strategy.
- Create high-quality, resources focusing on the value and impact of SCA (WA) membership.

- Website redesign to be implemented by end June 2025.
- Track and obtain a 10% uplift in website, eNews open rates and social media metrics year on year



SCA (WA) Strategic Priorities: Key Drivers & KPIs

Sustainability

Strategic Goals

Key Drivers

KPIs

Goal #16
Establish a Sustainability Working Group to evaluate and enhance sustainability practices in Western Australia and formulate a robust Strata Sustainability Strategy.

- Sustainability Working Group to be established.
- Terms of Reference for the working group to be determined, inclusion of energy policy and EV charging policy requirements with here.

- Set up the Sustainability Working Group prior to the end of 2024.
- Working Group to develop a Strata Sustainability Policy by end 2025.

Governance, Finance, Operations & People

Ensure efficient and enhanced operations and secure the long-term financial security of SCA (WA)

- 1. Enhanced Budget Management:** Continuously improve budget management processes to maximise efficiency and control costs.
- 2. Diversification of Revenue Sources:** Investigate and develop alternative income streams to enhance financial resilience.
- 3. Optimisation of Membership & Sponsorship:** Review membership and sponsorship structures to ensure they align with organisational goals.
- 4. Workplace Efficiency:** Implement and refine operational processes to ensure optimal efficiency.
- 5. Employee Engagement:** Cultivate a culture of engagement where employees feel valued and motivated.
- 6. Adequate Staffing:** Ensure staffing levels are sufficient to effectively handle workload.

Legislation, Advocacy & Policy

Strengthen the influence and positioning of the strata sector.

- 1. Targeted Advocacy Efforts:** Deliver relevant and consistent advocacy messages that clearly communicate the interests and needs of the strata sector.
- 2. Strengthening Industry Relations:** Forge and enhance relationships with key stakeholders in the industry to support collaborative efforts and mutual objectives.
- 3. Government Liaison:** Engage proactively with government entities to ensure the strata sector's interests are well-represented and considered in policy-making.
- 4. Best Practice:** Develop and promote best practice guidelines and standards throughout the industry to elevate operational standards.

Education & Professional Development

Enhance the knowledge base within the strata sector.

- 1. Education and Professional Development:** Develop and deliver relevant educational content meeting the needs of strata sector professionals in a timely manner.
- 2. Engage with members:** Through annual education retreat and CPD feedback, to ensure continual improvements.

Membership & Stakeholder Engagement

Consistently review membership levels, offering and professionalism to increase internal and external stakeholder engagement.

- 1. Increase Corporate Strata Management Membership:** Ensure that at least 80% of managers reporting are members of the SCA(WA).
- 2. Accreditation and Certification:** Promote programs and work with members to ensure that at least 50% of individual members hold level 2 accreditation and companies have the resources to obtain SMPS Certification.
- 3. Community Engagement:** Increase engagement with Strata Owners to align advocacy efforts with their needs and to bolster community support.

Marketing & Communications

Boost the reputation & recognition of strata professionals through strategic marketing initiatives and enhanced digital presence.

- 1. Marketing Campaign:** Develop and launch Professional Pathway marketing campaign promoting the benefits of choosing SCA (WA) members, accredited professionals, and SMPS-certified businesses.
- 2. Social Media Expansion:** Amplify social media presence and reach to engage a broader audience, utilising platforms to highlight member successes, share industry news, and provide educational content.
- 3. Website Enhancement:** Overhaul the SCA (WA) website to improve user experience, accessibility, and content quality, making it a valuable resource for both members and the public.

Sustainability

Establish a Sustainability Working Group to review and develop sustainability practices within Western Australia and develop a Strata Sustainability Strategy.

- 1. Formation of Working Group:** Create a Sustainability Working Group comprising experts and stakeholders from within the strata community to review sustainability issues specific to strata in Western Australia.
- 2. Strategy Development:** Develop a comprehensive Strata Sustainability Strategy that outlines actionable steps and targets for improving sustainability across the Strata sector.