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Developing industry skills.

## Case for Change

CPP40516 Certificate IV in Strata Community Management

Property Services Training Package

Submitted by Artibus Innovation  
on behalf of the  
Property Services  
Industry Reference Committee (IRC)

October 2020

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# The Case for Change

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## Administrative information

<b>Name of IRC(s)</b>	Property Services IRC
<b>Name of SSO</b>	Artibus Innovation
<b>Name of Training Package examined to determine change required</b>	

The CPP Property Services Training Package was examined in light of the directives from the Australian Industry Skills Committee (AISC) June meeting.

## Brief description of how the case for change was developed

This Case for Change has been developed by the Property Services IRC. The development of the Case for Change has focused on the relevance and demand for qualifications in strata community management. The Case review takes into account

- regulatory changes (both to licensing for strata managers and related legislative change for the built environment); as well as
- growing demand for skilled strata managers to meet the needs of increasing urban density and residential property development resulting in burgeoning numbers of strata schemes requiring management.

At the June 2020 meeting of the AISC a directive was issued to the IRC to delete the following qualifications from the National Register unless a valid reason for retaining them is provided:

- CPP30416 Certificate III in Strata Community Management
- CPP50316 Diploma in Strata Community Management

Further discussion with the Department of Education, Skills and Employment resulted in a request for further evidence on industry demand and rationale for change to CPP40516 Certificate IV in Strata Community Management.

This paper will:

- **SUPPORT** the deletion of CPP30416 Certificate III in Strata Community Management
- **PROPOSE** further industry consultation on the deletion of CPP50316 Diploma in Strata Community Management
- **PROPOSE** the formal review and strengthening of CPP40516 Certificate IV in Strata Community Management

## Policy

In order to meet the AISC deletion directives, an endorsement process is required<sup>1</sup> to adhere to the [Training Package Development and Endorsement Process Policy](#) (TPDEPP).

The directive to delete two qualifications cannot be undertaken without provision of a Case for Endorsement.

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<sup>1</sup> Section 6.1 of the TPDEPP (p. 12): 'The endorsement process is a fundamental part of the governance arrangements for the national training system. It is intended to ensure the development of high-quality training packages are informed by appropriate levels of consultation, transparency and industry engagement. Wherever possible, training package development work (including deletion of qualifications and units of competency) should be packaged up as part of a broader Case for Endorsement. Cases for Endorsement should not be put forward with small numbers of changes unless they are urgent or can be otherwise justified.'

## The Case for Change

### Drivers for change

The proportion of people in strata living in Australia is at historically high levels and growing.

This growth of strata schemes<sup>2</sup> has increased almost exponentially so that approximately one in six Australians live in strata complexes, so have the new challenges facing strata managers.<sup>3</sup>

The strata complexes constructed in 2020 have much higher levels of management requirement than strata complexes built 10, 20 or 30 years ago. Lifts, basements, air conditioning and heating systems, complex fire safety systems, gyms, pools, saunas and rooftop gardens each come with their own rules, regulations, maintenance schedules and specialised maintenance and repair requirements. Even older or smaller complexes are much more complex to manage, as new legislation covering accessibility, energy efficiency, insurance, pool and sauna usage and waste management, among others, add to the complexity of managing a strata scheme.

Many of the current units of competency in the qualification provide a sound baseline of knowledge for strata managers, but they have not kept pace with the rapid pace of change strata is experiencing at the operational level and do not adequately equip strata managers to meet the challenges of strata in 2020 and beyond. More specialised, up to date training that encompasses the relevant guidelines, planning, legislation, regulation, manuals and data is necessary to equip strata managers with the tools to oversee people's investments and ensure the safety and comfort of residents living in strata schemes.

Strata managers are at the coal face of some of the biggest issues affecting strata residents and owners in Australia. Issues include high-profile building defects such as flammable cladding in the Opal and Mascot Towers, insurance issues for extreme events such as fire, cyclones and flooding and managing progressive living measures such as greater accessibility, energy efficiency and sustainability. The greater the training for strata managers, the greater the outcomes we will achieve across all these critical issues.

There are key areas that new units of competency need to address, including:

- Licensing – as regulated by varying jurisdictions
- Built environment regulation and compliance
- Insurance
- Sustainable building and sustainability e.g. managing a building's green credentials or NABERS rating
- Use of technology – emerging Building Information Modelling (BIM) software
- Stakeholder and media relations – in responding to disaster (floods, fires), building instabilities requiring evacuation, etc.

### **Licensing**

Regulatory changes have impacted on the strata management occupation and as a result, the qualification does not fully line up with current occupational requirements. Some examples are:

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<sup>2</sup> Strata Schemes of Australia & New Zealand: 1961 to 2019, City Futures Research Centre, UNSW Australia, accessed online 10/09/2020 at: <https://cityfutures.be.unsw.edu.au/cityviz/strata-schemes-australia-new-zealand/>

<sup>3</sup> Easthope, H, Buckle, C., and Mann, V., 2020, *Australasian Strata Insights 2020*, City Futures Research Centre, UNSW Australia, accessed online 24/08/2020 at: <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

- NSW has recently updated the Strata Schemes Management Regulation 2016 No 501 with:
  - Strata Schemes Management Amendment (Building Defects Scheme) Regulation 2020
  - Strata Schemes Management Amendment (Covid-19) Regulation 2020
  - Fair Trading Legislation Amendment (Miscellaneous) Act 2018 No 79
  - Fair Trading Legislation Amendment (Reform) Act 2018 No 65
  - Building Products (Safety) Act 2017 No 69
  - Electronic Transactions Legislation Amendment (Government Transactions) Act 2017 No 25
- Victoria's Owners Corporations Act 2006, version 016 was superseded by version 017 on 1<sup>st</sup> March 2020.
- WA; May 1<sup>st</sup> 2020 saw the proclamation of the Strata Titles Act 1985 (As Amended 2018) and the Strata Titles (General) Regulations 2019 introducing:
  - Better buyer information
  - Efficient dispute resolution
  - Improvements to strata management
  - A fairer process for scheme termination
  - Leasehold strata
  - Development, subdivision and planning changes

Although states and territories across Australia have different licensing regimes and training requirements to suit their jurisdiction's regulation and legislation, a coordinated approach through a review will give an opportunity for state-based regulators to consider alignment on training requirements.

### ***Built environment regulation and compliance***

In 2018, Peter Shergold and Bronwyn Weir delivered the Building Confidence report in response to a call from the Building Ministers Forum to undertake an assessment of compliance and enforcement systems in the building and construction industry across Australia.<sup>4</sup> The report made twenty four recommendations, many of which when implemented into the National Construction Code will place extra requirements on strata managers to play a more active role in ensuring building compliance, reporting on safety outcomes and identifying and managing building defects.

The significance and impact of adequately managing these regimes cannot be understated. Fire systems directly impact millions of Australians personal safety, as does issues with non-conforming products such as cladding, witnessed in the Grenfell Fire in London. Investors and owners lose millions of dollars annually to building defects.

Additional to the layers of complexity introduced thus far, some states and territories have recently changed strata regulations to include specific provisions for mixed use developments. This shift to combined residential, commercial and retail tenancy mix is a trend evident across Australia. This change impacts the role of strata managers by introducing new client groups i.e. retailers and business, consequently increasing the demands on management of common property, maintenance requirements and sinking funds. In addition to new skills, regulatory reform will be required to encompass these impacts and protect owners and tenants.

Without specific training for strata managers in a nationally coordinated way, strata managers' understanding of the changes and the National Construction Code will be inconsistent and any learning exercises conducted would be inevitably ad hoc.

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<sup>4</sup> Shergold, P and Bronwyn Weir, *Building Confidence: Improving the effectiveness of compliance and enforcement systems for the building and construction industry across Australia*. Accessed at [https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building\\_ministers\\_forum\\_expert\\_assessment\\_-\\_building\\_confidence.pdf?acsf\\_files\\_redirect](https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building_ministers_forum_expert_assessment_-_building_confidence.pdf?acsf_files_redirect)

## **Insurance**

Strata managers play a vital role to strata owners and residents with regards to strata insurance by sourcing and analysing insurance policies, liaising with brokers and insurers and managing the claims and enquiries processes.

Strata insurance, especially for larger buildings, is incredibly complex and without the strata manager risks being poorly obtained or managed by often time poor members of strata committees. Understanding strata insurance has never been more critical as governments and consumer and compliance bodies such as the ACCC and ASIC conduct reviews into the insurance system.

## **Sustainable Building and Sustainability**

As with so many areas related to strata over the past decade, sustainability practices and options have increased exponentially.

As the peak body for strata managers and a member organisation, the Strata Community Association held a forum on sustainability in early 2020 and the greatest challenges strata managers identified in relation to sustainability was a lack of understanding about the products and systems on offer and the cost/benefit of sustainability products. Training in relation to sustainability in strata complexes would benefit owners and residents by potentially providing access to new technologies and more sustainable living and to governments across Australia implementing sustainability projects and attempting to meet targets.

## **Technology use in industry**

A recent report by Macquarie Business Banking on the Strata Management industry reveals that technology use has rapidly grown since 2006 and is projected to grow in the industry in the next 24 months.<sup>5</sup> This includes the use of online portals and staff flexibility tools, management information systems, Building Information Modelling (BIM) systems, cloud platforms and workflow tools.<sup>6</sup>

The digital literacy skills needed to understand and use these systems will therefore need to be reflected in the suite of Strata Community Management qualifications. Furthermore, industry consultation revealed that as Building Information Modelling (BIM) usage increases in the Australian construction and property industries, strata managers will need skills and knowledge to navigate and use BIM and building management systems.

## **Stakeholder and media relations**

There are circumstances which have put strata managers and strata management firms squarely in the public eye when buildings under management have come under scrutiny. High profile examples include the Opal and Mascot Towers and their defects.

Interacting with the media and with high level stakeholders such as regulators and government departmental and ministerial staff requires knowledge and understanding to achieve the best possible outcomes for the strata industry and for strata complex owners and residents.

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<sup>5</sup> 2019, *People and efficiency – driving higher performance: Strata Management Benchmarking Report*, Macquarie Business Banking, accessed 18/04/2019 at: <https://static.macquarie.com/dafiles/Internet/mgl/global/business-banking/campaign/docs/macquarie-strata-benchmarking-results-2019.pdf?v=13>

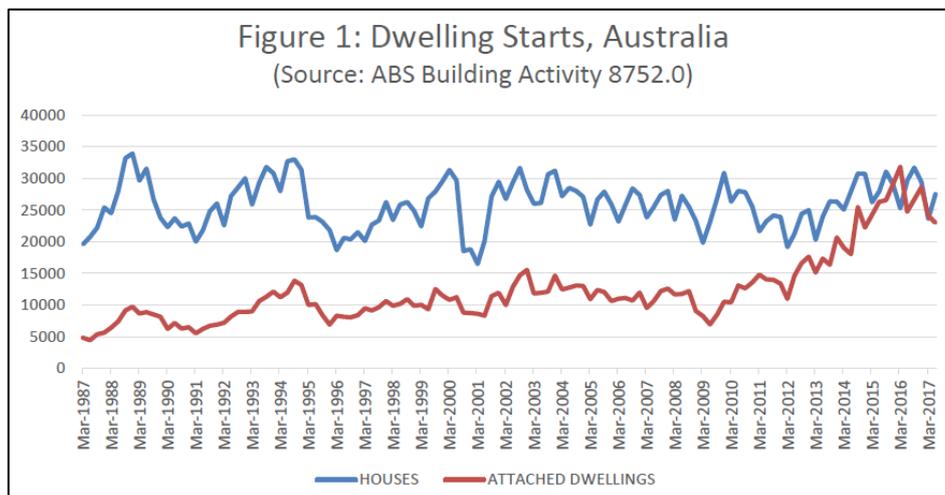
<sup>6</sup> 2019, *People and efficiency – driving higher performance: Strata Management Benchmarking Report*, Macquarie Business Banking, accessed 18/04/2019 at: <https://static.macquarie.com/dafiles/Internet/mgl/global/business-banking/campaign/docs/macquarie-strata-benchmarking-results-2019.pdf?v=13>

Media and stakeholder relations training is a mature discipline and standardised training packages for other industries could easily be adapted and integrated into training for strata managers.

### **Growth of industry**

With the Australasian Strata Insights report highlighting that approximately one in six Australians now reside in strata communities<sup>7</sup> and this percentage continues to grow as urban population density increases. The strata industry in Australia has grown rapidly in the last few years. As a quick snapshot:

- 2.2 million Australians live in apartments or townhouses, and approximately one in six Australians live in strata titled property.<sup>8</sup>
- In 2015 construction starts for apartments overtook starts for houses and much of Australia's population growth has occurred at the centre of our largest cities, which have grown upwards as quickly as they have extended outwards.<sup>9</sup>
- In 2007, 30,000 apartments were built in high-rise buildings, increasing to almost 90,000 in 2015.<sup>10</sup>



Since the majority of attached dwellings are managed through the strata industry, demand for a skilled strata workforce has increased since 2015. A Macquarie Business Banking study revealed that hiring intentions have surged since 2015, with almost three out of four strata management businesses now saying they plan to grow staff numbers in the next 12 months. As a result, competition for staff intensifies, making it vital to engage and retain talented people in the industry.<sup>11</sup>

As already stated above, there have been some shifts in focus in the industry to include:

- legalities & management of disability and aged care access and building modifications
- multi-use developments

<sup>7</sup> Easthope, H, Buckle, C., and Mann, V., 2020, *Australasian Strata Insights 2020*, City Futures Research Centre, UNSW Australia, accessed online 24/08/2020 at: <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

<sup>8</sup> Easthope, H, Buckle, C., and Mann, V., 2020, *Australasian Strata Insights 2020*, City Futures Research Centre, UNSW Australia, accessed online 24/08/2020 at: <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

<sup>9</sup> Ibid

<sup>10</sup> Shergold, P and Bronwyn Weir, *Building Confidence: Improving the effectiveness of compliance and enforcement systems for the building and construction industry across Australia*. Accessed at [https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building\\_ministers\\_forum\\_expert\\_assessment\\_-\\_building\\_confidence.pdf?acsf\\_files\\_redirect](https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building_ministers_forum_expert_assessment_-_building_confidence.pdf?acsf_files_redirect)

<sup>11</sup> 2019, *People and efficiency – driving higher performance: Strata Management Benchmarking Report*, Macquarie Business Banking, accessed 18/04/2019 at <https://static.macquarie.com/dafiles/Internet/mgl/global/business-banking/campaign/docs/macquarie-strata-benchmarking-results-2019.pdf?v=13>

- disaster planning and management
- building manager skills such as risk and compliance, since not all buildings have a building manager and the strata manager often ends up filling part of this role.

Considering these industry changes, the current qualification is not adequate to meet the skills and knowledge needs of Strata Community Managers and assistants. Review of the Certificate IV in Strata Community Management will consider the strategic *Strata Workforce Competency Framework* being developed with strong Industry consultation (commissioned by the SCA Victoria and will soon to be expanded to cover information from all of Australia).

## Skilling Gap

Release 1 of CPP40516 Certificate IV in Strata Community Management was endorsed in May 2016, with a minor update of superseded imported units in January 2017. This qualification has five superseded core units and six superseded elective units, as well as two units which are yet to be transitioned to the *Standards for Training Packages 2012*. See **Attachment C: Superseded unit analysis**.

The teach out period for these superseded units expired in May 2017. This dated content disadvantages students seeking employment or career advancement in the sector. It is also a disincentive to training organisations to put the qualification on scope to deliver outdated content.

The SCA contends that the job profile of Strata Manager has been significantly changed by the findings of the Building Confidence Report<sup>12</sup>, non-complying building materials and contemporary environmental performance expectations; matters which should all be considered in a review of the qualification. SCA offers non-accredited training to its members as the national product available on training.gov.au is outdated and not fit for purpose.

## Employer input from the recent forums

### The Strata Manager - Employment, enrolment outlook and employer demand

Although strata managers are not required to be accountants, insurance brokers, builders, communicators, sanitation/waste experts and/or many other professions, their customers and employers do expect and require them to have a broad working knowledge across each of these disciplines and skill sets. For example, a strata manager is not an accountant but is required to prepare budgets and financial reports, understand financial reporting, and convey these budgets and reports to their customers in a manner that they will understand and comprehend. The strata manager's role is also critical in maintaining social cohesion, security, safety and mental/physical wellbeing of residents in the schemes they manage.

The 2020 Australasian Strata Insights report<sup>13</sup> illustrates that there are currently over 2.8 million total lots and the total insured value of schemes is over \$1.1 billion. It is important to emphasise a correlation between the performance level of a strata manager and the dollar value of the assets (lots/schemes) they manage.

<sup>12</sup> Shergold, P and Bronwyn Weir, *Building Confidence: Improving the effectiveness of compliance and enforcement systems for the building and construction industry across Australia*. Accessed at [https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building\\_ministers\\_forum\\_expert\\_assessment\\_-\\_building\\_confidence.pdf?acsf\\_files\\_redirect](https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building_ministers_forum_expert_assessment_-_building_confidence.pdf?acsf_files_redirect)

<sup>13</sup> Easthope, H, Buckle, C., and Mann, V., 2020, *Australasian Strata Insights 2020*, City Futures Research Centre, UNSW Australia, accessed online 24/08/2020 at: <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

Availability of training and material content are two major issues in relation to the Certificate IV in Strata Community Management meeting industry demand for training. Low enrolments are a direct result of lack of training supply.

The 2020 Australasian Strata Insights report<sup>14</sup> reveals that over 9,000 people are directly employed within strata management (Strata Management is not coded in the ANZSCO; therefore, this figure is likely to be higher). A comparison between UNSW's 2018<sup>15</sup> and 2020 reports show an increase of 282,448 lots in the two-year period. Macquarie Banks 2019 Strata Management Benchmark Results report estimates 1 new position in Strata Management for every 400 lots, which equals to approximately 700 new positions.<sup>16</sup>

The following table shows enrolment numbers across three Strata Community Management qualifications.

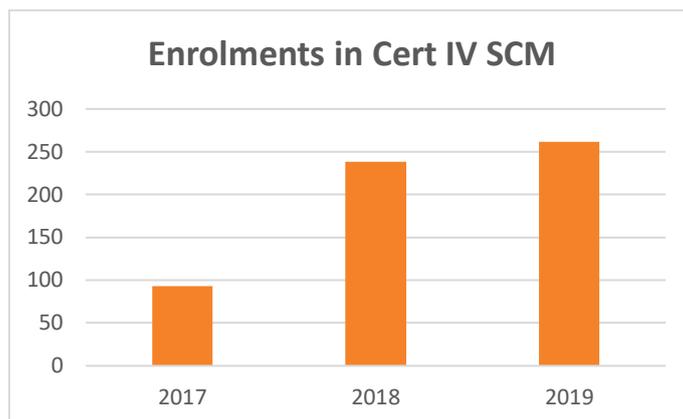
Qualification	2017 enrolment	2018 enrolment	2019 enrolment
CPP30416 Certificate III in Strata Community Management			
CPP40516 Certificate IV in Strata Community Management	93	238	262
CPP50316 Diploma of Strata Community Management			

<sup>14</sup> Easthope, H, Buckle, C., and Mann, V., 2020, *Australasian Strata Insights 2020*, City Futures Research Centre, UNSW Australia, accessed online 24/08/2020 at: <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

<sup>15</sup> Easthope, H, Buckle, C., and Mann, V., 2018, *Australian National Strata Data Analysis 2018*, City Futures Research Centre, UNSW Australia, accessed online 24/01/2019 at: <https://cityfutures.be.unsw.edu.au/research/projects/national-strata-data-analysis/>

<sup>16</sup> 2019, *People and efficiency – driving higher performance: Strata Management Benchmarking Report*, Macquarie Business Banking, accessed 18/04/2019 at <https://static.macquarie.com/d/FILES/Internet/mgl/global/business-banking/campaign/docs/macquarie-strata-benchmarking-results-2019.pdf?v=13>

This growth represents an increase in enrolments of 182% over the last three years.



CPP40516 Certificate IV in Strata Community Management	NSW	VIC	WA
2019 Enrolments	187	37	35
2019 Completions (preliminary)	88	17	1

Qualification	Number of RTOs with qualification on scope
CPP30416 Certificate III in Strata Community Management	0
CPP40516 Certificate IV in Strata Community Management	8
CPP50316 Diploma of Strata Community Management	2

Although CPP30416 and CPP50316 are on the scope of numerous RTO's, they have never been on offer for enrolments.

CPP40516 Certificate IV in Strata Community Management is on the scope of numerous RTO's but only offered as follows:

- 1 X NSW based RTO only delivers the course to group bookings with minimum requirements.
- 1 X NSW based RTO delivers face to face in NSW and only delivers online training with NSW specific content.
- 1 X Victoria based RTO only delivered online training based on staffing requirements and number of participants. This caused inconsistency in availability. This RTO no longer offers this qualification.
- 1 X WA based RTO delivers the course on a traineeship basis.

In view of consistently increasing demand for strata management positions the enrolment figures in the above table are extremely low, however these figures are not an indication of industry demands for strata management specific training. It is evident that other educational avenues such as qualifications in Property Services or Real Estate are being chosen due to its wider availability and easier access.

The difference in responsibilities for real estate agents and strata managers must be defined to validate the importance and necessity of strata management specific education. **Attachment E : Roles and Responsibilities.**

Through its national education committee and subject matter experts, SCA is in the process of redeveloping course content for CPP40516 Certificate IV in Strata Community Management and is holding discussions to engage RTO's to ensure training is in adequate supply nationally.

## Industry support for change

The development of the Case for Change has been supported by the IRC and the Strata Community Association (SCA).

The attached letters of support from employers in the Strata Industry articulate the current skills gaps, expected industry growth and prediction of future enrolments for training in the Certificate IV of Strata Community Management.

SCA undertook industry surveys to support the findings in the biannual *2020 Australasian Strata Insights report*<sup>17</sup> from the University of NSW City Futures Research Centre. SCA also held meetings of its national education committees and open member forums to confirm employer demand. The following issues were considered in preparation of the Case for Change:

- Confirmation of industry scope and scale including forecast growth in strata schemes and employment levels required
- Varying employer and regulatory need for qualifications in line with varying State and Territory jurisdiction requirements
- Changes in practice and technology since the last review of the Cert IV qualification in 2016
  - Increasing expectations by lot owners to have Strata Community Managers with a broad range of knowledge and expertise well beyond administrative support.
  - Digital building management technologies and applications
  - Shifting to multi-use development (rather than residential only) i.e. mixed use of retail, residential and other services within a single scheme
- Impacts of the Shergold and Weir (2018) *Building Confidence*<sup>18</sup> report on legislative requirements for management and compliance of strata titled developments
- Industry requirements for entry level, specialist, senior and management skills

Stakeholders consulted included strata employers and employees, registered training organisations (RTOs) and industry regulators. Several methods were used to explore key issues, including a nationwide online survey distributed through the SCA membership, direct engagement with the national and state-based education committees, focus groups with employers and strata managers, direct discussions with large employers.

## Impact of change

### Positive Impacts

The proposed changes will:

<sup>17</sup> Easthope, H, Buckle, C., and Mann, V., 2020, *Australasian Strata Insights 2020*, City Futures Research Centre, UNSW Australia, accessed online 24/08/2020 at: <https://cityfutures.be.unsw.edu.au/research/projects/2020-australasian-strata-insights/>

<sup>18</sup> Shergold, P and Bronwyn Weir, *Building Confidence: Improving the effectiveness of compliance and enforcement systems for the building and construction industry across Australia*. Accessed at [https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building\\_ministers\\_forum\\_expert\\_assessment\\_-\\_building\\_confidence.pdf?acsf\\_files\\_redirect](https://www.industry.gov.au/sites/default/files/July%202018/document/pdf/building_ministers_forum_expert_assessment_-_building_confidence.pdf?acsf_files_redirect)

- improve the currency of the qualification in technology and practice
- assist in aligning regulation and licensing
- support implementation of built environment reforms and building confidence
- address increasing complexity of strata schemes and consumer expectations
- increase capability to embrace digital transformation
- improve employer confidence to hire graduates
- address the AISC directive.

### Negative Impacts

The risks of not implementing the proposed changes include:

- limiting RTO supply of training to a growth industry due to non-current competencies
- decreasing consumer confidence in the management of strata communities. Lot owners may question the ability of strata managers if they are not educated in the key areas currently facing strata communities
- limiting the support strata managers can provide to lot owners when dealing with building compliance, reporting on safety outcomes and identifying and managing building defects.

Estimate the timeframes to implement the proposed changes to training package.

- An 8-month review and redevelopment of the Certificate IV including
  - National consultation and validation of the deletion of the Certificate III and Diploma
- 12-month transition arrangements (standard)
  - Supported by SCA developing industry standard training materials to support RTO compliance and uptake

### Conclusion

It is essential that the Certificate IV in Strata Community Management provides learning and skill sets required by a strata manager to deal with the complexity of demands placed upon them by customers, employers and industry.

Review of this qualification will have significant benefits to; consumers who live in and/or own strata titled properties; strata management firms who are trying to professionalise their workforce; the building industry as it tries to implement nationally consistent regulation; and state/territory and federal governments as they try to enact initiatives such as better sustainability and regulatory practices.

The potential for significant negative impacts in the absence of better and more complete training are very high and encompass life and death personal safety scenarios as well as the loss of income and livelihood of millions of property investors and owners.

### Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages

The proposed changes aim to implement key principles of COAG Industry and Skills Council reforms to training packages.

Reform	Action to address reform
Obsolete and duplicate qualifications removed from the system	This project will identify obsolete and duplicated units of competence where possible. The integration of relevant content into the Certificate IV will facilitate the removal of at least 1 qualification.
More information about industry's expectations of training delivery is available to training providers to improve their delivery and to consumers to enable more informed choices	The Companion Volume Implementation Guide will provide supporting advice on industry expectations, regulatory application and training delivery. Performance criteria evidence will reflect industry expectations of competent practitioners.
The training system better supports individuals to move more easily between related occupations	Streamlined single qualification with skill sets to support entry and minimum industry skills, and potentially specialisation and profession development.
Improved efficiency of the training system through units that can be owned and used by multiple industry sectors	Relevant units will be imported from other packages such as Real Estate and Business.
Foster greater recognition of skill sets	Skill sets will be utilized to define skills groupings needed for specialist functions. Skill sets will also be utilized to define licensing requirements less than the full qualification and improve alignment between jurisdictions.

This Case for Change was agreed to by the Property IRC

Name of Chair	Noel Hamey
Signature of Chair	
Date	16 September 2020

## Attachment A: Training Package components to change

SSO: Artibus Innovation

Date submitted: 14<sup>th</sup> September 2020

Training Package Code	Training Package Name	Qual Code	Qualification Name	IRC Name	Review status	Change Required
CPP	Property Services Training Package	CPP30416	Certificate III in Strata Community Management	Property Services IRC	May 2016	Delete
CPP	Property Services Training Package	CPP40516	Certificate IV in Strata Community Management	Property Services IRC	May 2016	Review and update
CPP	Property Services Training Package	CPP50316	Diploma in Strata Community Management	Property Services IRC	May 2016	Deletion to be considered in review of Certificate IV

Unit Code	Unit Title
CPPDSM3016	Work in the property industry
CPPDSM3017	Work in the strata community management sector
CPPDSM3019	Communicate with clients in the property industry
CPPDSM4009	Interpret legislation to complete work in the property industry
CPPDSM4044	Coordinate maintenance and repair of properties and facilities
CPPDSM4045	Facilitate meetings in the property industry
CPPDSM4056	Manage conflicts and disputes in the property industry
CPPDSM4057	Monitor a safe workplace in the property industry
CPPDSM4084	Administer insurance for strata communities
CPPDSM4085	Handle strata community funds held on trust
CPPCMN4012A	Contribute to sustainable solutions throughout building life cycle
CPPCMN4013B	Operate a sustainable business
CPPDSM4020	Present at tribunals
CPPDSM4026	Analyse property and facility information
CPPDSM4027	Analyse resource use in building operations
CPPDSM4028	Identify and analyse risks and opportunities in the property industry
CPPDSM4031	Arrange lease of space

Unit Code	Unit Title
CPPDSM4034	Negotiate and implement strata community management agreement
CPPDSM4040	Contribute to asset life cycle maintenance strategy
CPPDSM4042	Coordinate construction contract
CPPDSM4047	Implement and monitor procurement process
CPPDSM4048	Implement customer service strategies in the property industry
CPPDSM4055	Maintain asset management system
CPPDSM4063	Participate in developing and establishing property or facility contracts
CPPDSM4066	Plan and coordinate property and facility inspection
CPPDSM4071	Promote process improvement in the property industry
CPPDSM4072	Provide leadership in the property industry
CPPDSM4074	Select and appoint contractors in the property industry
CPPDSM4082	Monitor service requirements of owners and occupiers in strata communities
CPPDSM4083	Terminate strata community
CPPDSM4086	Oversee preparation of strata community budgets
CPPDSM4087	Facilitate operation of owners committee

## Attachment B: Stakeholder Consultation Method and Scale

### Stakeholder Consultation

Name of Stakeholder	Detail method(s) and Scale of Consultation
<b>Industry, registered training organisations (RTOs) and regulators</b>	<p>National Survey of SCA membership</p> <p>State and national SCA education committee meetings (regular and special meetings) have been held throughout July and August 2020.</p> <p>Focus Groups held in September 2020 which included even representation from members from all across Australia. The attendance ranged from small companies to the larger multi-state members. Letters of support have been provided following this consultation.</p> <p>Direct engagement with employers – those who were unable to attend the focus groups, like PICA, Smarter Communities, Bright &amp; Duggan, and Netstrata were contacted for consultation. They have summarised their feedback into letters of support. The letters from PICA and Smarter Communities, the two largest strata employer of around 500-700 staff, will come in the next week as they are undertaking internal consultation across their branches all across Australia.</p> <p>Direct engagement with regulators in NSW, QLD, NSW and NT regulators support the review. NSW committed to participating in the review to input into next regulatory review.</p>
<b>RTOs</b>	<p>Both active RTOs engage to identify ongoing supply of training.</p> <p>ACOP is the current delivery partner with SCA and Tafe WA delivers strata training for licensing purposes in WA.</p>
<b>State Training Authorities</b>	<p>Notified of intent to review through ISF, no issues identified</p>
<b>VET stakeholder</b>	<p>Artibus Innovation newsletters and social media.</p>

## Attachment C: Superseded unit analysis

-  **Superseded**
-  Current
-  Non-transitioned

### CORE

 <b>BSBFIA402</b>	<b>Report on financial activity</b>
 BSBRKG304	Maintain business records
 CPPCMN4008	Read plans, drawings and specifications for residential buildings
 <b>CPPDSM3016</b>	<b>Work in the property industry</b>
 CPPDSM3017	Work in the strata community management sector
 <b>CPPDSM3019</b>	<b>Communicate with clients in the property industry</b>
 CPPDSM4009	Interpret legislation to complete work in the property industry
 <b>CPPDSM4044</b>	<b>Coordinate maintenance and repair of properties and facilities</b>
 CPPDSM4045	Facilitate meetings in the property industry
 CPPDSM4056	Manage conflicts and disputes in the property industry
 <b>CPPDSM4057</b>	<b>Monitor a safe workplace in the property industry</b>
 CPPDSM4084	Administer insurance for strata communities
 CPPDSM4085	Handle strata community funds held on trust

### Elective units

#### Group A - Specialist elective units

 CPPCMN4009	Develop team understanding of and commitment to sustainability
 CPPCMN4012A	Contribute to sustainable solutions throughout building life cycle
 CPPCMN4013B	Operate a sustainable business
 <b>CPPDSM4020</b>	<b>Present at tribunals</b>
 <b>CPPDSM4026</b>	<b>Analyse property and facility information</b>
 CPPDSM4027	Analyse resource use in building operations
 CPPDSM4028	Identify and analyse risks and opportunities in the property industry
 CPPDSM4031	Arrange lease of space
 CPPDSM4034	Negotiate and implement strata community management agreement
 CPPDSM4040	Contribute to asset life cycle maintenance strategy
 <b>CPPDSM4042</b>	<b>Coordinate construction contract</b>

	CPPDSM4047	Implement and monitor procurement process
	CPPDSM4048	Implement customer service strategies in the property industry
	CPPDSM4055	Maintain asset management system
	CPPDSM4063	Participate in developing and establishing property or facility contracts
	CPPDSM4066	Plan and coordinate property and facility inspection
	CPPDSM4071	Promote process improvement in the property industry
	CPPDSM4072	Provide leadership in the property industry
	<b>CPPDSM4074</b>	<b>Select and appoint contractors in the property industry</b>
	CPPDSM4082	Monitor service requirements of owners and occupiers in strata communities
	CPPDSM4083	Terminate strata community
	CPPDSM4086	Oversee preparation of strata community budgets

### **Group B - Common elective units**

	BSBADM409	Coordinate business resources
	BSBCMM401	Make a presentation
	BSBHRM405	Support the recruitment, selection and induction of staff
	<b>BSBITS401</b>	<b>Maintain business technology</b>
	BSBLED401	Develop teams and individuals
	BSBMGT402	Implement operational plan
	BSBREL401	Establish networks
	BSBSMB402	Plan small business finances
	BSBSMB404	Undertake small business planning
	BSBSUS401	Implement and monitor environmentally sustainable work practices
	CPPDSM4087	Facilitate operation of owners committee

## **Attachment D: Roles and Responsibilities**

### ***Responsibilities of a Strata Managing Agent (in general)***

- Compile financial information and data, prepare statutory requirement reports and provide financial business recommendations
- Gather and analyse relevant budget information, identify and document projected income and expenditure, oversee budget preparation and present budget to committee and owners
- Identify and review plans and drawings, locate and identify key features on a site plan and extract data from plans, drawings and specifications
- Identify and comply with legal principles and legislative requirements affecting strata schemes
- Prepare maintenance plan and coordinate maintenance of properties and facilities
- Facilitate and chair meetings including preparation and distribution of notices, agendas and minutes
- Establish legislative and governance requirements of owners committee, facilitate establishment of owners committee and support owners committee to manage strata communities
- Manage conflicts and disputes and negotiate resolution
- Establish legislative requirements for insurance, arrange valuation of asset for insurance purposes, place and review insurance arrangements
- Handle strata community funds held on trust
- Contribute to sustainable solutions throughout a building life cycle
- Prepare and present cases before a tribunal
- Identify and analyse risks and opportunities in the property industry
- Implement and monitor procurement process
- Determine construction contract requirements
- Monitor construction contracts, check and record completed works according to contract conditions
- Develop and maintain business networks (lawyers, builders, accountant, tradesman, etc.)

### ***Responsibilities of a Real Estate Agent (in general)***

- analysing data, industry intelligence and leads to identify prospects
- developing, building and maintaining relationships with lessors, tenants, vendors and buyers
- providing advice to lessors, tenants, vendors and buyers on the sale, purchase or lease of commercial, residential, stock and station, and property real estate
- implementing systems, forms and documents to ensure real estate agency transactions are compliant with regulatory requirements, managing risk to agency and agent, and demonstrating high standards of ethical practice
- transacting, accessing, and preserving the integrity of trust accounts to minimise customer and agency risk
- establishing, maintaining, executing and concluding contracts with lessors, tenants, vendors and buyers, including by auction
- building and promoting the agency and individual brands.

## Attachment E: Strata Industry Letters of project support

Supporting Business	Jurisdiction	Sector
Abode Strata Management	WA	SME
Agents Licensing Board	NT	Regulator
Almac Property Management	Vic	SME
Bright & Duggan	Qld, NSW, ACT, Vic	Large
B Strata	WA	SME
Chambers Franklyn	WA	SME
Competent Strata Assistance	WA	SME
Civium	NSW	SME
Dominion Strata Management	WA	SME
Essential Community	Vic	Employee
Net Strata	NSW	SME
Noosa District	QLD	SME
Objective Strata Management	NSW	SME
Property and Financial Services (PICA)	NSW	Large Employer
Realmark	WA	SME
Select Strata Communities	Vic	SME
Signature Strata	ACT	SME
Smarter Communities	NSW, QLD, Vic, SA	Large
Smithwick Strata Services	WA	SME
Strata Administrative Services	WA	SME
Strata Data	Vic	SME
StrataCare	Qld	SME
The Knight	Vic	SME
Your Local Strata	NSW	SME
Vantage Strata	ACT	SME

**10<sup>th</sup> of September 2020**

**Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000**

Dear Tracey

RE: Case for Change – CPP40516 Certificate IV in Strata Community Management Property Services Training Package

I write to you as a Strata Management business owner of 16 years, based in Perth.

The Property industry specifically building density and Strata schemes has grown exponentially over the last 5 plus years.

Due to Cost benefit of Horizontal sprawl over vertical the State and Federal Governments are driving rezoning and division of land to see more vertical residences.

This sees the growth of strata titled properties outnumbering normal green titled residential developments.

As part of this growth the demand for business to provide Specialist strata management services has increased greatly. Until the last few years the level of available training resources in WA was nonexistent, Strata Management was undertaken by people untrained, it was a predominantly cottage industry.

Over the last few years courses have ben made available, our industry expected the new Strata Titles Legislation would be through a few years ago, with the qualification believed to be required at the time being the Cert 1V in Property Services, as such a few principals and employees completed this certificate. I know and others will state that the content of this Cert 1V Services, did not provide an educational benefit to those who completed the course and as such did not provide a benefit to the many Strata Companies we manage, Strata Companies that are personal investments of many individuals in our community.

Our business has grown 76.69 % in the last 12 months  
Our anticipated growth will be expected at 50 % within the next 12 – 18 months and 400 % within the next 5 years

We expect to have all of our staff - 5 all told complete the Cert IV in the next 2 years

We expect to receive RPL for any completed certified education.

Many of us believe the following Cert IV competencies/skills are missing from the list that are considered essential to the future of the industry.

Predominantly - relevant to WA Legislated requirements of

- a. a Strata Company
- b. a Strata Managers Role
- c. Role of Strata Council
- d. Finances – Basic accounting, understanding of cash flow
- e. Safety & Risk Management
- f. Human Resources & Leadership – managing people Leadership or maybe part of Certificate of Team Leadership – the role of a manager is primarily to lead a group of people (Strata Company)

The current Cert 1V does not

- i) have the relevance and industry skills that are needed for Strata Managers to meet WA legislation
- ii) add value or reduce risk to the role of Strata Manager ii) add value or reduce risk to the Strata Companies that we manage
- ii) add value or reduce risk to the owners who invest in these many properties

The consequences/risks of inaction of the current Cert IV competencies being updated will see

- i) our industry inadequately skilled to meet the legislated requirements of the revised Strata Titles Act of WA ii) Potential for financial loss because of poor financial management, poor safety management and inferior skillset

This could impact society by

- a) Loss of confidence in strata titled property - result in a major issue for the Government as people will start to favour green title housing over Strata titled Property, thus pressure on the urban sprawl
- b) Exposure to financial claims against the strata company for poor management
- c) Less competent strata managers managing strata accompanies
- d) Higher costs for strata companies as Strata Management fees may increase due to the need to employ already high skilled managers and / or retain and privately train their employees

Tracey, I thank you for your review of my comments above and ask that you understand the complexities and impact on society if the Cert 1V is not updated.

Strata Management is a multi-faceted diverse role, as Strata Managers we are driven and passionate to help the Strata Company; owners, residents, and tenants in strata look after their property investment, this includes Risk & Financial Management repair, maintain and renew their properties, live in peaceful enjoyment, our legislation is complex, so is the role and therefore the education must underpin all disciplines.

Kind regards

Elizabeth Florence  
Managing Director  
Abode Strata Management  
Liz@abodestrata.com.au



## AGENTS LICENSING BOARD OF THE NORTHERN TERRITORY

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Mr Jeremy Rose  
Manager Industry Development  
Artibus Innovation  
Via: [jeremy@artibus.com.au](mailto:jeremy@artibus.com.au)

Dear Mr Rose

### **PROPOSED REVIEW OF STRATA MANAGEMENT QUALIFICATIONS**

I write to you in response to your email, dated 16 December 2019, advising of the proposal to review strata management qualifications and seeking in-principle support.

#### **Overview of regulatory work in the Northern Territory**

The *Agents Licensing Act 1979* (the Act) is administered by Licensing NT under the Agents Licensing Board (the Board), the regulatory authority.

Under section 5(2)(a) of the Act a **real estate agent** includes a corporation manager under the *Unit Titles Act 1975* and a body corporate manager, also known as strata manager, under the *Unit Title Schemes Act 2009*. As such, strata management is regulated in line with other real estate professions.

#### **In-principle support for the review of the strata qualifications in the national training package**

The Board is supportive of the proposal to review the strata management training.

#### **Current training package and proposed improvements**

Currently the training requirements for real estate agents, and therefore strata managers, are from the CPP41419 Certificate IV in Real Estate Practice and the CPPP51119 Diploma of Property (Agency Management) as detailed in the link below.

<https://nt.gov.au/industry/licences/real-estate-business-and-conveyancingagents/training-for-real-estate-and-business-agents>.

The Board looks forward to seeing the result of the review and the potential to improve the skills and knowledge of the Territory body corporate managers.

Currently the strata management qualification is not a requirement for licensing purposes. This may be reconsidered throughout and following the review.

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Licensing NT,  
71 Smith Street, Darwin NT 0800  
GPO Box 1154 Darwin NT 0801 Telephone: (08) 8999 1309 Facsimile: (08) 8999 1888

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Please continue to liaise with Licensing NT regarding the review. Correspondence can be emailed directly to [melanie.hankinson@nt.gov.au](mailto:melanie.hankinson@nt.gov.au), with a copy to [stephen.gelding@nt.gov.au](mailto:stephen.gelding@nt.gov.au).

Yours sincerely

A handwritten signature in cursive script, appearing to read 'Mark Thomas'.

Mark Thomas  
Chairperson

4 February 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Date: Thursday 3<sup>rd</sup> September 2020

## **Strata Qualifications**

We welcome the opportunity to convey our concerns regarding the accredited qualifications for Strata Community Management. As a practicing Owners Corporation Manager for more than 30 years and a member of the Strata Community Association and also as an owner of strata properties the general public require and expect OC Managers to be highly skilled in providing the services as detailed in the OC Act and Regulations and associated government laws.

### **1. What is the expected employment growth for your business over the next 5 years?**

In all the Australian capital cities there are many strata offices and apartments being built. This growth is continuing to expand and as a consequence employment opportunity in this industry is continuing to grow.

There is a significant change occurring as more and more people of all ages are wanting to live in apartments. Strata office buildings and apartments are becoming much larger and more complex structures.

In our business we are employing more staff and anticipate at least 100% increase in staff within the next 5 years.

### **2. How many staff are you expecting to put through the Cert 4 in the next 5 years.**

It would be our aim to have all staff complete the Cert 4.

It is absolutely vital that employees are trained to be knowledgeable operators of the OC Act and Regulations and to provide the professional services expected by Strata Owners.

It is impractical to expect an employer to spend the time to train staff individually. It is obviously much more efficient for trained experts to provide accredited courses.

### **3. What Cert 4 competence/skills are missing in the course that are considered essential to the future of the industry.**

A working knowledge of architectural and building plans and their compliance with building regulations specifically; building materials, essential services and safety requirements.

**4. What are the current industry skills that are needed to meet your States legislation?**

In Victoria the Dept of Consumer Affairs provides a list of essential procedures and requirements presented as Forms about 41 plus Model Rules and specific publications.

**\*Refer to attachment.**

In addition, knowledge of the Plan of Subdivision, Complaints Management, Dispute resolution, Procedures for engaging Victorian Civil & Administrative Tribunal (VCAT).

Owners Corporation staff need to know these requirements and to have the skills to utilise them as required for Strata Owners and for communication with; Lawyers, Building Surveyors and Developers.

**5 What are the consequences /risks of inaction of the current Cert 4 competencies being updated?**

The government recognises that strata properties require a strict set of building laws for the benefit of; architects, builders and building surveyors. In addition, the government provides a set of specific guidelines to protect the welfare of strata occupants in terms of occupational health and safety.

The role of Strata staff is essential to implement and practice government regulations for the welfare of strata occupants.

Yours sincerely,



Ian Macfarlane

Almac Property Management P/L.

P O Box 208

Camberwell 3124

Phone 0418 104 971

# Forms and publications

See **new renting rules for the coronavirus (COVID-19) pandemic** (<https://www.consumer.vic.gov.au/resources-and-tools/advice-in-a-disaster/coronavirus-covid19-and-your-rights>).

*\* OWNERS CORPORATION FORMS P2 →*

## myCAV online registration and licensing system

All **fundraisers, conveyancers, estate agents, incorporated associations, owners corporation managers, retirement village operators** and **rooming house operators** must now use our myCAV online system to become registered or licensed, and to lodge other transactions, such as annual statements and change of details.

For more information, view our [About myCAV page](https://www.consumer.vic.gov.au/licensing-and-registration/about-mycav) (<https://www.consumer.vic.gov.au/licensing-and-registration/about-mycav>).

(<https://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/mycav-for-incorporated-associations>).

## Order hard copies/bulk orders

We cannot currently process any orders for publications or forms. We apologise for any inconvenience.

## Download/access electronic copies

All of our forms and publications are available to download or access electronically on this page. These are sorted by the following topics.

- + Contact us
- + Builders and tradespeople
- + Building and renovating
- + Buying and selling property
- + Cars

- + Conveyancers
- + Co-operatives
- + Debt collectors
- + Estate agents
- + Fair trading
- + Financial Counselling Program
- + Fundraisers
- + Funeral providers
- + Incorporated associations
- + Introduction agents
- + Limited partnerships
- + Motor car traders

## - Owners corporations

### General forms

- [Application for exemption to audit owners corporation accounts \(Word, 119 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/application-for-exemption-to-audit-accounts.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/application-for-exemption-to-audit-accounts.doc>)
- [Communicating with your owners corporation \(Word, 55 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/communicating-with-your-owners-corporation.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/communicating-with-your-owners-corporation.doc>)
- [Contract of appointment - owners corporation manager \(Word, 19 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/contract-of-appointment--owners-corporation-manager.docx) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/contract-of-appointment--owners-corporation-manager.docx>)

- [Instrument of delegation - owners corporations \(Word, 15 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/instrument-of-delegation.docx) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/instrument-of-delegation.docx>)
- [Issue log sheet - owners corporations \(Word, 57 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/issues-log-sheet.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/issues-log-sheet.doc>)
- [Notice of owners corporation decision \(Word, 52 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-owners-corporation-decision.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-owners-corporation-decision.doc>)
- [Notice of planning, building applications and plans of subdivisions - owners corporations \(Word, 50 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-planning-building-applications-and-plans-of-subdivision.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-planning-building-applications-and-plans-of-subdivision.doc>)
- [Notice of owners corporation repairs/maintenance \(Word, 58 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-repairs-maintenance.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-repairs-maintenance.doc>)
- [Notice to rectify breach - owners corporations \(Word, 17 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-to-rectify-breach.docx) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-to-rectify-breach.docx>)
- [Final notice to rectify breach - owners corporations \(Word, 57 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/final-notice-to-rectify-breach.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/final-notice-to-rectify-breach.doc>)
- [Notification of making, amendment or revocation of owners corporation rules \(Word, 53 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notification-of-making-amendment-or-revocation-of-rules.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notification-of-making-amendment-or-revocation-of-rules.doc>)
- [Owners corporation complaint \(Word, 59 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/complaint.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/complaint.doc>)
- [Owners corporation fee notice \(Word, 69 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/fee-notice.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/fee-notice.doc>)
- [Owners corporation final fee notice \(Word, 58 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/final-fee-notice.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/final-fee-notice.doc>)
- [Owners corporation maintenance plan \(Word, 172 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/maintenance-plan.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/maintenance-plan.doc>)
- [Owners corporation maintenance survey template \(Word, 167 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/maintenance-survey.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/maintenance-survey.doc>)
- [Owners corporation petition \(Word, 36 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/petition.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/petition.doc>)
- [Residential accommodation complaint \(Word, 801 KB\)](https://www.consumer.vic.gov.au/library/forms/contact-us/residential-accommodation-complaint.doc) (<https://www.consumer.vic.gov.au/library/forms/contact-us/residential-accommodation-complaint.doc>)
- [Request for copy of owners corporation certificate \(Word, 51 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/request-for-copy-of-certificate.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/request-for-copy-of-certificate.doc>)

- [Request to inspect owners corporation register and/or records \(Word, 56 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/request-to-inspect-register-and-or-records.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/request-to-inspect-register-and-or-records.doc>)
- [Sample owners corporation certificate \(Word, 139 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-owners-corporation-certificate.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-owners-corporation-certificate.doc>)
- [Sample owners corporation register \(Word, 70 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-owners-corporation-register.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-owners-corporation-register.doc>)
- [Sample two-lot owners corporation certificate \(Word, 128 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-two-lot-owners-corporation-certificate.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-two-lot-owners-corporation-certificate.doc>)
- [Statement of advice and information for prospective owners corporation purchasers and lot owners \(Word, 56 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/statement-of-advice-and-information-for-prospective-purchasers-and-lot-owners.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/statement-of-advice-and-information-for-prospective-purchasers-and-lot-owners.doc>)

## Meeting forms

- [Action sheet: preparing for an owners corporation general meeting \(Word, 58 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/action-sheet-preparing-for-a-general-meeting.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/action-sheet-preparing-for-a-general-meeting.doc>)
- [Complaints/dispute resolution report to owners corporation annual general meeting \(Word, 69 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/complaints-dispute-resolution-report-to-annual-general-meeting.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/complaints-dispute-resolution-report-to-annual-general-meeting.doc>)
- [Notice of ballot to owners corporation committee members \(Word, 47 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-ballot-to-committee-members.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-ballot-to-committee-members.doc>)
- [Notice of ballot to owners corporation lot owners \(Word, 48 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-ballot-to-lot-owners.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-ballot-to-lot-owners.doc>)
- [Notice of owners corporation annual general meeting \(Word, 52 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-annual-general-meeting.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-annual-general-meeting.doc>)
- [Notice of owners corporation general meeting \(Word, 48 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-general-meeting.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-general-meeting.doc>)
- [Notice of owners corporation committee meeting \(Word, 48 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-committee-meeting.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/notice-of-committee-meeting.doc>)
- [Owners corporation annual general meeting agenda \(Word, 50 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/annual-general-meeting-agenda.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/annual-general-meeting-agenda.doc>)

- [Owners corporation annual general meeting minutes \(Word, 99 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/annual-general-meeting-minutes.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/annual-general-meeting-minutes.doc>)
- [Owners corporation annual general meeting task list \(Word, 55 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/annual-general-meeting-tasklist.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/annual-general-meeting-tasklist.doc>)
- [Owners corporation ballot instructions \(Word, 58 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/ballot-instructions.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/ballot-instructions.doc>)
- [Owners corporation committee nomination \(Word, 50 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/committee-nomination.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/committee-nomination.doc>)
- [Owners corporation proxy \(Word, 52 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/proxy.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/proxy.doc>)
- [Owners corporation voting card \(Word, 34 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/voting-card.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/voting-card.doc>)
- [Sample owners corporation ballot paper - election of committee members \(Word, 56 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-ballot-paper-election-of-committee-members.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-ballot-paper-election-of-committee-members.doc>)
- [Sample owners corporation ballot paper - ordinary resolution \(Word, 65 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-ballot-paper-ordinary-resolution.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-ballot-paper-ordinary-resolution.doc>)
- [Sample owners corporation ballot paper - special resolution \(Word, 64 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-ballot-paper-special-resolution.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-ballot-paper-special-resolution.doc>)

## Model rules

- [Model rule for an owners corporation - dispute resolution \(Word, 41 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/model-rule-dispute-resolution.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/model-rule-dispute-resolution.doc>)
- [Model rules for an owners corporation \(Word, 17 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/model-rules-for-an-owners-corporation.docx) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/model-rules-for-an-owners-corporation.docx>)
- [Sample rule for a ballot to elect an owners corporation committee \(Word, 39 KB\)](https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-rule-for-a-ballot-to-elect-a-committee.doc) (<https://www.consumer.vic.gov.au/library/forms/housing-and-accommodation/owners-corporations/sample-rule-for-a-ballot-to-elect-a-committee.doc>)

## Publications

- [Guide to owning, managing and living in an owners corporation \(PDF, 955 KB\)](https://www.consumer.vic.gov.au/library/publications/housing-and-accommodation/owners-corporations/guide-to-owning-managing-and-living-in-an-owners-corporation.pdf) (<https://www.consumer.vic.gov.au/library/publications/housing-and-accommodation/owners-corporations/guide-to-owning-managing-and-living-in-an-owners-corporation.pdf>)
- [Guide to owning, managing and living in an owners corporation \(Word, 282 KB\)](https://www.consumer.vic.gov.au/library/publications/housing-and-accommodation/owners-corporations/guide-to-owning-managing-and-living-in-an-owners-corporation.doc) (<https://www.consumer.vic.gov.au/library/publications/housing-and-accommodation/owners-corporations/guide-to-owning-managing-and-living-in-an-owners-corporation.doc>)



11 September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Emeritus Professor Tracey Horton AO,

**Certificate IV in Strata Community Management - Case for Change**

I write in support of the review of the Certificate IV in Strata Community Management and the Case for Change submitted by Artibus Innovation on behalf of the Property Services Industry Reference Committee (IRC) and the Strata Community Association (SCA).

As a West Australian strata management business, we expect to enrol up to 14 of our staff in the Certificate IV in Strata Community Management within the next 5 year period in order to ensure we develop our strata managers and assistants to an appropriate level of professional competency to meet industry standard obligations and to maintain an effective and competent service to our clients.

The minimum education requirements for strata managers in Western Australia is set by the recently amended Strata Titles Act and the associated Regulations. The educational qualifications defined in the Act range from 4 specified units of the Certificate IV to completion of the full qualification.

The ongoing update and refreshing of the units within the Certificate IV to make them relevant to the ever changing and evolving strata sector is fundamental to maintaining public confidence in strata managers and the strata management industry.

Kind Regards

Scott Bellerby  
Managing Director – B Strata



10 September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Emeritus Professor Horton

**Case for Change – Strata Community Management – Certificate IV**

I write to you today to provide general feedback relating to Bright & Duggan Property Group's (Bright & Duggan) position on the review of the Certificate IV.

Bright & Duggan currently employ 300 people across four strata jurisdictions (QLD, NSW, ACT and VIC). Just over 100 of our employees are Strata & Community Managers.

Below, I have provided general information on our growth plans and feedback on skills and competencies we see as vital in future versions of Certificate IV.

**Expected growth of Bright & Duggan over the next five years?**

20% plus

**How many staff are we expecting to put through the Cert IV in the next 5 years?**

Between 20 and 50 employees. Last year we put 31 employees through this course.

**What Cert IV competencies/skills Bright & Duggan see as essential inclusions in the Certificate IV?**

- Project Management
- Time Management
- Account Management
- Business Writing
- Business Ethics

The current courses available to Strata provide general information and training in Strata Management but do not adequately prepare employees for the realities of dealing with a portfolio, competing priorities and ongoing account management requirements.

We also feel the people management aspects are not required in this course and is something that can be sourced easily outside the Certificate IV course if required.

**What are the current industry skills that are needed to help meet our various State's legislation?**

- Ability to decipher and understand complex legislation (Comprehension, how to check etc)
- Time management
- Business Ethics

Assisting students to be able to decipher and find information is the biggest requirement in our view. The course should also consider employees who work within multiple jurisdictions. This happens in SE QLD, ACT and northern VIC/Southern NSW.

**What does Bright & Duggan see as consequences/risks of inaction of the current Cert IV competencies being updated?**

Lack of progress and inaction will mean the Certificate IV continues to be a 'tick and forget' course (especially in NSW where it is required for licensing).

Bright & Duggan is keen to support the Certificate IV further across all of our jurisdictions but believe pragmatic and practical changes are required to ensure the course fully prepares students for the reality of managing multiple strata plans.

Please do not hesitate to contact me on 02 9902 7140 or via email me at [Damien.excell@brightdugan.com.au](mailto:Damien.excell@brightdugan.com.au).

Yours sincerely



**Damien Excell**  
**Group HR Director**



10 September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Emeritus Professor Horton

## **Review of Certificate IV in Strata Community Management**

I refer to the above review and as one of the largest Strata Management Companies in Western Australia wish to offer our support for the review which I consider to be instrumental in furthering the education for the Strata Management Sector.

On the 1<sup>st</sup> May 2020 new Strata Titles legislation came into effect in Western Australia and part of this is a requirement for those employed in the Strata Management sector to meet minimum educational qualifications. Those qualifications vary from having to have the full Certificate IV in Strata Community Management to having a minimum number of units completed.

There is a four-year transition period therefore anyone who manages or assist in the management of Strata Titles Properties must by the 30 April 2024 have completed those units.

Personally I have 15 staff who will be required to undertake all or some of the units prior to that date and I anticipate that over this period I will most likely have added up to another 4-5 staff members that will also be required to complete the units.

The current Certificate IV is not reflective of the demands that are required from consumers regarding strata management. The properties that are being built today are significantly more complex to manage which results in consumers expectations of strata managers being considerably higher than they are currently trained for. Some key areas that I believe are essential include;

- Built environment regulation & compliance
- Sustainability matters
- Licensing requirements
- Insurance
- Public relations
- Technology

If there is no review of the current competencies then I believe that this will have a detrimental effect on the industry and in the end consumers will suffer as they will not have access to professionals who are able to fully manage their investments.

Yours faithfully



**Andrew Chambers**  
**Managing Director**

10/9/2020

**CIVIUM**

Our Ref: JS/SCA

Civium (NSW) Pty Ltd

Emeritus Professor Tracey Horton AO

AISC Chair

C/- Artibus

373 Elizabeth Street

North Hobart TAS 7000

Strata | Sydney

ABN: 83 609 939 577

Level 1 George Street, North Strathfield NSW 22137

p | 1300 724 256

**civium.com.au**

To whom it may concern,

We, Civium, write in support of the SCA with their request for an immediate review of the current units of competencies regarding the Certificate IV qualification for Strata Community Management as per their submission "Case for Change".

With expected business growth of more than 5% per year overall this will result in approximately 3-7 staff per year that will be required to become registered via the Cert IV qualification.

We believe that anything relating to financial activity, maintenance, safety, analysing facility information, tribunal representation, coordinating construction contracts and appointing trades are absolutely critical within our industry.

We are required to have our staff registered and now transitioning to a licensed qualification with CPD to follow. The standard of industry skills is ever increasing and the consequences are dire for any business that is left without a qualified and skilled workforce.

Yours Faithfully,



Jarrod Smith

**Head of Communities**

[jarrod.smith@civium.com.au](mailto:jarrod.smith@civium.com.au)

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000



11<sup>th</sup> September 2020

Dear Tracey,

We write to offer our support to the review into the rationalisation of the current education courses available to strata management organisations and their staff.

Dominion Strata Management is a strata management company based in Perth, Western Australia, who service strata schemes within the Perth metropolitan area and the Pilbara.

As is much widely publicised, the trend in strata community living has increased dramatically over the last several years and will only continue to do so moving forward. Accordingly, the projected growth of our business is expected to be in direct correlation with this projection, and as such, it is highly likely our staffing levels will, in turn, follow suit.

May 1<sup>st</sup> of this year saw the proclamation of the Strata Titles Act 1985 (As Amended 2018) and the Strata Titles (General) Regulations 2019 in Western Australia which places the requirement of all key personnel within a strata management organisation to have, amongst other things, a minimum level of education – being the Cert IV in Strata Community Management. It is therefore imperative from a Western Australian viewpoint, that the contents of the course are largely in line with our state-based regulatory requirements.

We believe other areas of necessity are topics such as dispute resolution, technology within strata schemes, insurance, strata plan interpretation, and an increased awareness of the provisions of the National Construction Code and other state-based building and planning regulations. We also believe a larger emphasis be placed on the financial literacy of all strata managers, as most are generally in charge of large amounts of scheme funds and are tasked with producing and summarising detailed financial statements to their lot owners on a regular basis.

As it currently stands, acquiring a high calibre strata manager is exceedingly difficult – meaning our only real way of increasing staffing levels is to create entry-level positions and to develop them



through until they are qualified. This places an emphasis on ensuring the education materials available to employees are of the highest quality and are regularly kept up to date. Our company strategy sees all new employees undertaking the Cert IV training within 1 to 2 years of their employment. To this end, we envisage one staff member commencing the course every 1 to 2 years. We also see great benefit in offering the Cert IV in Strata Community Management to anyone that chooses to enrol in the course, rather than only being available to those currently employed in a strata management-based role. This would, in effect, help to create a much-needed pipeline of new prospective strata manager employees available to our rapidly expanding industry.

In the event that the contents of the training packages are not reformed to bring them in line with the industry as it currently stands, and then on an ongoing basis, strata managers risk the potential of not being able to service clients to a standard commensurate with their expectations, which may possibly lead to the loss of confidence of the strata ownership population in general.

We trust the above helps to provide some further insight into the educational requirements we, as strata managers, wish to have available to us to help continue to grow our exceptional industry.

Please do not hesitate to contact the undersigned should you wish to discuss further.

Yours truly,



**Matt Bird**

**Director – Dominion Strata Management**

Level 3 - Practising Strata Community Manager

Vice President – Strata Community Association WA B

Com (Prop & Fin), Dip. FS (FP), MAICD, PSCM

9<sup>th</sup> September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elisabeth Street,  
North Hobart TAS 7000

Dear Professor Horton,

**RE: What competencies/skills are missing from the CERT IV list that are considered essential to the future of the industry?**

I write to you as a Strata Professional who has been in the industry for a short 18 months. Like most, I 'fell' into the industry after 10 years of working within the hospitality industry. My career started as an Assistant Owners Corporation Manager with a recent promotion to Owners Corporation Manager.

I have eagerly kept an eye on RMIT's Certificate IV in Strata Community Management, and when the time came when I saw it appropriate to present this career development opportunity to my employers, I was disappointed to find it was no longer offered with no timeline on when it would be available again.

SCA (VIC) put out a call to all members appealing to write to you, for you to see the demand for education is there, but we are unfortunately lacking in supply.

The strata industry requires training and education to ensure business (strata companies and the buildings they manage) are run efficiently and for staff to remain happy and feel valued. As a Strata Manager, we wear many hats and are required to understand financials, legislation, governance and law, compliance, run meetings within the owners corporation legislation, client management, read plans and drawings, the list can go on – with many details changing depending on which state you operate in. Under these umbrellas there are not just single topics, for example under legislation there is the Owners Corporation Act 2006, Short Stay Accommodation Act 2019, Owners Corporation Rules and new legislation that local and federal governments may introduce – we are particularly seeing this in the case of COVID-19.

To ensure the strata industry continues to grow in a professional capacity, to ensure those within the industry are proficient at their jobs and understand their roles, to ensure managers can complete their work *with confidence*, we need a Certificate that is easily and widely available.

“If you are not willing to learn, no one can help you,  
If you are determined to learn, no one can stop you”

Give people the opportunity to be educated. I will be happy to trial the course!

Thank you for your time and all the best,

A handwritten signature in black ink, appearing to read 'Alex Kuhn', with a horizontal line extending to the right.

Alex Kuhn

E: [alex@essentialcommunity.com.au](mailto:alex@essentialcommunity.com.au)



# NETSTRATA

EST 1996

Friday, September 11, 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Professor Horton,

**RE: CPP40516 Certificate IV in Strata Community Management  
Property Services Training Package**

We are a professional strata management firm that operates in the greater Sydney metropolitan and Illawarra region of NSW. Established in 1996, we specialise in management of new strata and community title developments and current have circa 1,200 individual strata and community title schemes under management comprising approximately 40,000 individual Strata Lots.

I am currently a director of both Strata Community Australia (National) and Strata Community Australia (NSW), I am also the holder of a certificate IV in TAE and taught the strata management licensing course at TAFE NSW from 2003 to 2008. I provide this brief CV to demonstrate the importance that I place on education within the strata and property sector as well as my support, in fact plea for the continuation and expansion of the Certificate IV in Strata Community Management.

The strata sector in NSW has expanded rapidly in the last decade. Current statistics from Land Registry Services NSW for the last 3 years indicates that there are have been more than 5,300 individual strata schemes registered during this period comprising almost 100,000 individual strata lots. Putting this into perspective, a competent strata managing agent with an assistant can generally manage around 50 to 60 individual strata schemes depending on their size and complexity. This equates to between 65 to 70 new strata managers and assistant agents entering the market each year and that is not allowing for staff that may exit the industry each year.

Due to the growth of the market and specialising in new business development, our office currently recruits and trains between 6 to 8 new strata managing agents each year as well as 4 to 6 administrative staff, meaning we'll be employing approximately 60 additional staff over the next 5 years to simply keep up with the pace of new business growth. Due to the licensing laws in NSW each of these staff will be required to complete the Certificate IV qualification in order to obtain their Strata Managing agents license.

It is not just the number of schemes that are being developed. It is the size, complexity and sophistication of modern construction, appliances and building apparatus that have placed an added necessity for strata managers to continually be upskilled via continual professional development and sector training such as the Certificate IV in Strata Community Management.

For the betterment of the sector and most importantly consumer protection, it is imperative that those seeking to enter the management industry are appropriately skilled before they take on the task of managing communities, people's homes and investments.

Network Strata Services Pty Ltd | A.C.N. 064 030 324 | All correspondence: PO Box 265, Hurstville BC NSW 1481

Head Office  
298 Railway Parade  
Carlton NSW 2218

Wollongong Office  
Level 4, 63 Market St  
Wollongong NSW 2520

Sydney CBD Sales Office  
Level 26, 44 Market St  
Sydney NSW 2000

p. 1300 638 787  
e. [admin@netstrata.com.au](mailto:admin@netstrata.com.au)  
w. [netstrata.com.au](http://netstrata.com.au)

Aside from the competencies already provided for, 21<sup>st</sup> century strata management requires a far broader skill set, including;

- Defect Management  
What warranties apply in a new scheme, what constitutes a warrantable defect in a new scheme, how to identify defects and how to manage defects, I.E. health and safety of occupants vs. applicable building warranties vs. the statutory obligations of the Owners Corporation to repair and maintain common property.
- Defect Litigation  
What is the legal process, rights, obligations and responsibilities of an Owners Corporation when pursuing a defect claim? This includes what notices are required to be provided to the builder and developer, what reports, including defect reports, engineering reports, scott schedules and other professionals are required to assist in the defect process.
- Construction and Engineering  
As noted above, due to the complexity of modern construction, it is imperative that strata managers have a working knowledge of the plant, equipment and apparatus that are installed in modern buildings, particularly those measures that relate to fire safety and security. Understanding not only how these apparatus work, their service life and their purpose is essential if this plant and equipment is to be maintained at an optimum standard for the benefit of residents.
- Dispute and Conflict Resolution  
High density living can be problematic. Unlike other modern administrative and legislative constructs, a strata manager is often dealing with a variety of owners from diverse backgrounds, both culturally and economically.

Obtaining continuity and harmony from a group of owners for something as simple as striking an annual budget can require real skill and training. Opinions can vary wildly amongst over the best approach to the financial management and administration of their scheme. Regrettably internal disputes over issues such as noise, pets, renovations, and air-bnb are also common place. For more complex issues such as initiating a legal claim or undertaking a major refurbishment that requires planning, budgeting and ongoing project management or internal conflict resolution surrounding By-law disputes, a skilled manager is able to de-escalate these scenarios before they become untenable within a scheme and are required to be decided by the courts or local administrative tribunals. If we are truly to build 'communities' then the management not only of bricks and mortar, as well as books and records, will require the management of people and personalities.

I trust this overview provides some guidance's surrounding the complexities faced by the modern strata managing agent, as well as the challenges faced by owners that own, live and work in strata schemes. As buildings become larger and more sophisticated, not only in their construction, but their administration, the more training that can be provided for those tasked with managing the homes, investments and workplaces, the better it will be for the sector and the community at large.

Thank you for your time.

Sincerely,  
NETSTRATA



Stephen Brell

**MANAGING DIRECTOR | Direct Line: (02) 8567 6405 | Email: [stephen.brell@netstrata.com.au](mailto:stephen.brell@netstrata.com.au)**

10 September 2020

**Emeritus Professor Tracey Horton AO**  
**AISC Chair**  
**C/- Artibus**  
**373 Elizabeth Street**  
**North Hobart TAS 7000**

I am writing to you as a small/medium business Owner to support the Review for the Cert IV Qualification.

Our business has grown significantly in the past five years and our expectation is that all of our Body Corporate Managers complete an accreditation pathway which includes the Cert IV Qualification.

Our business plan seeks to grow our business 300% over the next five years.

We have an immediate need to have three Body Corporate Managers complete this course and would envisage another five Body Corporate Managers would complete the course to achieve this target.

The Strata Community Association (QLD) requires at least one employee to currently have a Cert IV in Strata Management or a similar qualification.

I firmly believe that there needs to be a regulatory environment within the industry, endorsed by government, that all Body Corporate Managers be required to have a Cert IV. Currently there are few barriers for entry.

There are currently gaps within the current environment in particular relating to Insurance and Building Defects.

Other areas that require addressing include digital literacy skills, marketing and communication as a customer service industry, building optimisation to meet future needs and psychological skills to enable greater understanding and awareness to deal with the mental pressures that occur within the industry.

There are major downside consequences if the industry is dumbed down. Already inconsistencies are evident that remind me of the recklessness of the '80's where poor governance and control lead unsatisfactory customer outcomes.

The industry needs to look at continually raising its standards. Strata will continue to grow not only as an industry but also with adjacencies which are beyond what we currently know and can conceive.

I am happy to make myself available for further discussions on this subject.

Regards,

T 07 5473 5622  
F 07 5473 5711

E [info@noosabcm.com.au](mailto:info@noosabcm.com.au)  
[www.noosabcm.com.au](http://www.noosabcm.com.au)

Suite 9  
41 Sunshine Beach Rd  
Noosa Junction Q 4567

PO Box 385  
Noosa Heads Q 4567



**DIRECTORS**

**Andrew Davidson CSCM (Qld) & Marianne Davidson CSCM (Qld)**  
Davidson Body Corporate Management Pty Ltd ATF  
T/A Noosa District Body Corporate Management  
ACN 603 303 984 - ABN 89 879 891 432

A handwritten signature in black ink, appearing to read 'Andrew Davidson', with a long horizontal flourish extending to the right.

**Andrew Davidson** | *Director*

Ph: (07) 5473 5622 | Fax: (07) 5473 5711

[andrew@noosabcm.com.au](mailto:andrew@noosabcm.com.au) | [www.noosabcm.com.au](http://www.noosabcm.com.au)

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Professor,

Please see below responses:

- The expected employment growth for Objective Strata Management Pty Ltd over the next 5 years is most likely going to double with the increasing demand for excellent strata management services in NSW.
- We will not be putting staff through the Cert IV in the next 5 years as the 2 main staffers within the business are Class 1 Licensed Strata Managers in NSW.
- The competencies/skills that are missing from the CERT IV list that are considered essential to the future of the industry include the focus on being ethical, transparent and accountable and the ability to know how not to overburden strata managers with large portfolios that are bigger than they can handle and service at any given time.
- The current industry skills needed to meet NSW State's legislation include the knowledge, expertise and application skills in adhering to legal requirements in managing strata communities.
- The consequences/risks of inaction of the current Cert IV competencies being updated include the lack of the relevant skills required to appropriately service the clients within the NSW strata industry by licensed strata managers.

Should you require any further information, please do not hesitate to contact me directly.

Thank you.

Kind regards,

## **Objective Strata Management**

### **Savia Calisto**

Executive Director - Licensee in Charge

Information Management Specialist

BA, Dip RM, ARIM, JP, Member of SCA

Email: [objectivestratamanagement@gmail.com](mailto:objectivestratamanagement@gmail.com)

Mobile: 0452 348 482

Web: <https://www.objectivestratamanagement.com.au/>

9 September 2020

11<sup>th</sup> September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

## **RE Letter to support review of Cert IV Qualification**

Dear Professor Horton,

We wish to submit a letter of support for the Case made by Strata Community Australia for changes to be made for the Cert iv qualification.

We wish to confirm that here at Realmark Strata due to the Reforms from 1 May 2020, anticipate a need to recruit more staff to assist with the Management of the 10-year maintenance plans, as these require a lot of input from the Strata Managers and our team.

We anticipate a growth in our team from 7 members to 10 by the end of 2021.

Of those staff and other with natural turnover of staff we will be required to educate between 5 -10 staff.

The certificate was not directed for the WA Strata Reforms or really presented in a way that staff can benefit from the course. It is very generic and not specific on all the fundamental/ essential training a strata manager should be versed in.

We feel that a more focused approach on the Strata Tiles Act for Western Australia's would be more beneficial. Case studies, with practical examples on each section of the Act.

The certificate focuses a lot on the operations of the office in general strata agency's practices and policy's which many staff would not be across.

If my staff do not educate, we are at risk of being in breach of the conditions of our Management Agreements with our clients. We have a statutory declaration attached to our agreements to assure our clients we have or are completing the mandatory educations.

On personal level to achieve my accreditation I had to complete the Cert iv course even though I have a Diploma. The cost is also to be considered as the Strata Tiles Act minimum requirements do not blend with the Accreditation Process in our Strata Industry Body.

Education is so important, and I feel and would support SCA with their request to have the system reviewed. Sincerely,



**Karla Roche**  
**Head of the Strata Management Team**  
**Realmark Strata 0450778356**

**Tuesday 8<sup>th</sup> September, 2020**

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

**Dear Professor Horton,**

**RE: Strata Community Management Skills Training  
Certificate III & IV and Diploma in Strata Community Management**

We provide the following response to the Strata Community Association's advocacy on behalf of its members, in relation to the Australian Qualification Frameworks' assessment of the need for the retention of formal qualifications for workers in the sector.

The need for skills-based training that aligns with occupational outcomes in strata management services has never been more important. Skills accreditation ensures the labour force in the sector has met benchmarked standards in relation to ability, knowledge and performance, commensurate with consumer expectations in relation to asset management standards.

It is anticipated based, on our current business plan and forecasts that we are expected to double our employee numbers across our business model in the 2021-2026 years. Formal strata management qualifications reflect an assumed level of knowledge and a consistent approach to service delivery that supports this growth and ensures a standard of operational precision. Accreditation, benchmarks service standards for the skilled workforce in the industry, providing consumers with a level of assurance in relation to the effective administration of their property, which is invariably a person's largest asset. It would be our aim as a business, to formally train as many staff as is financially and operationally practicable, subject to course content reflecting activities associated with job roles within the sector.

Several key training competencies, however, would benefit from review:

**Financial Literacy** – Strata management roles require sound financial literacy across a number of operational functions and activities. These functions include comprehension, analysis, reporting and communication. Business activities include budget management and forecasting, levy reconciliation, a range of insurance functions and financial record keeping and reporting. There seems to be a deficiency in applied financial literacy skills in relation to the interpretation and application of financial data and the ability to effectively communicate what this data means to property owners.

Skills training would benefit from improvements in financial data analysis skills so that a strata management professional has the ability to effectively understand and apply the skills needed to ensure the consumer receives the appropriate and correct assurances in relation to what the financial data represents and means for the property owner.

**Legislative Interpretation** – Legislation relevant to the industry not only guides a best-practice approach to business, it assures all parties of their rights and obligations and provides the mechanism to delineate interests of stakeholders when conflict management may be required.

In this view, training centred around a solid and practical understanding of the governing legislation is critical. A solid legislative knowledge base, ensures stakeholder interests are correctly contained and managed appropriately within the confines of the relevant legislation providing all parties with transparency and accountability.

A range of professional services skills are required in a best-practice approach to strata management. These professional services include:

- A range of well-developed accounting skills including general accounting, reconciliation, audit and reporting abilities;
- Legal analytical skills;
- Banking skills;
- Occupational health and safety knowledge;
- Residential and commercial building and construction knowledge;

- Dispute and conflict resolution management skills;
- General and specialist trade and maintenance knowledge;
- Service utilities knowledge and analysis skills
- A range of 'soft skills' including a genuine desire to engage with stakeholders, effective written and spoken English, practical problem-solving abilities, analytical and reporting capabilities.

It would be our hope these skills are actively retained in training programs and further refined with industry to ensure the best service outcomes for consumers and the sector's skilled workforce.

Limited training and a reduced skills framework have the capacity to negatively impact the highperformance standards expected by consumers on which they are entitled to rely. National accreditation provides consumers with confidence in their asset management professionals and facilitates comparative, accountable, consistent, ethical best-practice.

**Kind regards,**



**Floyd Nangreave**  
**General Manager**  
**Select Strata Communities**

8 September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

☎ 02 6185 0347  
✉ [info@signaturestrata.com.au](mailto:info@signaturestrata.com.au)

Unit4, 21 Napier Close  
Deakin ACT 2600  
[signaturestrata.com.au](http://signaturestrata.com.au)

Dear Professor Horton,

I write this letter on behalf of Signature Strata in my capacity as owner and General Manager. Whilst it is written from my perspective, I have every confidence that the opinions herein are strongly supported by the majority of strata sector practitioners in the ACT.

We have a strong focus on staff development to ensure the industry maintains its professionalism and does not become diluted with unskilled businesses which would prove incredibly detrimental to the population living in Strata communities, especially as buildings are becoming more complex and mixed use, and with more infrastructure, requiring proper maintenance. Furthermore, with the complexities of these buildings we are seeing more and more Owners' Corporations suffering through the defect process without the proper support and guidance of equipped Strata Managers.

As a young business with a view to growing between 50% and 75% over the next 5 years. it will be essential to recruit and train staff to ensure competency in the industry to support this growth

We currently have 4 x staff wishing to complete the further training, however enrolments have been deferred pending clarity surrounding education platforms and continuity of same. Having a business model built on education and experience of our staff, it is essential the existing and new staff have access to and can complete a consistent and approved training method. It is even more imperative to our small business that the training be relevant and cohesive as continual changes to curriculum and qualifications has a huge impact on time for individuals and the business.

In reviewing the current competencies, the vast majority are relevant, noting that some may require modification to be more focused on the strata sector than business and real estate more generally, as well as adapting to the industry trends and life changes strata is moving towards.

There would be significant support to the development (or updating) of core units addressing the strata sector more specifically, including;

1. Understanding legislation and its application
2. Read and understand Units Plans/strata plans
3. Read and understand financial statements and financial projections/proper budgeting
4. Understanding of and awareness surrounding risk, compliance and performance
5. Managing maintenance (general and capital)
6. Understanding of and compliance with Sinking Fund Forecasts
7. Present at tribunals
8. Procurement processes for products and services, where to seek professional advice
9. Governance of Committees, training on how to manage and liaise with members to ensure they act within their jurisdiction

**10. Maintain proper and accurate records**

**11. Building defects, including**

- i. how to differentiate between general maintenance and items which would be considered defective,
- ii. general awareness of building warranties
- iii. timeframes for notification to comply with warranty obligations
- iv. when and how to escalate for professional; and/or legal advice
- v. the impact of defects on building compliance (immediate and ongoing)

With the growing awareness of building defects and their impact on the strata sector, purpose developed education would be hugely beneficial

**12. Sustainability**

- i. The role of the strata manager in guiding sustainability principles
- ii. Increasing interest in electric cars and implications of retrospective installation of charging stations etc, and associated considerations
- iii. Impact of Aged Care and NDIS on communities and adapting accessibility options.

Other units which we believe should be included in the Cert IV, which are currently contained within the Diploma course and are essential elements are;

- Implement maintenance program for managed properties
- Meet legal requirements in managing strata communities
- Meet ethical and professional standard
- Manage meetings and
- Manage budgets and financial plans

The Strata Industry Nationwide is complex and ever evolving in nature, and a failure to provide adequate and ongoing professional development in the key functions of the industry detracts from the ability of practitioners to operate with necessary skills and competencies, as well as with relevant Codes of Conduct.

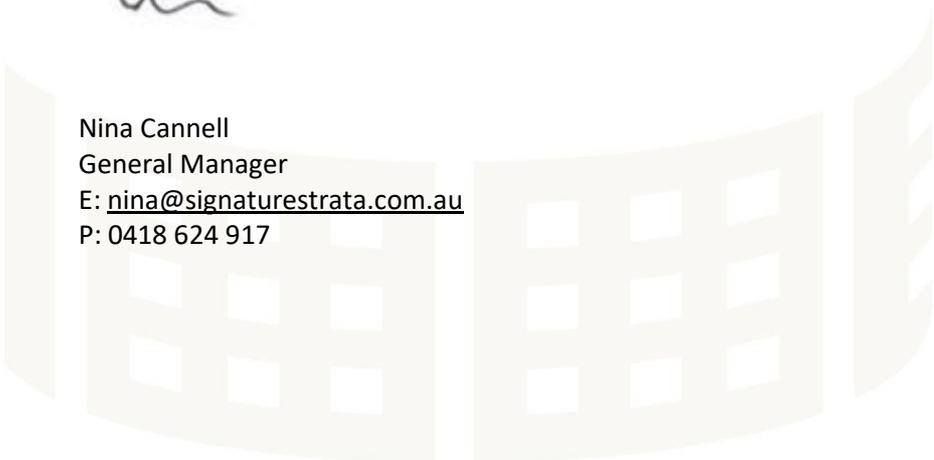
In particular in the ACT, we have no licensing or registration requirements, and as such there is no governance over the services and the way in which they are provided. The absence of a suitable, complex and strata specific qualification will no doubt have detrimental effects of the industry and the reputation of its practitioners.

The introduction of a comprehensive qualification which is both accessible and not too time onerous on business, will be of great importance and benefit to the industry as a whole, and is fully supported by Signature Strata and many local service providers in the interest of professional development and a recognized career path for practitioners

Yours Faithfully



Nina Cannell  
General Manager  
E: [nina@signaturestrata.com.au](mailto:nina@signaturestrata.com.au)  
P: 0418 624 917



14 September 2020

**Emeritus Professor Tracey Horton AO**

AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Professor Tracey,

**RE: Case for Change**

Smarter Communities Admin Pty Ltd would like to take this opportunity to provide confirmation of our support to this industry review and to confirm our specific business needs going forward. We currently have 247 employees across 4 states.

We anticipate that our expected employment growth for the business over the next 5 years will be approximately 5% year on year. In terms of the number of individuals that will complete the Cert IV course this varies between the states. In NSW where our Community Managers are required by legislation to be licensed we anticipate the number to be approximately 20. For the other states (in our case Queensland, Victoria and South Australia), whilst we actively encourage our Managers to complete the course, I expect the number to be approximately 5.

Essential to the success of our business vision, values and objectives are to have employees who possess a passion and focus for customer service and experience which includes a high level of high quality in their work, honesty and resilience given the nature of the customer service they are providing as well as an sound ability to handle numbers.

The consequences and risks of inaction of the current Cert IV competencies being kept up to date would result in a lack of skilled technicians, a skills shortage and an erosion of faith by the public in our growing sector to name only a few.

Smarter Communities is a vocal supporter of the SCA and their work to improve the professionalism of our industry.

If you have any questions please give me a call as I am more than happy to discuss further.

Yours sincerely,



**Richard Eastwood**

Executive General Manager Customer Management



10<sup>th</sup> September 2020

Dear Emeritus Professor Tracey Horton

Over the past 5 years our business Smithwick Strata Services has more than doubled in size with the huge increase in owners opting to live in strata titled properties in Western Australia. Our staff numbers have increased from 4 to 11 and we fully expect that in 5 years' time, on our existing growth projections and those of leading industry experts our staff numbers could increase to 22 or more and we would be looking to put all of that increase through a training course.

The training course modules also need to be updated regularly in line with the rapid changes that we are currently experiencing in our lives. This includes disaster response, risk assessment, systems and procedures for mitigating risk, the use of social media, effective communication and sustainability along with many others. The world and our communities are changing rapidly.

If courses and content are not regularly updated then there is the risk that our industry will stagnate, we won't be able to meet our customers' demands, there will be situations such as the current Covid19 epidemic which will have consequences for the communities that we manage and have an impact on the quality of living for our residents.

I support the immediate review of the current units of competencies so that our staff are relevant and provide the best possible advice and management to all of the communities we manage now and into the future which will reflect in the type of society we all want to be a part of.

Regards

A handwritten signature in black ink, appearing to read 'H. Vurens van Es', is written over a horizontal line.

Henry Vurens van Es

10 September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
c/- Airbus  
373 Elizabeth Street  
NORTH HOBART TAS 7000

Ref: Case for change CPP40516 Certificate IV in Strata Community Management

Dear Professor,

I welcome the opportunity to contribute in regard to the above.

In WA we have recently gone through significant legislation change, which has been overdue for some time. In regard to the five company's I have, Strata CBD, A Class Strata Service, Degrees Strata & Red Dog Strata, plus a new entity due on 1 November 2020 "Platinum Strata" our growth in terms of employment will be significant.

I would anticipate that over the next five years we will more than likely see an increase doubling our current staff levels. In terms of numbers this would represent a further 5 FT Strata Managers and approximately a further 5 FT strata assistants.

Currently the course in my mind, lacks the frontline training for Strata Managers and does not address the issue of determining boundaries on a strata plan. Consideration must be given also to the new strata plan type of "Community Title" coming into WA. There is no mention of this.

In the event that the above course is not reviewed, will result in increased risk to us as business proprietors and the perception of our industry as "professional" will diminish. Our profession has changed immensely form the days of 25 years ago when I first commenced in the Strata Management sector. Our industry and its stakeholders have to change at the same pace or face falling behind and providing a sub-standard service to our clients.

I would ask that the review of the Cert IV be reviewed as a matter of urgency.

Regards



Warren Kiddle  
Director

---

**Strata Administration Services**

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**STRATA DATA**

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

### **RE: Certificate IV – Strata and Community Management**

Dear Tracey Horton AO,

I write with respect to the current qualification noted above, this letter is in support of the qualification being updated to be more relevant to the Strata and Community industry both state and nationwide.

Over the next 5 years we see our business increasing the number of Strata Managers and Assistant Managers by 25% to 35% as a result of portfolio growth.

Once an updated CIV is available, we intend to put around 4 to 5 existing members of the Body Corporate team through the course each year in addition to any new starters we may employ.

From completing the course myself, I believe there needs to be a stronger focus on the day to day duties of a Strata Manager, that being;

- Professional chairing of meetings
- Managing a meeting via electronic means (video conf)
- Reading/interpreting financial statements and balance sheets
- Creating and selling budgets to clients both at large and small-scale schemes
- Managing Primary/Secondary/Tertiary Schemes
- Basics of reading and interpreting Legislation and the pieces of Legislation that effect the industry •
- Managing conflict
- Tendering and negotiating contracts
- Interpreting Strata and Community plans
- Understanding from a State Level, the responsibilities of different maintenance items (who pays for what, Owner v Corporation).

Whilst the above reflects areas that I believe should have a stronger focus, I believe there should be less focus on certain areas less relevant to a Strata Manager (as there are either other professional service providers that carry out these duties or other courses that cover them), areas such as;



## STRATA DATA

- Business type accounting
- Running of a business
- Developing lifecycle asset management plans
- Reporting on WHS issues (the actual creation of such report)
- Development of teams/management of teams
- Small business finances
- Sustainable work practices

Whilst there is currently no requirement within SA to hold any qualification to operate as a Strata Manager, a comprehensive course that sets up a new Strata Manager for success in the industry is imperative. I do expect that in coming years, SA will introduce minimum requirements to operate as a Strata Manager.

Should the current qualification not be updated, I fear that any new person entering the industry will be under trained/under qualified and fail to properly manage the schemes entrusted to them. This industry holds around \$5 Billion dollars in trust, under qualified Managers being in control of such a huge amount could result in less than satisfactory outcomes for owners within these schemes.

I hope that the above provides assistance with implementation of a much needed update to the qualification for our industry.

Regards,

Mark Tonellato  
Strata Data  
South Australia

9 September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Ms. Horton AO,

I am writing to you as the Owner and Managing Director of Stratacare Australia Pty Ltd (Stratacare) with industry feedback in relation to the Certificate IV Strata Management qualification, specific to the Queensland legislation.

Over the next 5 years I anticipate Stratacare to grow by approximately 45%, with an anticipated 8-10 Body Corporate Managers enrolling in the Certificate IV qualification during that time. Combining legislative changes with current staff members feedback of the Certificate IV, we note that inclusion of the following competencies/skills in the qualification would better support graduates in the industry:

1. Aligning the language used throughout the qualification with each state/or territory's legislation.
2. The use of more case study and AustLII references when covering by-law contraventions.
3. Cladding – the new legislation, what this means for bodies corporate and managers.
4. Dividing Retaining Walls – as retaining walls aren't classed as fences under the *Neighbourhood Disputes Resolution Act 2011* some guidance and case studies on how to manage retaining walls that divide properties.
5. Management and communication skills – skills for managing people, including staff and committees, also advice on the management of relationships between Developers and Committees regarding defects.
6. Caretaking Agreements – the relationship between Caretaker and body corporate manager and the process for when the Caretaking rights are sold and the role the body corporate manager plays in this.

In the ever-changing industry of body corporate management, it is imperative that our recognised qualifications continue to adapt and change, ensuring that future managers are appropriately qualified and ready to join the industry.

Regards,



James O'Hare  
Owner & Managing Director  
Stratacare Australia Pty Ltd



**The  
Knight**

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03 9509 3144

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PO Box 678  
Malvern Victoria 3144

11 September 2020  
Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Insight, integrity  
& results.

Subject: Case for Change Dear Professor Horton,

As a company that has been involved in the management of Owners Corporations for over twenty five years we have seen the development of the industry from what could once have been regarded as a “mums & dads” business to one that requires highly educated and professional individuals to meet the requirements of managing increasingly complex strata buildings.

As an employer, one of the biggest hurdles we face is the shortage of skilled talent, those who have comprehensive knowledge, relevant qualifications, and experience in managing Owners Corporations, both large and small. The talent that is available to us is often made up of managers who have had industry experience but no relevant formal qualifications. The difficulty we face is knowing the quality and depth of the experience and competency that the Manager will bring.

In the last two years alone, we have employed an additional five managers to meet our portfolio needs. Further we have employed two managers to fill roles due to staff turnover. All entrants have come from within the Owners Corporation industry or have been promoted internally, having been mentored by existing staff and educated primarily through in-house and industry-based training.

It is expected that in the next five years we will double the number of managers and assistants we employ; an additional 20 managers and assistants. We intend to have all these staff complete the Certificate IV in Strata Community Management.

The existing pool of Owners Corporation Managers who have gained their qualifications often through years of on the job training will not be sufficient to meet the needs of the growing sector.

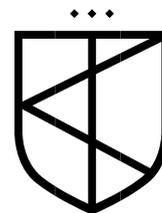
There is an urgent need for quality tertiary education for the sector, ensuring that all entrants have the competencies required to commence in the role. It would also allow us to provide this qualification to our existing staff who are looking to develop within the industry.

**Malvern**  
Level 2/2 Glenferrie Road

**Docklands**  
1308/401 Docklands Drive

**Geelong**  
Level 1/27-31 Myers Street

ABN 20 007 112 816



With the lack of contemporary education to meet the specific needs of the strata industry, and the ever decreasing pool of currently qualified Owners Corporation Managers the outcome can only be that consumers will be subjected to poor or incompetent management of their Owners Corporation. The ramifications of this could have catastrophic consequences given the ever-growing responsibilities of Strata Management.

To successfully manage any Owners Corporation a professional manager will be required to be competent across the following:

- Interpreting Plans of Subdivision
- Financial management
- Administration
- Insurance
- Contractor management
- Meeting skills
- Client service and engagement
- Legislation
- Governance
- Ethical standards
- Dispute resolution
- Building defect management
- Digital agility
- 

Further they must have knowledge and understanding of:

Project management, essential service compliance, buildings in general, community, environmental issues, and sustainability.

It is my opinion that the role of an Owners Corporation Manager is poorly understood and grossly underestimated.

It is imperative that a course containing all required competencies is available.

Yours sincerely,

Joyce Evans  
Manager People & Culture

10 September 2020

To whom it may concern,

SCA ACT supports the efforts of the strata industry to improve the education standards of people working in Strata.

The business of strata management is increasing at a tremendous pace, in keeping with the advancement of multi-unit development across the ACT.

In particular, our business will increase employment across the following areas;

- I expect to hire between 10 - 20 employees in the next 5 years based on current projections.
- Of those employees I would plan to put at least 2/3 of those employees through a certificate 4 or equivalent course.

In terms of compliance and education, our business will focus on the following.

- Our industry is missing compulsory competencies in customer service, Strata legislation, property legislation and other general management skills.
- Financial management.

Consequences of inaction;

- As the Strata Industry grows it is clear that the market will require a higher level of professional service.
- Owners corporations are becoming responsible for larger reservoirs of funds, and greater controls on expenditure of funds is required for probity.
- As buildings become more complicated it is necessary for strata managers to have a more sophisticated approach to managing buildings.

Yours sincerely



Chris Miller  
Managing Director  
Vantage Strata

10<sup>th</sup> September 2020

Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Emeritus Professor Horton,

**○ Case for Change – Strata Community Management – Certificate IV**

I write to you today to provide general feedback relating to Your Local Strata's position on the review of the Certificate IV. Your Local Strata currently employs 13 people. We now have 7 employees who hold a Class 2 license.

**○ Expected growth of Your Local Strata over the next five years? 20% pa**

**○ How many staff are we expecting to put through the Cert IV in the next five years?**  
Between 10 and 14 employees.

**○ What Cert IV competencies/skills Your Local Strata see as essential inclusions in the Certificate IV?**

- 1) Project Management
- 2) Time Management
- 3) Account Management
- 4) Business Writing
- 5) Business Ethics
- 6) Negotiation Skills

**○ What are the current industry skills that are needed to help meet our various State's legislations ?**

The current industry skills that are need are:

- Inter-personal skills
- Negotiation
- Conflict resolution
- Prioritising
- Legislative understanding

**○ What do Your Local Strata see as consequences/risks of inaction of the current Cert IV competencies being updated?**

- Not current legislative and business practices
- Systems and technology

Yours sincerely



Tony Irvine  
Director



Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

16 September 2020

Dear Professor Horton,

PICA Group is the largest strata community management company in Australia. In conjunction with our subsidiary ACE Body Corporate Management, we employ around 1000 strata and business professionals and have branches in every state in Australia.

We forecast steady business growth – both organically and via acquisition and new franchises – over the next 5 years of between 8 and 12%. Employment growth should therefore track at a similar rate. Note that this forecast was made at the end of 2019 - Covid-19 has made forecasting relatively difficult so this is a prediction rather than a certainty.

PICA has a large concentration of employees in NSW where the Certificate IV in Strata Community Management is now a mandatory requirement to practice as a strata manager. We are currently in the throes of completing an 18-month program to put all of our Strata Managers and Assistant Strata Managers in NSW through the Certificate IV (over 200 employees). Once this program is complete, we have budgeted to put our strata managers in Qld and Victoria through the program as well. Employees in Qld have already commenced.

As a requirement of their franchise arrangements, ACE Body Corporate Management mandate completion of the Certificate IV by all of their franchisees around Australia.

So, between PICA and ACE we have a significant demand for the Certificate IV. All new PICA employees also complete a customised 2-week introductory training program (regardless of their experience in the sector) which was put together by SCA (NSW) and PICA. The completion of this program gives attendees both the A100 and Certificate of Registration qualifications as well as a thorough understanding of PICA systems and processes.



So, I think you could say PICA Group is very committed to driving the knowledge and professionalism of our strata professionals through nationally recognised qualifications. We do hold the belief however that the Certificate IV could be made more vocationally relevant through a review and restructure of the modules.

I recently held a focus group of PICA employees who have recently completed the Certificate IV and sought feedback from our corporate Licensee in Charge and our Head of Strata Learning. Key feedback and suggestions are bulleted below:

**Essential elements that are currently missing or need to be covered in greater detail:**

Technical Knowledge

- Rules of Conduct under the Property & Stock Agents Act. It was one of the compulsory CPD subjects for this year but should also be covered in more detail (and brought to life) in the Certificate IV.
- Understanding what the role of a strata manager is and is not, and how strata managers can explain this effectively to Owners Corporations and Strata Committees so that everyone understands their rights and responsibilities. There is a strong feeling that much of the conflict between strata managers and OCs would not exist if both parties better understood the strata manager's role. This could include how to establish a code of conduct for the strata committee and explain and obtain their commitment to it.
- The convening and conduct of meetings. To cite just one example: many NSW strata managers appear not to check that every owner attending an AGM or EGM is financial and therefore able to vote.

Soft Skills

- Understanding and managing different personalities effectively, dealing with difficult people and de-escalating conflict. In partnership with the NeuroLeadership Institute, PICA Group runs training for our Branch Managers that addresses these areas and helps them manage their teams effectively however it is also essential for strata managers to assist them in developing harmonious relationships with Owners Corporations.
- Utilising technology and tools more effectively – for example Outlook. Email is the curse of the corporate world and strata managers in particular receive hundreds of emails every day. Whilst it may sound quite basic, a surprising number of people working in professional and semi-professional roles have never been formally taught



how to use Outlook and consequently find work quite overwhelming every time they look at their inbox. A module on how to use a tool like Outlook to deal with emails and schedule the working day more effectively would be extremely valuable.

- Typing skills – interestingly very few of our strata managers can touch-type and those that can describe it as a game-changer as a strata manager because of all the written communication the job involves.
- Chairing meetings effectively – this crosses over with what I mentioned above under Technical knowledge and is covered to some extent in the current Certificate IV but the general feeling is that it doesn't currently appropriately equip strata managers with the tools and confidence to run an effective meeting from start to finish including dealing with potential hiccups along the way (e.g. disputes between owners).

#### Modules/Content that should be reviewed and reconsidered/redesigned

- The current book-keeping/accounting module seems too focussed on teaching the rules of double-entry accounting at the expense of introducing strata managers to the different types of budgeting they are likely to encounter and the format and design of P&Ls and balance sheets produced by common electronic accounting systems.
- The exercises set for modules seem to assume that the participant is already working as a strata manager which is often not the case. If we are to attract the numbers of people into the industry that we need to fill the constant vacancies every strata agency seems to have then courses need to be designed for novices, not current strata managers.
- There are some modules that seem less relevant to a Class 2 licence than they are to a Class 1 licence and should be reviewed. For example, the modules on developing an employee training plan, operating a sustainable business and the maintenance of an asset management register are less important for Class 1 licences. Of course, the design of the Cert IV was in a time before we had any differentiation of licence types and thus a review of the modules would seem appropriate in the light of this new differentiation.
- The RTO generally decides the course modules offered and thus not all candidates have the same curriculum. The RTO is also important for the 'evenness' of the relevant expertise in delivery of the range of modules. Thus, the curriculum might be fine but the expertise in the delivery across the modules can make for uneven outcomes.



- The sequencing of modules is also an important issue as some modules need to be undertaken asap due to the role the candidate has in an organisation. Because it is a 4-year journey, the sequence of modules maybe out of alignment with what they are required to undertake in their role within the organisation in which they are employed. Greater flexibility in this area would be valuable.

Overall, we should aim to design a Certificate IV course that fully prepares the participant to work as a strata manager. PICA Group currently invests a considerable amount of time and effort into "filling the gaps" with our own training and mentoring programs because the Cert IV program does not currently meet the educational needs of our strata managers. We are committed to putting all of our strata managers through this program (including those outside of NSW where it is not mandated) however a review and redesign of the current curriculum and delivery of course material is needed to meet the demands of the industry and ensure our strata managers are delivering excellent service to their customers.

Should you wish to discuss any of the above in more detail, please contact me during business hours on 0438 551 889.

Yours sincerely

Prudential Investment Company of Australia Pty Ltd

A handwritten signature in black ink, appearing to read 'Kirsten Terry'. The signature is fluid and cursive.

Kirsten Terry

Executive General Manager People & Culture

Jocelyn Shanks  
Senior Strata Manager  
**M: 0488 880 272**  
jocelyn@competentstrata.com.au

**PO Box 8413 Angelo Street, South Perth WA 6151**  
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Emeritus Professor Tracey Horton AO  
AISC Chair  
C/- Artibus  
373 Elizabeth Street  
North Hobart TAS 7000

Dear Tracey

As a member of Strata Community Association, I have been asked to provide input into the educational requirements of the strata community management sector. As a director of Competent Strata Assistance, I take education seriously and hold the following relevant certificates in the property sector:

- Diploma of Property Services (Agency Management)
- Diploma of Leadership and Management
- Certificate IV in Strata Community Management
- Certificate III and Certificate IV in Property Services (Operations)

Competent Strata Assistance is a relatively young business established in 2013, after many years of working as a buyer's advocate in the property industry and volunteer strata manager for properties in my personal portfolio. My strata portfolio includes residential, commercial, and mixed-use complexes ranging from 3-105 lots.

My business structure enables me to employ personnel as required on contract or through recruitment agency management companies. The skills I require must be backed up with industry relevant qualifications and include financial management, legal, secretarial or strata support. I expect training to be self-funded demonstrating a commitment to the industry employees (or contractors) work within. I pay to maintain competencies as needed.

The Strata Titles Act (1985) in WA proclaimed on 1 May 2020 contains educational requirements of strata management businesses (managers and staff) in Part 9, S144 along with Part 13, S95-97 of the Regulations. Volunteer managers also get mentioned.

Whilst I have personally surpassed the legislated education criteria, I see a place for Certificate III to be retained as an entry level, low cost training skill to enter the industry that I am proud to be a part of. This certificate could be widened to include facilities or financial management skills such as basic bookkeeping, trust account receipting, recognition of building systems (sustainability infrastructure, embedded utility networks etc) and functions.

The Certificate IV is well positioned for many of the key responsibilities associated with property services and strata management. The Certificate IV becomes useful grounding to strata management's key functions and an entry pre-requisite to the Diploma program. Diplomas are recognised by the public as a qualification not easily achieved and with content at a very high level. The Diplomas that I have obtained have not come easily and certainly worth their time, effort, and investment.

Insurance is a regulated industry that I believe should not form part of strata management training in any form other than noting a strata company's obligation to insure. Strata managers that act as agents or brokers and accept commissions for this function are bound by other legislation and these managers must disclose their conflict of interest within strata management agreements and financial accountability. I believe advising, securing and administering insurance policies is best served to strata companies by professionals in the insurance industry. Competent Strata Assistance does not take commissions in any form.

Demand is coming from strata owners and occupiers for retrofitting spaces for battery storage of electricity from solar and vehicle recharging stations. These and other sustainability options are becoming more regular and require high level knowledge prior to the appointment of engineers and other professionals. Skills to assist strata managers deal with the above issues should be contained in a Diploma level qualification that I believe should not be abandoned.

The roles I have undertaken with strata clients that are not contained in any training materials to date (with many unlikely to appear in future training) have included:

- Recognition of building defects and engagement of industry professionals to assist
- Understanding statutes of limitations regarding structural, building, or other defects
- Remediation of waterproofing membrane due to widespread failures
- Combustible cladding audits of newer buildings
- External leasing of common facilities (gymnasiums)
- Licensing over common areas such as parking and storerooms
- Writing enforceable bylaws or recognition of invalid bylaws
- Attendance at tribunals including:
- Building commission for defects
- State Administrative for enforcement of bylaws or other strata disputes
- Tenancies Tribunal assisting owners with tenancy disputes in strata complexes
- Conversion of electricity metering to embedded networks
- Remote and onsite meter reading services
- Utility billing services of gas, water and electricity using gazetted tariffs
- Solar installations from 7kWh to 105kWh
- Public Art in strata or the street front along with obligations regarding maintenance and cooperation with City Councils
- Heritage listings in strata of land and/or buildings along with funding available
- Wheel clamping is now banned in WA creating parking management nightmares

My business continues to expand, with significant growth expected in the next five years. There are costs associated with inaction when legislated timeframes are not being met, therefore early responses to communications are tantamount to success in the strata industry.

Please feel free to contact me if you have any further queries.

 3/9/2020  
Jocelyn Sharks

COMPETENCIES FROM STRATA COMMUNITY MANAGEMENT TRAINING QUALIFICATIONS

1. CORE COMPETENCIES

COMPETENCY/SKILL	RELEVANT Y/N	RATING H/M/L High, Medium, Low	QUAL	Expected competent (✓)		
				A/Strata Mgr	Strata Mgr	Snr Strata Mgr
Maintain financial records	Y	H	III	✓	✓	✓
Maintain workplace safety in the property industry	Y	H	III	✓	✓	✓
Monitor building facilities	Y	M-L	III	L	M	H
Work in the property industry	Y	H	III	✓	✓	✓
Work in the strata community management sector	Y	H	III	✓	✓	✓
Communicate with clients in the property industry	Y	H	III	✓	✓	✓
Source and extract information from strata plans	Y	H	III	✓	✓	✓
Facilitate meetings in the property industry	Y	H	III	✓	✓	✓
Report on financial activity	Y	H	IV		✓	✓
Maintain business records	Y	H	IV	✓	✓	✓
Read plans, drawings and specifications for residential buildings	Y	H	IV	✓	✓	✓
Work in the property industry	Y	H	IV	L	L	H
Work in the strata community management sector	Y	H	IV	L	H	H
Communicate with clients in the property industry	Y	H	IV	✓	✓	✓
Interpret legislation to complete work in the property industry	Y	H	IV	✓	✓	✓
Coordinate maintenance and repair of properties and facilities	Y	H	IV	✓	✓	✓
Facilitate meetings in the property industry	Y	H	IV		✓	✓
Manage conflicts and disputes in the property industry	Y	H	IV		✓	✓
Monitor a safe workplace in the property industry	Y	H	IV	✓	✓	✓
Administer Insurance for strata communities	Y	L	IV	✓	✓	✓
Handle strata community funds held on trust	Y	H	IV	✓	✓	✓
Communicate with influence	Y	H	Dip	✓	✓	✓
Manage risk	Y	H	Dip		✓	✓
Negotiate and implement strata community management agreement	Y	H	Dip		✓	✓
Implement maintenance program for managed properties	Y	H	Dip		✓	✓
Meet legal requirements in managing strata communities	Y	H	Dip	✓	✓	✓
Meet ethical and professional standards in managing strata communities	Y	H	Dip	✓	✓	✓
Develop life cycle asset management plans	Y	H	Dip		✓	✓
Analyse and comment on management reports	Y	H	Dip		✓	✓

## 2. ELECTIVE COMPETENCIES

COMPETENCY/SKILL	Y/N	RATING H/M/L High, Medium, Low	QUAL	A/Strata Mgr	Strata Mgr	Snr Strata Mgr
				Expected competent (✓)		
Contribute to effective workplace relationships	Y	H	III	✓	✓	✓
Participate in environmentally sustainable work practices	Y	H	III	✓	✓	✓
Identify risks and opportunities in the property industry	Y	H	III	✓	✓	✓
Meet customer needs and expectations in the property industry	Y	H	III	✓	✓	✓
Collect and process information relevant to strata communities	Y	H	III	✓	✓	✓
Coordinate business resources	Y	H	IV	✓	✓	✓
Make a presentation	Y	H	IV		✓	✓
Support the recruitment, selection and induction of staff	Y	H	IV		✓	✓
Maintain business technology	Y	H	IV	✓	✓	✓
Develop teams and individuals	Y	H	IV	✓	✓	✓
Implement operational plan	Y	H	IV	✓	✓	✓
Establish networks	Y	H	IV	✓	✓	✓
Plan small business finances	Y	H	IV		✓	✓
Undertake small business planning	Y	H	IV		✓	✓
Implement and monitor environmentally sustainable work practices	Y	H	IV	✓	✓	✓
Develop team understanding of and commitment to sustainability	Y	H	IV	✓	✓	✓
Contribute to sustainable solutions throughout a building's life cycle	Y	H	IV	✓	✓	✓
Operate a sustainable business	Y	H	IV	✓	✓	✓
Present at tribunals	Y	H	IV		✓	✓
Manage meetings	Y	H	Dip		✓	✓
Manage budgets and financial plans	Y	H	Dip		✓	✓
Support the recruitment, selection and induction of staff	Y	H	Dip		✓	✓
Manage people performance	Y	H	Dip		✓	✓
Manage operational plan	Y	H	Dip		✓	✓
Provide leadership across the organisation	Y	H	Dip		✓	✓
Develop and implement strategic plans	Y	H	Dip		✓	✓
Manage personal work priorities and professional development	Y	H	Dip		✓	✓
Develop action plans to retrofit existing buildings for energy efficiency	Y	H	Dip			✓
Plan for a sustainable business	Y	H	Dip			✓

COMPETENCY/SKILL	Y/N	RATING H/M/L High, Medium, Low	QUAL	A/Strata Mgr	Strata Mgr	Snr Strata Mgr
				Expected competent (✓)		
Coordinate customer service activities in the property industry	Y	H	Dip	✓	✓	✓
Coordinate construction or renovation of facilities	Y	H	Dip			✓
Coordinate risk management systems in the property industry	Y	H	Dip		✓	✓
Ensure a safe workplace in the property industry	Y	H	Dip	✓	✓	✓
Maintain public relations in the property industry	Y	H	Dip		✓	✓
Manage a consultant property project team	Y	H	Dip			✓
Manage client relationships and networks in the property industry	Y	H	Dip		✓	✓
Manage projects in the property industry	Y	H	Dip			✓
Negotiate to achieve goals and manage disputes	Y	H	Dip		✓	✓
Apply conflict resolution strategies	Y	H	Dip		✓	✓