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STRATEGIC PLAN 2024-2026



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3 YEAR PLANNING 2024-26

- SWOT Analysis
- 2028 Visioning PESTLE analysis
- 2028 Moonshot Goals
- Vision & Mission
- Success Measures
- Critical Issues Framing
- 3-Year Strategic Goals
- 3-Year Strategic Priorities: Key Drivers & KPIs
- Building Year on Year to your Vision of Success
- One Year Gamechanger
- 3-Year Strategic Plan On A Page



STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Strong membership base	Member engagement and value perception	Sector growth = expand our reach	Direct employee training
Staff stability, experience, commitment	Staff retention (industry & association)	Professionalise the profession	Rogue Strata Companies; Owners Groups
Board passion, knowledge, skills	Board-led strategy execution (vs Secretariat)	Create a connected, supportive community	Staff shortages worsening
Strong relationship with Government	Limited resources limits delivery on needs	Government funding to support programs	Insurance transparency; reputational risk

SWOT ANALYSIS



THE YEAR IS 2028...

We looked at the world through the lens of...

- Political
- Economic
- Social
- Technological
- Legal
- Environmental



5-YEAR VISIONING

2028

P	E	S	T	L	E
Political	Economical	Social	Technological	Legal	Environmental
Housing crisis - opportunity AND pressure point	Rising cost of living driving financial pressures including impact on building maintenance & energy bills	Social housing	AI, BIM, Digital Twins	Strata sector reform by VIC Gov't	Disaster reporting
Housing affordability may lead to changes impacting Strata industry – e.g. energy efficiency mandates	Rising employee costs; skills shortages	Place-making	EV charging, solar energy, energy Apps	Planning policy supports Strata growth	Sustainability Reporting
Legislation for higher standards in trades and building	Rising insurance premiums	Demand for Purpose-driven business (SDGs alignment)	Social Media/Online portals for owner engagement	Consumer protection measures – Privacy Act changes, cyber attack management, OHS/WHs	Climate Change impacts
National and State election	Profit margins squeezed	EV charging stations as community hubs	Data analytics driving improved decision making	Regulation on Trades and Buildings	Water scarcity – pressure on Strata Managers to reduce consumption in properties
Sustainability standards – transition to Net Zero	Infrastructure investment	Polarisation of society	Automation 3 rd Party Apps	Sustainability Reporting	
Government rebates for solar/EV		Pyscho-social hazards – psychological safety	24/7 service expectations from consumers		
		Localisation trend			

2028 MOONSHOT GOALS

1. We have built a **connected community** for Strata Professionals, offering a safe place to learn and grow
2. We are ***the* professional body** of choice for education, media, advocacy, managers and owners
3. **SCA Professional qualification** enjoys **strong brand value** amongst consumers
4. Our qualifications, standards, ethical conduct, public good and self-professionalism have enabled us to **achieve Co-Regulation**
5. SCA members **financially outperform** the market



These goals shape our vision
and mission going forward...



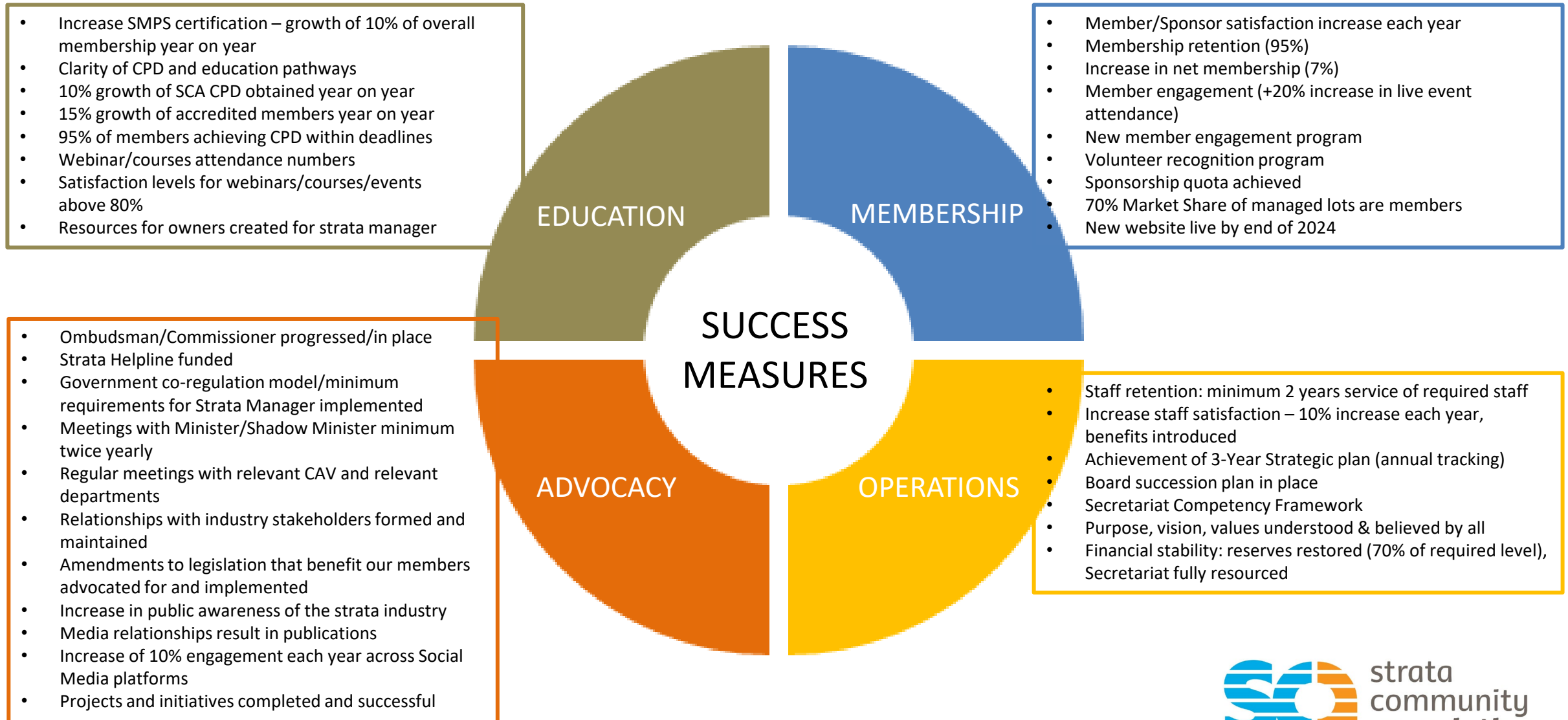
VISION

A professional, valued and respected industry.

MISSION

To foster professionalism and raise awareness of the strata industry.

STRATEGIC PILLARS & SUCCESS MEASURES TO END 2026



An aerial, high-angle view of a dense urban landscape, featuring numerous skyscrapers and smaller buildings. The entire image is overlaid with a semi-transparent blue filter. The text is centered in the upper half of the image.

2024-26

Critical Issues Framing
Vision of Success
Strategic Goals
Strategic Drivers & KPIs

OUR MOONSHOT GOALS DRIVE THE CRITICAL ISSUES WE NEED TO ADDRESS OVER THE NEXT 3 YEARS

1. We have built a **connected community** for Strata Professionals, offering a safe place to learn and grow
2. We are recognised as **the professional body** of choice for education, media, advocacy, managers and owners
3. SCA Professional qualification has **strong brand value** amongst consumers
4. Our qualifications, standards, ethical conduct, public good and self-professionalism have enabled us to **achieve and maintain Co-Regulation**
5. SCA members **financially outperform** the market



#1
MEMBER VALUE

#2
BRAND RECOGNITION

#3
RESOURCING FOR OPTIMAL IMPACT

#4
EARN THE EAR OF GOVERNMENT



THE 4 CRITICAL ISSUES WE NEED TO DELIVER ON OVER THE NEXT 3 YEARS

#1 MEMBER VALUE

Trusted Education for Personal
Growth & Development

Connected Community
Networking

Belong to a Network of
Professionals – Professional
recognition

Aspirational events that build
Social value

Trusted Suppliers

Membership acknowledged
as valuable

#2 BRAND RECOGNITION

Clear Value Proposition (do not
be all things to all people)

Go-to for Media

Owner recognition

Political recognition

Sponsorship acknowledged
as valuable

Member businesses become
supplier of choice

#3 RESOURCING FOR OPTIMAL IMPACT

Board-led Strategy

Secretariat-led execution

Sub-Committee expertise

Role clarity

Support & Training

Induction programs

Get Housekeeping in order

Employee Value Proposition

Volunteer recognition

#4 EARN THE EAR OF GOVERNMENT

Clear Advocacy Priorities

Relationship-building

Build Trust

Communicate wins effectively

Political influence

Data-driven insight and intelligence informing our approach

AN ADDITIONAL CRITICAL ISSUE ABOUT LOT OWNERS WAS DISCUSSED & AGREED UNANIMOUSLY

SCA VIC will represent the interests of Lot Owners
ONLY when beneficial to our members

The implication of this decision is that we need to manage the expectations of lot owners and develop resources for our members that are delivered by our members to their clientele.

NINE 3-YEAR STRATEGIC GOALS (to end 2026)

Invested & Empowered People	The Trusted Peak Professional Body for Strata	Educator of Choice for Professional Success	The Voice of Strata Professionals
STRATEGIC GOAL #1: A united and effective team, proudly invested in the success of our organisation and its members	STRATEGIC GOAL #3: A connected and trusted member community experience	STRATEGIC GOAL #5: Inspire learning and support growth	STRATEGIC GOAL #8: Strong, consistent and regular media presence
STRATEGIC GOAL #2: A culture that supports SCA's purpose, vision and values	STRATEGIC GOAL #4: A valued and trusted brand which member organisations are proud to be associated with.	STRATEGIC GOAL #6: Drive individual development	STRATEGIC GOAL #9: Government (bipartisan) and SCA engaged on all things relevant to the strata industry
INTERNAL	MEMBERS	EDUCATION	ADVOCACY

STRATEGIC PRIORITIES: KEY DRIVERS & KPI'S

Invested & Empowered People

STRATEGIC GOALS	KEY DRIVERS	KPI's
#1: A united and effective team, proudly invested in the success of our organisation and its members	<ul style="list-style-type: none">• Training and induction for all roles developed• Volunteer recognition program• Succession planning of Board• Versatile and skilled Secretariat• Wellbeing of employees and volunteers supported and tracked• Purposeful and clearly defined meetings, outcomes driven• Employee value proposition defined	<ul style="list-style-type: none">• Staff retention: reduce turnover• Increase staff satisfaction by 10% each year• Achievement of 3-Year Strategic plan (annual tracking)• Social media engagement (positive sentiment)• Secretariat positions can be covered in absence of staff
#2: A culture that supports SCA's purpose, vision and values	<ul style="list-style-type: none">• Clearly define SCA's purpose, vision and values; engage team• Clear and timely flow of information across all groups of the Association• Timely planning and scheduling of SCA calendar• Open and frank discussions	

STRATEGIC PRIORITIES: KEY DRIVERS & KPI'S

The Trusted Peak Professional Body for Strata

STRATEGIC GOALS	KEY DRIVERS	KPI's
#3: A connected and trusted member community experience <i>"it's the vibe"</i>	<ul style="list-style-type: none">• Social events plan• Engaging Comms plan to:<ul style="list-style-type: none">• Improve perception of SCA• Improve visibility of SCA to members	<ul style="list-style-type: none">• 20% increase in member satisfaction – NPS• Consistently measure retention for strata services and strata corporate nominees/staff• Consistently measure growth for strata services and strata corporate nominees/staff• 20% increase on attendance at member events• SCA website updated by November 2024
#4: A valued and trusted brand which member organisations are proud to be associated with.	<ul style="list-style-type: none">• SCA to become a member data-house – identify & source• Use data to build the value proposition• Leverage data insights from partners eg: Macquarie Bank• Alignment of Membership path & Career paths• Refresh the welcome pack for corporate nominees & individual members	

STRATEGIC PRIORITIES: KEY DRIVERS & KPI'S

Educator of Choice for Professional Success

STRATEGIC GOALS	KEY DRIVERS	KPI's
#5: Inspire and support learning and growth	<ul style="list-style-type: none">• Create challenging and relevant professional learning opportunities• Micro-credentials• Recognition of education value	<ul style="list-style-type: none">• Assessment aligned with education pathways• Well attended events – 10% increase each year
#6: Drive individual development	<ul style="list-style-type: none">• Intimate face-to-face connection to facilitate peer-to-peer learning - "War Stories"• Mentoring program to deliver contextualised and relevant skills in resilience, relationships, conflict resolution	<ul style="list-style-type: none">• Well attended Quarterly Roundtable events• Feedback above 80% satisfaction
#7: Promote supported professional pathways	<ul style="list-style-type: none">• Scaffolded learning (progressive) SWCF• Business accountability• Member welcome pack created• Website updated• Link the pathway and courses available to kick start your journey	<ul style="list-style-type: none">• Businesses SMPS certified – 40 by end of 2025• Website updated by November 2024

STRATEGIC PRIORITIES: KEY DRIVERS & KPI'S

The Voice of Strata Professionals

STRATEGIC GOALS	KEY DRIVERS	KPI's
#8: Strong, consistent and regular media presence	<ol style="list-style-type: none">1. Develop comprehensive, clear media strategy across multiple platforms2. Regular, relevant content publications and updates3. Develop relationships with key influential media figures4. Establish clarity around SCA media liaison5. Professional media training for Board and Secretariat6. Website update to include media resources and best practice guidelines	<ol style="list-style-type: none">1. LinkedIn followers: increase to 3000 (2022 – 1223 followers). FaceBook : increase 100% year on year (2022-40 followers) & Instagram 100% increase year on year (2022-80 followers)2. Media profile: 6 articles published/quoted in media per year3. Monthly content and industry updates produced
#9: Government (bipartisan) & SCA engaged on all things Strata	<ol style="list-style-type: none">1. Reinstatement of regular CAV Property Council Meetings2. Establish coalition of peak bodies advising & lobbying government<ol style="list-style-type: none">A – Obtain guidance from SCA NSWB – SCAV identifies key groups and engagesC – Lobby group established; regular meetings3. Develop a clearly defined government lobbying strategy; commence implementation by 31/12/244. Define key legislative reform priorities & election plan by 30/9/245. Prioritise collection and use of data	<ol style="list-style-type: none">1. Minimum Quarterly CAV meeting2. Coalition established & operational by 31/12/243. Lobbying strategy defined and implemented by 31/12/24

BUILDING YEAR ON YEAR TO YOUR VISION OF SUCCESS

2024: FOUNDATIONS – DATA-INFORMED VALUE PROPOSITION

- Member value proposition
- Value proposition for Government, Media, Sponsors, Employees
- Benchmarks & targets defined
- Member engagement
- RTO
- Purpose & values clarity
- Government lobbying strategy
- Key legislative reform priorities
- Website updated

2025: BUILD A CONNECTED COMMUNITY

- Build community; collaboration
- Events
- Connected Learning
- Professional Pathways
- Industry voice for Gov't & Media
- Board/Secretariat succession plan
- Employee & Volunteer wellbeing

2026: EMBED TRUST

- Data insights – track & report on improvements, successes and work to be done
- Industry data hub
- Amplify stories of success

Invested & Empowered People

The Trusted Peak Professional Body for Strata

Educator of Choice for Professional Success

The Voice of Strata Professionals



ONE YEAR GAMECHANGER

Member Survey, informing SCA VIC's member value proposition and brand positioning: *Who do we serve? Why are we here? What value do we deliver to our members? How? How are we different to emerging competitors?*

- Fundamental questions
- Narrow our target ("your target is not your market")
- Clear brand positioning and value proposition

3-YEAR STRATEGIC

SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Strong membership base	Member engagement & value perception	Sector growth = expand our reach	Direct employee training
Staff stability, experience, commitment	Staff retention (industry & association)	Professionalise the profession	Rogue Strata Companies; Owners Groups
Board passion, knowledge, skills	Board-led strategy execution (vs Secretariat)	Create a connected, supportive community	Staff shortages worsening
Strong relationship with Gov't	Limited resources limits delivery on needs	Gov't funding to support programs	Insurance transparency; reputational risk

WHO WE ARE	BIG PICTURE	3 YR STRATEGIC GOALS	KEY DRIVERS (3-YEAR)
<p>VISION STATEMENT: <i>A professional, valued and respected industry.</i></p> <p>MISSION: <i>To foster professionalism and raise awareness of the strata industry.</i></p>	<p>5 YEAR MOONSHOT (2028): We have built a connected community for Strata Professionals, offering a safe place to learn and grow.</p> <p>We are the professional body of choice for education, media, advocacy, managers and owners.</p> <p>SCA Professional qualification enjoys strong brand value amongst consumers.</p> <p>Our qualifications, standards, ethical conduct, public good and self-professionalism have enabled us to achieve Co-Regulation.</p> <p>SCA members financially outperform the market.</p>	<p>Invested & Empowered People</p> <p>1. A united and effective team, proudly invested in the success of our organisation and its members. 2. A culture that supports SCA's purpose, vision and values. <i>Measurement: eNPS, staff retention: targets tbc; Strategic Plan tracking; team social media engagement.</i></p>	<p>Training and induction for all roles developed. Focused volunteer training/program. Succession planning of Board and Secretariat. Wellbeing of employees and volunteers supported and tracked. Purposeful and clearly defined meetings, outcomes driven. Employee value proposition defined. Define SCA's purpose, vision, values; engage team. Clear and timely flow of information across all groups of the Association. Timely planning and scheduling of SCA calendar . Open and frank discussions.</p>
		<p>The Trusted Peak Professional Body for Strata</p> <p>3. A connected and trusted member community experience <i>"It's the vibe"</i>. 4. A valued and trusted brand which member organisations are proud to be associated with. <i>Measurement: NPS tbc +20%; staff retention & overall growth for Strata Services & Corporate Nominees; event attendance +20%; 90% of social events have sponsor attendance; website updated.</i></p>	<p>Social events plan. Engaging Comms plan to: Improve perception & visibility of SCA to members. SCA to become a member data-house – identify & source. Use data to build the value proposition. Leverage data insights from partners eg: Macquarie Bank. Alignment of Membership path & Career paths. Refresh the welcome pack for corporate nominees & individual members.</p>
		<p>Educator of Choice for Professional Success</p> <p>5. Inspire and support learning and growth. 6. Drive individual development. 7. Promote supported professional pathways. <i>Measurement: Assessment aligned ASQA; sold out events; full attendance Quarterly Roundtable events; % TBC business participation; #TBC Businesses SMPS certified; Average time to progress ≤ recommended benchmark.</i></p>	<p>Create challenging, relevant professional learning opportunities. Micro-credentials. Recognition. Intimate face-to-face connection to facilitate peer-to-peer learning - "War Stories". Mentoring program to deliver contextualized and relevant skills in resilience, relationships, conflict resolution. Scaffolded learning (progressive) SWCF. Business accountability. Member welcome pack created. Website updated. Link the pathway and courses available to kick start your journey.</p>
	<p>CRITICAL ISSUES: The 4 critical issues we must deliver on over these 3 years:</p> <ol style="list-style-type: none"> Member value Brand recognition Resourcing for optimal impact Earn the ear of Government 	<p>The Voice of Strata Professionals</p> <p>8. Strong, consistent and regular media presence. 9. Government (bipartisan) & SCA engaged on all things Strata. <i>Measurement: LinkedIn followers 4k+; LinkedIn SSI Score; Media profile: #/quality of articles published; Minimum quarterly CAV meeting; Coalition of peak bodies established by (date); Lobbying strategy defined & implemented by end 2024.</i></p>	<p>Develop comprehensive, clear media strategy across multiple platforms. Regular, relevant content publications and updates. Develop relationships with key influential media figures. Establish clarity around SCA media liaison. Professional media training for Board and Secretariat. Website update to include media resources and best practice guidelines. Reinstatement of regular CAV Property Council Meetings. Establish coalition of peak bodies advising & lobbying government. Develop a clearly defined government lobbying strategy; commence implementation by 31/12/24. Define key legislative reform priorities & election plan by 30/9/24. Prioritise collection and use of data.</p>
<p>ONE YEAR GAMECHANGER: Member Survey, informing SCA VIC's member value proposition and brand positioning.</p>			