

NEW SOUTH WALES

2026 strata management insights –
trends, challenges and
opportunities ahead



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2025 in Review

Key patterns observed across the strata talent market

Where These Observations Come From



- **Recruitment within the NSW strata sector.**
Our insights are drawn from recruitment within the strata sector in NSW
- **Close collaboration with approximately 20 core Strata businesses.**
Engaging deeply with a select group of strata businesses allows for consistent and detailed feedback.
- **Daily conversations with managers, senior managers, and principals.**
Direct and frequent communication with key decision-makers & Strata professionals at all levels provides real-time insights into operational challenges and successes.
- **Active hiring and retention discussions across reputable operators.**
Monitoring hiring and retention trends among established industry players offers a clear view of current workforce dynamics.

These observations are drawn from recurring conversations—not surveys or theory.

The Evolving Role of the Strata Manager

A Shift Towards Complexity and Sophistication

- **From Volume to Complexity**

The focus has shifted from managing a large number of properties to handling more intricate and complex situations within portfolios.

- **Increased Governance Expectations**

Strata managers are now expected to navigate a greater landscape of legislative compliance and regulatory demands.

- **Enhanced Stakeholder Engagement**

Owners and committees are more commercially savvy, requiring a higher level of sophisticated interaction and management.

- **Accelerated Communication Demands**

Real-time communication is now the norm, necessitating immediate responses to a wider array of issues.

The strata manager role today is less volume-weighted and far more complexity-weighted.

Structural Experimentation Throughout 2025

Restructuring on internal teams



Technology Assisting Administrative Load

Technology is being leveraged to reduce the burden of administrative tasks.



AI Tools Supporting Documentation and Communication

Artificial intelligence is actively aiding in the creation of documentation and enhancing communication processes.



Emerging Offshore and Centralised Support Models

New models for support are appearing, utilising offshore resources and centralised structures.

Persistent Talent Shortages in NSW Strata Management



Experienced Strata Managers Scarce

There is a notable lack of experienced strata managers across New South Wales.



Increased Agency Competition

Agencies are facing heightened competition in the recruitment market.



Widening Capability Gaps

Increasing role complexity is leading to a growing divide in the necessary skills and expertise.



Shortage in Capability and Capacity

The issue is not merely numerical but also a deficit in the skills and capacity of available professionals.



Extended Recruitment Timelines

The process of hiring new strata managers is taking longer than usual.

The shortage in strata isn't simply a numbers shortage — it's a capability and capacity shortage.

What Those Patterns Signal for 2026



Structural Clarity

Structural clarity is becoming a competitive advantage.



Retention Drivers

Retention drivers are shifting beyond salary alone.



Governance

Governance requires clearer documentation and roles.



Workforce Planning

Workforce planning is becoming more deliberate.



Proactive Design

Proactive design is replacing reactive adjustment.

What This Means for Talent

What businesses are doing differently internally

- **Evolving Role Structures**

As industries adapt, job roles are redefined, requiring new skill sets and approaches to recruitment.

- **Shifting Candidate Expectations**

Talent pools are increasingly looking for adaptability, continuous learning opportunities, and alignment with organizational values.

- **Strategic Talent Acquisition**

Effective recruitment must focus on predictive skills, cultural fit, and long-term potential, rather than just immediate qualifications.

- **Proactive Engagement**

Building talent pipelines and fostering employer branding are crucial to attract and secure the right individuals in a competitive landscape.

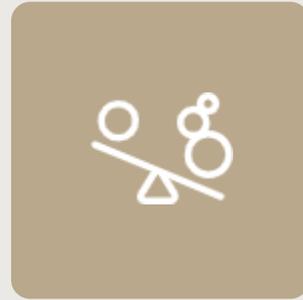
We'll explore how candidate expectations and recruitment strategies must adapt to new demands.

What Strata Managers Are Really Looking For



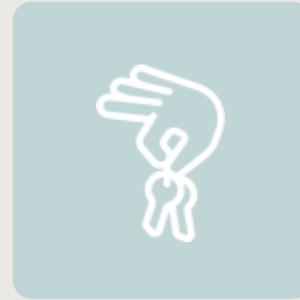
Strong Operational Support Structures

Ensuring efficient day-to-day management and problem-solving capabilities.



Balanced and Realistic Portfolios

Managing demanding yet achievable workloads with well-defined responsibilities.



Accessible Leadership and Escalation Pathways

Clear routes for support and swift resolution of critical issues.



Stable Workplace Culture

Fostering an environment that promotes consistency, reliability, and employee well-being.

Managers today are evaluating structure & support more than brand.

What Drives Higher Remuneration in Strata

Higher Remuneration Typically Follows Complexity and Capability



Managing Complex Schemes

Overseeing intricate strata developments and their unique challenges.



Running Complex AGMs

Facilitating and managing intricate Annual General Meetings.



Defect Remediation Exposure

Handling the identification and resolution of building defects.



Stakeholder Mediation

Resolving disputes and mediating between various stakeholders.



Handling Difficult Committees

Navigating and managing challenging strata committee dynamics.

In today's market, remuneration increasingly follows complexity and capability.

What Attracts and Retains Strong Managers



- **Portfolio Design**
Curated portfolios based on complexity, not just size.
- **Empathetic Leadership**
Fostering leadership empathy and accessibility.
- **Robust Support**
Comprehensive administrative and operational support.
- **Wellbeing Focus**
Prioritizing wellbeing awareness initiatives.
- **Flexible Staffing**
Implementation of relief manager structures.
Flexible working options – here to stay.
- **Defined Company Values**
Hiring managers & building a team culture that is truly aligned with them.

“Portfolio size is easy to measure. Portfolio complexity is what actually drives workload.”

Portfolio Design Matters

Consistent theme – Managers want truly manageable portfolios

- **Complexity Over Quantity**

Focus on projects with significant complexity and strategic impact, as two complex schemes can outweigh ten simple ones.

- **Manager Sustainability**

Curate your portfolio strategically, selecting and balancing projects to avoid overwhelming individual managers and ensure their long-term effectiveness.

- **Burnout Prevention**

Implement proactive capacity planning by understanding the true effort required for each project to set realistic workloads and reduce burnout risk.

“Two highly complex buildings can consume more energy than ten straightforward ones”

Where the Market Is Heading



- **Role Complexity**

Expect a continued increase in the intricacy and multi-faceted nature of roles within the industry.

- **Structural Experimentation**

Ongoing adaptation and innovation in organisational structures will be crucial for success.

- **Talent as a Constraint**

The availability and management of skilled talent will remain a primary limiting factor.

An industry evolving through challenge, collaboration and rising professional & ethical standards.

The agencies that succeed in the next phase of strata will be the ones who design their businesses around their managers — not the other way around.