

CHU



Strata Index

2026



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Foreword

Strata living depends on more than buildings and paperwork.

It relies on shared responsibility, supported by professionals who help communities make good decisions and keep buildings working as they should. When that system is working well, communities are more resilient, more confident, and better able to protect their most important shared asset.

At CHU, we believe healthy buildings and healthy communities do more than reduce risk; they build value. In today's cost of living environment, that has real consequences.

Being an active owner is no longer just about participation; it's about protecting and growing the value of your property. The decisions owners make on maintenance, risk and long-term planning directly shape the financial outcome of their investment.

The CHU Strata Index exists to better understand what owners are experiencing and to give strata professionals clear, practical ways to respond. It provides evidence for action, highlighting where confidence is breaking down, what matters most to owners, and what supports better decisions.

Strata ownership is becoming more demanding, not because people care less, but because the environment has changed. Owners are dealing with rising costs, more complex requirements, and greater pressure to make the right decisions for their communities.

The 2026 CHU Strata Index is designed to help strata professionals respond to that reality.

One of the clearest findings is that strata owners are not one group. They bring different levels of knowledge, confidence, and engagement, and they judge value differently.

To make this practical, this year's Index introduces three owner mindsets: Actives, Pragmatists and Disengaged, and explores how approaches to preparedness, maintenance and risk need to adapt to each.

This is because engagement is where value is created. Engaged owners make better decisions, invest earlier, and contribute to stronger, better maintained buildings. That leads to more resilient communities and better long-term outcomes for owners.

Helping strata professionals foster that engagement is critical. It not only helps them demonstrate value but also helps owners realise the value of their investment.

That commitment extends beyond insurance.

We exist to support stronger strata communities with evidence-based insights that help buildings become safer, better maintained and appropriately insured, ultimately making them more valuable.

The findings are intended to support clearer conversations, better decisions, and stronger outcomes for strata communities.



Kimberley Jonsson

CEO
CHU Group



Methodology

This research was conducted by the independent research agency Fuller on behalf of CHU.

The study comprised a national online survey of 1,000 strata lot owners aged 18–80 who are involved with their Owners Corporation, with respondents drawn from different buildings.

Quotas were applied across key variables, including state or territory, strata scheme size, building value, management model, and insurance purchase route. The study was designed to maintain continuity with the inaugural CHU Strata Index launched in 2025 while also exploring selected new areas of interest relevant to owners, brokers and strata managers.

The questionnaire took approximately 15 minutes to complete and explored experiences of strata living, perceptions of building condition and maintenance, understanding of insurance and responsibilities, confidence in adequacy of cover, and attitudes towards the role and value of professional support.

Together, the 2026 CHU Strata Index provides a robust picture of what strata owners are thinking, where support is landing well, and where there is still work to do.

Executive Summary

The 2026 CHU Strata Index points to an opportunity for the sector.

Strata owners are navigating an increasingly complex environment, and their confidence does not come solely from information. It comes from feeling that risks are being addressed early, responsibilities are clear, and someone capable is helping guide decisions.

A central finding of the 2026 Index is that owners judge professional value differently — and that is where the role of brokers and strata managers becomes most tangible.

Our research shows that one in three schemes still don't have a regular maintenance action plan in place. Cost and gaining agreement among committee members remain the biggest barriers to carrying out maintenance, and there's a clear divide between schemes that have a maintenance plan and those that do not.

It's a clear example of how professional value is assessed differently by different owners. What some groups find useful, credible, and worthwhile may barely register with others.

The 2026 Index identifies three distinct groups within strata ownership: Actives, Pragmatists and Disengaged, each with different levels of knowledge, engagement, and support needs. Recognising these differences can help strata professionals tailor how they communicate, where they focus effort and how they demonstrate value in ways that resonate.

Actives are the most knowledgeable and proactive and think more strategically about managing their schemes. Pragmatists are the practical middle, focused on ensuring their building is adequately managed, but they would value clearer guidance. The Disengaged are less involved and less confident and rely more on reassurance. They would benefit from stronger guidance, simple explanations, visible proof that the essentials are under control, and straightforward next steps.

The practical takeaway is that building readiness looks different depending on where owners start.

The more clearly strata professionals recognise these differences, the better they can support stronger, better prepared communities.

Maintenance remains one of the most visible and practical ways to demonstrate preparedness. The research shows that schemes with regular maintenance planning are more likely to feel in control, more satisfied with professional support, and better positioned to manage risk early. However, maintenance is not the outcome — it is the gateway to a broader preparedness led mindset.

For insurance brokers, there is an opportunity to make the value of their role clearer beyond the transaction — through guidance, preparedness and risk minimisation.

For strata managers, value is most tangible when it shows up in outcomes: stronger maintenance discipline, clearer governance, reduced friction and better communication.

The path to delivering these outcomes will not look identical for every owner type, but the direction of travel is clear. The sector's value lies not only in support after issues arise, but in helping strata communities reduce risk before problems escalate.

Chapter One

The importance of moving from insurance cover to risk management

Why an insurance cover mindset is no longer enough

For many owners, insurance is still understood primarily as the only tool for managing risk, providing cover if something goes wrong. That is understandable, but no longer sufficient.

That is because insurance sits at the end of the chain, not the beginning.

For strata communities, the impacts of loss and disruption can be defined long before a claim arises and are shaped by the discipline and decisions around maintenance, preparedness, governance and risk reduction.

The question strata communities should be asking isn't just "Are we covered?" but "How well are we managing the risks that could lead to a claim, higher costs or greater disruption in the first place?"

The challenge is that owners vary in how well they understand the risks facing their community.

The opportunity is to help them see how maintenance and everyday management reduce that exposure.

The need to move beyond cover is not theoretical. It reflects the more complex context strata communities are now operating in, shaped by regulatory reform, resilience pressures, sustainability and EV infrastructure, defects and cladding concerns, and affordability.

That creates a higher bar for everyone involved in the strata ecosystem. It can be difficult to engage communities on the intangible aspects of risk management, but maintenance is an opportunity that strata professionals can use to start the conversation.



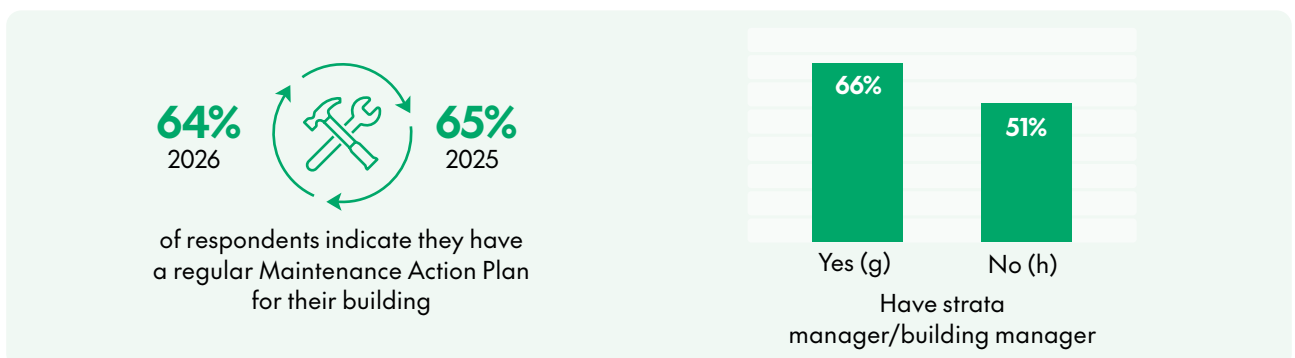
How well are we managing the risks that could lead to a claim, higher costs or greater disruption in the first place?

Maintenance is the gateway to risk management

If risk management is abstract, maintenance is where it becomes real.

Maintenance is one of the clearest, most tangible ways a scheme can move from passive cover to active control. Two in three owners say they have a regular maintenance action plan in place, but that still leaves a substantial minority without one (see Figure 1.1). Those with a strata manager or building manager are significantly more likely to have such a plan – an obvious proof point for the value those strata professionals bring.

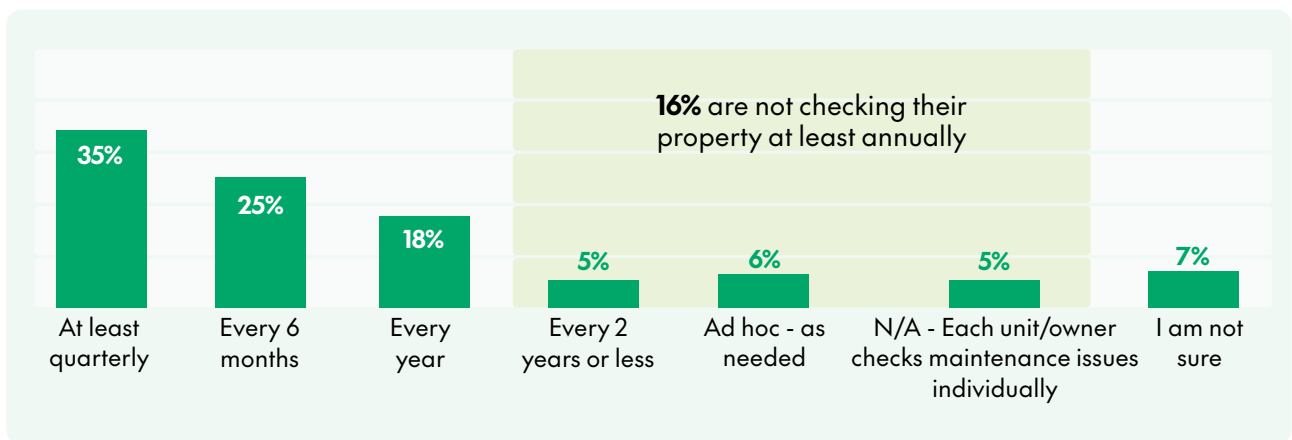
Figure 1.1 – Percentage of schemes with a regular maintenance plan



Owners that use strata professionals like strata managers, building managers and insurance brokers are more likely to have a formal maintenance action plan in place (66%), while those with no professional input are significantly less likely to have one (51%).

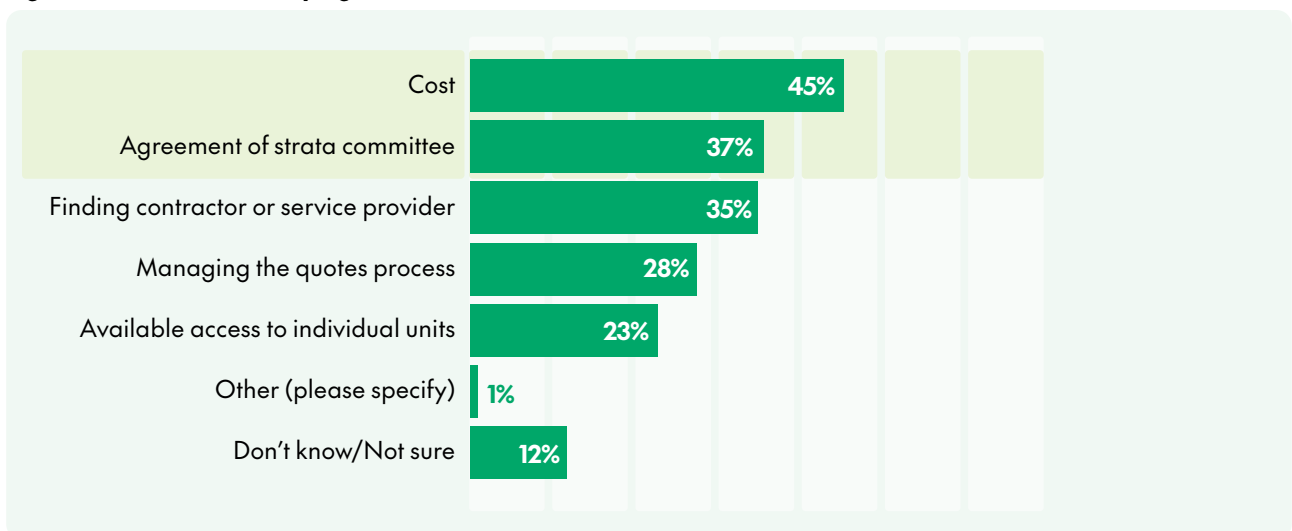
Maintenance frequency varies. One in three check for maintenance issues at least quarterly, while 16% check infrequently and 7% can't say (see Figure 1.2). This matters because maintenance is not just a building operations issue. It is also a preparedness issue, and one of the clearest places where professional value becomes visible.

Figure 1.2 - Frequency of maintenance checks



The barriers are also instructive. Cost and gaining agreement among committee members are the most significant obstacles to carrying out maintenance (see Figure 1.3). This is where a strata manager can play a visible role — by securing competitive pricing and helping build committee alignment through clear communication about the importance of adequate maintenance.

Figure 1.3 - Barriers to carrying out maintenance





That is exactly why maintenance is the gateway to a broader risk mindset. It turns vague good intentions into specific habits and disciplines. It is where the idea of control goes from being conceptual to being visible.

Maintenance is also highly visible to the communities strata professionals serve, and its impact is tangible in ways owners can see every day.

The role of brokers and strata managers in shifting the mindset

Owners will think more proactively when support makes that mindset easier, clearer and more actionable.

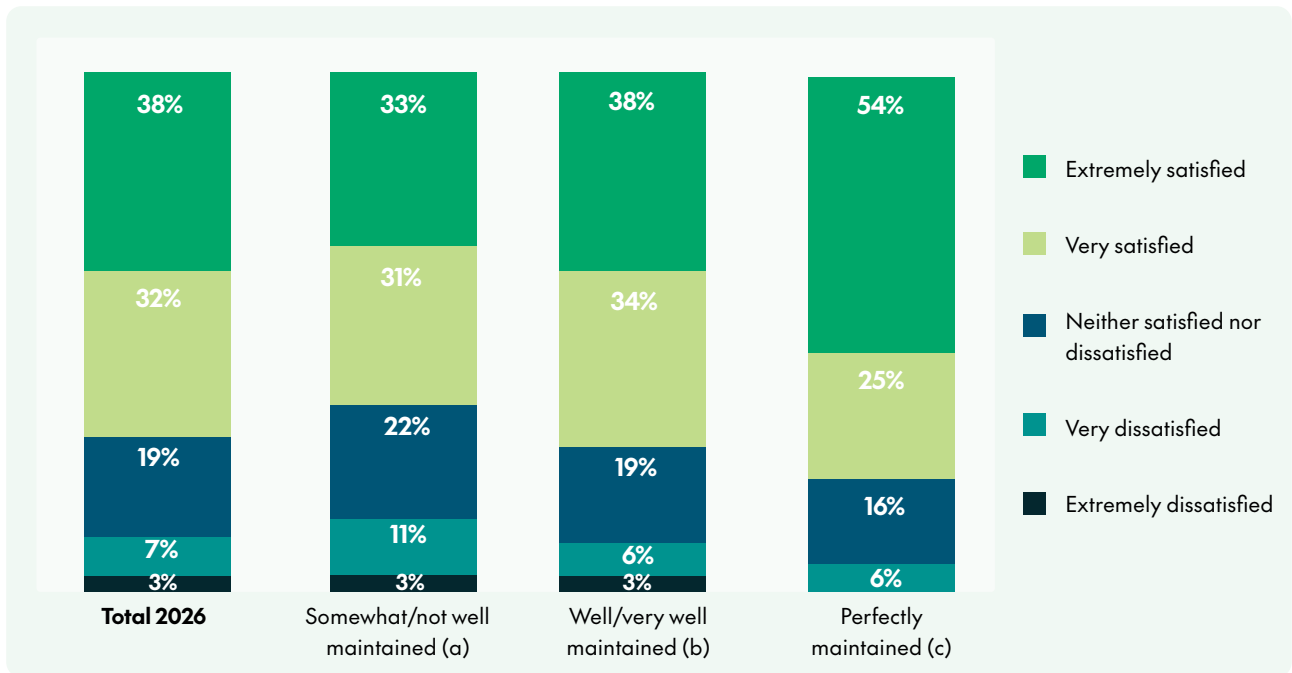
Brokers have an opportunity to broaden conversations beyond transactions. For strata managers, the opportunity is even more tangible. Maintenance action plans, repair coordination, committee alignment, and communication are all ways to turn risk management into something owners can actually see. There is a clear direct relationship between maintenance and satisfaction with the strata manager (see Figure 1.4).



There is a clear, direct relationship between maintenance and satisfaction with the strata manager.



Figure 1.4 - Satisfaction with strata manager aligned with property maintenance



While good maintenance is not a silver bullet for satisfaction, it certainly contributes to it. 79% of strata owners who report having perfectly maintained properties are very or extremely satisfied with their strata manager. This ratio drops to 64% of owners who report properties are somewhat or not well-maintained.

Across both roles, the broader point is the same. Moving owners from cover to control is not about replacing insurance. It is about helping schemes see that insurance works best when it sits alongside stronger maintenance discipline, clearer responsibilities and better everyday risk management.

What strata living actually feels like for owners

Figure 1.5 What do you like/dislike about strata living?

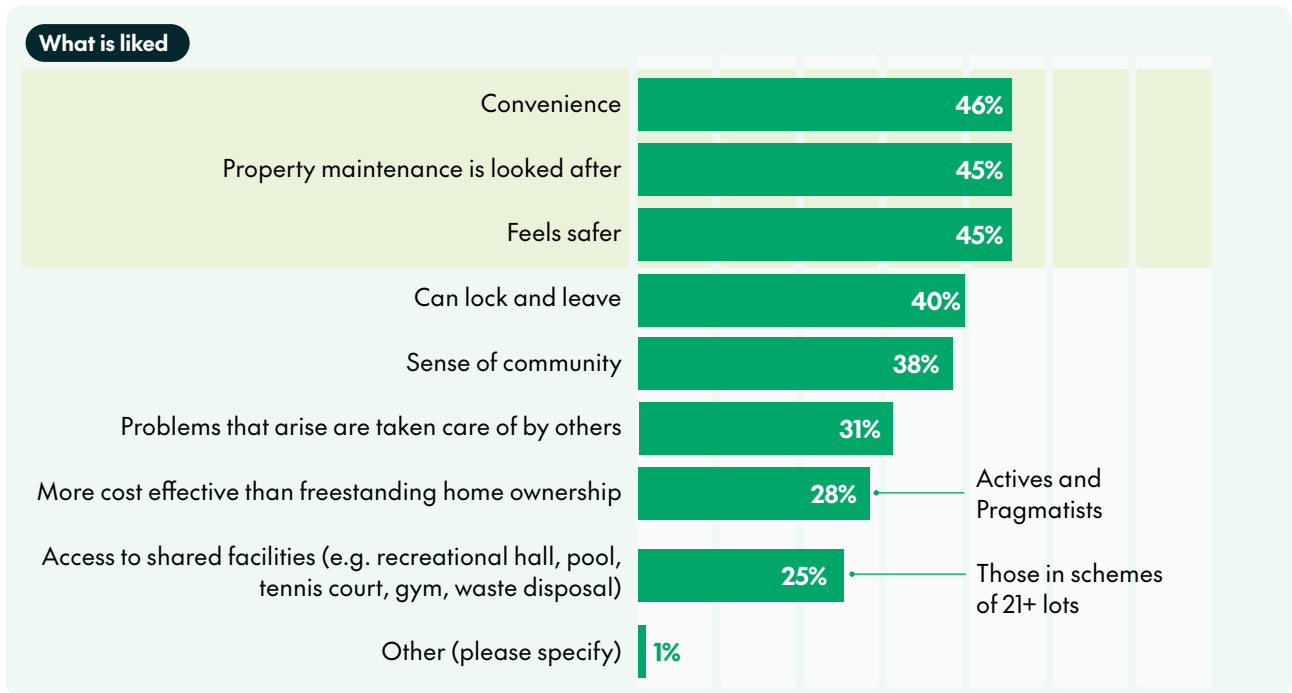
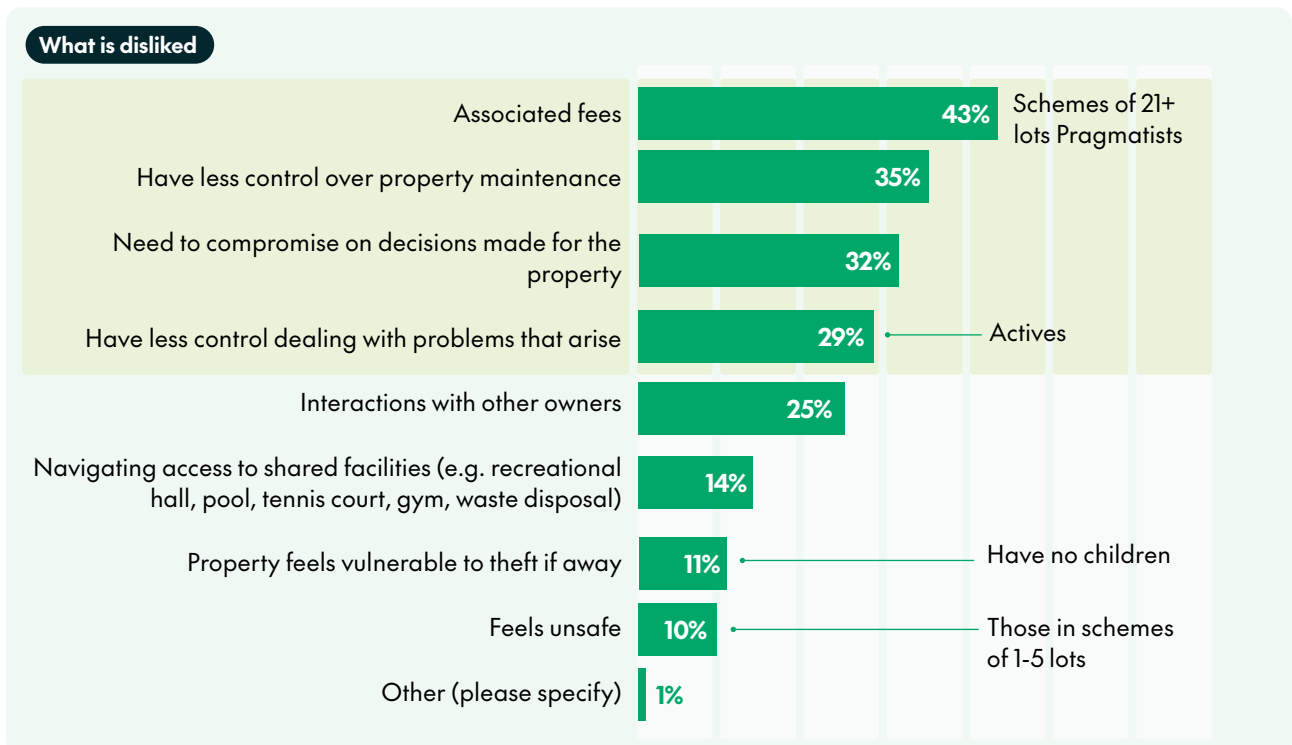


Figure 1.6: What do you like/dislike about strata living?



Strata living is generally a positive experience. Most owners point to convenience, safety and the ability to have maintenance and day to day issues handled on their behalf as key benefits.

For many, the appeal is simple. Strata removes the burden of managing a property alone. Tasks are shared, problems are addressed collectively, and there is a sense that someone else is helping keep things running.

However, this convenience comes with trade offs.

The most common sources of frustration are:

- the cost of strata fees
- a perceived lack of control over decisions
- the need to compromise with other owners

These tensions are not occasional — they are ongoing. Owners are constantly balancing the benefits of shared responsibility with the constraints that come with it.

This creates a defining dynamic in strata living

Owners want the outcomes of professional management, but they also want confidence that decisions are being made well and in their interests.

For brokers and strata managers, this matters.

It means owners are not simply assessing:

- whether the building is managed
- or whether insurance is in place

They are also assessing:

- whether decisions feel justified
- whether costs feel fair
- and whether they have confidence in how their building is being looked after

This is where preparedness becomes practical.

Preparedness is not an abstract idea. It is reflected in how well these trade offs are managed — and how confidently owners feel they are being handled.



Insight

Strata living is defined by a constant trade off between convenience and control. While most owners value the benefits of shared responsibility, frustration arises when costs feel high and decision making feels distant.



Implication

Strata professionals should focus not just on delivering outcomes, but on making decisions clearer, more transparent and easier for owners to support.

From cover to confidence, preparedness and control

The findings of this year’s CHU Strata Index suggest a strong opportunity to shift understanding of how to manage risk from a narrow focus on having an insurance policy to a broader preparedness-led mindset.

A preparedness-led mindset asks whether the building is being looked after, whether responsibilities are clear, whether risks are being addressed early, and whether owners feel confident in the decisions being made.

For strata professionals, their value lies not just in helping owners feel covered. It lies in helping them feel better prepared.



For strata professionals, their value lies not just in helping owners feel covered. It lies in helping them feel better prepared.



Insight

Insurance remains essential, but a cover-only mindset is too narrow for the realities strata communities now face. Protection is shaped not just by the policy but also by maintenance discipline, governance, preparedness and the quality of decisions made before problems arise.



Implication

Brokers and strata managers should use the language of preparedness and risk reduction more deliberately.



Insight

Maintenance is the most practical and visible bridge from passive cover to active control.



Implication

Maintenance should be treated as a central proof point in the value story for strata professionals.

Chapter Two

Introducing the typologies

Why owner mindset matters

One barrier to using strata maintenance to create a conversation about risk management is treating strata owners as a single audience. They are not.

Some are informed, engaged and relatively comfortable with the complexity of risk and the role of strata insurance. Some are practical and protection-focused but still looking for clearer guidance.

Others are more disengaged from the system altogether, with lower knowledge, less trust and a stronger need for reassurance. That spread matters because owners are not all judging brokers, strata managers and insurance decisions through the same lens.

This year's data points to three distinct owner types that can guide engagement: Actives, Pragmatists and Disengaged. They represent different starting points in how owners think about cover, confidence and control.

At one end, Actives are the most knowledgeable and proactive. At the other end, Disengaged are the least informed and most reassurance driven. In the middle, Pragmatists focus on ensuring the scheme is appropriately protected but are not yet as fluent or as strategically minded as the Actives group.

That distinction is useful to strata professionals, and not just for conversations regarding insurance. It helps explain why one owner welcomes a more mature conversation about risk and resilience, while another still needs the basics clarified and made more concrete.

The three typologies at a glance

The clearest way to read these groups is across four categories: knowledge, cover mindset, response to professional support and what they need most.



Actives are the sector's most informed group, possessing the strongest knowledge of strata insurance requirements. These owners are more comfortable with complexity and are the only group clearly able to recognise the value a broker offers. They lean towards control as they understand the risks, make informed trade-offs and invest in prevention where it makes sense. What they need from professional support is deeper expertise and sharper transparency which will drive confidence in decision making.



Pragmatists are the practical middle. They are not highly sophisticated, but they are paying attention. Their core instinct is to ensure the property is properly covered if something goes wrong. They are more likely to seek out websites and reviews, suggesting an active but still perfunctory approach to information gathering. What they need from professional support is clearer guidance, stronger confidence in the basics, and reassurance that the scheme is appropriately protected.





Disengaged are the least involved and least confident. They have limited knowledge, weaker trust in brokers, and a much stronger need for reassurance that the property is covered. Rather than naturally starting from a risk-management mindset, their default position is uncertainty. What they need from professional support is clear guidance, simple explanations, visible proof that the essentials are under control, and straightforward next steps.

In practical terms, this mix comprises a strategic group already thinking ahead, a practical group seeking solid protection, and a reassurance seeking group needing confidence and guidance.

Figure 2.1 – Segment mindsets

Three owner mindsets shape how value is recognised
 They differ not just in engagement but in how they understand cover, judge support and respond to guidance

	 Actives	 Pragmatists	 Disengaged
Knowledge	Strategic and already thinking ahead. Strongest understanding of strata insurance requirements.	Practical and focussed on solid protection. Moderate understanding but not fluent.	Less involved and seeking reassurance. Weakest knowledge and lowest confidence.
Cover mindset	Thinks in terms of control, trade-offs and prevention.	Focussed on making sure the scheme is appropriately covered.	Starts from uncertainty and a need to know the essentials are covered.
Response to professional support	Responds to deeper expertise, transparency and sound judgment.	Open to guidance but not looking for more complexity.	Needs simple explanations, visible support and clarity.
What they need next	Confidence that decisions are being made well - not just made.	Clearer guidance, confidence in the basics and reassurance the scheme is protected.	Straight-forward next steps and proof the essentials are under control.

 **Actives**

Actives stand apart not only because they are more engaged but also because they are more proficient.

They are more likely to believe they hold a strong knowledge of strata insurance, with 60% reporting they ‘strongly agree’ with the statement “I have a strong level of knowledge around the requirements of strata insurance” (see Figure 2.2). They also appreciate the complexity of strata insurance. They are also more comfortable with ambiguity and more confident in making trade-offs, including being more open to accepting minimum cover when they believe risk is being managed well.

That makes them distinct from the other two groups in two important ways. They are the only group that appears ready for a broader conversation about risk management rather than just coverage. They are also more likely to recognise professional value when it is there.


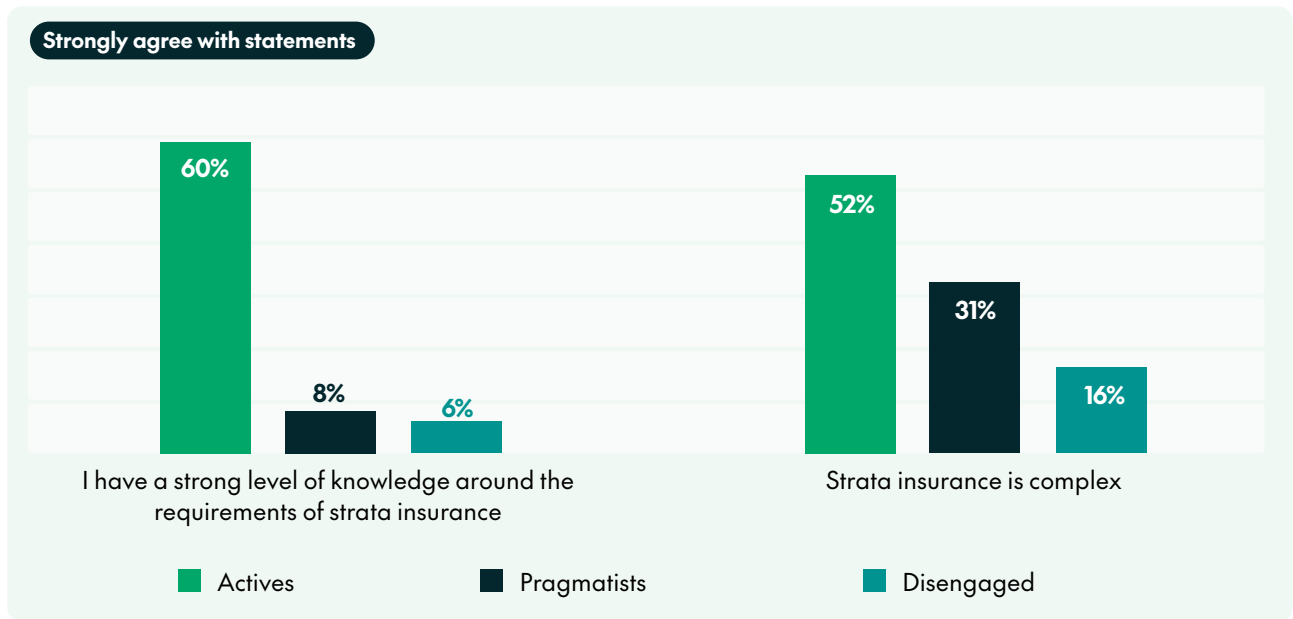
 **I have a strong level of knowledge around the requirements of strata insurance** - Actives respondent

Figure 2.2 – Percentage who strongly agree with statements “I have a strong level of knowledge around the requirements of strata insurance” and “Strata insurance is complex”



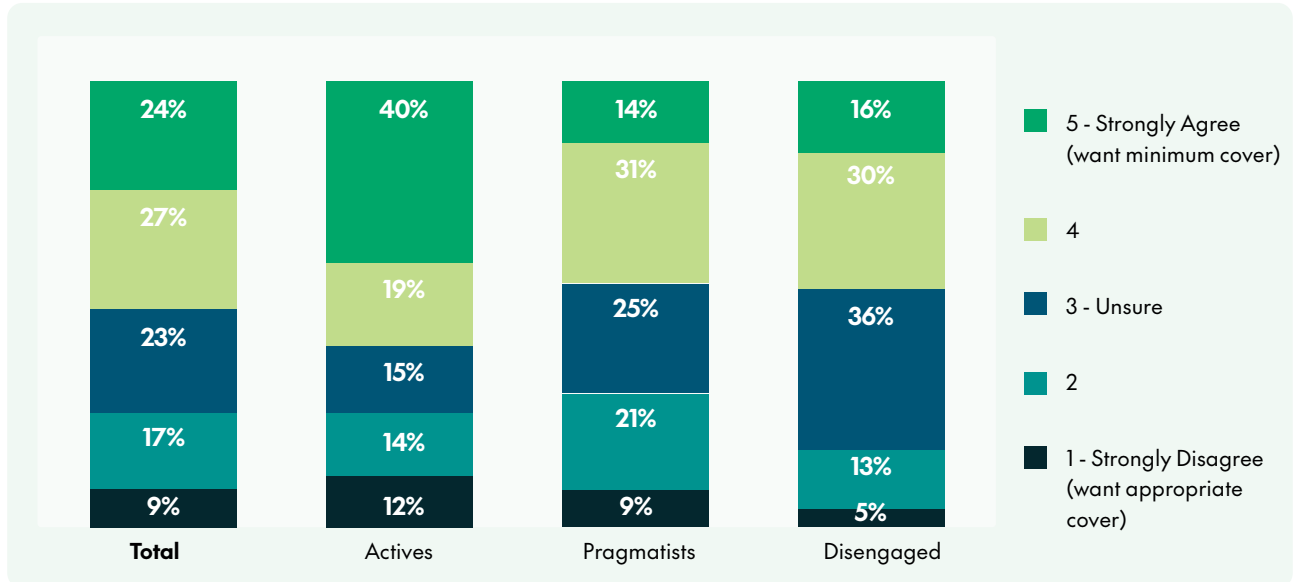
For brokers and strata managers, this group is most likely to respond to deeper expertise, sharper transparency, and confidence that decisions are being made well – not just made. They do not just want to know that something is handled. They want confidence that it is being handled well.

Pragmatists

Pragmatists are the middle lane of this market and are arguably the most important group.

They are not as knowledgeable or as strategically oriented as Active owners, but they are not as distant or as uncertain as the Disengaged. Their core concern is appropriate protection. Where Actives are more comfortable making active trade-offs, Pragmatists are less certain and default to better cover, with only 14% strongly agreeing they want the minimum cover for their strata insurance.

Figure 2.3 – Agreement with statement “I want minimum cover when it comes to strata insurance”



That makes them less control-minded than the Active owners group, but also less passive than the Disengaged group. They are trying to do the sensible thing. They want to know their property is properly protected, but they do not necessarily have the confidence or fluency to navigate the details without help.

This is the market’s movable middle. They are open to guidance, but they do not need more complexity. It is clearer guidance, stronger confidence in the basics, and reassurance that the scheme is appropriately protected.

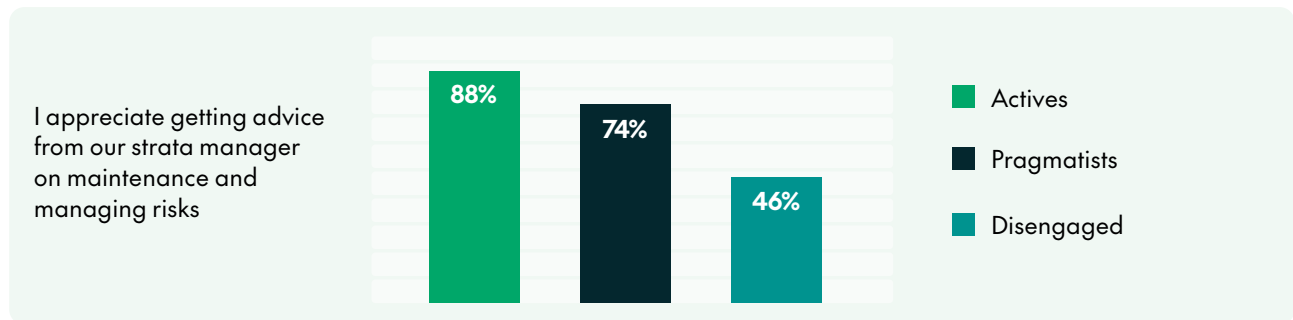
Disengaged

Disengaged are the most fragile group in the system.

This group has the weakest knowledge base and lowest natural engagement, with only 16% strongly believing strata insurance is complex. Where Actives are comfortable with complexity, and Pragmatists are trying to make sensible decisions, Disengaged are starting from a position of relative inexperience – they don’t know what they don’t know.

That difference is shown clearly in how they relate to professional support. Only 46% agree or strongly agree that they would appreciate receiving advice from a strata insurer regarding maintenance and risk management. By comparison, this is less than half the level of the Actives segment.

Figure 2.4 – Percentage who agree + strongly agree with the statement “I’d appreciate getting advice from our strata insurer on maintenance and managing risk”.



For brokers and strata managers, the task here is to surface the value they add, peeling back the layers of involvement in highly accessible language to encourage better understanding and appreciation for their roles.

What the typologies mean for the sector

These typologies matter because they show that not all owners are on the same journey.

Actives are already closer to the future-state mindset, which is informed, proactive and open to a broader view of risk.

Pragmatists are the large middle group. They are willing, practical, and movable, but still need help navigating complexity. Disengaged are further back, with lower trust, lower knowledge, and greater dependence on reassurance and visible support.

That means brokers and strata managers should not think only about what they are saying. They should also think about who is hearing it.

The same message will not land the same way with all three groups:

- Actives will prefer expertise, transparency and evidence of *good judgement*.
- Pragmatists will benefit from clearer guidance, *confidence in the basics* and reassurance that the scheme is properly protected.
- Disengaged will respond to simple explanations, visible support and confidence that the *essentials are under control*.

Seen that way, the typologies are a working guide to demonstrating value in the real world.



These typologies matter because they show that not all owners are on the same journey.

Chapter Three

How insurance brokers and strata managers can build value

Value is built through clarity, confidence and visible support

If Chapter 2 showed that owners are not all starting from the same place, Chapter 3 brings the practical consequence into view by showing the different ways value is judged.

For strata professionals, that matters. Owners do not experience value as an abstract proposition, but in moments when complexity is reduced, uncertainty eases and decisions feel manageable.

The opportunity is not simply to do the work well, but to make its benefits clearer and more relevant to the owner mindset in front of you.

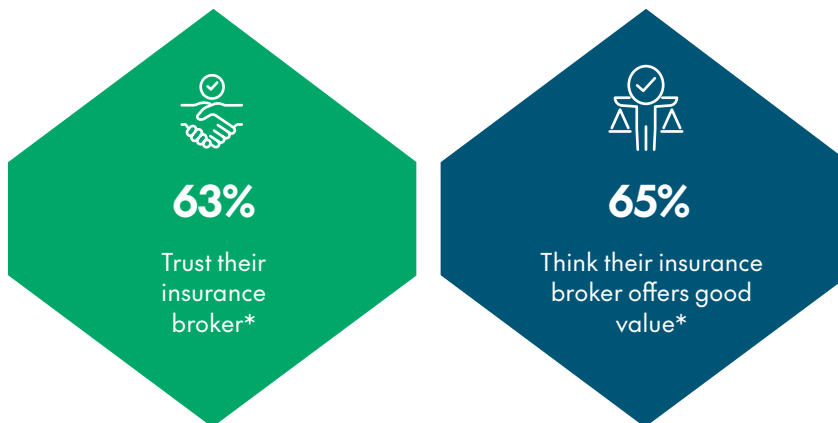
Brokers: undervalued, partly because they are misunderstood

The broker story is nuanced. On the one hand, the relationship is broadly positive. Two in three owners trust their broker and think they offer good value (see Figure 3.1).



Two in three owners trust their broker and think they offer good value

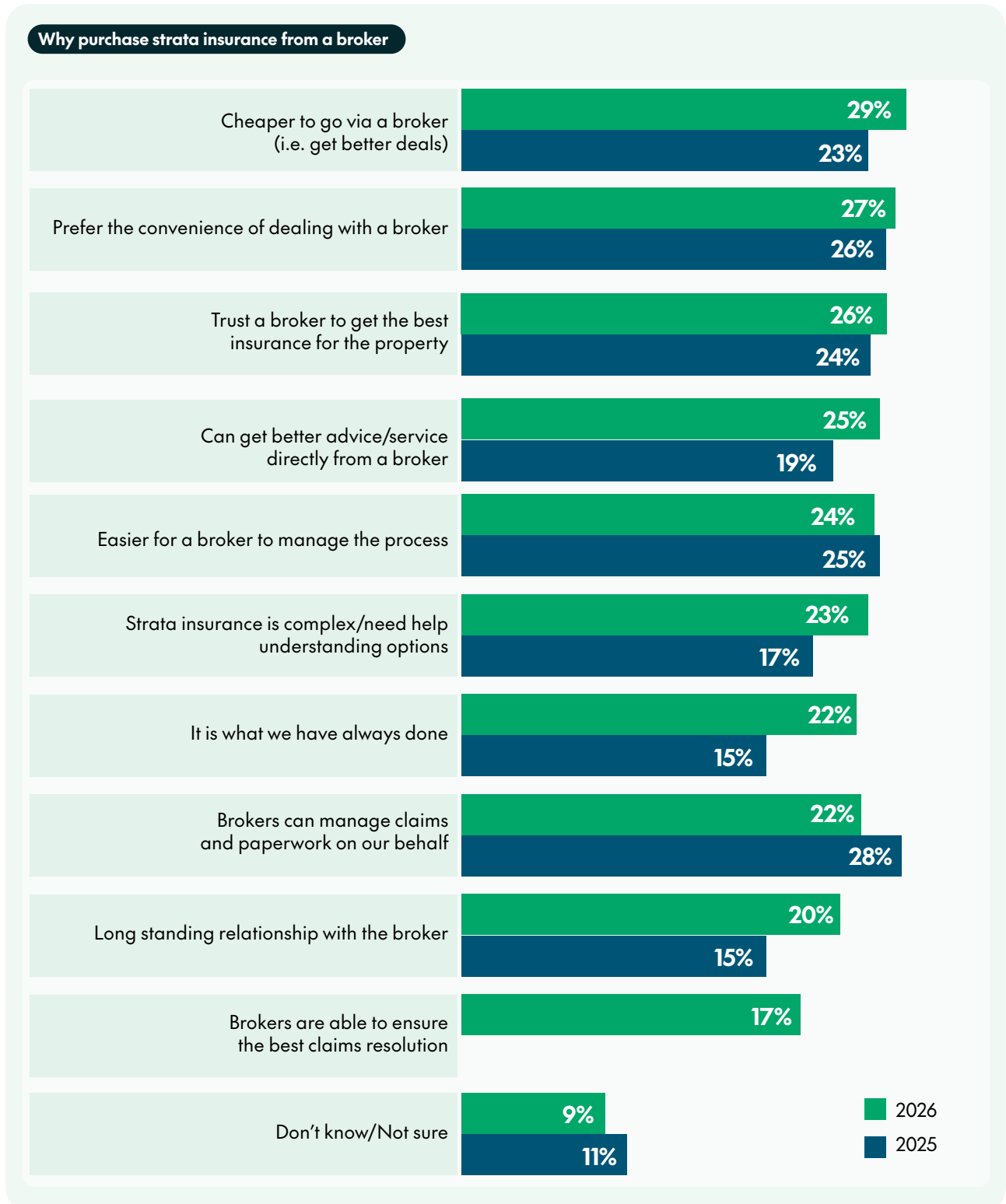
Figure 3.1 – Trust and perceived value of strata insurance brokers



*Percentage who somewhat agree + strongly agree with the statement "I trust my insurance broker" and "My insurance broker offers good value".

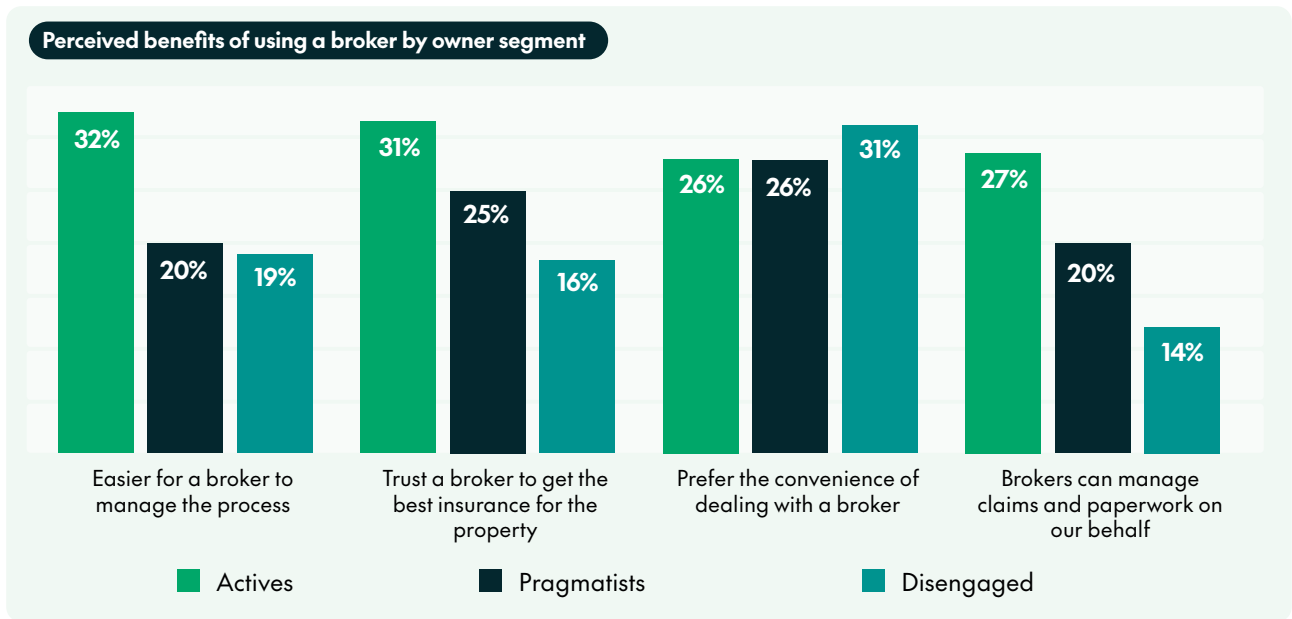
The primary source of trust is a broker’s expertise, while for perceived value it is cost, ease and convenience. In the past year, the Index has identified an increase in those who believe it is cheaper to buy insurance through a broker from 23% to 29%, while the convenience of dealing with a broker remains around the 27% level (see Figure 3.2).

Figure 3.2 – Reasons to purchase strata insurance from a broker



These perceptions differ across the segments, with the Active owners segment leading on the ease and trust metrics (see Figure 3.3).

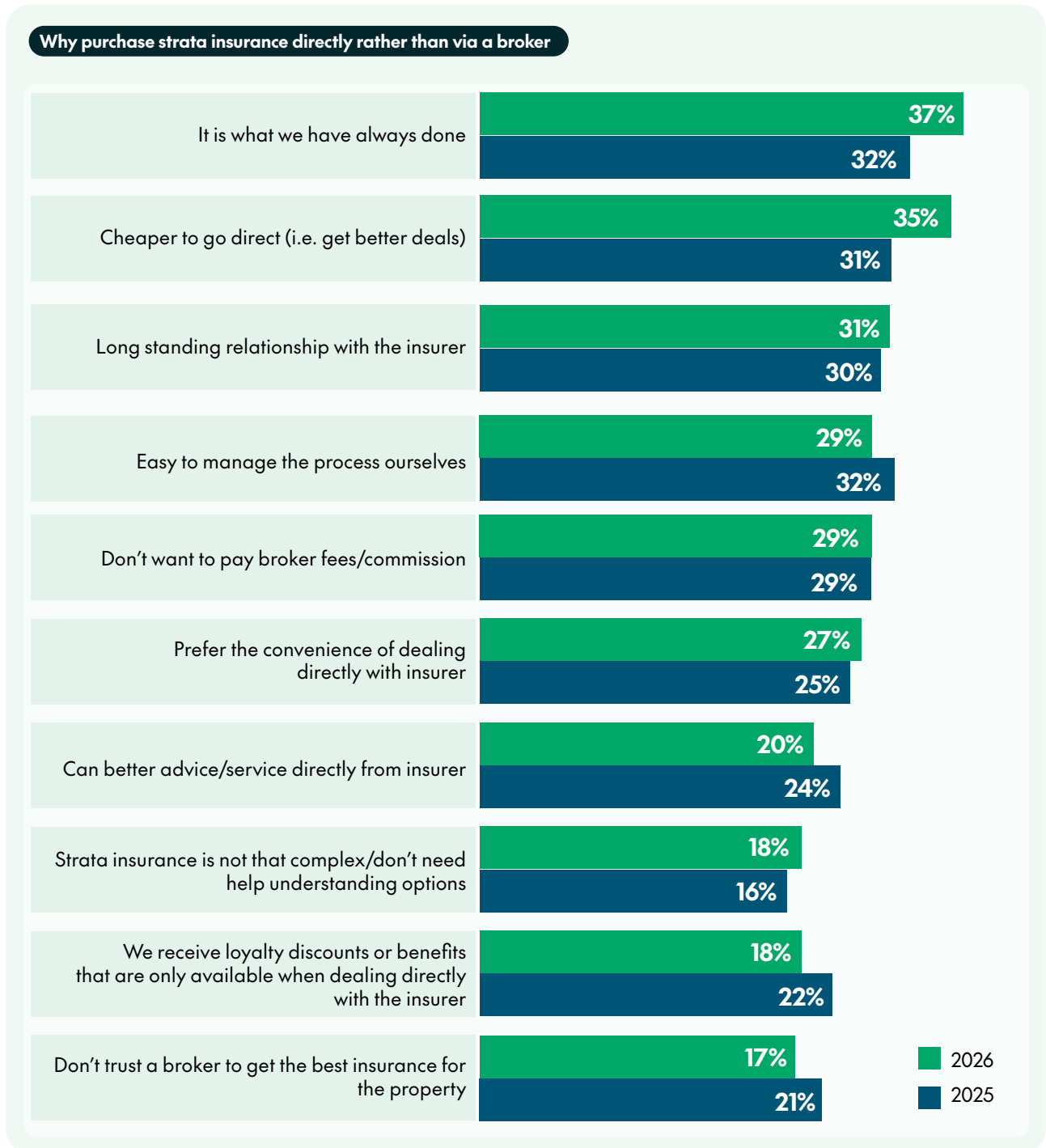
Figure 3.3 – Top four reasons to use a broker (ordered by Active segment)



The Actives, with greater knowledge of the requirements of strata insurance and a greater appreciation of its complexity, place significantly higher value on a broker’s support in managing the process and securing the most suitable insurance. The Disengaged do acknowledge the convenience of dealing with a broker rather than going directly to the insurer.

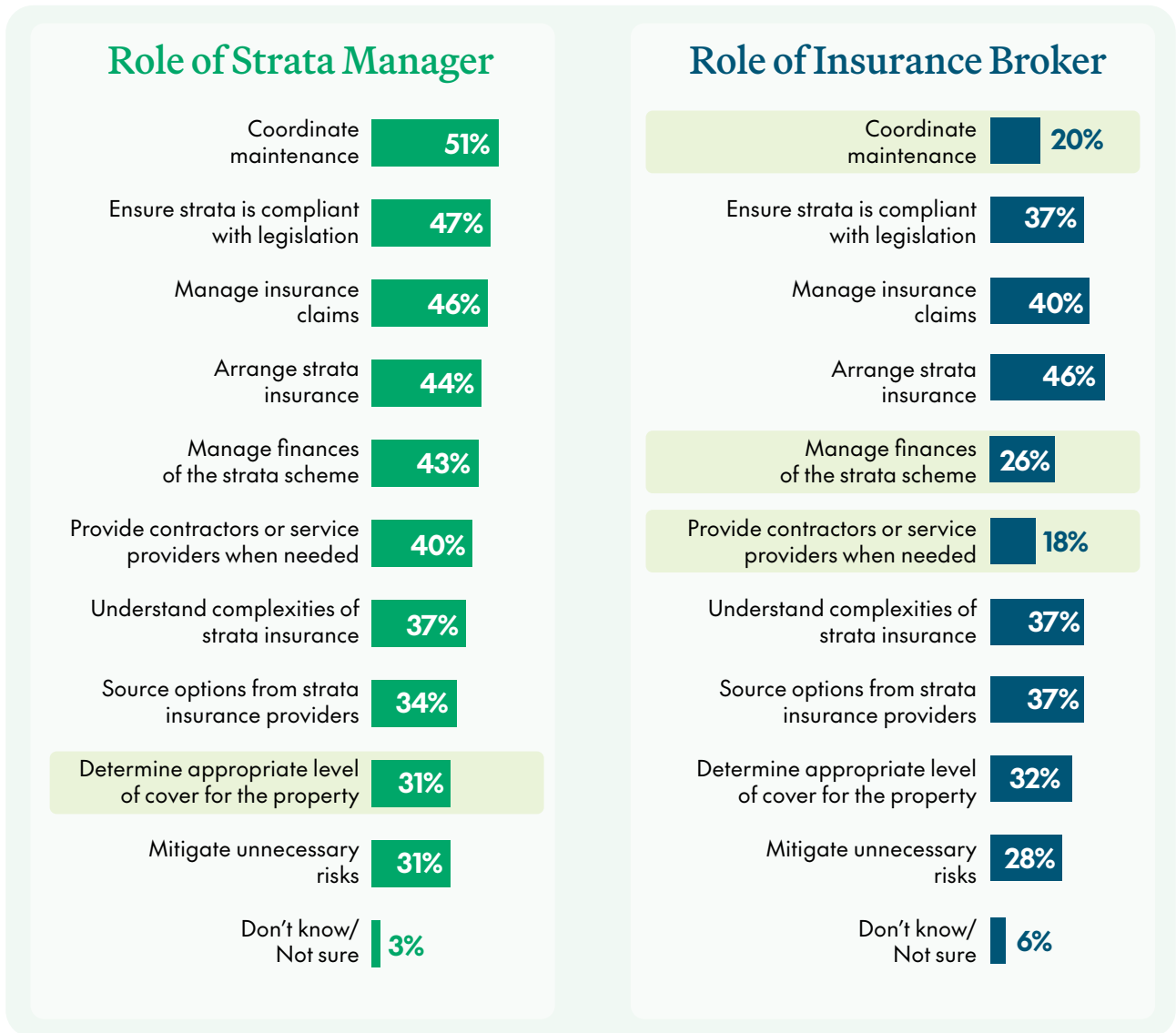
Most respondents purchase strata insurance through a broker; however, 46% indicated a preference for buying directly from an insurer, driven largely by habit and assumptions rather than any aversion to broker services (see Figure 3.4). This suggests a lack of understanding of the benefits a broker can deliver, including ease, convenience, and value.

Figure 3.4 – Reasons to buy strata insurance direct rather than via a broker



There is widespread misunderstanding of the boundaries of a broker’s role in strata insurance (see Figure 3.5). Half of owners are confused about the broker’s role, notably misattributing to insurance brokers the roles of coordinating maintenance, managing the strata scheme’s finances, and providing contractors or service providers when needed. This confusion exists across all owner segments, suggesting a widespread lack of clarity around the division of responsibility between brokers and strata managers.

Figure 3.5 – Perceived role responsibilities for Strata Manager and Insurance Broker



That confusion matters because it suppresses perceived value. If owners are not clear on what a broker is there to do, it becomes harder for them to distinguish a broker’s value from the work of strata managers, insurers, or committee members. At the same time, it undermines the perceived value of strata managers when they are not acknowledged for performing their duties.

The Actives segment is most likely to be receptive to any communication clarifying roles, while the Disengaged segment would likely be least interested. The implication for brokers is that they need to produce segment-relevant communications and establish clear role descriptions that can capture and hold the interest of all owner types.



Strata managers: value is strongest when it is tangible

If the broker challenge is role confusion, the strata manager challenge is visibility.

Strata managers are already a central part of the system. In 2026, two-thirds of owners surveyed have a strata manager, and 70% of them are satisfied with their strata manager.

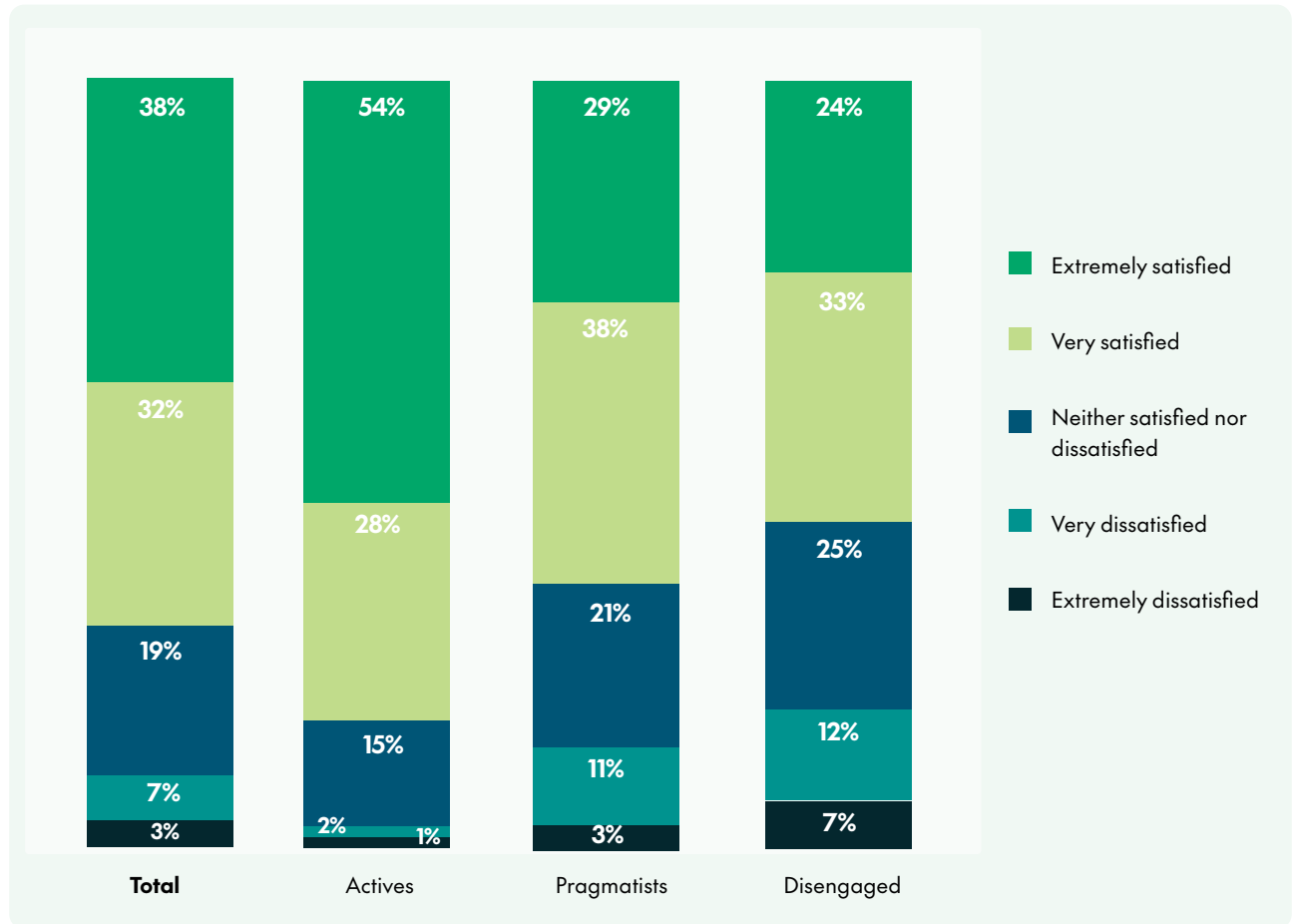


If the broker challenge is role confusion, the strata manager challenge is visibility.



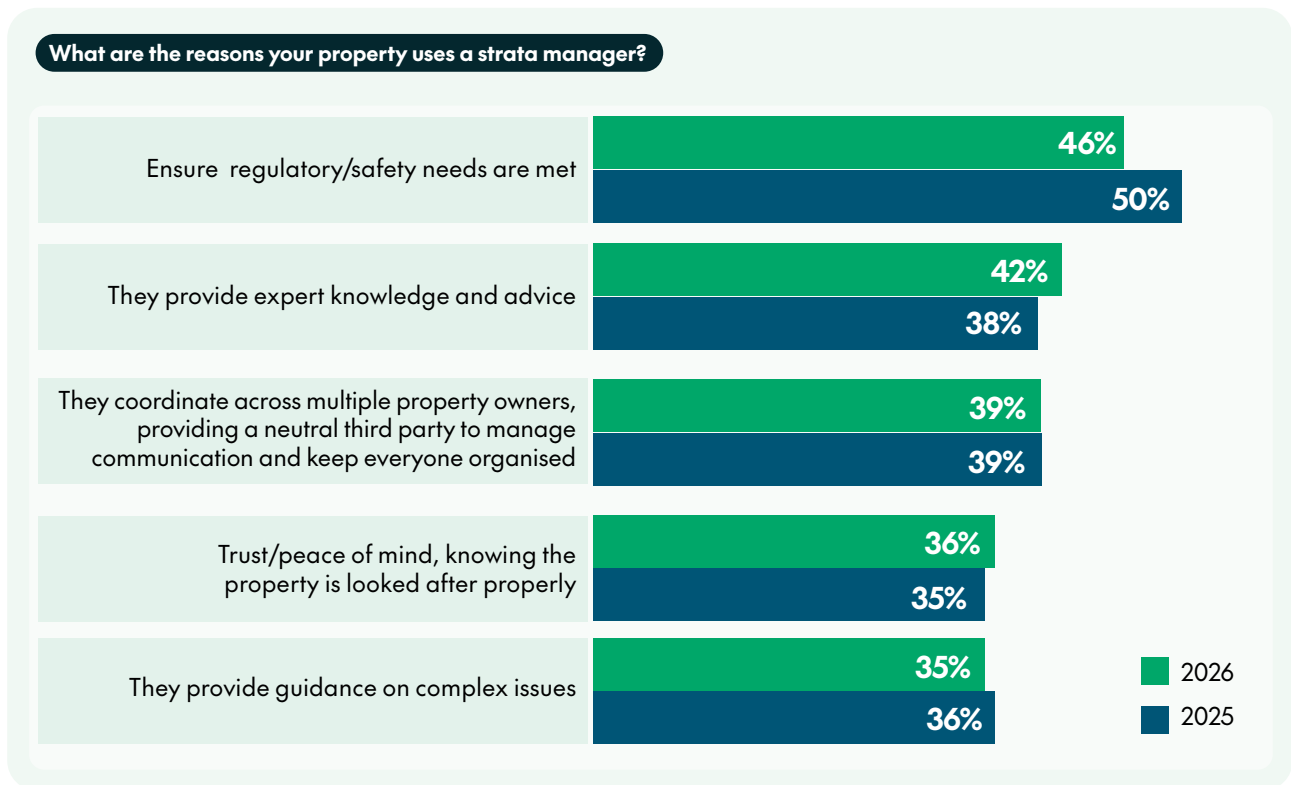
When we consider satisfaction scores by segment, we see that 82% of Actives are satisfied with their strata manager’s contribution, compared with 65% among Pragmatists and 57% among Disengaged (see Figure 3.6).

Figure 3.6 – Satisfaction with strata manager by owner segment



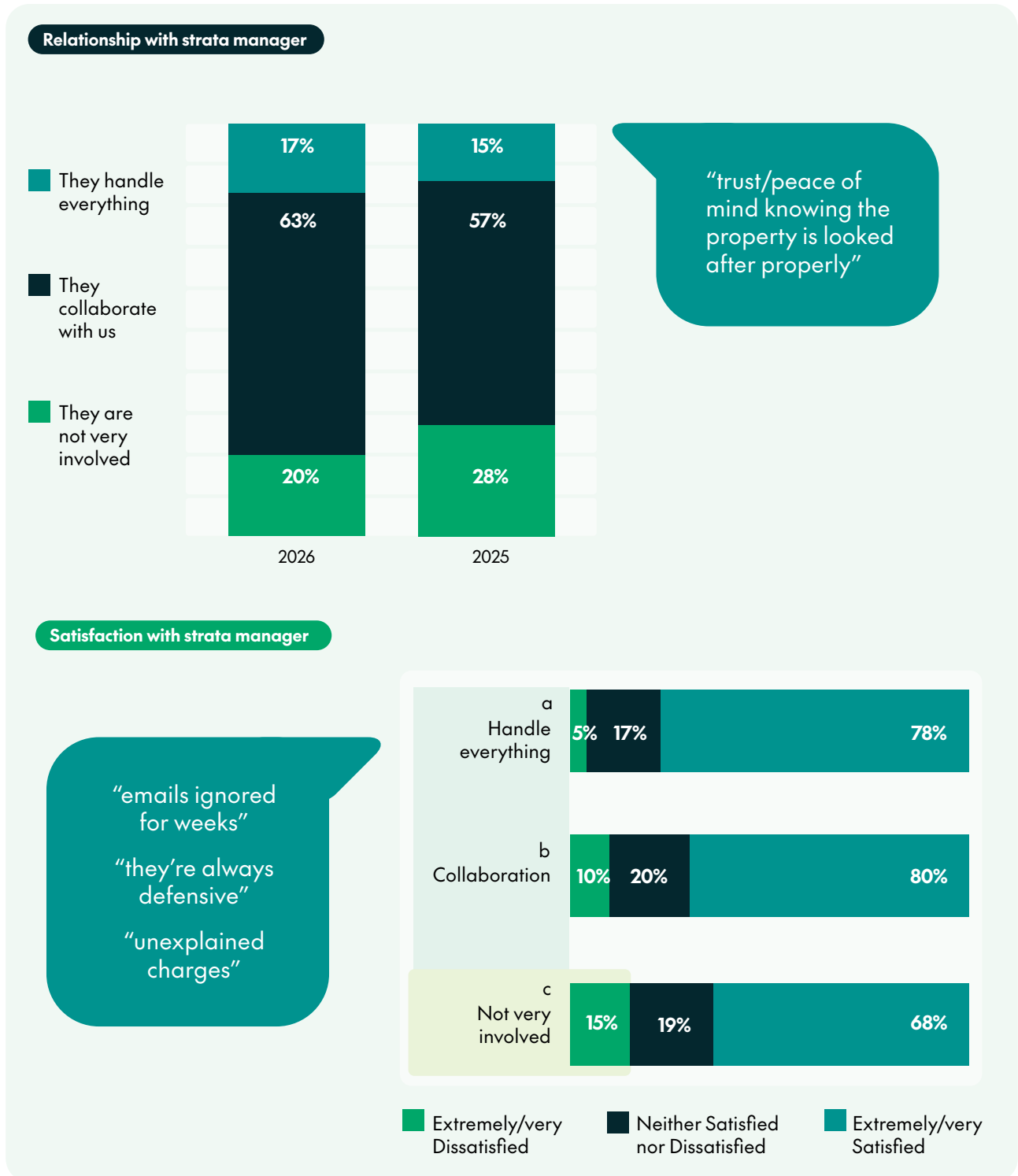
The strongest evidence in the current data is that the value of the strata manager becomes clearest when it shows up in practical outcomes. Owners most value strata managers for ensuring regulatory needs are met (46%), for their expert advice (42%) and for coordinating communication across owners (39%) (see Figure 3.7).

Figure 3.7 – Top 5 reasons for using a strata manager



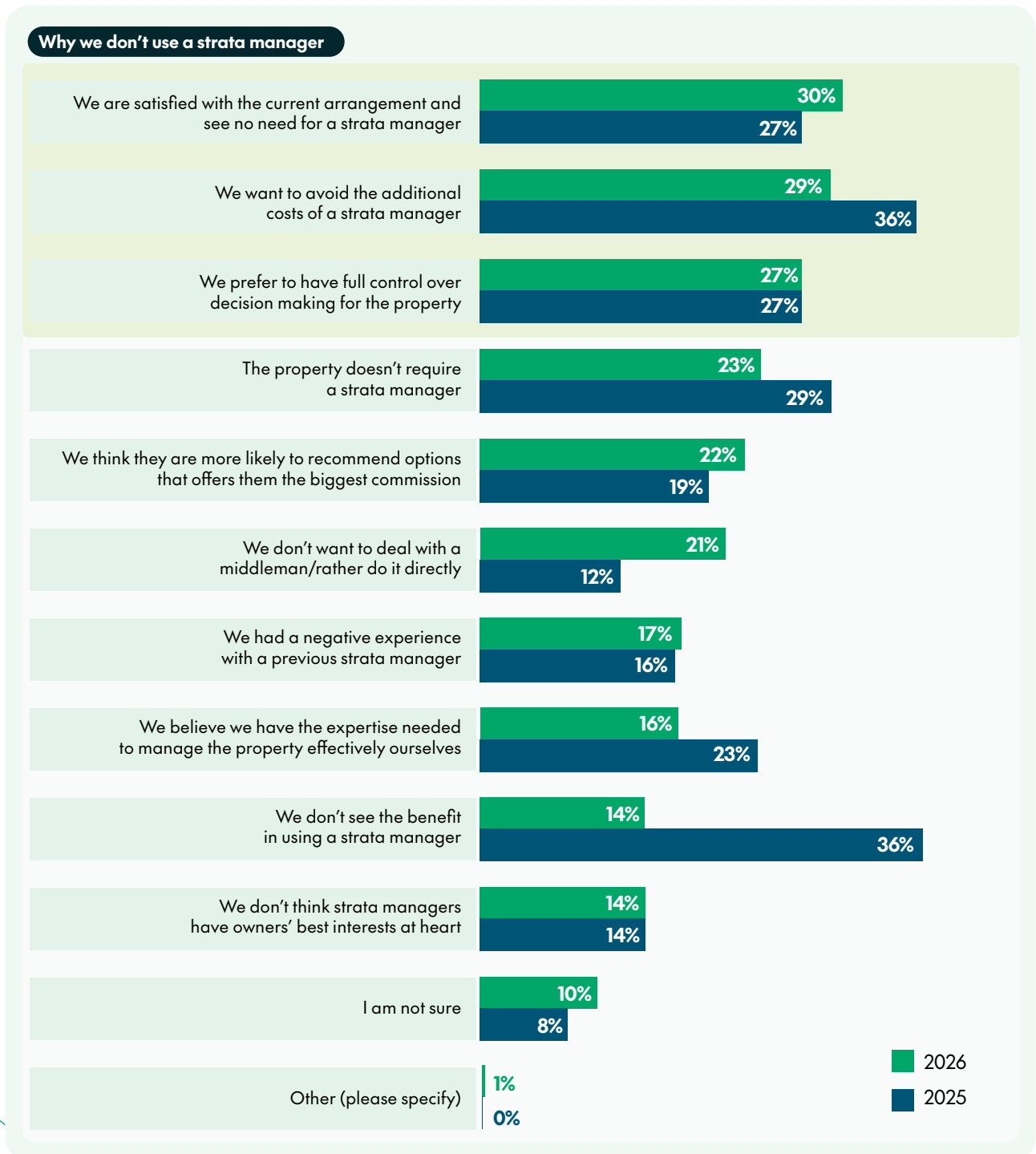
The relationship between schemes and their strata manager falls into three categories (see Figure 3.8), with most (63%) describing it as collaborative. Interestingly, satisfaction with a strata manager increases with the depth of the relationship. Conversely, dissatisfaction is highest among schemes that say their strata manager is 'not very involved'.

Figure 3.8 – Relationship type and satisfaction with strata manager



The flip side is just as instructive. Among self-managed schemes, the main reasons for not using a strata manager are keeping the status quo, avoiding cost and retaining control. That points less to deep resistance than to an underdeveloped understanding of what the role can make easier, safer or more effective (see Figure 3.9).

Figure 3.9 – Reasons for not using a strata manager



Trust is built – and lost – in specific moments

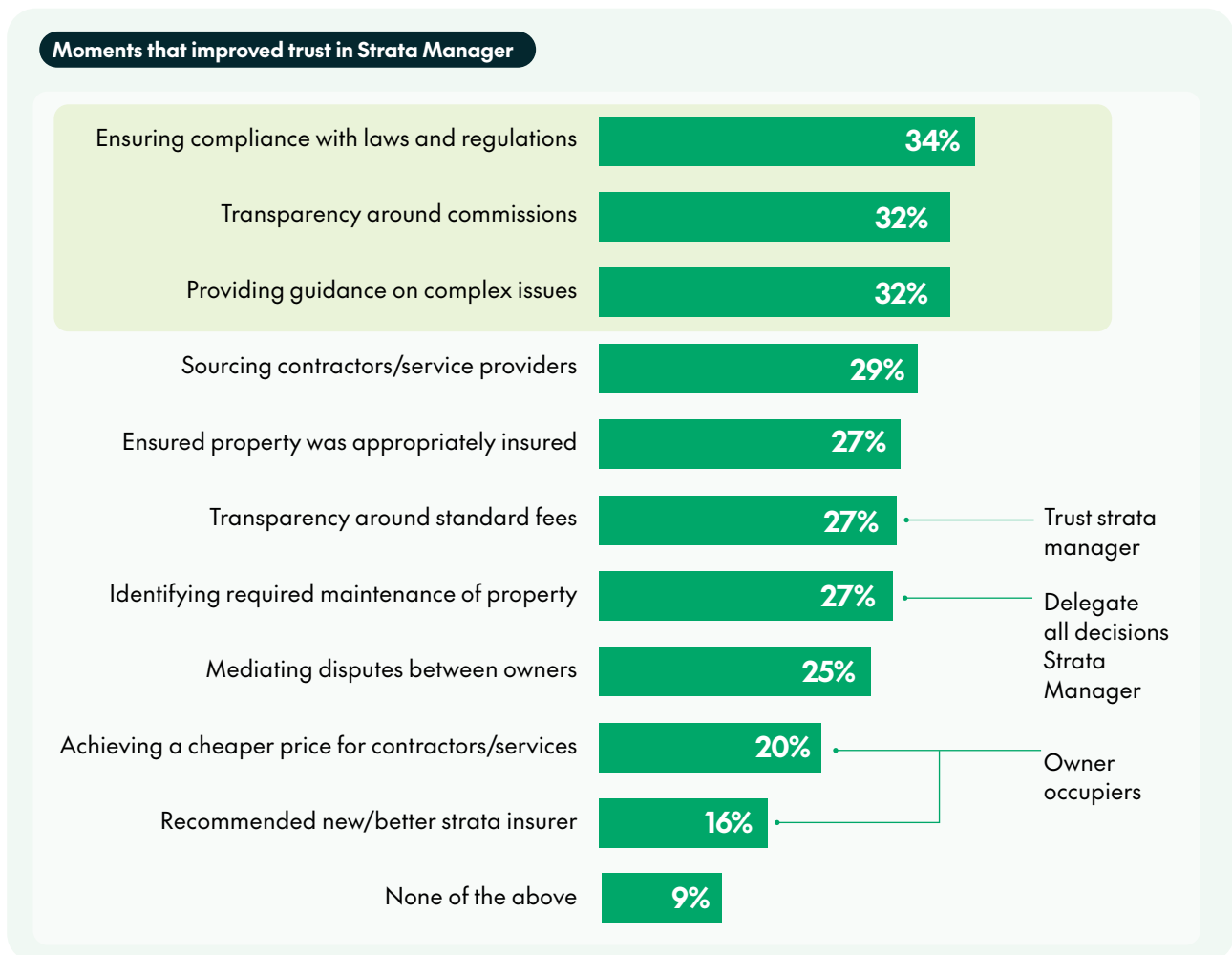
Owners do not experience trust as a general feeling.

They experience it through specific interactions (see Figure 3.10).

The research shows that trust is built when strata professionals:

- ensure the building remains compliant with regulations
- provide guidance on complex issues
- are transparent about fees and commissions
- demonstrate that the property is appropriately insured

Figure 3.10 Which of the following have improved your trust?



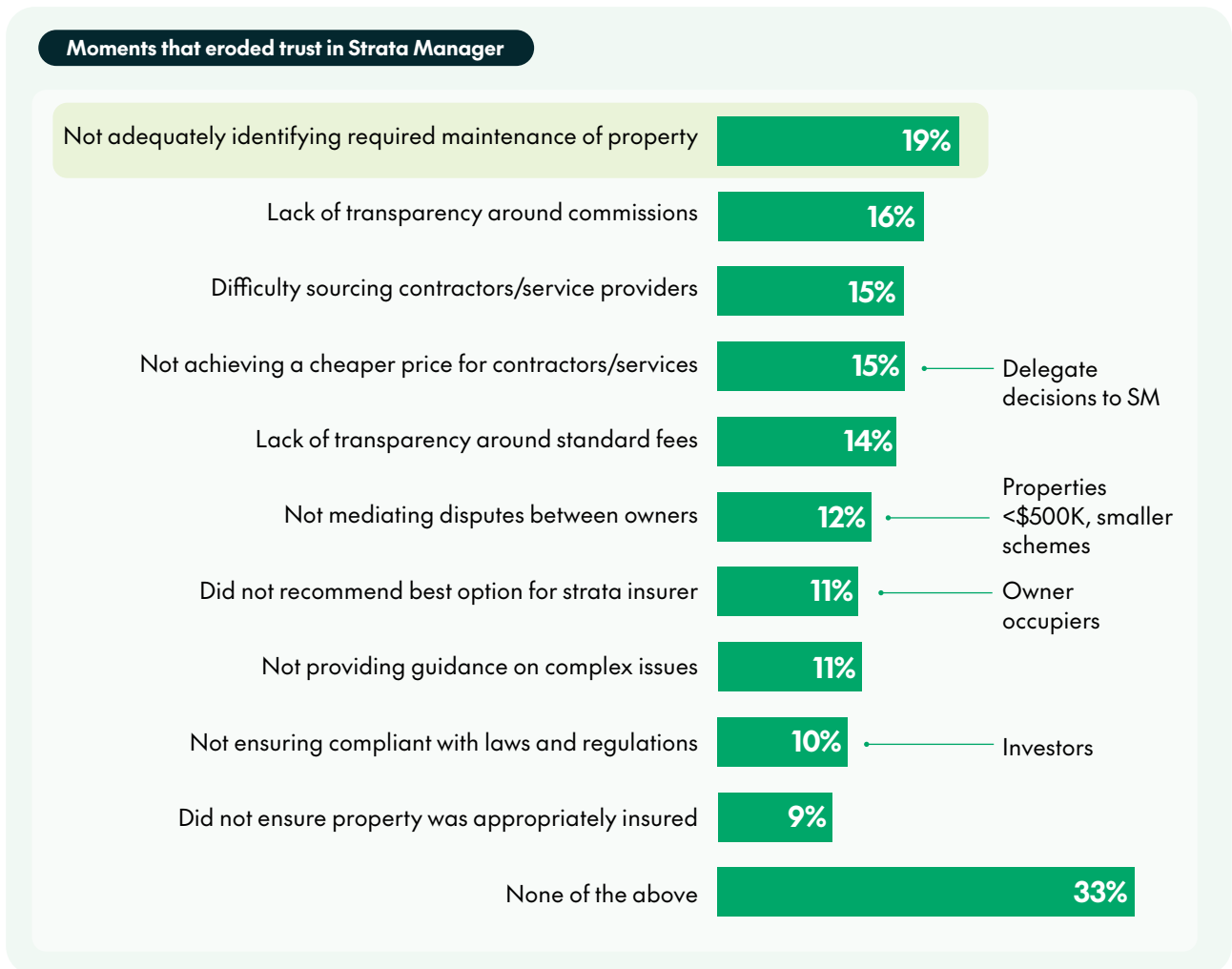
These moments have a disproportionate impact because they reduce uncertainty. They show that risks are being understood and managed, and that decisions are not being made arbitrarily.

At the same time, trust can be eroded quickly (see Figure 3.11).

The biggest drivers of declining trust are:

- failing to identify or act on maintenance issues
- a lack of transparency on fees or commissions
- difficulty coordinating contractors or services
- not ensuring the property is properly insured

Figure 3.11 Which of the following have eroded your trust?



What stands out is that the strongest negative signal is not a large failure.

It is the absence of visible action — particularly when it comes to maintenance.

When issues are missed, delayed or poorly communicated, owners lose confidence in whether their building is being properly managed.

This reinforces an important point

Trust is not built through statements of value. It is built through consistent, visible actions.

For strata managers, this often centres on:

- maintenance planning
- communication
- clarity of decision making

For brokers, it centres on:

- clarity of advice
- confidence in cover
- transparency in recommendations

Across both roles, the pattern is the same.

Trust increases when complexity is handled well and made visible to owners.

It declines when that same complexity feels hidden, unclear or unmanaged.



Insight

Trust is not abstract. It is built through visible, repeatable moments — particularly around maintenance, compliance, transparency and insurance decisions.

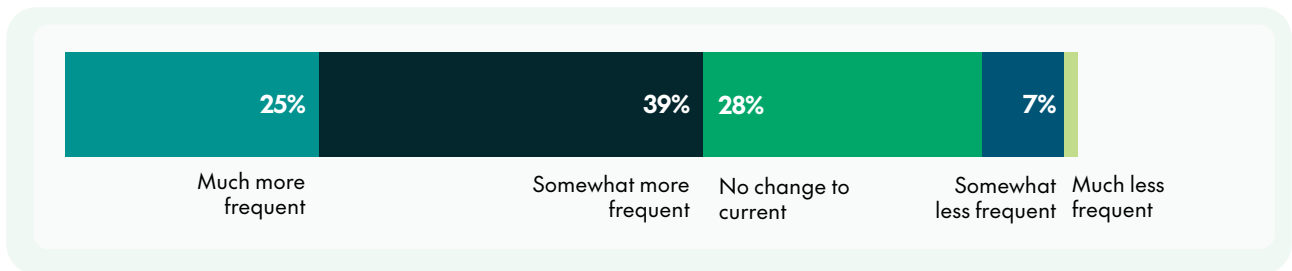


Implication

Strata professionals should identify the interactions that matter most and make them more visible, more consistent and easier for owners to understand.

One of the more surprising findings in our 2026 data was owners’ receptivity to communications from their strata manager. A total of 64% of owners would prefer more frequent or somewhat more frequent communications, suggesting an appetite for enhanced visibility, reassurance and understanding (see Figure 3.12).

Figure 3.12 – Optimal frequency of communications from the strata manager



The challenge for strata managers is not to communicate more, but to communicate more effectively. What they communicate, and the level of detail they use, should reflect the different owner segments.

Confidence in insurance cover is the anchor of value

Across the research, one of the clearest drivers of satisfaction is confidence in the sum a property is insured for.

This is not a technical detail for owners.

It is a proxy for something much broader — confidence that the building is adequately protected and that decisions have been made well.

Levels of confidence are not consistent.

- More engaged owners are significantly more confident in the adequacy of their cover
- Disengaged owners are far less certain, and far more likely to feel unsure
- Confidence is particularly important in broker led arrangements, where it plays a central role in overall satisfaction

This creates a clear opportunity.

Confidence in cover is one of the few areas where professional value can be both:

- highly technical
- and highly visible

When owners understand and believe that the insured value is right for their building, it reduces a major source of uncertainty.

When they do not, it undermines trust — not just in the policy, but in the professionals involved.

This makes confidence in building sum insured a critical connection point between roles

- Brokers bring expertise in determining appropriate cover
- Strata managers reinforce that confidence through communication and alignment with the broader management of the building

From an owner’s perspective, these roles are not separate. They are experienced collectively as part of a single system responsible for protecting their property. That is why confidence in cover plays such an outsized role. It is not just about insurance. It is about whether owners feel the fundamentals are under control.



Having confidence in the sum a property is insured for, is a significant driver of satisfaction with an insurer.



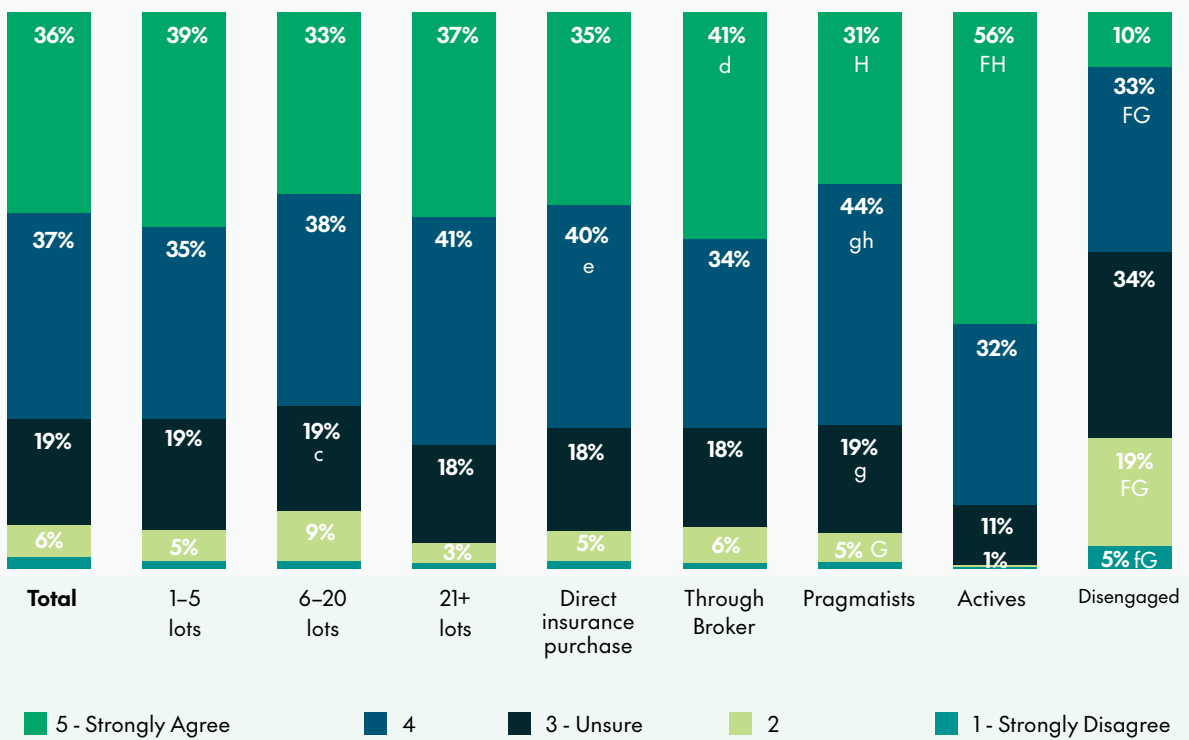
Figure 3.13 – Please indicate agreement with the statement – I am confident in the sum we have our property insured for

Having confidence in the sum a property is insured for is a significant driver of satisfaction with an insurer.

Disengaged owners have a lower confidence in the sum they are insured for. It would be beneficial to keep them informed about the coverage as a key part of their satisfaction with the insurer.

This is the greatest driver of satisfaction of insurance amongst those using a insurance broker, especially where strata managed. This provides an opportunity to dial up the value of using a broker.

I am confident in the sum we have our property insured for





Insight

Confidence in the sum insured is one of the strongest drivers of satisfaction because it signals that the most important financial risk has been understood and managed properly.



Implication

Brokers and strata managers should treat confidence in cover as a shared priority — not just ensuring the number is right, but ensuring owners understand and believe that it is right.

Different owner types require different demonstrations of value

The same service will not feel equally valuable to all owners.

For Actives, value is most likely to come through expertise, transparency and strategic guidance. They want confidence that decisions are being made well, not just processed.

For Pragmatists, value is built by making the basics feel solid. They want clearer guidance, stronger confidence, and reassurance that the scheme is appropriately protected.

For Disengaged, the value must be obvious and easy to grasp. They need clear guidance, simple explanations, and visible proof that the essentials are under control.

This is where the sector's opportunity becomes clearest. Demonstrating value is not just about stating the role, but showing its outcomes in ways that resonate with different owners.

In other words, value is not just role dependent. It is also audience dependent.

Chapter Four

How to move people along the journey to becoming active owners

The first three chapters show that professional value is strongest when it is visible. Owners are more likely to appreciate brokers and strata managers when their role reduces confusion, builds confidence and produces outcomes they can clearly recognise.

They also show that the most meaningful divide in the market is mindset. Owners differ in what they understand, how they think about cover, and how ready they are for a broader conversation about risk.

One answer to this challenge is that brokers and strata managers should tailor communication and value demonstration to the owner’s mindset in front of them.

The sector’s task is not to inform all owners in the same way, but to help each group move forward from its current starting point.

Once strata professionals understand how a community currently thinks about cover, preparedness and risk, they can use distinct strategies to move different owner groups forward from where they are.

Disengaged

The disengaged have lower engagement and understanding of the complexity of risk management – and are least likely to recognise professional value. Because they don’t know what they don’t know, they may be less open to considering a capability gap.

What they need: Visible proof that the essentials are under control, and straightforward next steps.

The opportunity: Achieve step-changes in recognition of the value of professional assistance in addressing risk and better protecting their assets.

Why? Elevating Disengaged to adopt a protective or even risk-management mindset makes for happier clients, healthier strata communities, and a stronger strata sector.

Strategies for helping the disengaged become more Active

Disengaged individuals may not make as much time to listen to their professional advisors and may need clear, simple, and actionable advice.

The underlying principle is to make inaction clearly riskier than action – financially, legally, and in terms of property value.

One strategy is to enlist independent voices:

- Consider the independent experts this group turns to. Once strata professionals have identified these sources, it’s possible to present advice in the context of third-party assessments of the cost of mismanaged risk – either immediate (e.g., rising coverage costs) or future (e.g., indicative repair, liability, etc.) to overcome reluctance to engage with these risks
- Leveraging case studies of mismanaged risks can help bring these examples to life for the disengaged. Strata professionals can draw on examples of comparable properties that were mismanaged due to deferred maintenance or a lack of appropriate cover.
- Sharing the experiences of strata communities that have been affected by poor maintenance can help reluctant strata lot owners better understand their responsibilities.

Strata professionals should also make the financial case:

- Present a 10-year capital works forecast. Strata communities respond well to seeing how small annual contributions to a capital works fund avoid large special levies down the track.
- Propose a maintenance schedule rather than one-off jobs, so the committee is approving a system, not a series of individual expenses.

Above all, strata professionals should be clear, simple and direct with this group. Some of the simple strategies, such as photographing and documenting deterioration over time, will be effective with this group. Even if strata lot owners are reluctant to consider professional advice, visual evidence of progression is hard to dismiss.

Strata professionals should also keep the presentation of recommendations and evidence short and structured. This includes presenting one-page summaries as an addendum to important reports, anticipating objections and preparing calm, factual responses before any conversations and meetings.

Pragmatists

These individuals have limited risk awareness, but they are engaged. Their core concern is appropriate protection, and they are open to guidance from strata professionals to enable them to make the best decisions.

What they need: Clearer guidance, confidence in the basics and reassurance that the scheme is protected.

The opportunity: leverage their openness to guidance to direct their focus beyond protection, toward a risk management mindset.

Why? With the right direction, Pragmatists have the appetite and willingness to become Active owners.

Strategies for helping Pragmatists become Actives

Pragmatists have the basics right and are open to considering other ways to protect their assets and reduce their liabilities and risk.

Strata professionals can help them understand their broader risk-related responsibilities in a clear, consistent way that demonstrates how to manage them.

For example, strategies to help them include:

- Introducing a clear, current and professionally prepared maintenance action plan, attached to a 10-year capital works fund plan and preventative maintenance schedules for common property and systems.
- Proactively provide simple resources on the committee’s compliance and regulatory obligations, with clear instructions on what they need to do and what they can expect from professional support.
- Proactively update the scheme’s by-laws to address changes in regulations, laws and other areas of liability, with advice on the committee’s obligations to ensure they are properly registered and consistently enforced.
- Create a risk register for the committee, pre-populated with key areas of risk. Work with them to fully populate the register and understand the implications of mismanaged risks.

Above all, strata professionals can be more than a service provider to this group — they can be a proactive partner, helping Pragmatists build the confidence to become more active owners.



 **Actives**

These individuals are highly capable and are ready for a broader conversation about risk management rather than just coverage.

What they need: Confidence that decisions are being made well, not just being made.

The opportunity: Demonstrate deeper expertise and sharper transparency to drive confidence in decision-making.

Why? Actives are highly engaged, recognise value when they see it, and are most likely to recommend based on positive experiences. They can also provide some of the strongest best-practice examples of healthy, well-managed buildings.

Strategies for demonstrating deeper expertise and sharper transparency

Actives are already well informed, but there are still opportunities to add value.

The key here is making their life easier by being clear and concise, well-prepared, always accessible, and unfailingly reliable. For example:

- Demonstrate deep expertise – in legislation, in the scheme itself (by-laws, financials, maintenance history, any ongoing disputes), and complex issues like levy recovery, building defects, legal issues, and insurance.
- Plan for every engagement, using data and evidence whenever issuing advice, and anticipating questions before they're asked. Don't just bring raw information to the conversation; come with considered analysis and recommended options.
- Flag risks before they become problems. If you notice any gaps, proactively raise them as early as possible.
- Follow through on commitments, be transparent when an answer is not yet clear, and respond quickly when more information is needed.
- Treat the committee and its members as partners in managing the scheme, not just stakeholders to be managed.

Above all, this group wants confidence that decisions are based on strong advice and informed judgement. The opportunity is to demonstrate deep understanding of the scheme, proactive thinking and value they could not easily create on their own.

Conclusion — where to from here

This year’s CHU Strata Index findings point to a sector opportunity that is both simple and significant.

Strata owners are not one audience. They differ in how much they understand, how actively they engage, and how ready they are for a broader conversation about preparedness and risk. Some are already thinking more strategically. Others are focused on sensible protection. Others still are looking for reassurance that the essentials are under control.

This has two immediate consequences for the sector. The first is that strata professionals need to make their value more visible.

The second is that the opportunity goes beyond simply helping owners feel covered. The long-term opportunity is to help strata communities move beyond a coverage mindset to a preparedness mindset and to manage their risks more actively.

The takeaway is clear. There is an opportunity to guide owners more confidently, explain roles more clearly, and adapt communication to the different mindsets within a scheme.

In the end, the most important shift is this: the future of strata value lies not just in helping owners purchase insurance and manage current building issues, but in helping them feel informed, supported and better prepared to determine the future of their communities.



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