

Agency Principal & Ownership

Own, license and grow an agency — not just run its sales floor.

VERTICAL	LEVEL	DURATION	MODULES
Agency Leadership	Advanced	16 hours · 6 modules · 33 lessons	6

Programme overview

The rung above running a team: this program is for people starting, buying, licensing or exiting a real estate agency business. Covers start-versus-buy decisions, the first-year business plan, independent versus franchise economics, licensee-in-charge obligations and supervision, insurance and risk, department-level economics across sales and property management, employment structures and contractor risk, the technology stack, trust-account oversight from the principal's chair, rent-roll acquisition and due diligence, valuing and buying another agency, shareholder and equity arrangements, succession, and eventually selling the business.

What you'll master

- 01 Decide, with a defensible business case, whether to start, buy or take on a franchise agency.
- 02 Build a first-year business plan with realistic revenue, cost and cashflow assumptions.
- 03 Compare independent versus franchise economics, including royalty, marketing levy and brand-value trade-offs.
- 04 Discharge licensee-in-charge obligations and supervision requirements without exposing the business to disciplinary action.
- 05 Structure insurance cover — PI, management liability and cyber — appropriate to the agency's risk profile.
- 06 Read department-level P&Ls for sales and property management and set targets from them.
- 07 Choose employment structures and commission designs that withstand a contractor/employee challenge.
- 08 Select and govern a technology stack that scales without locking the agency into unnecessary cost.
- 09 Exercise principal-level trust-account oversight and respond correctly to a reconciliation discrepancy.

- 10 Run rent-roll or agency due diligence, value a target business and structure a sale, shareholding or succession agreement.
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Skill focus

- Business Formation & Strategy
- Licensing & Compliance
- Department Economics
- Employment & Technology
- Trust Account Governance
- Acquisitions & Exit

The syllabus

6 modules · one standard

I. 01 · Starting, Buying or Franchising an Agency

5 LESSONS

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| 01 | Starting from scratch versus buying an existing agency | masterclass · 14 min |
| 02 | Building the first-year business plan | masterclass · 14 min |
| 03 | Independent versus franchise: the real economics | masterclass · 14 min |
| 04 | Choosing a legal and ownership structure | reading · 13 min |
| 05 | Knowledge check: Starting, Buying or Franchising | quiz · 4 min |
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II. 02 · Licensee-in-Charge, Supervision & Insurance

6 LESSONS

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| 01 | Licensee-in-charge: obligations and personal exposure | masterclass · 14 min |
| 02 | Building a defensible supervision system | masterclass · 13 min |
| 03 | Insurance and risk: PI, management liability and cyber | masterclass · 14 min |
| 04 | A near-miss trust deposit raises a supervision question | scenario · 10 min |
| 05 | Responding to a consumer complaint or disciplinary inquiry | reading · 12 min |
| 06 | Knowledge check: Licensing & Supervision | quiz · 4 min |
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III. 03 · Department Economics: Sales vs Property Management

5 LESSONS

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|----|---|----------------------|
| 01 | Reading the sales department P&L | masterclass · 13 min |
| 02 | Property management: the annuity engine | masterclass · 14 min |
| 03 | Cross-subsidy, integration and where the two departments meet | masterclass · 12 min |
| 04 | Setting headcount against break-even, not ambition | reading · 13 min |
| 05 | Knowledge check: Department Economics | quiz · 4 min |
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IV. 04 · Employment Structures, Contractors & Technology

6 LESSONS

01	Employees versus contractors: getting the structure right	masterclass · 14 min
02	Commission-only structures and their legal limits	masterclass · 13 min
03	Selecting and governing the technology stack	masterclass · 13 min
04	A departing agent claims they were really an employee	scenario · 11 min
05	Data governance and access control as the business scales	reading · 12 min
06	Knowledge check: Employment & Technology	quiz · 4 min

V. 05 · Trust-Account Oversight from the Principal's Chair

5 LESSONS

01	What principal-level trust oversight actually looks like	masterclass · 14 min
02	Reading a trust reconciliation like a principal, not a bookkeeper	masterclass · 13 min
03	A reconciliation surfaces an unexplained shortfall	scenario · 11 min
04	Designing internal controls that catch problems early	reading · 13 min
05	Knowledge check: Trust-Account Oversight	quiz · 4 min

VI. 06 · Rent-Roll Acquisition, Succession & Selling the Business

6 LESSONS

01	Rent-roll acquisition and due diligence	masterclass · 14 min
02	Valuing and buying another agency	masterclass · 14 min
03	Shareholder and equity arrangements	masterclass · 13 min
04	A 30% shareholder wants to exit within twelve months	scenario · 11 min
05	Succession planning and selling the business	reading · 13 min
06	Knowledge check: Acquisitions, Succession & Exit	quiz · 4 min

Important — non-accredited training

The Agent Academy is not a Registered Training Organisation (RTO). This program is professional development designed for elite outcomes and earning potential; it does not issue nationally accredited qualifications, statements of attainment or units of competency. Content is built around real industry practice — completion does not satisfy licensing or registration requirements in any Australian state or territory.

For state licensing pathways (Certificate of Registration in NSW, Agent's Representative in VIC, and equivalents), see theagentacademy.org/licensing. Complete your state requirement first — then train with us.