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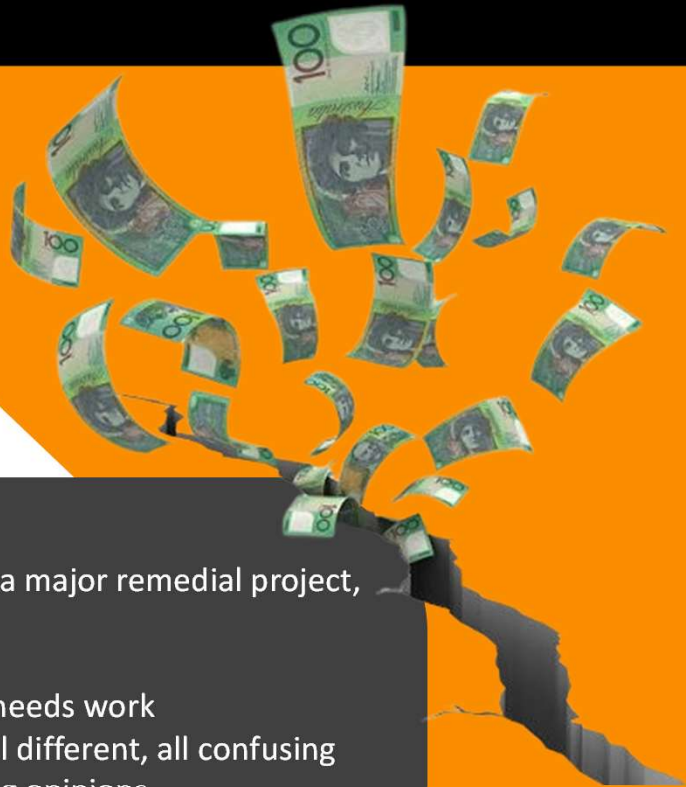
Why Strata Committees Struggle with Major Remedial Project (And How to Fix It)

Issue 4

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Why Strata Committees Struggle With Major Remedial Projects (And How to Fix It)



If you've ever been involved in a major remedial project, this may sound familiar:

- The building clearly needs work
- Quotes come in — all different, all confusing
- Owners have differing opinions
- Meetings run long... decisions stall

And progress?

Slow... or completely stuck.

This is not unusual.

Most strata committees don't struggle because they're incapable.

They struggle because the process itself often starts without the right structure.

Let's unpack why that happens — and how to fix it.

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The Real Problem: Projects Start Without a Clear Foundation



Most project issues don't begin during construction.
They begin much earlier — when decisions are made without:

- A clear understanding of the building's condition
- A defined scope of works
- Independent technical guidance
- Consideration of compliance obligations

Without this foundation, everything becomes harder.

Uncertainty increases.
Risk increases.
Costs often follow.

And increasingly, so does **regulatory exposure**.



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Why Strata Committees Struggle

1

Lack of Technical Clarity

Committees are often presented with conflicting advice:

- One contractor recommends patch repairs
- Another suggests full replacement
- Costs vary significantly



Without a technical baseline, it becomes difficult to answer simple questions:

- What actually needs to be done?
- What is urgent vs staged?
- What is compliant vs non-compliant?

This creates hesitation — or worse, misinformed decisions.

2

Over-Reliance on Contractors for Scope

One of the most common (and costly) mistakes is allowing contractors to define the scope.

Each contractor:

- Interprets the problem differently
- Prices different solutions
- Includes and excludes different items

The result?

You're not comparing like-for-like quotes.

You're comparing completely different projects.

And importantly, not all proposed solutions will necessarily meet **current compliance requirements**.



3

Decision Fatigue and Communication Breakdowns

Strata decision-making is layered and complex.

It involves:

- Strata Managers
- Strata Committees
- The Owners Corporation (all owners)



Each group has different priorities and levels of technical understanding.

Without structure:

- Email chains become overwhelming
- Meetings become reactive
- Decisions are delayed

And delays don't just increase costs — they can also:

- Extend exposure to known defects
- Increase compliance risk where issues remain unresolved

4

Fear of Getting It Wrong

This is rarely said out loud — but it's always present.

Committee members are responsible for:

- Significant financial decisions
- Shared assets worth millions
- Outcomes that affect every owner
- Ensuring works are carried out in accordance with current regulations

Without confidence in the process, the safest option often feels like:

“Let's wait.”

But waiting rarely reduces risk.

It often increases:

- Physical deterioration
- Financial exposure
- Compliance obligations over time



The Missing Piece: Independent Structure and Guidance



The difference between a stressful project and a well-run one is not luck.

It's structure.

And that structure typically comes from an **independent consultant** — someone who sits between:

- The committee
- The strata manager
- The contractor

Their role is not to sell work.

Their role is to **define, guide, and protect the process** — including ensuring that works align with **current building regulations and compliance standards**.



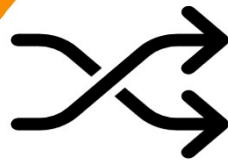
What an Independent Consultant Actually Does

This is where many projects either succeed... or struggle.

A consultant's value is delivered across four key stages.

1

Structured Investigation and Reporting



Clarity reduces stress.

A capable consultant provides:

- Clear condition assessments
- Logical prioritisation of issues
- Plain-English explanations (not just technical jargon)
- Visual documentation (photos, diagrams, mapping)

You should walk away from a report thinking:

“We understand what’s happening, what matters most, and what to do next.”



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Everything starts here.

Using a detailed condition assessment, a consultant will:

- Identify root causes (not just visible defects)
- Define the extent of required works
- Prioritise issues based on risk and urgency
- Ensure proposed works align with current compliance requirements

This results in a **clear, structured scope of works**.

Why this matters:

- All parties are aligned from the beginning
- The committee understands what is being proposed — and why
- Compliance considerations are addressed early, not during construction
- The project becomes measurable and controlled

Without a defined scope, projects are built on assumptions — and compliance can easily be overlooked.

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Once the scope is clearly defined, contractors are invited to price **the same scope**.

This removes ambiguity.

Instead of confusion, you get:

- Comparable pricing
- Clear inclusions and exclusions
- Transparency across all submissions

But reviewing tenders properly requires more than comparing totals.

A consultant will assess:

- Methodology (how the works will be delivered)
- Program (timeframes and sequencing)
- Risk allowances and exclusions
- Contractor capability and relevant experience
- **Alignment with compliance and documentation requirements**

They then translate this into **clear, practical recommendations**.

This allows the committee to make decisions based on value, risk, and compliance — not just price.



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4

Contract Administration Through to Completion



This is where projects are often won... or lost.

Selecting a contractor is only the beginning.

During construction, a consultant will:

- Ensure the scope is being delivered as agreed
- Monitor compliance with specifications and regulatory requirements
- Assess and control variations
- Monitor progress against the program
- Inspect quality at key stages
- Manage communication between all parties

Without this oversight, the project can drift.

- Costs increase.
- Quality becomes inconsistent.
- Compliance gaps can emerge.
- Disputes become more likely.

With proper contract administration:

- Risks are managed early
- Costs are controlled
- Compliance is maintained
- Outcomes are protected

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The Role of Communication in Strata Projects

Even with strong technical structure, projects can fail without clear communication.

Strata is unique because it relies on multiple stakeholders working together.

Strata Manager

- Coordinates administration and compliance
- Facilitates communication across parties

Strata Committee

- Makes decisions on behalf of owners
- Balances cost, risk, and long-term outcomes

Owners Corporation

- Funds and approves major works
- Needs clarity and confidence

Consultant

- Translates technical detail into clear decisions
- Aligns stakeholders using facts, not opinions
- Ensures communication includes risks, costs, and compliance obligations
- Acts as a central point between committee and contractor

When communication is structured:

- Meetings are shorter and more productive
- Decisions happen faster
- Owners feel informed and confident

When it's not:

- Misinformation spreads
- Frustration increases
- Projects stall

Good communication is not a “nice to have.”

It's critical to project success
— especially where compliance is involved.



What a Well-Run Project Looks Like



When the right structure is in place, the experience is very different.

You'll typically see:

- A clearly defined, compliant scope before pricing begins
- Transparent, comparable tenders
- Confident and timely decision-making
- Controlled costs with fewer surprises
- Clear, consistent communication
- Works delivered in line with regulatory requirements
- Smooth delivery through to completion

Challenges still arise — but they are managed, not reacted to.



A Simple Framework to Get It Right

Step 1: Get Clarity First

Commission a detailed condition assessment.

Understand:

- What the issues are
- Why they're occurring
- What compliance obligations may apply



Step 2: Define Before You Price

Have an independent consultant prepare a clear, compliant scope of works.

Avoid:

- Contractor-led scoping
- Inconsistent pricing
- Assumption-based decisions



Step 3: Manage the Process Through to Completion

Ensure proper:

- Tender analysis
- Contractor selection
- Contract administration
- Compliance oversight

This is where cost control, risk management, and quality outcomes are secured.



The Shift: From Stress to Structure



Most strata challenges aren't caused by poor decisions.

They're caused by unclear processes.

When you introduce:

- Independent advice
- Defined scope
- Structured communication
- Professional oversight
- Compliance awareness

Everything changes.

Committees move from:

- **Uncertainty** → **Clarity**
- **Delay** → **Momentum**
- **Risk** → **Control**

**PRICE
INCREASE!!**



Final Thought: Good Projects Are Designed, Not Improvised



Major remedial works are complex.

But they don't have to be chaotic.

The buildings that achieve strong outcomes don't necessarily spend less.

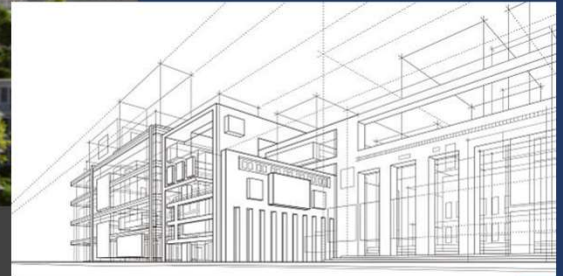
- ✓ They plan better.
- ✓ They manage risk better.
- ✓ And they stay compliant.



Project 3



One Action You Can Take This Month



Before your next committee meeting, ask:

“Do we have a clearly defined, compliant scope of works — or are we relying on contractor opinions to guide the project?”

If the answer is unclear, that’s your starting point.

Because clarity at the beginning is what protects:

- ✓ Your budget
- ✓ Your timeline
- ✓ Your building’s long-term value
- ✓ And your compliance obligations

And that’s what turns a difficult project... into a well-managed one.

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