

Panellist Profile

Approved Professional Advisory Panel – Community Housing Futures

Business Name	MBMpl Pty Ltd		
Contact Name	Ujwal Lakra		
Contact Phone	0407 668 385	Contact Email	ujwal.lakra@mbmpl.com.au
Postal Address	Suite 2.4, Level 2, 100 Creek Street Brisbane QLD 4000		
Business Status	<input type="checkbox"/> Individual consultant <input checked="" type="checkbox"/> Consultancy firm <input type="checkbox"/> Association/group of individual consultants		

Introduction Summary

Established in 2002, MBM is a national independent professional services firm, respected by the property and construction industry as Australia's most trusted and reliable quantity surveying and asset management consultancy. Their expertise ranges from the full suite of quantity surveying services, to building consultancy, tax depreciation, asset services, PPP advice, facilities management, and expert witness advice.

Over the past 23 years, MBM has grown from a small boutique firm to a national practice operating in Sydney, Parramatta, Brisbane, Melbourne, Canberra, Perth and Adelaide. We have over 190 resources located across the country, with more than 20 resources servicing our Queensland office. MBM's diversity of experience sees the team embedded in the public, commercial, social infrastructure, education, residential, health, data centres, and industrial sectors. MBM delivers client-focused solutions on developments that shape the future of tomorrow. The business prides themselves on being a reliable partner trusted to deliver commercial expertise and long-term value across diverse projects.

MBM has a long and proud history of providing strategic advisory and cost management services to the social housing sector. Our staff have not only carried out asset advisory and traditional cost planning services, we have also supported and led large teams developing new strategies and methodologies to increase social and affordable housing supply, striving to wholistically transform the sector.

It is the depth and breadth of our experience that differentiates us from our competitors. This includes experience in undertaking financial and cost modelling, risk analysis and business case preparation for both new greenfield and brownfield developments. We have advised on the full property asset lifecycle process from property design, creation, acquisition / construction, redevelopment, refurbishment and other programs of vacant works, and repair and maintenance, including lifecycle works. We have resources whose experiences include property feasibilities, constructability, and property development particularly in sustainable and accessible property design and cost planning, urban planning and place-making. Our involvement in diverse residential development projects across the country sets us apart from our peers.

MBM's experienced experts establish and implement solutions which aid in the delivery of social housing supply outcomes. Our services are consistent with the principals established in ISO55000 (Asset Management), the Residential Tenancies Act and Social Housing Design and Maintenance Standards. We have advised clients across all property types for large scale, complex, and geographically dispersed portfolios.

Sector Knowledge

MBM is widely recognised as a leading national advisor in social and affordable housing, with deep sector knowledge built over more than two decades. Since our establishment, we have partnered with

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government, community housing providers, and the private sector to deliver quantity surveying and cost management services that go beyond traditional cost planning. Our team has consistently led multi-disciplinary groups to develop new strategies and methodologies that have helped shape the evolution of the sector, ensuring projects are not only financially viable but also socially impactful. MBM brings unmatched experience across the full spectrum of residential delivery, from single dwellings and estate developments to medium- and high-density apartment complexes. Our proven track record in mixed-use and large-scale housing projects demonstrates our ability to balance affordability, design ambition, and operational efficiency. With one of the most experienced housing cost management teams in the country, MBM continues to drive conversations, influence policy, and provide practical solutions that strengthen the future of community housing in Australia.

We have successfully delivered more than 110 projects for public sector clients across all three tiers of government, as well as for Community Housing Providers (CHPs), financiers, sponsors and consortia nationwide. Our experience spans the full breadth of services outlined in the Approved Professional Advisory Panel, demonstrating both depth of expertise and consistency of delivery.

MBM's dedicated housing specialists have supported over 100 new build and refurbishment/redevelopment projects, encompassing major metropolitan, regional and rural social and affordable housing programs. Our team is highly experienced in developing long-term strategies for the planning, acquisition, construction or procurement, operation, maintenance and redevelopment or disposal of housing assets, ensuring our clients' portfolios are aligned with and actively support their strategic objectives.

By balancing long-term asset direction with immediate operational requirements, MBM delivers integrated solutions that include property strategy development, financial and risk analysis, project planning, and the preparation of robust business cases, including cost-benefit assessments. These outputs provide a clear foundation for informed decision-making and the effective implementation of asset and portfolio management practices.

We have direct experience working and consulting with many of the stakeholders likely to be involved in social housing projects, including:

- **Government:** Having undertaken asset management and maintenance reform reviews, business cases and social infrastructure PPPs throughout Australia, we have worked closely with government departments including Qld Department of Housing and Public Works, WA Department of Communities, Homes Victoria (and the Vic Department of Families, Fairness and Housing), NSW LAHC, and SA Housing Authority.
- **Community Housing Providers:** We have worked with CHPs including Mission Australia, Housing Choices Australia, Community Housing Ltd, BlueCHP, Compass, St George Community Housing and several other providers.
- **Project Consultants:** We routinely work with the legal, accounting and transaction management firms that provide the commercial, legal, technical and transaction management services. We understand how our role dovetails into their respective activities and how our work needs to be best delivered to meet their requirements.

A selection of our recent relevant engagements include:

Queensland Department of Housing and Public Works

Provision of an independent review of Housing Services' (HS) approach to asset management and maintenance including capital planning for new developments to ensure maximum future use of the housing assets and resources of the Department. This included a portfolio of approximately 60,000 housing units in the form of detached cottages, and medium and high-density residential units. The review enabled the Department to ensure that the maximum use was being achieved from the portfolio of housing assets and support resources.

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<p>WA Department of Communities MBM have provided cost management services to the Department including, initial assessment on progress to date based on progress claim documentation; cost to complete reporting; defects rectification; tender assessment and recommendations; and preparation of cost plans for properties within the Department's housing portfolio.</p> <p>NSW Land and Housing Corporation (LAHC) MBM have provided a range of services to LAHC over the past 10 years. In 2023, we provided a review and update of maintenance Schedule of Rates catalogue, including review, analysis and benchmarking for the entire portfolio, by property type, location, and scope of work/procedure or maintenance task.</p> <p>NSW Social and Affordable Housing Fund (SAHF 1 and SAHF2) MBM assisted several bids for the Social and Affordable Housing Fund (SAHF). This included costing for development, maintenance and lifecycle for the provision of new dwellings in both metro and non-metro areas together with the associated facilities and tenancy management activities.</p> <p>New Zealand Housing – Tamaki Regeneration Corporation (TRC) Project Tamaki Regeneration Company sought to engage a long-term partner to develop and manage a mix of private and social housing. The procurement envisaged that a CHP would be engaged jointly between TRC and the preferred bidder and MBM provided due diligence advice on the likely approach to and costs associated with the delivery of asset and tenancy management services.</p> <p>SA Housing Authority MBM provided asset maintenance advisory services including, analysis of current asset management activities and costs and development of options for the future delivery of these services. Additionally, MBM undertook a review of the business case for the new operating model.</p> <p>Homes Victoria MBM has played a crucial role in the Flemington, Prahran, and Brighton developments for Homes Victoria. The developments formed a collective \$500 million initiative that aims to deliver over 1,100 new homes. This undertaking further exemplifies MBM's interstate reach and our ability to contribute to large-scale and transformative projects.</p> <p>MBM was engaged to assist in transforming Homes Victoria's maintenance model for their existing housing portfolio. This included the preparation of a business case for change and options for alternative procurement / delivery models and benchmarking.</p> <p>Ground Lease Model 1 and 2 MBM was engaged as managed services advisor for GLM1, providing advice relating to the project from brief preparation through to bid evaluation, contract negotiation and execution, completion and commissioning and post-occupancy review. MBM also developed benchmark cost inputs relating to the provision of Managed Services (being tenancy management and asset management services). MBM were subsequently engaged to provide an independent cost review for GLM2.</p> <p>Redfern Waterloo Redevelopment Project MBM has been a long-term collaborator on this \$3 billion project which involves the transformation of over 3000 dwellings of social and private housing.</p>		
<p>Skills</p>	<p>Offered?</p>	<p>Summary of demonstrated qualifications, consultancy skills and consulting track record</p>
<p>Finance</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>MBM provides comprehensive construction, lifecycle, and maintenance financial cost modelling across all development and property types. We</p>

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	<p>support consortia, including Financiers, Sponsors and CHPs, as well as Government agencies through the provision of pro-forma templates, benchmarking datasets, and robust evaluation frameworks for social and affordable housing projects, including D&C, EPC, MC and PPP delivery models.</p> <p>We develop detailed construction, procurement, asset management and ongoing maintenance financial models, and undertake cost–benefit analysis (CBA) to inform business cases, feasibility assessments and option evaluations. Our capital and operational cost plans cover new builds, refurbishments and lifecycle works, incorporating construction, labour, materials, and full operations and maintenance costs, including Hard and Soft FM.</p> <p>A core component of our approach is the application of advanced financial risk analysis. We utilise probabilistic risk estimation, Monte Carlo simulation and sensitivity modelling to quantify uncertainty and provide defensible risk-adjusted cost outcomes. Our methodology for probabilistic risk modelling and contingency avoidance is outlined below.</p> <p>Our estimators establish cost inputs based on the most likely values, which form the foundation of the risk model. For each cost item, the range of potential outcomes is identified and used to define minimum and maximum values. Optimism bias is addressed through skewed distributions, where the upper bound reflects a greater variance from the most likely cost than the lower bound. Extreme values represent true limits, ensuring the probability of costs falling outside the range is effectively zero. Items with uncertain occurrence are assessed and incorporated as contingent risks with defined likelihoods. No contingencies are included in the base estimate.</p> <p>We facilitate structured risk and uncertainty workshops to validate cost components and assess the likelihood and impact of risks that may or may not materialise. Estimate items are consolidated into elemental costs aligned to an appropriate work breakdown structure and evaluated by quantity and rate. Indirect costs are assessed individually or, where appropriate, as percentage ranges applied to direct costs. Each element within the risk model is assigned an appropriate risk profile, typically a PERT distribution, though alternative profiles are used where justified. Models are run over 10,000 iterations using @Risk™ probabilistic software to ensure statistical reliability.</p> <p>Our project and business case financial analysis is supported by comprehensive benchmarking services, ensuring all modelling assumptions are evidence-based and defensible for CHPs, Financiers,</p>
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		<p>Sponsors and Government stakeholders, including current HAFF and NHAF engagements.</p> <p>Whole of Life Costing Effective asset management is achieved by understanding the lifecycle of your assets. MBM has an established approach to whole of life modelling to assess the replacement cost and life expectancy of a building's major elements. The model can be used during the initial planning and design of the building through to the longer-term asset management. This allows the impact of design decisions to be assessed both in the upfront build cost and in the long-term maintenance costs.</p> <p>Asset Maintenance Costing and Benchmarking MBM provide reviews, analysis and pricing evaluations of market benchmark rates to inform Schedule of Rates (SoRs) catalogues for the establishment and review of asset maintenance services contracts. This benchmarking exercise provides our clients with comfort that the rates are competitive, provide value for money and take account of metro and regional variances such as travel and trade availability.</p>
<p>Business Planning</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>Project and Business Planning MBM provides strategic project transaction, commercial and delivery advisory and business planning services on both small and large scale social and affordable housing developments incorporating new builds, redevelopments and refurbishments. We provide expertise to our clients on construction of all property types in the housing domain for all tiers of government, and to the private sector including CHPs, Financiers, Sponsors and other related bodies/associations.</p> <p>Business Cases MBM provide strategic consulting advice on business case preparation and development including content, cost / benefit, financial analysis, SWOT, risk analysis, review of current state/status quo, evaluation of options and benchmarking services. We complete cost benefit analysis as part of the business case preparation process, providing assurance on cost, across the whole-of-life for all property types. Our lifecycle cost models also include discounted cash flow and net present value calculations. Our business cases also include scenario modelling and sensitivity analysis.</p> <p>Furthermore, as part of the business case process, we undertake financial risk analysis, underpinned by probabilistic risk estimates using Montecarlo simulation methodologies as well as sensitivity modelling on the various options.</p>

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	<p>Procurement and Contract Documentation We prepare procurement documentation incorporating expressions of interest, scope of works and tender documentation for construction and asset maintenance including tailored specifications, KPIs and contract schedules. MBM supports clients in ‘best practice’ procurement and contract tendering related to asset maintenance services. Our approach allows for a well-structured, clear and transparent market based tender process.</p> <p>Contract Administration MBM assists in the effective administration of asset maintenance contracts including transition management, performance reviews, audits, contract variations and contract management. We facilitate contract management which is based on clear evidential processes established in accordance with the contract objectives.</p> <p>Strategic Asset Management MBM specialises in the development of long-term strategies for the procurement, operation and/or disposal of assets ensuring the client’s portfolio successfully supports strategic objectives. By focusing on the long-term direction for overall management of assets and having consideration for the immediate operational needs, MBM develops strategic plans which provide the basis for decision-making and implementation of asset management practices.</p> <p>Independent Performance Reviews and Audits MBM undertake independent expert reviews of performance using a structured approach to confirm contract compliance or identify gaps between requirements, contract and actual performance. The outcome of our reviews includes observations and recommendations for service improvements.</p> <p>We have provided asset planning and management performance audits and maturity assessments using the Institute of Asset Management’s Asset Management Maturity Scale and Guidance system from the 39 subject areas of the Asset Management Landscape (2nd Edition) by the Global Forum on Maintenance and Asset Management.</p> <p>Service Delivery Strategies and Models MBM provide advice on the establishment of the optimal model for asset management delivery for our clients. Our philosophy incorporates the whole of life approach to asset management, including consideration for the use of resources be they in-house or outsourced options, contract structures, service models and specifications, payment mechanisms, performance management frameworks, KPIs and internal contract administration functions.</p>
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		<p>MBM provides advice on the functions of both Soft FM (cleaning, pest control and waste management, security, car parking, grounds) and Hard FM (building maintenance, including preventative and reactive maintenance, minor works and life-cycle replacement) ensuring they are appropriately structured to support asset strategies and reduce the requirement for deferred and backlog maintenance.</p>
<p>Property Development</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>Quantity Surveying MBM has a dedicated team of quantity surveyors who specialise in residential, social, affordable, aged care, independent living, Aboriginal housing, Defence housing, PBSA, and disability housing projects, and have a unique understanding of both cost and value in the current economic and political landscape.</p> <p>Our quantity surveying experience includes consultancy advice on both new and refurbished facilities and our roles have involved providing advice during the initial master planning stage, establishing feasibility studies, traditional cost planning, schedule of rates, cost benchmarking and managing contract administration during the project delivery.</p> <p>Property Development/Procurement Advisory MBM provides advice to clients to ensure there is an increase of the supply of social housing. This includes advice to Government on unlocking land / increasing land availability, advice on streamlining the planning process, and advice with regards to effective and established subsidy mechanisms. We provide advice on constructability and buildability to ensure developers and builders can build quickly and cost effectively. We also undertake reviews of the capacity and capability of CHPs and the private sector as it relates to their ability to deliver state-wide programs of projects.</p> <p>To substantially increase the supply of social housing, we have provided advice to clients, including CHPs and Government on their existing portfolios recommending the infilling of existing sites and increasing density. We also advised clients on replacing oversized, aging and unsuitable stock that is expensive to maintain with modern sustainable housing solutions that have been configured to meet the needs of people with disability and the growing needs of our aging populations.</p>
<p>Risk analysis Management</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>Our point of difference lies in the breadth of our experience across development, construction, asset management and tenancy management of social and affordable housing, which enables us to have intimate knowledge of the challenges and risks that need to be overcome in delivering solutions to the social housing sector.</p> <p>At the outset of the projects on which we are engaged, MBM works with our clients to help define the service outcome needs and establish</p>

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		<p>the preferred approach to meeting them. Throughout the process of project definition, we carry out cost analysis to inform Government or the client of the financial implications of the strategies being considered. This forms the basis of the business analysis including the objectives of the project and the articulation of the need it is seeking to address, the definition of the project scope, its economic and financial analysis and its implementation including procurement methodology, project governance, risk management, stakeholder management and benefits realisation.</p> <p>The provision of risk analysis, management, monitoring and mitigation through modelling and benchmarking is an integral part of our role where we are often engaged to support business and financial analysis activities and business case development. This is particularly the case where we offer services to state and federal government to assist with the development of business case submissions for pre-procurement actions such as Senate Estimate hearings and Parliamentary Works Committee hearings.</p> <p>MBM are often engaged to analyse a project’s financial risk allocation and provide advice as to appropriate financial risk controls. In the early stages of the evaluation of potential projects MBM assist in the preparation of the economic analysis to examine how the projects costs and benefits meet the delivery of the client’s priorities and outcomes. MBM has accreditation to AS/NZ ISO 9001:2015 as part of our quality assurance procedures.</p> <p>MBM understands the techniques required to manage risk and can apply these concepts to dealing with project risks in terms of cost, time and quality. Our risk management systems support our approach and methodology to engagement management. To manage project and business risk, our engagements are supported through the development and implementation of a project plan. The project plan comprises the project goals and objectives, project budget and resourcing, detail project methodology including the project program, the project stakeholder and communication plan and the risk management plan.</p>
<p>Partnership development</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>MBM has a long history of supporting Community Housing Providers, Government agencies, financiers and service partners to establish strong, transparent and high-performing partnerships. Our approach is grounded in deep sector knowledge and an understanding that effective partnerships are essential to delivering sustainable social and affordable housing outcomes.</p> <p>We work with CHPs to design partnership models that align strategic objectives, clarify roles and responsibilities, and ensure accountability</p>

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		<p>across the asset lifecycle. This includes supporting CHPs to engage with developers, financiers, maintenance contractors, FM providers, and Government stakeholders through structured procurement processes, service delivery frameworks, and performance management systems.</p> <p>Our experience advising on major programs including:</p> <ul style="list-style-type: none"> - Social and Affordable Housing Fund - Social Housing Management Transfer - Home4Life - LAHC maintenance reforms - State-wide social housing contracts. <p>This means we understand the commercial, operational and regulatory pressures CHPs face. We help clients build partnerships that are resilient, scalable and capable of supporting long-term growth, service quality and tenant outcomes.</p>
<p>Growth readiness assessments</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>MBM assists CHPs to prepare for organisational growth, portfolio expansion, and increased regulatory expectations. Our growth readiness assessments evaluate the maturity, capability and scalability of a CHP's asset management, maintenance delivery, financial modelling, governance and operational systems.</p> <p>We assess whether current systems can support growth in areas such as:</p> <ul style="list-style-type: none"> - Portfolio size - Asset complexity - New funding streams (e.g., HAFF, NHAF, state programs) - Increased reporting obligations - New development or redevelopment activity - Expanded service delivery partnerships <p>Our assessments identify gaps, risks and opportunities across asset data quality, maintenance strategies, procurement models, resourcing, contract management, and lifecycle planning. We provide a clear roadmap for strengthening capability and ensuring the organisation is positioned to take advantage of new opportunities, meet regulatory expectations, and deliver high-quality housing outcomes at scale.</p>
<p>Strategic asset management</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>MBM specialises in developing strategic asset management frameworks that enable CHPs to manage their portfolios effectively, sustainably and in alignment with organisational goals and NRSCH requirements.</p> <p>Our approach is grounded in ISO 55000 principles and supported by extensive experience across housing, aged care, health and social infrastructure. We specialise in developing long-term strategies for the</p>

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		<p>procurement, operation and/or disposal of assets, ensuring your portfolio supports strategic objectives.</p> <p>Our strategic plans balance immediate operational needs with long-term direction, providing the foundation for effective management practice.</p> <p>We support CHPs by developing:</p> <ul style="list-style-type: none"> - Strategic Asset Management Plans (SAMPs) - Asset management frameworks and policies - Long-term lifecycle and capital works plans - Maintenance strategies and service delivery models - Asset data capture programs and condition assessments - Asset registers and backlog maintenance analysis - Performance management and reporting frameworks <p>Our whole-of-life modelling helps CHPs understand future investment needs, optimise maintenance expenditure, and make informed decisions about renewal, disposal, redevelopment or repurposing. We ensure asset strategies are practical, evidence-based and aligned with funding, regulatory and service delivery requirements.</p> <p>Being one of the key areas we specialise in, MBM’s experience in this extends to:</p> <ul style="list-style-type: none"> - Gladstone Regional Council - Energy Queensland - Questacon - National Film and Sound Archive of Australia.
<p>Feasibility</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<p>MBM provides comprehensive feasibility assessments that support CHPs to evaluate new developments, acquisitions, refurbishments, redevelopment options and service delivery models. Our feasibility work integrates capital cost planning, lifecycle modelling, maintenance analysis, operational costing and risk assessment to provide a clear, defensible understanding of project viability.</p> <p>We assess:</p> <ul style="list-style-type: none"> - Capital costs - Operational and maintenance costs - Lifecycle renewal requirements - Risk profiles and contingencies - Procurement and delivery options - Commercial and financial implications - Alignment with funding programs (e.g., HAFF, NHAF) - Long-term sustainability and service outcomes

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		<p>Our feasibility assessments are underpinned by robust benchmarking, probabilistic risk modelling and deep sector experience. We help CHPs build strong business cases that stand up to Government scrutiny, support funding applications, and ensure long-term financial sustainability.</p>
NRSCH Registration	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>MBM supports CHPs to meet and exceed the asset-related requirements of the NRSCH, ensuring compliance, transparency and strong governance across asset and maintenance functions.</p> <p>We assist CHPs to demonstrate compliance with NRSCH Performance Outcomes by providing:</p> <ul style="list-style-type: none"> - Strategic Asset Management Plans aligned to NRSCH - Asset registers, condition assessments and lifecycle plans - Maintenance planning and service delivery reviews - Evidence-based capital works forecasting - Risk management frameworks and reporting - Benchmarking of maintenance costs and service performance - Independent reviews of asset management systems and maturity - Documentation and evidence preparation for regulatory audits <p>Our national experience spans companies including:</p> <ul style="list-style-type: none"> - BlueCHP - Compass, Bridge Housing - Launch Housing - Evolve Housing - Link Wentworth - and others <p>MBM’s array of experience means we understand the regulatory expectations and the practical challenges CHPs face.</p> <p>We help organisations strengthen their asset management capability, improve regulatory confidence, and demonstrate long-term financial and operational sustainability.</p>
Other	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<p>In addition to the services mentioned above, MBM’s Advisory team brings together seasoned consultants with a proven track record of helping organisations unlock the full potential of their assets and facilities. We partner with government and private sector clients to shape strategies that drive performance, optimise operations, and deliver lasting value.</p> <p>MBM has conducted independent audits for housing providers, delivering actionable insights that improve performance. Our lifecycle</p>



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		costing and condition assessments provide clarity on long-term asset sustainability, enabling informed decision-making.
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