

# **Capability Statement 2023**





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Quality Assurance

OH&S



# **Table of Contents**

	About Us				
3	Company Details				
4	Who We Are				
5	Our Team				
	Our Services				
10	What We Do				
11	Cost Planning, Estimating & Control				
12	Tender/Contract Evaluation & Assistance				
13	Contract Administration & Project Management				
14	Expert Witness, Mediation & Dispute Resolution				
15	Experience				
16	Our Methodology				
17	Innovation & Value Add				
18	Sustainability				
19	Women in the Work Force				
20	Community Services				
21	Risk Management				
	Company Systems				





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#### **Insurance**

Public & Products Liability Insurer: QBE Insurance

Policy Number: 47U086667BPK

Expires: 72/06/2024

Limit of Insurance: \$20,000,000

Professional Indemnity Insurer: Dual Insurance

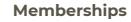
Policy Number: AU00058907-000

Expires: 72/06/2024

Limit of Insurance: \$20,000,000

Workers Compensation Insurer: Gallagher Bassett

Expires: 30/6/2024



MQS is registered on the State Government Construction Register

Member of the Australian Institute of

**Quantity Surveyors** 

Member Number: No.72258

MQS is a Registered Building Practitioner CQS 75384







## Who We Are



Our goal at Melbourne Quantity Surveyors (MQS) is to make the building process better. At the heart of MQS's philosophy is our strong, values based culture that focuses less on what we do, and more on how we do it. Our MQS vision and values of integrity, responsibility and accountability are incredibly important to each and every one of us.





As an energetic and innovative company, MQS was founded to provide independent cost advice before, during, and after construction.

We challenge conventional quantity surveying services to add value to every project.

Predicting construction costs accurately requires more than spreadsheets; it demands an understanding of project quality, program, and procurement methodology. This 'whole building' approach forms the foundation of all MQS services.

To ease uncertainty, we offer personalised and intimate service, listening to our clients and tailoring our approach accordingly.

At MQS, we go beyond just numbers.

Our focus includes providing expert construction guidance, strong risk management processes, exemplary customer service, sustainable buildings, and minimising environmental impacts.

With 75% of the MQS team comprising of women, we are committed to supporting and encouraging women to forge exciting careers within the construction industry.

Furthermore, we actively contribute to the local community by providing pro bono services for various community housing projects across Victoria.

CLICK HERE to learn more about us.

# Our Team



# Nathan Grimes

Director



Nathan commenced practical training as a Quantity Surveyor in 2007. Nathan's role as a Quantity Surveyor is generally required throughout all the milestones a project is required to meet.



Nathan has worked on over 2,000 diverse projects with budgets ranging from \$5k to in excess of \$200m. His experience with varying industries is wide-ranging. Nathan has considerable experience with Government procedures and specifically Health facility upgrades and Department of Health reporting.

Nathan has provided services throughout the lifecycle of these projects which includes services from Master planning through construction and end of project financial reporting. Leaving him well placed to provide the required level of customer service and reporting.

#### Qualifications

- Registered Building Practitioner QS 47000
- Diploma of Building & Construction
- ABSA Accredited Building Thermal Performance Assessor
- Housesafe Global Accredited Building Inspector

#### **Professional Associations:**

- Member of the Australian Institute of Quantity Surveyors (Member No.12258)
- Housesafe Global Fellow (Member No.134)

# Training and Professional Development

- Working With Children Check (WWCC)
- Nationally Co-ordinated Criminal History Check Certificate (NCC)
- White Card Induction
- Site Safety Induction Workshop

#### **Pro Bono Work**

We are also proud to note Nathan has been providing pro-bono services for the disadvantaged through community housing facilities, not-for-profit organisations and/or charities on behalf of Melbourne Quantity Surveyors.

#### **Notable Project Experience**

Royal Exhibition Building - \$20.0m Heritage Restoration

Strategic planning, Budgetary Processes, Cost Estimating, Cost Planning, General Procurement Advice, Quantification, Measurement and Documentation, Tendering Processes, Account management & Change Management

## Her Majesty's Theatre, Ballarat- \$20.0m Heritage Restoration

Feasibility and Master planning, Cost Planning, Construction Cost Management, Budget monitoring, Attendance at meetings

State Library of Victoria - \$7.0m Heritage Restoration

Strategic planning, Budgetary Processes, Cost Estimating, Cost Planning, General Procurement Advice, Quantification, Measurement and Documentation, Tendering Processes, Account management & Change Management

#### Melbourne GPO - \$8.0m Heritage Restoration

Strategic planning, Budgetary Processes, Cost Estimating, Cost Planning, General Procurement Advice, Quantification, Measurement and Documentation, Tendering Processes, Account management & Change Management

Raheen - \$250m - Heritage Replacement Cost

Strategic planning, Budgetary Processes, Cost Estimating, Cost Planning Quantification, Measurement and Documentation

### **Alex**

### **Grimes**

Quantity Surveyor Alex has over 10 years of experience in Quantity Surveying and property development and thoroughly understands the nuances of the construction industry.



Her ability to communicate clearly, attention to detail, give considered guidance and focus on the client relationship are all key elements that ensure a successful completion of any project. Alex's role as a Quantity Surveyor is generally required throughout all the milestones a project is required to meet.

Alex has worked on many diverse projects with budgets ranging from \$5K to in excess of \$20M and has extensive experience in varied industries.

On the following projects Alex has provided the following services: Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Account management & Change Management.

#### Qualifications

- Bachelor Degree in Property & Valuation (2014)
- · Certificate IV in Property Services
- Estate Agent's Licence (Licence No 083715L)

#### **Professional Experience:**

- · Measurement and quantification
- Cost estimating and planning
- · Contract administration
- · General estimating
- · Bill of quantities
- Super intendant
- Project management

# Training and Professional Development

- Working With Children Check (WWCC)
- Nationally Co-ordinated Criminal History Check Certificate (NCC)
- White Card Induction

#### **Pro Bono Work**

We are proud to note Alex has been providing pro-bono services for the disadvantaged through community housing facilities, not-for-profit organisations and/or charities on behalf of Melbourne Quantity Surveyors.

#### **Notable Project Experience**

#### Recreational

- Pambula Sports Pavilion- \$4.9m
- Galvin Park Pavilion \$3m

#### **Education**

- Matron Swinton Child Care Centre- \$1.9m
- Cobram Anglican Grammar
- Turner St Kindergarten
- Billoo Park Preschool

#### Residential

- Main Ridge Residence \$12.0m
- Brighton Residence \$21.0m

#### Commercial/Retail

- Family Life, Sandringham \$2.4m
- Collins Street Fitout \$1.2m
- Clyde warehouse \$1.5m

#### **Community Housing**

- Victoria Crescent, Abbotsford \$3.0m
- Bradshaw Drive, Healesville \$3.8m

#### Health

- Peter MacCallum Cancer Centre
- Kirrae Health

#### Heritage

• University of Melbourne roof restoration works

#### Landscaping

- Chirnside Urban Park
- Kew Cemetery

Melbourne

## Rachel Haines

Quantity Surveyor Rachel has over 8 years within the Construction industry across residential and commercial Quantity Surveying, estimating, detailing and construction.



This experience also includes designing, detailing, fabricating and installing prefabricated floor and roof systems for both residential and commercial projects.

Rachel's role as a Quantity Surveyor is generally required throughout all the milestones a project is required to meet.

On the list of projects below, Rachel has provided some of the following services; Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Account management & Change Management.

#### Qualifications

- Diploma of Building and Construction (currently studying)
- Advanced Diploma of Building Design (architectural)
- Certificate II in Building & Construction
- Certificate IV in Building & Construction

#### **Professional Experience:**

- Measurement and quantification
- · Cost estimating and planning
- Contract administration
- · General estimating
- · Bill of quantities
- · Super intendant
- Project management

#### **Professional Associations**

 Member of Housing Industry Association (HIA) Member No 1320316

# Training and Professional Development

- Working With Children Check (WWCC)
- Nationally Co-ordinated Criminal History Check Certificate (NCC)
- White Card Induction

#### **Notable Project Experience**

#### Recreational

- Dennis Reserve Pavilion \$2.5m
- Ray Kibby Centre, Coburg \$1.8m
- Barkly Park, Rutherglen Facilities Upgrade \$1.5m

#### Government

• Shire of Strathbogie, Council Offices - \$1.0m

#### Residential

- Kooyong Road Residence \$7.8m
- Templestowe Residence \$17.2m
- Toorak Residence \$19.9m

#### Heritage

- Fitzroy Town Hall \$2.9m
- Richmond Town Hall \$5.5m

#### Landscaping/Civil

• Greenwood Business Park Uplift, Burwood- \$5.4m

#### Health/Aged Care

• The New Acacia House, Shepparton - \$7.7m

#### **Education**

• Burwood East Special Development School - \$1.1m

#### **Pro Bono Work**

- Barak Beacon Estate. Port Melbourne \$3.8m
- Round House Reserve, Reedy Creek \$600k
- Wyndham Community Hub, Wyndham Vale \$21m
- VAHS Gathering Space, Melbourne \$250k

# Kathryn Illingworth

Office Coordinator



Kathryn's interest in the building and construction industry began after renovating one home, then building two others.



Kathryn spent 8 years working in the real estate industry, and many more years employed in office environments across numerous sectors that include manufacturing, FMCG, retail and advertising.

Kathryn is currently studying a Diploma of Building and Construction so she can continue to learn and progress in her role at MQS and an industry which she is very passionate about.

#### Qualifications

- HIA (2022 Current)
- Diploma of Building and Construction, Monash University
- Post Graduate Certificate of Media Sales, La Trobe University
- · Bachelor of Behavioural Science, ADMA
- Content Marketing Certificate
- Yarra Valley Grammar School, VCE completion

#### **Training and Professional Development**

- Working With Children Check (WWCC)
- Nationally Co-ordinated Criminal History Check Certificate (NCC)
- White Card Induction
- Smartframe Software Training, Complete Load Path Assessment Training

#### **Experience**

- Copywriting
- Accounts Receivable/Payable
- · Social media management
- · Sales administration
- Website management

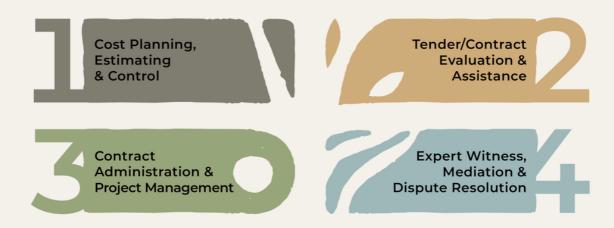
#### Responsibilities

- Contract Administration
- Expert Witness report formatting
- · Pricing inquiries
- Project assistance
- Account Management
- Customer service
- Copywriting
- Content creation
- Tender submissions

# What We



Melbourne Quantity Surveyors provides accurate cost advice with a hands-on approach. Delivered with passion, our service adds value to every project drawn from our building knowledge and a desire to make buildings better in every way.



We like to consider ourselves as financial problem solvers to the Construction industry.

Our service offerings go beyond the initial project cost report and include a value management portion where we assist our client's in aligning scope and budget while maximising value for money, therefore giving our clients full transparency throughout the design process.

Our services include Cost Planning, Estimating and Contract Administration.

We also offer detailed Tender and Contract Evaluation, Project/Account Management, Expert Witness and Mediation Services Our team is skilled and experienced in a broad range of project sectors and sizes. This equips Melbourne Quantity Surveyors to achieve project objectives and provide the optimum outcome for every project.

We utilise measurement and estimating software that allows flexibility and information customisation, tracking and presentation. This software allows for clear and concise reporting while enabling clarity around the key cost centres which leads to informed decision making.

We provide much more than just numbers. At MQS we focus on:

- Efficiently run buildings
- Minimising environmental impacts
- Providing expert construction guidance, knowledge, and advice
- Assessing the projects stakeholder impact



# Cost Planning, Estimating & Control

We are experienced in all facets of cost planning, estimating and control and are expertly placed to develop cost plans and prepare concept plans as well as preconstruction cost estimates.

We can monitor and review the design at various stages to ensure the project can be built within the nominated construction budget.

Our Cost Plans are malleable tools, especially during the early design stages.

We can adjust and modify them to fit each unique project while keeping them accurate based on current market conditions. From these Cost Plans, we offer a range of services, including:

- Establishing and maintaining cost planning services for all project development stages, from Master Plan to Feasibility, Schematic Design, Tender Documentation, Asset Management, and Post Occupancy.
- Preparing schedules outlining efficiencies.
- Benchmarking against other projects and current market trends.
- Providing alternative cost studies for different construction methods, materials, and finishes as needed.

- Suggesting design solutions that are cost-effective, energy-efficient, or environmentally friendly.
- Offering progressive statements of costs against the anticipated final project cost and providing advice to adhere to agreed budgets.
- Assisting with value management, which may involve cost options, material selection changes etc., to reduce overall cost.
- Preparing a comprehensive Bill of Quantities (BoQ) following the AIQS Standard Method of Measurement.
- Identifying reasons for any major discrepancies from the project budget and advising on maintaining agreed budgets.
- Preparing reports on cash flows and cost analysis.









Determining the builder or contractor that represents the best value is not always as easy as looking at the bottom line.

Each builder or contractor may include or exclude different elements which impact on their pricing. The lowest price does not always represent the best value.

We compare builder or contractor pricing on a trade-by-trade basis against our Cost Plan which highlights any areas of difference. This can be analysed and assessed to help determine the preferred tender/quote.

We can prepare tender reconciliation and comparison of Pre-Tender Estimate and the Client tender price, as well as review and amend the cost plan contingency allowances after recommended Head Contract qualifications and exclusions are assessed.

During contractual negotiations, we can help you ensure costs, payment and technical specification clauses are accurately and appropriately drafted. We have helped many clients with drafting contractual terms and will work closely with your legal and financial advisers to ensure we deliver the best outcome for you.

We can review all tenders received and prepare tender reports with recommendations, assist as required in detailed assessment and recommendations during any negotiations as well as provide a report that compares planned, revised and actual expenditure for the project





# Contract Admin & Project Management

We have the expertise to thoroughly assess each progress claim, whether monthly or staged, by conducting site visits. This ensures that the claimed amount aligns accurately with the completed work.

Additionally, we are adept at evaluating variation claims submitted by the builder and generating detailed project reports outlining the costs of completed works to date. Should any variations arise, we can assist in negotiating them.

In addition to managing construction project costs, we can also alleviate the burden on project managers by assuming the responsibility of cost management. By entrusting us with this task, project managers can concentrate on other vital aspects of the project, reassured that costs and contracts are continually under our review.

Engaging MQS to negotiate costs upfront ensures that your project adheres to the agreed project timeline. We offer comprehensive assistance in evaluating the quantity and costs of required materials, necessary labor hours, accuracy of progress payments, and more.





#### We can advise on:

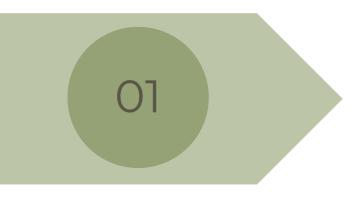
- Construction variations and extensions of time
- · Cost of claims to the contract
- Status of contingency
- Costs associated with a change of scope
- The release of Bank Guarantees provided by the Contractor
- Cost reduction options as required to maintain the project within budget.
- Continuously monitor and assess key decisions and plans as they develop, to ensure they conform to the scope of work and budget for the project
- Contract administration procedures for proper handling of issues such as variations that arise throughout the project.



# Expert Witness, Mediation & Dispute Resolution

Building can be difficult and complex. Unfortunately, disputes are common and, in some cases, unavoidable. Through our expert witness, mediation and dispute resolution services we offer an independent and unbiased opinion which can assist in or avoid the need for legal proceedings.

#### We offer three sub-services:



# Preparation of 'Expert Witness' reports on disputed work and associated costs:

We visit the site to establish an understanding of the status of the project. We then prepare a report clearly stipulating the cost of works completed and/or works yet to be completed and/or cost of defective work. This can help with insurance pay outs, construction disputes, variation claims, etc.

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# Attendance at negotiation, mediation or tribunals as an 'Expert Witness':

Attendance at negotiations, mediations or tribunals as an expert witness to provide evidence or justification to costs associated with a dispute.



# Prepare 'Expert Witness' report as evidence in a court of law:

We can submit our Expert Witness reports as evidence in a court of law, with or without our presence at the hearing and depending on the circumstances.



# Experience

Project	Client	Value	Date	Description
Wyndham Community Hub (Recreational)	Wood Marsh	\$21 million	2022	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account Management
Chirnside Urban Park (Landscaping)	Yarra Ranges Council	\$4.5 million	2022 - Ongoing	Feasibility, Cost Estimating, Cost Planning (Concept Design), Tender Evaluation, BOQ's and Contract Administration.
Coppel House (Residential)	Wood Marsh	\$20 million	2022	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account Management
Wodonga Education Youth Foyer (Education)	Beyond Housing	\$15 million	2022	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Tender Analysis, Value Management, Account Management & Change Management, Account Management, Contract Administration, Progress Claim Assessment
Kongwak Butter Factory (Commercial)	Studio Y	\$12.5 million	2022 - Ongoing	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account Management
Fitzroy Town Hall (Heritage)	Conservation Studio	\$10 million	2022	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account management & Change Management
Community Housing – Multiple Sites	Beyond Housing	\$19 millon	2023	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Tender Analysis, Value Management, Account Management & Change Management, Account Management, Contract Administration, Progress Claim Assessment
Cat Clinic (Health/Commerical)	Gardiner Architects	\$3.6 million	2023 - Ongoing	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account Management
The New Acacia House - Shepparton Villages (Health)	Bruce Mactier Building Designers	\$8 million	2022	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account Management
Waterman Business Centre Eastland (Commercial/Retail)	Building Designers	\$5.5 million	2022	Feasibility, Cost Estimating, Cost Planning, Quantification, Measurement and Documentation, Value Management, Account Management

# Our Methodology



The quantity surveyor's main role is to estimate and monitor construction costs, from feasibility through to construction completion. This process ensures that the project can be delivered within budget and that the project represents value for money.





#### Melbourne Quantity Surveyors is committed to:

- Preparing all cost plans in accordance with the AIQS Australian Cost Management Manual (Volume 1)
- Working as part of a collaborative team
- Listening to and understanding the requirements of the client/s, project stakeholders
- Construction risk review at the Schematic Design, Design Development and Tender documentation phases including making additional and appropriate cost allowances
- Attending required meetings
- Providing accurate quantifications and pricing
- Offering value management and cost saving options
- Review all services estimates
- Meeting deadlines
- Meeting project budget
- Benchmarking against similar projects
- Offering on-going advice throughout the project.

Every project presents unique issues and opportunities for better performance and/or cost-effective design. During the quantification and pricing process we proactively identify potential alternatives and discussion points to assist the design decision making to optimise the project.

# Innovation & Value Add



MQS regularly provide Building Consultancy services in defect identification, and rectification scope of works including cost estimating services associated with construction dispute, and expert witness engagements.

This experience enables MQS to assist the Project Manager and Design Team in identifying and or quantifying any potential areas of risk and establishing an appropriate scope and budget allocation.

We do this by utilising some of the following techniques:

- Arial Drone Surveying: MQS has the capability to provide video and photographic areal site surveying on request. This also enables us to inspect hard to reach, or unsafe areas to access
- Thermal Imagery: MQS has the capacity to provide thermal imagery of a Building to assist in identifying any areas of unknown / latent water ingress
- Unique and customisable
  measurement and estimating software:
  Our software is tailored to suit each
  project & stakeholders' requirements,
  while also projecting cashflow, tracking
  cost changes between cost plan
  editions and providing trade-by-trade
  analysis within all our Cost Plans

MQS has experience not only in typical Quantity Surveying responsibilities, but also in Project Management, Superintendent and Building Consulting capacities for both Builders and or Owner/s and Stakeholders.

Given the recent project experience on both sides of construction, MQS is also well placed to add value in a realistic and achievable manner through:

- Cost effective and value adding alternatives solutions and material selections
- Innovative value management solutions
- Assisting the Design team with cost advice and analysis of environmentally sustainable construction methods and materials

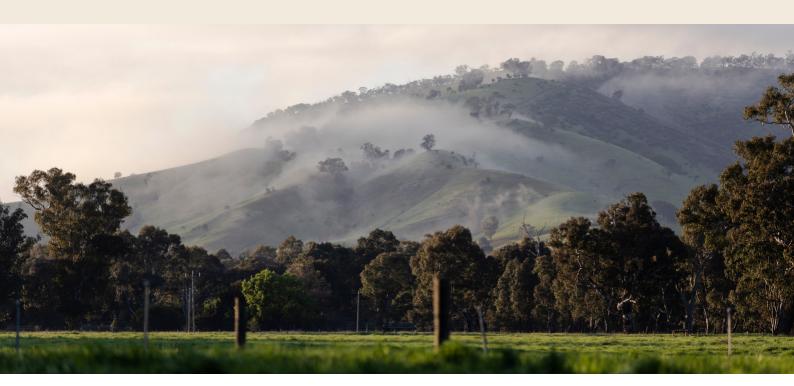




## Sustainability

Melbourne Quantity Surveyors is committed to being environmentally conscious when reviewing projects. This is done through Environmentally Sustainable Design (ESD) guidelines.

With a diverse range of ESD technologies and construction techniques, we are well positioned to provide advice on the financial viability of these design principles.



This ESD advice can include:

- Financial evaluations
- Life cycle costings
- Energy efficient design
- Building fabric design
- Guidance on the use of recycled materials
- Value Management

Further to our ESD Guidelines throughout our projects, Melbourne Quantity Surveyors is working towards a climate consciousness throughout our office and team.

We are committed to achieving:

- 100% carbon neutral office
- 100% renewable energy use
- We are working towards a paperless office
- Reducing staff impact on the environment through supporting a remote workforce and telecommuting
- Implementing our Environmental Management Plan
- Sustainably sourced office supplies





Melbourne Quantity Surveyors is passionate about supporting women in the construction industry.

In the Australian construction industry, women make up only 12 per cent of the workforce.

With 75% of the MQS team comprising of women, we are proud to defy this statistic, and are committed to supporting and encouraging women to forge exciting careers within the construction industry.

We are passionate about supporting women who are returning to the workforce by providing job flexibility with negotiable hours and work-from-home arrangements.

We also encourage employee's who wish to enhance their skills and knowledge through further study, and we offer career development opportunities for all our staff.

We feel that having better diversity in our team leads to improved problem solving and innovation and creates a workplace where everyone feels they belong and can contribute equally.



75% of the MQS team are women





# Community Services



Here at MQS, we are passionate about giving back to the community that supports us. We encourage our team to find and support great causes where our expertise can be of most value.

We believe in the importance of providing continued support to groups and organisations that provide valuable services to the community or those who represent vulnerable people in our region.

As well as being incredibly rewarding, we believe that contributing to these projects enriches our business and enhances our skills by exposing us to a wider range of experiences.

If you are a member of an organisation, or know of an organisation we may be able to support, we would love to hear from you.

# MQS has recently provided pro-bono/community services to the following Community Services Organisations and Projects:

- Ascot Vale Public Housing Project
- Victorian Aboriginal Health Service
- Community Housing Industry Association Victoria
- Rumbalara Aboriginal Cooperative Housing First
- Community Housing Ltd
- Bush Heritage Australia
- Wyndham Community Hub
- Carrum Downs Cabin
- Port Melbourne Estate







# Risk Management



The cost risk of the various components of a building can vary significantly. It is integral to a project's success that appropriate allowances are identified and applied accordingly.



Our focus is on identification and risk assessment of threats and opportunities to the costs involved in a project.

Often this involves gaining the input and cooperation of multiple stakeholders.

In this role of risk management, we assess many aspects, in particular:

- Provide input into the risk register prepared by the Project Manager or Principal Consultant.
- Contribute to risk management workshops.
- Consider all risks involved, which can be wide ranging, and from this provide a comprehensive Cost Plan that has allocated appropriate risk across the whole project and specific items.
- Review and report on alternative procurement methods and how that will impact the project.





## Quality Assurance

Melbourne Quantity Surveyors has developed its own Quality Assurance system. The system is designed to ensure MQS consistently exceed customer expectation and requirements.

Included in our Quality Assurance system are a review of our services, as well as broader project documentation.

All Quantity Surveying services performed will conform to the requirements of Australian Standard/New Zealand Standard ISO900I.

Our QA system ensures our clients' requirements and expectations are met through a structured, diligent, and ongoing QA process.

The procedures forming the MQS Quality Assurance system include:

- Works Plan a method statement including requirements, expectations, and objectives with a checklist
- Works document and records control
- Change management procedure
- · Works review checklist
- Intermittent corrective and preventative action

Melbourne Quantity Surveyors adopts internal Quality and Performance reviews at each stage to ensure all aspects have been considered and meet or exceed our high expectations for quality and performance.

This process includes:

- Review and assessment of all available information
- Discussions with stakeholders and design teams to better understand the design intent
- Internal processes and progress tracking
- Peer reviews and consultation
- Proactively seeking Value Management or alternative performance solutions

MQS Director Nathan Grimes is the responsible QA representative for the Quality Assurance system.







#### OH&S

The MQS Occupational Health and Safety (OH&S) management system applies to all staff.

The purpose of our system is to establish and maintain effective OH&S management and is designed to comply with all legislative requirements and promote excellence in work health and safety management through continuous monitoring and improvement.

MQS has implemented a structured safety management system to achieve a consistently high standard of performance.

In addition, it will serve to ensure MQS meets the legislative obligations. Frequent reviews will take place in response to organisational and legislative changes.

MQS recognises that the success of the system depends on commitment from all levels, particularly the leadership team.



# Key aspects of our OH&S system include:

- MQS is committed to meeting all OH&S legal obligations
- The policy and procedures are formally authorised and approved by the Director
- The OH&S Management System will be a controlled document and the controlling authority shall be the OH&S Representative
- This policy will be managed under the quality control system currently maintained by MQS
- The Director also has been assigned custody to ensure the procedure is maintained and updated
- A detailed OH&S document is available



#### **Melbourne Quantity Surveyors**

2B Webb Street, Warrandyte VIC 3113

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We acknowledge the Traditional Custodians of the land on which we live, learn, and work: the land of the Wurundjeri people. We pay our respects to their Elders—past, present and emerging; and acknowledge the strength and resilience of all First Nations people.