PSG#1 - P1.11.1 Business Model Innovation for Unlocking Modern Methods of Construction in Social and Affordable Housing Supply

Date: Thursday 7th May 2026

Time: 09.30am – 11am AWST

Attendance:

- Jude Munro AO (Jude Munro and Associates) - Meeting Chair
- Soheila Ghafoor (RMIT) – Project Lead
- Salman Shooshtarian (RMIT)
- Ali Zolghadr (RMIT)
- Ehsan Gharaie (RMIT)
- Will Hackney (SBEnrc)
- Keith Hampson (SBEnrc)
- Lindsay Kyle (SBEnrc)
- Grace Martini (SBEnrc)
- John Clifton (Development WA)
- Aaron Dove (WA Dept of Housing and Works)
- Greg Lawrence (WA Dept of Housing and Works)
- Paul Matthew (The University of Queensland)
- Sara Alidoust (The University of Queensland)
- Karim Yngstrom (ATLAS Precast)
- Elaina Lobendahn (Defense Housing Australia)
- Duncan Brand (Burbank)
- Katie Fowden (Hyne Timber)
- Andrew Fotia (Arkit)
- Peter Vanderaa (QLD Treasury)
- Jack Gill (Think Brick)
- Robbie Claase (Modscape)

Notes

Leadership Transition and Project Steering Committee Formation: Keith Hampson announced the transition from CEO to board chair of the Sustainable Built Environment National Research Centre, with Will Hackney stepping in as the new CEO, and Jude Munro taking on the chairing of the project steering committee for the next 18 months, marking a refreshed agenda and governance structure for the research initiative.

Project Overview and Research Objectives: Soheila Ghafoor provided an overview of the research project focused on leveraging modern methods of construction (MMC) to deliver scalable, sustainable, and affordable housing, outlining the project's background, national and state-level significance, and its three main research objectives.

Case Studies and Partner Engagement: Soheila Ghafoor outlined three case studies across Victoria, Western Australia, and Queensland, involving Arkit, Atlas Group, and Modscape, with additional potential partners, to examine different business models and delivery contexts for MMC in social and affordable housing.

1. **Victoria Case Study:** Arkit is participating with modular and prefab social housing projects, operating as a one-stop shop for design, construction, and installation, with potential additional case studies from Burbank and Xlam.
2. **Western Australia Case Study:** Atlas Group is providing a program-scale social housing project at the planning stage, focusing on precast concrete and exploring prefab modules, with government support and visibility.
3. **Queensland Case Study:** Modscape is in discussions to participate, working with the Queensland government on social housing projects, offering a contrasting business model and delivery approach.

Barriers to Implementation and Industry Challenges: Participants including Duncan Brand, Karim Yngstrom, John Clifton, Aaron Dove, Elaina Lobendahn, and Paul Matthew led the discussion on key barriers to MMC adoption, such as market scale, supply chain visibility, small builder engagement, procurement limitations, and regulatory fragmentation across jurisdictions, with suggestions for government-led pipelines and structural change.

Project Governance, Communication, and Milestones: Will Hackney and Jude Munro led the discussion on the project steering group's governance timeline, communication strategies, milestone tracking, and the approval of the first payment, with plans for ongoing engagement, literature review, and industry partner sessions.

Student Engagement and International Initiatives: Soheila Ghafoor discussed plans to involve PhD and master students in the project, including potential collaborations with Curtin University and international conference presentations, aiming to broaden exposure and participation in MMC research.

Systems Approach to Business Model Innovation: Ehsan Gharaie emphasised that the research adopts a systems view of business models, aiming to understand and improve MMC uptake across the entire supply chain and industry ecosystem, rather than focusing on individual companies.

Actions

1. **Case Study Participation Confirmation:** Follow up with Modscape to confirm their participation as a case study partner for the project. (Paul Matthew)
2. **Potential Additional Case Studies:** Reach out to Burbank and Xlam to explore the possibility of including them as additional case studies in the project. (Soheila Ghafoor)
3. **Barriers to MMC Uptake Research:** Include the question of how coordination across different states, councils, and regulatory environments affects MMC uptake as a research topic in the project. (Soheila Ghafoor)
4. **Communications Matrix Contributions:** Invite project steering group members to suggest forums, conferences, or avenues where the research can be communicated and add these to the communications planning matrix. (Soheila Ghafoor)
5. **Student Engagement Opportunities:** Explore opportunities for student engagement in the project and add relevant dissemination actions to the communications matrix. (Soheila Ghafoor)
6. **Conference Presentation Coordination:** Coordinate with Jude Munro regarding participation and presentation at the WSBE 26 conference in June, including confirming the date and session details. (Soheila Ghafoor)