Project Steering Group Meeting

Sustainable Built Environment National Research Centre AUSTRALIA

PROJECT 1.11.1 Business Model Innovation – PSG 03 October 2026

Business Model Innovation for Unlocking Modern Methods of Construction in Social and Affordable Housing Supply

Chair:

Jude Munro AO, Director,

Jude Munro and Associates

Project Leader:

Dr Soheila Ghafoor,

RMIT University

Curtin University · Western Sydney University · RMIT University · The University Of Queensland Australia · ATLAS · Queensland Government · NSW Government · Government of Western Australia · Sunshine Coast Council

Meeting agenda

Item	Agenda section	Sub-items
1.0	Welcome and introductions	1.1–1.3
2.0	Project progress and research findings	2.1–2.5
3.0	Implementation	3.1–3.3
4.0	Communications	4.1
5.0	Collaborations	5.1–5.3
6.0	Any other business and actions	6.1–6.3
7.0	Dates for next meetings	7.1

Meeting papers

Reference	Document / Link
A	Meeting Notes and Actions arising from PSG#2
B	Project PSG Page Overview
C	Case Study Summary
D	Quarterly Report 2
E	Industry Partner Engagement Sessions
F	Project Timeline
G	Communications Plan

Reference material is available via the PSG Project Page.

Previous meeting notes and actions

Chair and Project Leader. Reference: Attachment A.

Ref.	Action from PSG #2	Owner	Due date	Status
1	**Literature Review Feedback:** Collect and incorporate participant feedback on the literature review via Soheila directly or the research@sbenrc.com.au inbox.	Soheila Ghafoor, Grace Martini	PSG#3	Completed
2	**Inclusion of Risk Analysis in Business Models:** Evaluate and incorporate the risk versus reward factor in business model analysis for delivery to the government pipeline, within the literature review and case studies.	Soheila Ghafoor	PSG#3	Completed
3	**Inclusion of Past Failures in Literature Review:** Capture and analyse failures and lessons learnt from businesses that have previously explored or pioneered in the MMC space.	Soheila Ghafoor	PSG#3	Completed
4	**Expansion of One-Stop Shop Model Analysis:** Expand the analysis to address nuances, including why organisations may be compelled to adopt this model due to market maturity and survival needs.	Soheila Ghafoor	PSG#3	Completed
5	**Clarification of Turnkey Service versus One-Stop Shop:** Clarify the distinction, with a focus on client interaction and risk allocation.	Soheila Ghafoor	PSG#3	Completed
6	**Overlay of Procurement and Contracting Models:** Analyse predominant models across jurisdictions and their impact on business models and ecosystem interaction.	Soheila Ghafoor	PSG#3	Completed

CONFIRMATION

Previous minutes and action details refer to Attachment A.

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Researcher Briefing | Key Findings and Insights for Partners

For information and discussion

2.1 Research aims and progress

Project Leader or rep. Reference: Attachment B.

PROJECT OBJECTIVES

1. **Map the business-as-usual:** Map how social and affordable housing MMC projects currently operate, including strategies, processes and organisational practices of key stakeholders under the business-as-usual model.
2. **Identify business model barriers:** Identify challenges within the business-as-usual practices that constrain the uptake of MMC in social and affordable housing supply.
3. **Develop business model innovation strategies:** Formulate strategies for innovating the business model that address identified challenges and enable broader uptake of MMC in social and affordable housing supply.

PROJECT LEADER UPDATE

Progress against the agreed scope

Completed work and evidence since the last PSG

Changes, risks and decisions for the group

2.2 Case studies

Project Leader: Soheila Ghafoor; Reference: Attachment C

Case study context	Status update	Requirements for discussion
ArKit – Victoria Modular, prefab, low-rise social housing construction Industry partner: ArKit	Ahead	
Modscape – Queensland Modular, prefab social housing construction Partners: Modscape; QLD Dept of Housing and Public Works; QLD Policy and Legislation; QLD Treasury	On track	
PACT Construction – Western Australia Precast concrete social and affordable housing projects Partners: Atlas Precast; Atlas (Housing); WA Dept of Housing and Works; WA Dept of Finance, Strategic Projects; DevelopmentWA	Delayed	

2.2 Case study 2 - ArKit (Victoria)

Interviews (planned to be) conducted with case study stakeholders:

Role	Stakeholder Group	Interviewed	Code
Chief Executive Officer	Client	4-Sep	V1
Senior Development Manager	Client	18-Sep	V2
Assistant Development Manager	Client		V3
Director	Project Manager		V4
Architect, Senior Associate	MMC Provider/Builder	14-Oct	V5
BIM Manager	MMC Provider/Builder	24-Sep	V6
Production Manager	MMC Provider/Builder		V7
Senior Project Manager	Client/Financer		V8

- Factory tour

2.2 Case study 2 - Modscape (Queensland)

Engagements with case study stakeholders and partners:

- Factory tour
- Robbie Claase, Modscape
- Peter Vanderaa, QLD Treasury
- Peter Nelson, QLD Dept of Housing and Public Works (QDHPW)

2.2 Preliminary findings

Business model related factors

- Shorter construction programme
- Cost
- Being a one-stop shop (“because as community housing providers, you don't want to take on all that risk”)
- The design (“the architecture works really well for our client cohort … they understand what it is we're looking for”)
- Aesthetically pleasing outcome
- Quality control
- Prior experience and trustworthiness

Ecosystem related factors

- Government funding programs (procurement)
- Lack of skilled workers in regional settings
- Domestic builders’ insurance cap
- Reduced site disruption, including NIMBY behaviour (especially in regional settings)
- Unknown costs
- Site specs

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PSG Discussion | Key Findings and Insights for Partners

For information and discussion

2.3 New project partners and funding

2.4 Future work plans and deliverables

Project Leader. Reference: Attachment F, Project Timeline.

Deliverables	Status update	Planned completion	PSG input needed
Literature review	Draft completed and shared via PSG page – to be finalised following case studies and feedback from PSG	March 2027	Feedback on literature review shared via PSG page
Case studies	Scope confirmed, interviews underway and draft report to be completed in Q1 2027	June 2027	Partner input
Research outputs	Paper submitted for Australian Housing Research Conference 2027	Feb 2027	Agree priorities

2.5 Delivery & payment milestone schedule

Project Leader. Source: executed Project Agreement (Payment Schedule). Figures exclude GST.

PSG review checkpoint	Contracted deliverable / milestone	Payment amount	Payment due	Approval status
PSG #3 22 Oct 2026	Half Year Review (no longer required – PSG #3 agenda); Quarterly Report 2; Industry Partner Engagement Sessions as agreed by SBEnrc	**$40,000 (20%)** RMIT $22,000; Curtin $10,000; UQ $8,000	26 Oct 2026	For PSG #3 approval
PSG #4 10 Feb 2027	Quarterly Report 3; Research and Case Study Summary Presentations as agreed by SBEnrc; Draft Uptake and Impact Report	**$40,000 (20%)** RMIT $22,000; Curtin $10,000; UQ $8,000	15 Feb 2027	Not yet due
PSG #5 12 May 2027	Half Year Review; Quarterly Report 4; Industry Dissemination Outputs (Project Website) as agreed by SBEnrc; Knowledge transfer/Industry Adoption Plan (Item 2.7) as agreed by SBEnrc; Draft Research Report; Draft Industry Report	**$40,000 (20%)** RMIT $22,000; Curtin $10,000; UQ $8,000	17 May 2027	Not yet due
PSG #6 (Final) 11 Aug 2027	Quarterly Report 5; Final Industry Report (pre-approval); Final Research Report (pre-approval); Communications package (YouTube video and graphically designed, technically reviewed 16–24 page Industry Report); Final Uptake and Impact Report	**$20,000 (10%)** RMIT $11,000; Curtin $5,000; UQ $4,000	30 Sep 2027	Not yet due

IMPORTANT

PSG to confirm milestones have progressed to a satisfactory level to release payment milestone to research team

3.1 Partner pathways from research into practice

3.2 Potential barriers to implementation

3.3 Project uptake and impact reporting

All members, led by the Chair

Barrier to confirm	Effect on implementation	Proposed response	Owner
[Partner-identified barrier]	[Consequence or dependency]	[Agreed response]	[Name]
[Partner-identified barrier]	[Consequence or dependency]	[Agreed response]	[Name]
[Partner-identified barrier]	[Consequence or dependency]	[Agreed response]	[Name]

4.1 Communication Plan

Project Leader. Reference: Attachment G.

Audience	Description	Channel	Date
Core Partners; MRWA	Final Industry Presentations	Partner Events (Internal)	TBC
National industry/government	National dissemination workshop	Industry Events	TBC
Research and industry organisations	Australasian Housing Researchers Conference 2027	Academic Conferences	Feb 2027
Industry & Research Partners	Curtin, Griffith & WSU internal channels	Project updates	TBC
Industry & Research Partners	Project Steering Group meeting	Project updates	TBC
Industry & Research Partners	Not specified in plan	Partner Internal Communications	TBC
Industry & Research Partners	Distribute project Fact Sheet through industry and research partners	Fact Sheets	TBC
LinkedIn	SBEnrc LinkedIn page + project stakeholders LinkedIn pages	LinkedIn	TBC

6.1 Any other business

6.2 Further comments from the PSG

6.3 Actions arising from this meeting

Project Leader or representative

Ref.	Agenda item	Agreed action	Owner	Due date	Status
01	[Item]	[Record agreed action]	[Name]	[Date]	[Status]
02	[Item]	[Record agreed action]	[Name]	[Date]	[Status]
03	[Item]	[Record agreed action]	[Name]	[Date]	[Status]
04	[Item]	[Record agreed action]	[Name]	[Date]	[Status]

7.1 Next PSG meetings

Project 1.11.1. Published schedule from the supplied PSG #3 agenda.

Meeting	Date	Time in Western Australia
PSG #03	22 October 2026	12:00–13:30 AWST
PSG #04	10 February 2027	12:00–13:30 AWST
PSG #05	12 May 2027	12:00–13:30 AWST
PSG #06	11 August 2027	12:00–13:30 AWST

Calendar invitations: Research@sbenrc.com.au

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MEETING CLOSE

Thank you all for your time and input

Chair:

Jude Munro AO, Director,

Jude Munro and Associates

Project Leader:

Dr Soheila Ghafoor,

RMIT University