PSG#3 - P1.11.1 Business Model Innovation for Unlocking Modern Methods of Construction in Social and Affordable Housing Supply

Date: Wednesday 21st October 2026

Time: 12.00pm – 1.30pm AWST

Attendance:

- Jude Munro AO (Jude Munro and Associates) – Meeting Chair
- Soheila Ghafoor (RMIT) – Project Lead
- Ehsan Gharaie (RMIT)
- Ali Zolghadr (RMIT)
- Salman Shooshtarian (RMIT)
- Vasilios Papastamoulis (Curtin University)
- Aaron Dove (WA Dept of Housing and Works)
- Greg Lawrence (WA Dept of Housing and Works)
- Jenella Voitkevich (Main Roads Western Australia)
- Elaina Lobendahn (Defence Housing Australia)
- Tim Jansen (Defence Housing Australia)
- Dyan Johnson (Master Builders Queensland)
- Peter Nelson (QLD Dept of Housing and Public Works (QDHPW)
- Peter Vandreaa (QLD Treasury)
- Robbie Claase (Modscape)
- Sara Alidoust (The University of Queensland)
- Andrew Fotia (Arkit)
- Duncan Brand (Burbank)
- Will Hackney (SBEnrc)
- Adriana Sanchez (SBEnrc)
- Lindsay Kyle (SBEnrc)

Notes

Project Progress and Case Studies: Soheila Ghafoor reported that the literature-review feedback has been incorporated into the case-study design, with the Victoria case study ahead of schedule, Queensland on track, and Western Australia delayed but being re-established with new research support.

Preliminary MMC Business and Ecosystem Findings: Soheila Ghafoor identified shorter construction programs, one-stop-shop delivery, design capability, quality, trust, procurement conditions, workforce shortages, insurance limits, and reduced site disruption as factors shaping MMC value and uptake.

Business Model Scope and Enablers: Vasilios Papastamoulis and Soheila Ghafoor discussed whether the project should explicitly connect barriers with enablers and strategies, agreeing that future interviews can more deliberately trace the relationship between those elements.

Risk Allocation and Delivery Partnerships: Participants examined how one-stop-shop, manufacturer, builder, and turnkey models distribute contractual risk, with Robbie Claase, Andrew Fotia, Peter

Nelson, and Ehsan Gharaie emphasising that scalable delivery depends on clear roles and durable relationships between manufacturers, contractors, and clients.

Government Procurement and Ecosystem Structure: Peter Nelson, Robbie Claase, Aaron Dove, Ali Zolghadr, and others led discussion that government generally transacts with principal contractors capable of carrying contract risk, while MMC manufacturers participate through supply, partnership, or vertically integrated arrangements shaped by client capability and project context.

Regional Delivery And Workforce Constraints: Aaron Dove, Jenella Voitkevich, Jude Munro, and Ali Zolghadr led discussion on whether regional MMC delivery could offset labour shortages through centralized manufacturing and local assembly, while identifying land servicing, workforce retention, transport, infrastructure, and remoteness as significant constraints.

MMC Certification And Industry Integration: Elaina Lobendahn, Dyan Johnson, Vasilios Papastamoulis, and Jude Munro identified certification, professional standards, quantity surveying, and mainstream specification pathways as ecosystem issues that may determine whether MMC products and systems can be adopted at scale.

Actions And Upcoming Engagement: Jude Munro formally noted Soheila Ghafoor's report, while Will Hackney outlined follow-up engagement with core partners, continued case-study work, and national industry workshops planned for March to translate project findings into broader industry action.

Actions

1. **WA Case Study:** Accelerate the WA case-study data collection with support from the DWM partners and the newly assigned Curtin University team. (Soheila Ghafoor, Vasilios Papastamoulis, Francesco Mancini)
2. **Research Framework:** Clarify the research framework so Objective 2 captures both barriers and enablers, and ensure interview questions link barriers, enablers, and evidence-based strategies for Objective 3. (Soheila Ghafoor, Vasilios Papastamoulis)
3. **Business Model Analysis:** Further analyse how one-stop-shop and builder–manufacturer models allocate contract risk, responsibilities, and value across clients, builders, manufacturers, and other ecosystem actors. (Soheila Ghafoor, research team)
4. **MMC Certification:** Assess the implications of the ABCB voluntary product-certification scheme versus state-based building certification for different MMC business models and include the issue in the research analysis. (Soheila Ghafoor, research team)
5. **Industry Engagement:** Engage the Atlas executive team before PSG4 to share the project's progress and incorporate their feedback into the research work. (Will Hackney)
6. **National Workshops:** Send invitations before the end of the year for the national industry workshops planned for March next year. (Will Hackney)