Building Construction and Maintenance Category

Forum report

Queensland Government

Table of Contents

Introduction

This report provides a summary of the Building Construction and Maintenance (BCM) Category Collaboration Forum (the Forum) held on Thursday 1 June 2017.

The day was a combination of government and industry speakers supported by interactive collaboration sessions by attendees. Appendix 1 provides the full BCM Forum Program.

The Forum was attended by approximately 120 attendees representing 28 organisations. Appendix 2 provides a list of government agencies and organisations.

In addition to this report a short summary of the day is also available on video.

Summary of key themes

Several key themes and findings emerged during the day these include:

- The number one priority activity is regional planning with 86% of attendees rating "finding a method of regionally planning" as important and urgent.
- Collaboration within or across agencies is not common when undertaking procurement with over 40% in attendance rarely collaborating.
- Planning and forward notice – 7.5 % of attendees advised they never provide industry with forward notice of tendering opportunities with only 20% often providing notice and the remainder on an occasional basis.
- To improve practice participating agencies requested:
  - Improved guidelines, tools, methodology, defining value and case studies on good practice.
  - Improved education and training.
  - Assistance with regional forums and networks including a communication mechanism for exchange of information.
  - Development of framework, tools, platforms, assets data base to aid in collaborative planning.

Overview from the speakers

Key note speaker

Liza Carroll, Director-General, Department of Housing and Public Works and Chair of the Queensland Procurement Committee

Key messages/findings

- Working together can help us deliver maximum benefits to communities—by ensuring appropriate opportunities are offered to local contractors and peaks and troughs in programs are levelled.
- Category management is about managing BCM in both a strategic and collaborative way. In particular, it provides a coordinated approach to dealing with industry and supply markets.
- How we can get the best out of our new agency-led, centrally enabled approach and really drive some great outcomes across the sector?
- Value for money, local providers, the forward pipeline of work are all part of the new framework to work with industry in partnership.

Government panel Q&A

The panel consisted of:

- Kimberley Dripps, Assistant Director-General Queensland Government Procurement, Department of Housing and Public Works
- Bill Lewis, Executive Director, Project Delivery, Department of State Development
- Andrew Curthoys, Director, Infrastructure Policy, Taskforce and Engagement at Department of Infrastructure, Local Government and Planning.

The panel topics included:

- Vision for Queensland Government
- Procurement and the agency led, centrally enabled model
- Defining value for money

- Industry engagement
- Strategic Asset Management and Building Information Modelling
- Practical strategies to engage local suppliers.

Appendix 3 includes a list of the audience questions and answers which were answered on the day as well as a complete list of audience questions and responses unable to be answered on the day.

Industry speakers

Bruce Wolfe, Managing Director Conrad Gargett and Queensland Chapter President Australian Institute of Architects

Key messages/findings:

- This presentation made extensive use of data to demonstrate that value was more than mere price.
- The strategic importance yet relative low cost of asset design was emphasised.
- Industry feedback on procurement processes e.g. the cost of tendering.
- Case study: Lady Cilento Children's Hospital.

Iain Ward, President, Queensland Major Contractors Association and Operations Manager, CPB Contractors (formerly Leighton Contractors)

Key messages/findings:

- The importance of having a clear forward pipeline of projects across the state so that contractors can plan their resources, especially in regional areas.
- The impact on local communities and industries not having visibility of a forward pipeline of projects.
- The importance of engaging with industry for better outcomes.
- Insight into industry procurement practices.

The speaker slides are available online to provide further context.

Summary of interactive sessions

Group collaboration activity 1: Importance and urgency

A total of 4 interactive collaboration sessions were conducted during the forum. The aim of these sessions were to enable structured feedback from attendees. The information contained in the activity summaries reflects the opinions of the attendees that participated in the workshop.

Leveraging the topics from the key note speakers and government panel, seven key topics were provided to attendees. The attendees then had to identify how important and urgent each point was to their agency. This was a group consensus activity so each table responded collectively in identifying importance and urgency. The seven key points were:

1. Have a common vision for BCM category in Queensland Government?
2. Have an embedded agency led, centrally enabled operating model?
3. Improve understanding of what value and price is?
4. Find an effective way to plan regionally across agencies?
5. Improve the way we package work to create local content and local jobs?
6. Improve practice to make tendering more efficient and use a standard application of contracts?
7. Improve our pre-planning to make more informed decisions using strategic asset management and Building Information Modelling?

Results

Interactive Session 1: Key Points Importance and Urgency
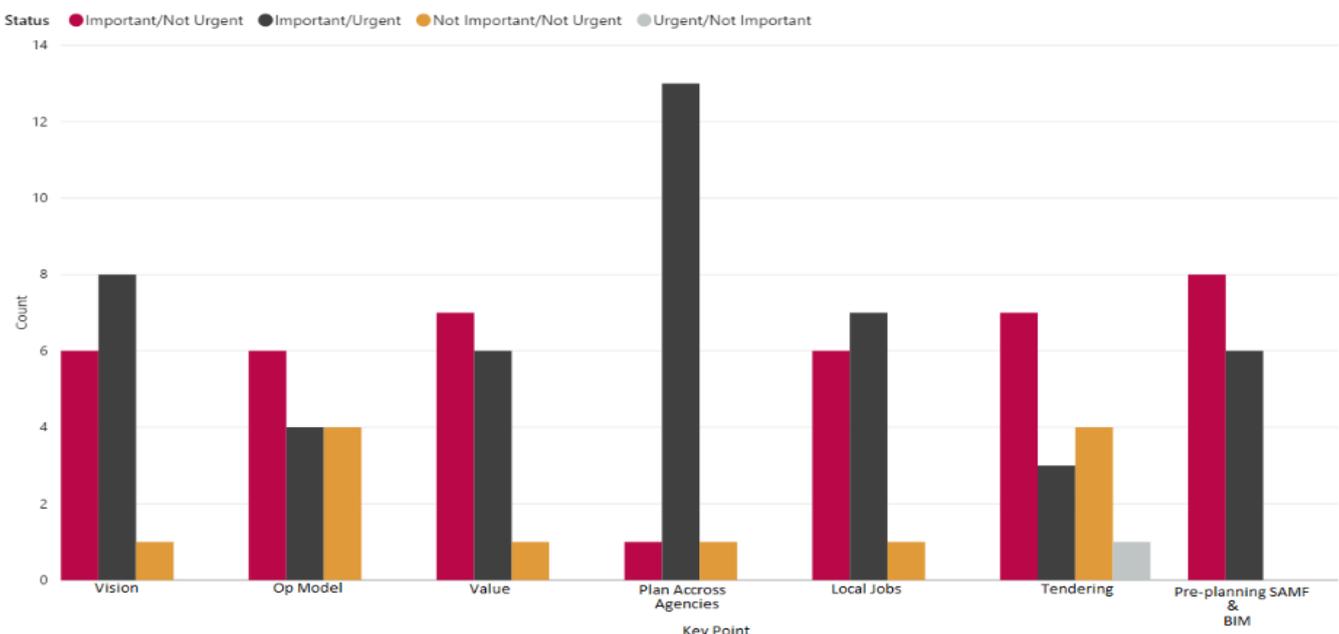
Results summary

- The general consensus among attendees was that all key points were important but their urgency was debatable.
- Highest importance and urgent votes: Key point 4: *Find an effective way to plan regionally across agencies?* which received an 86 percent response rate.
- Lowest importance votes: As there was some discrepancy in this response with a number of tables rating these areas as important, there were two questions which were identified:
  - Key point 2: Have an embedded agency led, centrally enabled operating model?
  - Key point 6: Improve practice to make tendering more efficient and use a standard application of contracts?
- The results indicate that on the whole, attendees see all of the key points as being important for category management, but they vary in their perception of how urgent they are.
- The comments below provide a greater insight into the interpretation of urgency and prioritisation.

Table comments and insights

Key Points	Comments
1. Have a common vision for BCM category in Queensland Government?	• This will be driven by improving the understanding of value for money.
2. Have an embedded agency led, centrally enabled operating model?	• 'Agency led' should be defined as cohesion at all levels to achieve a whole-of-government outcome. • 'Agency led' needs to be collaborative and centrally enabled needs to be agile and partnered.
3. Improve understanding of what value and price is?	• Understanding value will drive implementation of the common vision and a change in behaviour. • Bundling does not always equate with value.
4. Find an effective way to plan regionally across agencies?	• Key priority for government • If done will this will drive effective work packaging to create local content and local jobs.
5. Improve the way we package work to create local content and local jobs?	• When this becomes more strategic and better planned, it will drive change in making tendering more efficient. • There is an issue with the competence and capability of the workforce.
6. Improve practice to make tendering more efficient and use a standard application of contracts?	• Quality of contracts has an impact on this. • Taking a more strategic approach to the way we package work to create local jobs and local content will drive this.
7. Improve our pre-planning to make more informed decisions using strategic asset management and Building Information Modelling (BIM)?	• A BIM data system is needed initially to enable this.

## Group collaboration activity 2: Always – Never continuum

Attendees were asked to assess how often they undertook the following practices identified as important by the first three speakers:

1. **Value:** Defining value and making a decision based on value.
2. **Planning:** Providing industry with forward notifications of upcoming projects and tenders.
3. **Local jobs:** Packaging work to match market capabilities.
4. **Collaboration:** Collaborating with others in and outside the agency to maximize the market's capacity and capability.
5. **Time to tender:** Considering how much is involved for suppliers when tendering for government.

This was an individual activity but tables could also group together to respond. Below is the breakdown of responses:

Results

Interactive Session 2: 5 Themes on an Always - Never Continuum
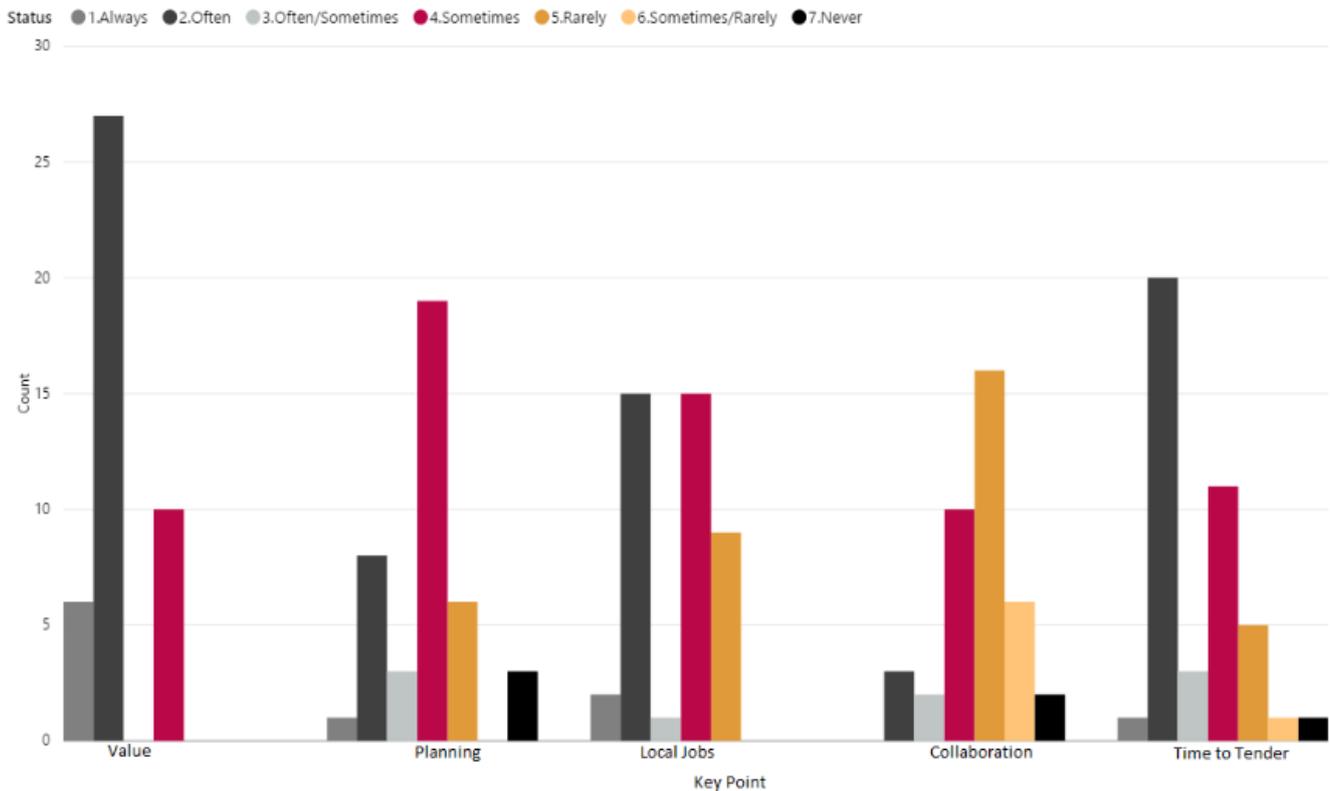
Results summary

- Attendees mainly assessed the frequency of their practice of these themes between 'often' and 'sometimes'.
- 'Always' and 'never' received relatively few votes overall, however this in itself is significant.

Themes	Number of responses	Summary of findings
Value	43	• Defining value for money and making a decision based on value was the most frequently practised theme. • All attendees said they did this either always, often or sometimes.

Themes	Number of responses	Summary of findings
Time to tender	42	• Complex tender processes prohibits smaller and low to medium cost businesses from tendering. • More early contractor involvement would improve efficiencies.
Local jobs	42	• A significant majority of respondents (71.4%) said they either sometimes or often packaged work to match market capabilities. • Just less than a quarter said they rarely did so and there were none who said they never do so. • Consideration for size of Prequalified Contractor (QPC) zones is required. • Industry support is required to achieve this.
Planning	40	• Planning appears to be an area where there is a disparity of practice. • Almost half of all attendees said that they sometimes provided industry with forward notifications of upcoming projects and tenders and 20% said they often did this. However 7.5% of attendees said they never provide forward notifications of upcoming projects and no other theme received as many 'never' ratings.
Collaboration	39	• This theme received the fewest responses and registered as the least frequently practised and is a critical element of regional planning and collaboration. • 41% of attendees said that they rarely collaborated with others in and outside the agency to maximize the market's capacity and capability. • Nobody always collaborated with others and 0.07% often collaborated. • Just over a quarter said that they sometimes collaborated • How can the good practice in collaboration during disasters be leveraged?.

Group collaboration activity 3: Spheres of influence and control
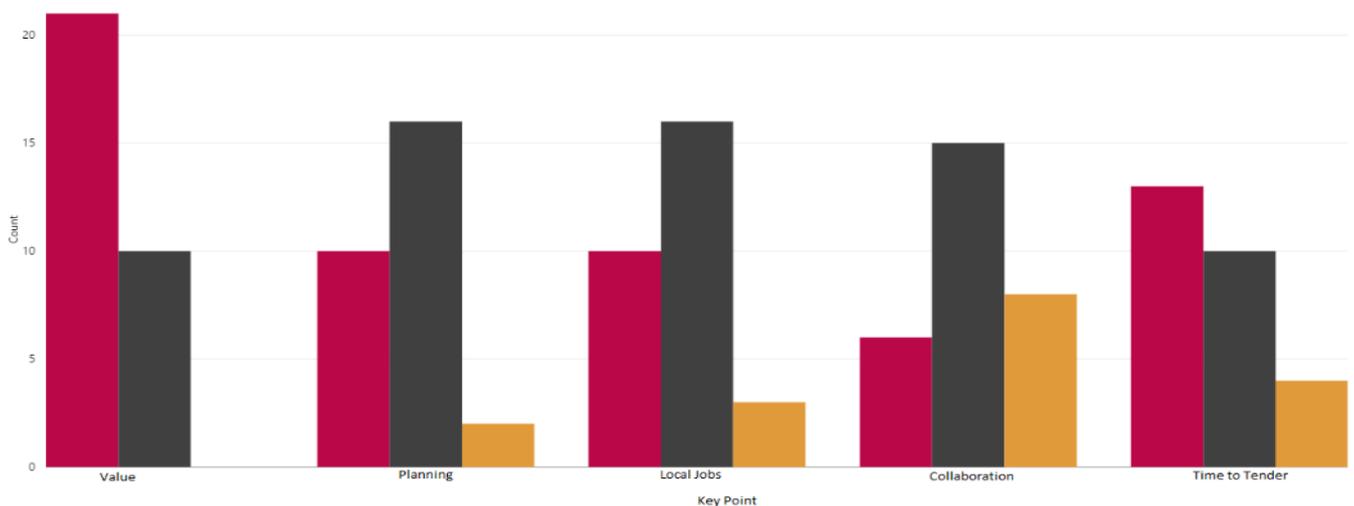
Attendees were asked to indicate their level of empowerment relating to the five themes using the spheres of influence and control model:

- Value
- Planning
- Local jobs

- Collaboration
- Time to tender

Results

Themes	Summary of findings
Value	• All respondents identified the ability to influence value decisions in tendering. • Almost 70% of all delegates said they had both control and influence over defining value.
Time to tender	• Almost half of all delegates said they had control and influence over considering supplier effort when approaching the market. On the other hand there were almost 15% who said they had no influence or control in the tendering theme. • Comments: This depends on the job and the political mandate.
Planning Local jobs	• These themes received similar responses. • Over a third of all delegates said they had both influence and control of planning and packaging work to match market capabilities, while over half (57%) said they had influence over both, but not control. • Very few said they had neither influence or control of planning or local jobs, indicating a significant level of empowerment in these two areas. • Comments: Skill sets vs price point is difficult to correlate in some rural areas.
Collaboration	• There was the largest disparity between perceptions of empowerment in this theme. Over a quarter (26.7%) of responses were in the no influence and no control sphere while just under 20% were in the empowered sphere (control and influence). • Comments: Collaboration needs to be centrally enabled.

Group collaboration activity 4: Forces for change

Below is a brief overview of some of the key themes.

Themes	Internal action—What can we do	External action—What we require from others
Value	• Create a better understanding of value internally and externally. Simplify procurement processes and tendering. • Better methodology around defining value. • Increased collaboration with industry. • Include value in tender documentation. • Local forums for inter-agency and inter-government collaboration.	• Clear policy to convince all levels. Better methodology around guidelines, tools, methodology, defining value e.g. case studies. • Training and education.
Planning	• Align budget cycle with forward procurement pipeline. • Publish pipeline. • Use social media.	• Framework, tools, platforms, assets data base to aid in collaborative planning. • Provide enough time to plan.

Themes	Internal action—What can we do	External action—What we require from others
	• Understand capability of local industry to evaluate opportunities for work.	• More flexibility in or longer planning and budget cycles. • Regional profile of suppliers and capability. • Ensure industry understands this is a priority for us. • Structure and process tools.
Local jobs	• Put greater emphasis on local procurement in tenders e.g. conditions. • Engage better with local industry/suppliers. • Better planning and sharing plans/ pipeline. • Regional forums for agencies, industry, local council, other Queensland Government departments/agencies.	• Peak Body support. • Contract arrangements to suit regional delivery. • Improve PQC system. • Define Social Enterprise engagement.
Collaboration	• Influence the Premier and Ministers to work on the same agenda—central pipeline facility. • Realistic timeframes to achieve desired result. • Better forward planning to allocate reasonable timeframes.	• Whole-of-government approach— framework, principles, 'marketplace' or 'hub'. • Communication mechanism for exchange of information. • Assistance with regional forums and networks.
Time to tender	• More efficient market engagement models. • Standardised processes and documents. • Forward program of works—three to five years not one year. • Remove political agenda from equation.	• Client education about fair tender. • Publish recommended timeframes (Code of tendering). • Industry engagement to understand timeframes required.
Other	• **Social housing:** Explore delivery models where the contractor company is responsible for maintaining an asset to agreed standards including data collection rather than government agencies collecting and analysing data then developing programs for maintenance. • **BAS informing clients:** BAS will need to inform clients what we "BAS" are doing with all of the above. Pipeline is not just the BIG jobs. Much to be gained from the small jobs. Maintenance/Operations pipelines.	• Whole-of-government Business Management System or document and data resources.

Conclusion

The attendee's responses show a high level of engagement in the group collaboration activities and a strong understanding of:

- the principles of category management; and
- what is expected of them in its implementation.

This appears to be a very positive starting point and indicates a general willingness to engage and embrace change. The responses to the final group collaboration activity particularly indicated how committed attendees are to the category approach.

Contact

For questions on this report, please contact BCMSecretariat@hpw.qld.gov.au

Appendix 1: BCM Forum program

8.30am – 9.00am   Registration (tea and coffee available)

9.00am – 9.10am   Welcome to attendees and introduction

9.10 – 9.30am   Opening key note speaker*: Setting the vision for Building Construction and Maintenance category*

Ms Liza Carroll, Director-General, Department of Housing and Public Works and Chair of the Queensland Government Procurement Committee

9.30am – 10.00am   Government panel: *What does a collaborative Building Construction and Maintenance category model look like for Qld Government?*

Ms Kimberley Dripps, Assistant-Director General, Queensland Government Procurement, Department of Housing and Public Works

Mr Bill Lewis, Executive Director, Major Projects and Property, Department of State Development

Mr Andrew Curthoys, Director Infrastructure Policy, Engagement and Taskforce, Department of Infrastructure, Local Government and Planning

10.00am – 10.15am   Government panel Q&A

10.15am – 10.35am   Group collaboration activities:

1. Importance and urgency

10.35am – 11.00am   Morning tea

11.00am – 11.30am   Industry speaker: *Defining value from an industry perspective*

Mr Bruce Wolfe, Managing Director, Conrad Gargett and Queensland Chapter President, Australian Institute of Architects

11.30am – 11.50am   Group collaboration activity:

2. Always – Never continuum

11.50am – 12.20pm   Industry speaker: *Driving value through procurement*

Mr Iain Ward, Operations Manager, CPB Contractors (formerly Leighton Contractors) and President, Queensland Major Contractors Association

12.20pm – 12.50pm   Group collaboration activity:

3. Sphere of influence and control

4. Forces for change—Health check

12.50pm – 1.00pm   Wrap up and close

Appendix 2: BCM Forum attendees

The forum was attended by approximately 120 people and represented by 28 organisations.

Type of organisation	Organisation representation
Queensland Government departments/agencies	• Department of Aboriginal and Torres Strait Islander Partnerships • Department of Agriculture and Fisheries • Department of Communities, Child Safety and Disability Services • Department of Education and Training • Department of Environment and Heritage Protection • Department of Housing and Public Works • Department of Infrastructure, Local Government and Planning • Department of Justice and Attorney-General • Department of National Parks, Sport and Racing including Queensland Parks and Wildlife Services • Department of Natural Resources and Mines • Department of State Development • Department of Transport and Main Roads • Queensland Health • Queensland Treasury • Public Safety Business Agency
Hospital and health services	• Central Queensland Hospital and Health Services • Children's Health Qld • Darling Downs Hospital and Health Services • Metro North Hospital and Health Services • Metro South Hospital and Health Services • Princess Alexandra Hospital • South West Hospital and Health Services • Sunshine Coast Hospital and Health Services • Townsville Hospital and Health Services • West Moreton Hospital and Health Services
Government owned corporations	• Queensland Urban Utilities
University	• University of Queensland

Appendix 3: Questions raised at the BCM Forum

Government panel

Question	Response	Panel member
How quickly can we get collaboration in rural communities?	Use a principle-based approach. Have planning based conversations. Think about involving local government.	Kimberley Dripps
How do we deal with the reporting and administration impost of category management? Who will gather the data?	Use existing systems to capture and interrogate data.	Kimberley Dripps
What are the barriers and challenges?	Change is always a challenge. Facilities/Operations Managers will need to be upskilled but there is time to do this.	Kimberley Dripps
How do we ensure data capture is consistent? Will there be a single point of capture?	This is being worked on now. National and International standards are being researched. A draft proposal will be presented to Cabinet.	Kimberley Dripps
How will asset management change with BIM?	Possible to interrogate more effectively; save time and money as product codes and specifications will be on hand.	Andrew Curthoys

Additional questions

Question	Response
How do you see Queensland procurement in 5 years?	In 5 years, we would like to see Queensland procurement to be: • a trusted advisor within government • seen as part of the value creation model • recognised as having leading capability of procurement in Queensland.
What is Queensland Procurement direction on engaging local contracts and social enterprises?	The Queensland Government is strongly committed to the jobs agenda and growing local communities. The Queensland Procurement Policy encourages staff to look beyond price when assessing value for money including advancing the government's economic, environmental and social objectives. The Queensland Government Procurement (QGP) team is currently working on expanding guidance material on local and social procurement.
What do you see as the probity issues affecting visibility of project pipelines?	Publishing a forward pipeline ensures that the same information is available to all potential suppliers.
Forward Procurement Pipeline has been around for a while in the Queensland Procurement Policy. What are the blockages?	The key challenge is having a minimum number of systems that are simple and easy for industry to read and understand, and for staff to use.
What's the solution to address varied systems, and codings to enable single data capture?	The solution is a Data Strategy, by focussing on data quality analytics and data mining tools. The key to data is ensuring it is aligned to required outcome and process improvement rather than just provide information.
How can we make it easier for small business to provide proposals?	There are a number of ways that we can make it easier for small business to provide proposals. These include: • having systems and processes that are simple for staff and suppliers to use, with some consistency in processes. • needing to understand the key challenge for small business. • leveraging the work done by the Department of State Development in Tendering for Government Business sessions.
How can agencies collaborate to better manage the programs of work?	There are a number of ways agencies can collaborate to better manage the programs of work. Currently there are many examples of cross-agency collaboration happening for programs in the discrete communities. This has traditionally occurred due to limited resource availability resulting in the need to work together to deliver on a specific program/project. It is also important for agencies to get involved in working groups such as the Building Contractors Category Working Group or the Queensland Building Information Modelling Working Group. The BCM team encourages any additional ideas in this space. Please email BCMSecretariat@hpw.qld.gov.au.
Please provide more information on the smoke detector trial?	More information on the trial is available within a new Smoke alarm fact sheet which has been developed in collaboration with the Department of Housing and Public Works and Queensland Fire and Emergency Services.
What types of roles and skills did you have on the	The total project cost of the Townsville Stadium was $250 million. Evaluation panel—skills of the core participants:

evaluation panel when procuring the managing contractor for the Townsville Stadium.	• architecture • town planning • facilities operations • project management • expert advice provided to the evaluation panel • quantity surveying • construction programming.
Can we please have the successful local participation strategies shared on the Townsville project?	Bill Lewis is available to discuss in detail with the person/s that raised the question. Please email BCMSecretariat@hpw.qld.gov.au and the BCM team will arrange a meeting or he will give you a call.
Great research and consultation on the Townsville stadium. How do you see this transferring into small/medium projects in regions?	Some of the strategies used would still be valid such as: • asking the right questions when going out for expressions of interest or in the non-price criteria of tenders • the use of the ICN gateway could still be applicable (should not be too onerous for companies to engage with and then be used by companies to find other project opportunities). Department of State Development uses the ICN gateway for other regional projects • more focus given during tender evaluations on whole of life costs would bring benefit • the local companies, to some degree, can offer greater value. That is if fairly and appropriately measured and evaluated
How does government better improve information sharing around pipeline processes (especially unfunded) to enable whole-of-government coordination with remote discrete communities in Queensland providing for whole-of-government procurement processes?	There are a number of different ways of improving information sharing, for example: • early engagement across agencies through working groups such as those established by the Department of Housing and Public Works • a consistent approach across government for the categorisation of projects, e.g. assigning each project with a unique identifier that confirms building type and location etc. • a consistent approach across government for assigning probability to projects (e.g. possible, likely and confirmed) and timing. Thereby providing the ability to establish a visible pipeline of project opportunities. • a central database for project data (using consistent categorisation). Note: there are some complexities with the above that would need to be worked through. For example, some agencies may not want to identify potential projects if this information were to be publicly released and result in unrealistic expectations early on.
How does government better improve information sharing around pipeline processes (especially unfunded) to enable whole-of-government coordination with remote discrete communities in Queensland providing for early advice on native title and cultural heritage?	Obtaining initial town planning reports such as those provided by Building and Asset Services (BAS), are helpful in identifying potential matters to be investigated addressed. Using specialist indigenous services teams, such as the one established within the Department of State Development.
How does government better improve	A recent example of this done well is the establishment of a lead agency for coordination of capital works in remote communities.

information sharing around pipeline processes (especially unfunded) to enable whole of government coordination with remote discrete communities in Queensland to maximise employment and business opportunities in communities?	In this example, Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP). • DATSIP maintain a master program of the capital works projects. • Regular meetings are held with agencies who have projects in the community including DATSIP, Department of Housing and Public Works, Department of State Development and Qld Health. • This approach offers the opportunity to assign timing to projects that avoids a 'boom and bust scenario'. • We are also providing more consistent flow of work opportunities, the long-term viability of local contractors is better secured along with the ability to train and upskill the local workforce. • Similarly, providing a pipeline of opportunities for project work gives greater certainty/confidence to local industry, meaning they are more likely to hire and invest in building their capability.
How does government better improve information sharing around pipeline processes (especially unfunded) to enable whole of government coordination with remote discrete communities in Queensland to minimise impact on local resources such as accommodation and employment?	Similar approach to the question above, there is a need to: • establish a lead for coordination of projects. This provides visibility across government of planned and potential projects. • work collaboratively across agencies to assign timing of projects so as to avoid a 'boom and bust scenario'. Note: there are some challenges with the above given government priorities/commitments may compromise the ability to stagger project work. Early visibility and engagement across agencies is key.
Building Information Modelling (BIM) takes time. How has this been considered in planning?	Whilst BIM may add time to delivery through early identification of problems, it is expected that there are benefits to delivery through rework in the design and documentation phase. Opportunities to reduce time include: • the use of computer aided design to attach building information to designs • the use of existing information available in libraries • the use of point-cloud assessments of the building to generate sufficient information to alter the building and do an as built assessment. • A radar and laser review of city blocks can provide very specific information such as floor heights, concrete density, lift shafts and so on.
BIM, excellent concept. How do we manage data input quality and currency in a resource competitive and sometimes resource poor environment and what is the level of materiality?	BIM has the opportunity to provide one point of truth rather than many. For existing buildings where up to date documentation doesn't exist, point cloud, radar and laser assessment can provide the as built. For new build greenfield and brownfield, the asset will also be created in a virtual environment. For lifecycle Asset Management practice will include the virtual model as well as the real asset. Alterations to the real asset will be requested to make changes to the virtual asset maintainer to update the BIM model. A recent example of how government applied this is the $2.25 million upgrade of the Cremorne Theatre at QPAC in 2017. This project was delivered in a shorter timeframe and at lower cost through the use of a BIM model. An existing BIM model of the theatre was provided to the architects to assist with their detailed design, quantity surveying and costing processes. Using traditional surveying methods, involving the architects going into the Theatre undertaking a detailed check measure of the space, doing investigative work in terms of the beams and structure, could have

	conservatively taken two weeks and an electronic (3D point-cloud) survey process would have taken approximately 4 days.
	QPAC providing the BIM model resulted in delivery of the redevelopment proposal in one day. This shows the value of maintaining a BIM model to contractors who are expected to deliver updates quickly. The accuracy of the model also ensured that requests for information were reduced and hence costs contained.
How does government manage product warranty processes for failed building components at present and how will BIM inform this in the future? i.e. for existing builds	Product warranty is currently managed by departments. In future, the usefulness of BIM will depend on the record keeping process of the asset manager. If information is kept alive then it can be used to manage warranty issues. The largest benefit is expected to be when considering volumes of components for tendering and specifications, contracts and so on.
BIM is exciting how will access be obtained by agencies?	Department of Infrastructure, Local Government and Planning is working with all agencies to work through principles but it will be up to agencies to determine the best solution Department of Infrastructure, Local Government and Planning will be hosting a BIM expo later this year providing the opportunity for IT and Asset Managers to attend. Agencies are represented on the BIM working group with members listed in Appendix 4.
Is the proposed Strategic Asset Management Plans (SAMP) based on the local government experience?	Local government experience has been mixed. The framework under development is targeted at state government learning from the local government experience and capitalising on international good practice.
Government procurement needs to retain value in complex health assets. History tells us that value engineering removes much of strategic asset management smarts. If possible and if so when will Managing Contracts (MC) mandate that these smarts be maintained?	What we are hoping through the application of BIM framework is that it will free up capital through the design and construction phases to retain and maintain strategic asset management smarts. Contract Services have suggested that agencies use project briefs rather than the conditions of contract. For more information email contractservices@hpw.qld.gov.au.
Will BIM be retrospective for existing assets or only new builds?	BIM is mandated for all new significant buildings from 2022. However existing assets will have it retrospectively applied in accordance with the agencies Asset Management approach.
BIM is just a tool, why use it over other data management systems?	BIM integrates data to a single point of truth. No other environment has demonstrated this ability. It has no limitation with attachments from existing software.
Are we at risk of just doing the innovative things and not the boring jobs?	Absolutely, we do need to consider how do we do more with what we have and planning for innovation so that business as usual can continue.
How do you determine the comparison between price and non-price and also the items of non-price and their	The BCM team is setting up a community of practice to further explore methodologies. However one method that currently exists is the Price Quality Methodology.

importance value for money ?	The Price Quality Methodology attempts to quantify how much one might pay for potentially 'better quality' over 'adequate quality' represented by the tenderer with the lowest non-price criteria score.
	The Price Quality Methodology calculates a dollar value for the non-price criteria score of each tenderer, which is deducted from each tenderer's tender price to establish a final ranking of the tenders.
	More information on this method can be found on the Department of Housing and Public Works website or contacting contractservices@hpw.qld.gov.au.
	This activity will be further supported by QGP through Value for Money guidance under development.
Who can I talk to in my agency if I want to talk more about the category?	Appendix 4 includes the list of Category Council and working group members.

Appendix 4: Category Council members and working groups

Category Council members as at 1 June 2017

Name	Agency
Don Rivers, (Chair) Assistant Director-General, Building Industry and Policy	Department of Housing and Public Works
Kimberley Dripps, Assistant Director-General and Chief Advisor Procurement, Queensland Government Procurement	Department of Housing and Public Works
David Sinclair, Executive Director, Capital and Assets	Queensland Health
Christine Castley, Deputy Director-General, Housing and Homelessness Services	Department of Housing and Public Works
Kevin Mara, Assistant Director-General, Infrastructure Services	Department of Education and Training
Peter Cook, Assistant Director-General, Corporate Services	Department of Justice and Attorney-General
Paul Hyde, Acting Executive Director, Assets and Procurement	Public Safety Business Agency
Mark Tierney, Director, Infrastructure Planning Office	Department of Infrastructure, Local Government Planning
Bill Lewis, Executive Director Project Delivery, Major Projects and Property	Department of State Development
Currently vacant	Hospital and Health Services
Peter Johnson, Assistant Under Treasurer	Queensland Treasury
Harry Venmans, Executive Director, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works

Smoke Alarms Procurement Working Group (SAPWG) as at 1 June 2017

Name	Agency
Les Bartley (Chair), Director, Housing and Homelessness Services	Department of Housing and Public Works
Anita Fuentes (Co-chair), Director, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works
Michael Austin, Senior Category Manager, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works
Chris Carlyon, Manager, Housing and Homelessness Services	Department of Housing and Public Works
Sue Hatfied, Senior Program Manager, Housing and Homelessness Services	Department of Housing and Public Works
Nicki Tiel, Senior Program Officer, Housing and Homelessness Services	Department of Housing and Public Works
Steve Mackrodt, Acting Executive Director, Building and Asset Services	Department of Housing and Public Works
Casey McDonough, Program Manager, Building and Asset Services	Department of Housing and Public Works
Nicole Hibbs, Procurement Specialist	Department of Housing and Public Works
Andrew Menadue, Senior Asset Manager, Public Works and Asset Management	Department of Housing and Public Works
Carlo Porreca, Principal Asset Manager, Public Works and Asset Management	Department of Housing and Public Works
Eoin Quinlivan, Director Retail Stores	Department of Aboriginal and Torres Strait Islander Partnerships
Damien Straede, Work Health Safety Advisor	Department of Aboriginal and Torres Strait Islander Partnerships
Penny Taylor, Senior Projects Officer	Department of Agriculture and Fisheries
Greg Snedden, Principal Program Officer, Property Management	Department of Communities, Child Safety and Disability Services
Carolyne Hull, Principal Policy Officer	Department of Education and Training
Gayle McGowan, Manager, Property Emergency and School Security	Department of Education and Training
Nicolas Massey, Senior Director Technical and Engineering, Capital Infrastructure Delivery Unit	Queensland Health
John Blumke, Manager, Assets	Department of National Parks, Sport and Racing

Bruce Noble, Team Leader, Assets	Department of National Parks, Sport and Racing
Graham Meharg, Senior Advisor (Property Maintenance)	Department of Transport and Main Roads
Christopher McKenzie, Director	Office of Fair Trading
Anthony Finn, Infrastructure Program Coordinator	Queensland Ambulance Services
Lindsay Hackett, Director Regional Operations	Queensland Fire and Emergency Services
Paul Murray, Acting Inspector Manager, Major Developments Unit	Queensland Fire and Emergency Services
Paul Heffernan, Executive Manager, Facilities Services, Property and Facilities Management	Public Safety Business Agencies
Robert Burns, Senior Consultant, Accommodation, Accommodation Services	Department of Natural Resources and Mines

Capability and Performance Working Group (CAPWG) as at 1 June 2017

Name	Agency
David Sinclair (Chair), Executive Director, Capital and Assets	Queensland Health
Harry Venmans (Co-chair), Executive Director, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works
David Faulkner, Acting Director, Remote Indigenous Land and Infrastructure Program Office (FILIPO)	Department of Aboriginal and Torres Strait Islander Partnerships
Chris Phillips, Manager, Property Management	Department of Communities, Child Safety and Disability Services
Dave Baxter, Executive Director, Infrastructure Planning and Delivery	Department of Education and Training
Andrew Curthoys, Director Infrastructure Policy, Engagement and Taskforce	Department of Infrastructure Local Government and Planning
Dimitris Petinakis, Director, Corrective Services	Department of Justice and Attorney-General
John Blumke, Manager, Assets	Department of National Parks, Sport and Racing
Dean Wallington, Manager, Facility and Accommodation Solutions	Department of Transport and Main Roads
Melissa Ovett, Director, Finance and Asset Management	Department of Agriculture and Fisheries
Anita Fuentes, Director, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works

Anna Herwig, Director, Building Industry and Policy	Department of Housing and Public Works
Vanessa White, Acting Director Procurement and Governance, Building and Asset Services	Department of Housing and Public Works
Hiro Kawamata, Executive Director Capital Assets, Housing and Homelessness Services	Department of Housing and Public Works
Deb Gallagher, Director, Office of the Chief Advisor Procurement	Department of Housing and Public Works
David Treby, Principal Contracts Manager, Building Industry and Policy	Department of Housing and Public Works
Robyn Ryan, Senior Project Officer, Property and Facilities Management	Public Safety Business Agency
Bill Lewis, Executive Director Project Delivery, Major Projects and Property	Department of State Development

Building Contractors Category Working Group (BCCWG) as at 1 June 2017

Name	Agency
Dave Baxter, (Chair), Executive Director, Infrastructure Planning and Delivery	Department of Education and Training
Harry Venmans, (Co-chair), Executive Director, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works
Dayv Carter, Director, Building Construction and Maintenance, Building Industry and Policy	Department of Housing and Public Works
Shane Reiche, Acting Director, Facilities Services	Department of Justice and Attorney-General
Richard Katt, Director Service Support	West Moreton's Hospital and Health Services
Bill Lewis, Executive Director Project Delivery, Major Projects and Property	Department of State Development
Andrew Curthoys, Director Infrastructure Policy, Engagement and Taskforce	Department of Infrastructure, Local Government and Planning
Steven Jennings, Senior Director, Procurement and Supply Unit, Metro South Corporate Services	Metro South Hospital and Health Services
Catherine McFadyen, Director, Economics	Queensland Treasury
Sophie Turner, Principal Commercial Analyst	Queensland Treasury
Les Bartley, Director, Asset Management and Information, Housing and Homelessness Services	Department of Housing and Public Works

Tim Joyce, Director, Housing and Homelessness Services	Department of Housing and Public Works
Don Matthews, Acting Executive Director, Building and Asset Services	Department of Housing and Public Works
Ross Smith, Manager, Building Industry and Policy	Department of Housing and Public Works
Anna Herwig, Director, Building Industry and Policy	Department of Housing and Public Works
Nikolas Nicolaidis, Principal Consultant Finance and Asset Management, Agriculture and Fisheries	Corporate Partnership representative
John Blumke, Manager, Assets	Corporate Partnership representative
Brett Waring Manager, Assets, Technical Services,	Corporate Partnership representative
David Meakin, Senior Conservation Officer, Landscape Architect, Park Services,	Corporate Partnership representative
Costa Stratikopoulos, Director Capital Procurement and Contracts	Queensland Health
Michelle Toll, Acting Director, Procurement Services Group	Public Services Business Agency

Queensland Building Information Modelling Working Group (QLDBIMWG) as at 1 June 2017

Name	Agency
David Lack, Manager, Animal Research Facilities	Department of Agriculture and Fisheries
Greg Snedden, Principal Program Officer, Property Management	Department of Communities, Child Safety and Disability Services
Michael Pratt, Manager, Portfolio Management Office, Infrastructure Services	Department of Education and Training
Peter Markham, Director, Infrastructure Services Branch	Department of Education and Training
Andrew Curthoys, Director Infrastructure Policy, Engagement and Taskforce	Department of Infrastructure Local Government and Planning
Malcolm Middleton, Queensland Government Architect	Department of Infrastructure Local Government and Planning
Peter Vanderaa Principal Project Officer	Department of Infrastructure Local Government and Planning
Stuart Lyndon, Principal Project Officer	Department of Infrastructure Local Government and Planning

Dusan Ilic, Manager - Design	Department of Infrastructure Local Government and Planning
Shaun Clough, Principal Infrastructure Project Officer, Business Performance and Infrastructure	Department of Premier and Cabinet, Arts Queensland
Bill Lewis, Executive Director Project Delivery, Major Projects and Property	Department of State Development
Ross Mehrten, Principal Project Officer, Major Projects and Property	Department of State Development
Timothy Hortz, Project Manager, Queen's Wharf Brisbane	Department of State Development
Shane Marshall, Director, Queensland Government Chief Information Office	Department of Science and Information Technology
Greg Schossow, Senior Project Officer	Department of Science and Information Technology
Ingrid MacDonald, Acting Director, Digital Archives Program	Department of Science and Information Technology
Anna Herwig, Director, Building Industry and Policy	Department of Housing and Public Works
Roy Sargent, Acting Director, Public Works and Asset Management	Department of Housing and Public Works
Craig Carpenter, Executive Director, Queensland Government Procurement	Department of Housing and Public Works
Sandra Voo, Program Manager, Building and Asset Services	Department of Housing and Public Works
Narelle Cooper, Acting Senior Engagement Manager, FOPATS	Department of Housing and Public Works
James Eaves, Acting Manager, Building and Asset Services	Department of Housing and Public Works
Jason Thiesfield, Acting Manager Strategic Asset Management	Department of Housing and Public Works
Steven Jacoby, Executive Director, Land and Spatial Information	Department of Natural Resources and Mines
Russell Priebbenow, Director, Cadastral & Geodetic Services	Department of Natural Resources and Mines
Paul Hyde, Acting Executive Director, Assets and Procurement	Public Safety Business Agency
David Sinclair, Executive Director, Capital and Assets	Queensland Health

Nicolas Massey, Building Services Director, Health Infrastructure Office	Queensland Health
Paul Newman, Principal Commercial Analyst	Queensland Treasury
David Spencer, General Manager, Asset Management and Development	Stadiums Queensland
Noel Dwyer, Deputy Chief Engineer, Geospatial Design and Capability	Department of Transport and Main Roads
Bryan McSweeney, Manager, Building Information Manager, Modelling	Department of Transport and Main Roads
Mark Houston, Manager, Construction Strategy Unit	Workplace Health and Safety Queensland
Elliot Parkinson, Principal Advisor, Construction Strategy Unit	Workplace Health and Safety Queensland