



BUILDING CONSTRUCTION AND MAINTENANCE

# Building Construction and Maintenance (BCM)

Strategy period: 01 July 2026 to 30 June 2027

**Category description:** The Queensland Government is committed to maximising benefits for Queenslanders through its procurement activity on the construction and ongoing maintenance of government buildings. BCM category management delivers health, education and training, housing, justice and public safety, arts, culture, sport and other vertical infrastructure while supporting local jobs, businesses and driving economic, environmental and social outcomes.

## Category at a glance

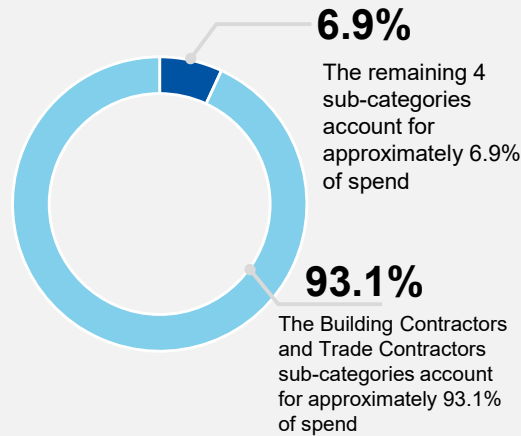
### Vision

Collaborate with industry and procuring agencies to influence spend on building construction and maintenance activity which delivers governmental policy.

**Annual category spend (3-year average)**  
\$5.24B

**Spend under influence**  
93.8%

## Subcategory Analysis



## Subcategory Summary

Subcategory	Spend	Value Risk Matrix (VRM) Position	Brief description
Trade Contractors (TC)	\$1.82 billion 31.8% of total spend	Leveraged – High value / Medium risk	Unplanned and planned maintenance and minor upgrades
Building Contractors (BC)	\$3.517 billion 61.3% of total spend	Strategic – High value / High risk	Capital works including new building and major upgrades.
Specialist Services (SS)	\$40.8 million 0.7% of total spend	Focused – Low value / High risk	BCM related professional services consulting disciplines
Building Operations (BO)	\$295.2 million 5.1% of total spend	Leveraged – Medium value / Medium risk	Hard and soft facilities management (FM)
Materials and Equipment (ME)	\$48.87 million 0.85% of total spend	Routine – Low value / Low risk	BCM related materials and equipment
Property and Real Estate Services (PRES)	\$9.07 million 0.16% of total spend	Routine – Low value / Low risk	Property transactions, leasing, valuations and associated services. (Non-addressable spend)

Note 1: The analysis and findings in this document are based on approximate values for the 2024/25FY covering 1 July 2024 – 30 June 2025. The data reflects the best available records at the time of preparation and will be reviewed and refreshed following the end of each complete financial year's dataset.  
Note 2: Category Council and Industry Reference Group meeting details were calculated based on the 2025 calendar year covering 1 January 2025 – 31 December 2025.

## Data and insights Government commitments

Number of active suppliers  
**15,930**

Number of transactions  
**1.2M**

SME Spend  
**40.44%**

Spend with Queensland suppliers  
**82.86%**

Aboriginal and Torres Strait Islander spend  
**5.61%**

Regional Supplier spend  
**19.26%**

Category Council  
**4 meetings held**  
**13 members**

Industry Reference Groups  
**2 meetings held**  
**27 members**

## Delivering value for Queensland

QPP and purposeful public procurement

### Value for Queensland

- Exploring opportunities for enhanced collaboration across the sector on Arrangements and other contracting solutions.
- Providing ongoing support for enhanced visibility of BCM projects and procurement activity for industry and BCM buyers.

### Local opportunities

- Continuing to expand opportunities for SMEs and Local Suppliers through direct and sub-contracting opportunities across the entire BCM Category through forward notification, tendering and in-person/online roadshow events.

### Easy to do business

- Continued application of standard form contracts providing clarity to industry.
- Exploring opportunities to drive enhanced collaboration and consistency of processes across agencies.

### Open to new ideas

- Implementing new opportunities across key sub-categories including leveraging multiple years of historical transactional and asset data to enhance opportunities for industry.

### Practical economic, environmental and social impact

- Continuing to exceed the ATSI spend target and expand opportunities for social impact engagement across the BCM Category.
- Promoting knowledge sharing, collaboration and case studies between BCM Category buyers to expand environmental and social initiatives while ensuring sound focus on economic considerations.

## Category objectives and achievements

### Objectives

1. Mature the Building Construction and Maintenance category management approach across the Queensland Public Sector.
2. Providing ongoing strategic procurement advice and contribute to Whole of Government policies.
3. Work collaboratively with industry and across agencies to deliver measurable value for Queenslanders.
4. Improve visibility of projects and provide clear due diligence requirements to assist industry in navigating and responding to BCM projects.
5. Identifying new and innovative procurement approaches to support BCM procuring agencies to meet their community and overarching objectives and expectations.

### Key achievements (preceding 12 months)

- Removed subcontractor prequalification and Best Practice Principles and Best Practice Industry Conditions from tenders.
- PQC Portal enhancement project modernised processes and enhanced functionality to better serve agencies, contractors, and consultants.
- Implemented Maintenance Asset Clusters in select locations across the state, leveraging amalgamated asset data and historical transactional analysis to enhance reactive maintenance delivery.
- Re-established the Trade Contractor Working Group.
- Developed the Queensland Government Asbestos Management Policy.
- Completed a Category Management Maturity Assessment
- Standardised BCM contract suite updated in line with QPP 26.



Glasshouse Theatre, South Brisbane  
Photograph Credit : David Kelly

## Priorities and focus areas

### Short Term (next 12 months)

- Implement the Queensland Procurement Policy (QPP) 2026 across BCM frameworks, contracts and systems.
- Implement the Government response to the Queensland Productivity Commission report. This includes the permanent removal of subcontractor prequalification and industry and agency consultation to further enhance the PQC system to reduce administrative burdens on building consultants and contractors. Preparing options for Government consideration on appropriate Agency and Contractor Obligations/Risks.
- Finalise the 2025-26 Trade Contractor WG and deliver sub-category plan with implementation initiatives.
- Provide market capacity insights to BCM buyers.
- Implement BCM Maturity Assessment outcomes including enhanced engagement with BCM buyers.
- Support 'The Better Data, Better Decisions Strategy' for deeper insights and greater transparency.
- Develop and publish standard NPC assessment tools for purposeful public procurements.
- Promote the use of digital tools such as Building Information Modelling to drive efficiencies.
- Provide project visibility through the QLD Construction Pipeline for government and private construction projects.

### Medium Term (years 2-3)

- Finalise the implementation of the QPP 2026 across BCM frameworks, contracts and systems. Ensure ongoing feedback and updates are considered as part of the implementation process.
- Continue to work with the Department of State Development, Infrastructure and Planning (DSDIP) on the public-facing Queensland Government delivery and planning infrastructure pipeline to provide visibility to industry on upcoming projects and programs."
- Initiate, review and explore Common-Use Supply Arrangements (CUSAs) to remove duplication of arrangements, notably in SS, ME and TC subcategories.
- Create BCM buyer self-service data dashboards.
- Further system automation and integration with agencies and regulators to streamline prequalification assessments and performance reporting.
- Explore the potential for a single unified or coordinated prequalification and tendering system/s across BCM to simplify engagement for industry and BCM buyers.
- Create environment social governance (ESG) procurement initiatives.
- Implement ongoing BCM 2025 Category Management Maturity Assessment outcomes.

### Long Term (beyond 3 years)

- Contribute to industry-led and whole-of-government pipelines to provide enhanced opportunities for collaboration between agencies and greater visibility to industry on proposed projects and programs.
- Provide enhanced opportunities for collaboration Continue to mature the BCM category management to ensure greater consistency across the sector between agencies and industry and work towards measuring benefits across spend under influence sub-categories.
- Utilise sub-category working group processes to conduct deep-dive analysis and implementation of opportunities to enhance category management opportunities. Less prominent sub-categories will also be reviewed.
- Expand self-service data dashboard accessibility for BCM buyers to enhance visibility of procurement trends and projections.
- Continual improvement through Category Management maturity assessments to review BCM Category performance and consider ongoing opportunities .
- Explore opportunities to create more specialized tools, templates, processes and training for BCM Buyers to ensure greater consistency in process.

• Note 1: Objectives, priorities and focus areas are envisaged to change year-to-year between Category Strategy iterations and exist to provide general guidance on what the BCM Category is currently undertaking and proposed to undertake at the point of publication.