
AGM REPORT
18 OCTOBER 2018



INFRASTRUCTURE
ASSOCIATION
OF QUEENSLAND

CHAIRMAN'S REPORT

Thinking about 2018, reporting of what we have achieved, differences we have made and how we have grown came to mind.

Whilst important and will feature later in this report, my thoughts turned to how the infrastructure industry has responded to transformation over the past years let alone since IAQ's inception in 1994.

Since 2017, I have had the privilege of Chairing the IAQ board. The task of the Chair is not only one which is governed by an operational plan, it extends past what is written.

“The rear vision mirror is always clearer than the windshield”

Recently, I had the opportunity to spend time with a group of incredible people, on their leadership path. What we learnt about leadership can't be performed text book style.

Although the principles of leadership are not new, my occasion of re-learning was a timely reminder that as leaders whether individual or as organisations, we should be mindful, selfless and have compassion.

We all lead differently and as an organisation, the IAQ applies the power of industry body leadership by collaboratively constructing a difference on a topic we are passionate about.

Whilst the last 24 years has been distorted by political vacillation, societal reaction to world changing events which have altered our thinking on resilience, a convergence has emerged where government is looking to industry for counsel.

Government has established their independent bodies to provide expert advice, through policy and prioritising planning or progressing infrastructure projects.

In 2008 Infrastructure Australia was established as an independent statutory body with a mandate to prioritise and progress nationally significant infrastructure.

Building on the recommendations of the Australian Infrastructure Plan, earlier this year Infrastructure Australia released its infrastructure reform position. Advocating an incentivised approach to drive reform outcomes, government now needs to embrace and drive the agenda through the short term political barriers, to achieve long term infrastructure sustainability.

In 2015 Building Queensland was established as an independent expert to provide advice to Queensland Government agencies, government-owned corporations and selected statutory authorities enabling better infrastructure decisions.

Although Building Queensland has responsibility for priority planning only, it has recognised the importance to review its business case frameworks with Infrastructure Australia and work with other I Bodies nationally to bring better collaborative decision making to infrastructure prioritisation.

Whilst both IA and BQ look at projects holistically, they each have project pipelines which have a mix of funded and unfunded projects with business cases ready for government consideration.

IAQ sees its role as being forward looking. Where it can do more with government is in the forward planning and engagement to represent innovative ways in which projects can be converted from priority to construction.

Documents such as the Queensland Major Projects Pipeline serves the government of the day well. The 2018 version highlighted that Queensland still lags behind NSW and Victoria in terms of funding and delivering infrastructure.

IAQ's recent survey questioned how government performs in the strategic and delivery lifecycle of projects. Not surprisingly the responses concluded that investment prioritisation still falls behind our level of expectation.

It is with this in mind, our leadership has taken us to progress with a strategic piece of research in the Infrastructure Investor and Developer report. Linking the potential appetite to unlock greater opportunity for infrastructure investment, the findings of the report enable IAQ to offer our considered advice. We believe in the importance of

linking opportunities where we can break the barriers of political uncertainty to espouse visibility of pipeline and investment opportunities.

IAQ has a well-established position in the sector as the peak body with the strength of 80 member organizations who have a reach across the State and beyond with global expertise. Our membership representation across a broad spectrum of the infrastructure game casts a wide net capturing and representing views on projects, policies and reform.

Our taskforce groups have positively engaged the broader membership base through forums, papers and submissions. Events held by taskforces have been well represented, bringing thought leadership to the table. Specifically this year we have successfully launched another major projects pipeline report, prepared white papers which were well received and established a young professionals forum where not just mindfulness interactions occur, but social ones as well.

Showcasing smarter infrastructure through our summit has given us insights of how to take advantage of data-driven methods when making infrastructure decisions. Research into how Queensland infrastructure is funded by the private sector has identified what the barriers are to investing.

A strong focus this year was to engage more on topical subjects. To this end, we are developing a stronger position with government with a view to better guide the development of policies, planning and priorities. The recently announced Queensland Procurement Policy is an example.

Our business plan strategies have progressed with the majority as being committed or fully completed. Our invited involvement with industry and government has improved through forums allowing us to raise public awareness through formats such as media and through our kindred organisations.

Finally our events have covered a range of topics which have consistently attracted assorted and large audiences. Complementing the advocacy and engagement our membership grew by 14 reinforcing that IAQ has established itself as the industry group to be a part of.

We should look forward to another successful year in 2019 with the IAQ building on the strength of past knowledge and looking ahead through a clearer infrastructure windscreen.

CEO'S REPORT

We walk the line between being a genuine partner of government and an active – sometimes dissenting - voice for the private sector. As we continue to advocate for reasonable infrastructure reforms and better ways to unlock private sector investment, this line is likely to become a more challenging tightrope. Our ability to retain constructive relationships therefore remains key to ensuring that we get to – and stay at – the table, so that important opinions of the private sector can be understood by all levels of government.

Since the last AGM, we have conducted two comprehensive member and industry ‘Spotlight’ surveys which provided important insights into business confidence and laid a solid foundation for member advocacy. By initiating constructive dialogue on these topical issues and remaining fiercely independent in our opinions, the IAQ has continued to raise its profile during 2018 and at the same time build relationships with key state government departments including DSDMIP and Queensland Treasury. Our relationships have also strengthened with independent infrastructure bodies Building Queensland, Infrastructure Australia and the Northern Australia Infrastructure Facility. Our relationship with the SEQ Council of Mayors has also developed as the region moves towards a large and complex City Deal.

Following changes to the machinery of state government post-election, DILGP was re-organised into DSDMIP and its new executive team appointed. Whilst we have nurtured the important relationship with DSDMIP, the decentralisation of some infrastructure policy from DSDMIP has proven challenging. The introduction of a new procurement policy by Housing & Public Works (HPW) that ‘enhanced’ the Queensland Procurement Policy was poorly handled and did not represent genuine industry consultation. Efforts are being made to ensure that all government departments developing policy which affects our members take the opportunity to consult with us.

Relationships with other industry peak bodies has been strong in 2018. We joined with the Queensland Major Contractors Association (QMCA) and Construction Skills Queensland (CSQ) to develop our second Major Projects Pipeline Report which provides a consolidated public-private sector Pipeline for projects above a \$50 million threshold. Our long-term relationship with Engineers Australia and Consult Australia remain strong and in July this year we co-hosted the launch of the State Infrastructure Plan Part B and Building Queensland Pipelines.

Our event program has been well supported by members and also underpins our solid income performance. This year, breakfast events were held primarily at BCEC with members and guests addressed by high profile speakers from both government and the private sector. This event program was supported by the Annual Queensland Infrastructure Summit held on 14 September. The chair of the Digital Taskforce was instrumental in collaborating with QUT and DSDMIP to develop a ‘showcasing smarter infrastructure’ concept at this Summit which involved conduct of an innovation challenge, exhibitor stands and video content.

This year, some of our members took the opportunity to work closely with IAQ to develop interesting events meaningful for their specific organisation. Two of these free-of-charge, invited only events were held which in the year which did not generate income for IAQ.

Our popular Boardroom Breakfast Series was held from February to November 2018 in member’s boardrooms. The Breakfast Series enabled frank and direct discussion with senior individuals from leaders in government who are active in the infrastructure sector. It has been gratifying to see members who have not previously been actively involved in the Association attend and contribute to the success of this Series.

To improve financial resilience, the Association has developed a new treasury reserve policy and expenditure on our activities has been generally in line with this. The overall profit position has continued to appreciate, driven by increased income from membership, a strong events program and maintaining a cost containment focus.

We have made steady progress towards our 3-year strategic objectives and end the year in a strong financial and membership position. With 2019 set to be our 25th Anniversary year, we are looking into new ways to deliver some of our member services. I’m excited by the potential of the year ahead and look forward to working with the Board, Executive and wider Members to achieve our collective goals.

Strategic Priorities

- We have made steady progress in our strategic priorities of Process, Industry Advocate, Pipeline and Private Sector Engagement, all are on track
- Our taskforces and sub-committees are active and developing credible research and thought leadership. The new Digital Taskforce has proven a success and has provided a new dimension to IAQ's activities
- Our government engagement program has facilitated meaningful dialogue on a number of infrastructure topics with Local, State and Commonwealth governments, the Opposition, independent expert bodies and major delivery proponents such as Cross River Rail Delivery Authority and ARTC Inland Rail
- 2018 has delivered a strong membership events program covering a diverse number of infrastructure matters. Despite a challenging and competitive events market, these events have generally been well attended and have advanced our reputation

Business Plan Implementation – Taskforce Highlights

In February 2018, a business plan covering the calendar year was endorsed by the IAQ Board that guided our activities throughout the year. Each month, the CEO provides the Executive with updates on business plan activities. Board reports are developed in line with the business plan nomenclature to assist with Board monitoring of each strategic area and business plan item.

Our Taskforces remain central to generating thought leadership and providing material necessary to contribute to policy formation and public debate. Some notable contributions include:

- In March 2018, the IAQ made a pre-budget submission to the State requesting investment in a business case to identify the options, costs and benefit of a second highway parallel to the M1 motorway between Brisbane and the Gold Coast. The preserved land has been renamed the Coomera Connector (formerly Intra-Regional Transport Corridor) and a study has since been commissioned by DTMR to advance the business case.
- In March 2018, the IAQ Economic Enabling Taskforce made submissions to Building Queensland (BQ) which encouraged routine disclosure of Detailed Business Cases and improvements to classifications of projects in the BQ Pipeline. We have seen further public releases of detailed business cases following these representations. Representations were also made to both BQ and DSDMIP to provide greater transparency of positive investment decisions where the BCR is less than 1. DSDMIP subsequently raised this matter at a Deputy DG meeting and committed to developing ministerial guidance material.
- In May 2018, the 2018 Major Projects Pipeline Report was successfully launched in Brisbane with two regional events held in Townsville and Toowoomba during June. Report funding partners were the Queensland Major Contractors Association and Construction Skills Queensland and our technical input was facilitated by the Economic Enabling Taskforce. A new style of report was developed with more graphical content and a dedicated webpage to enhance reader experience.
- EPIQ published a white paper on the legacy of Commonwealth Games infrastructure that was distributed to State Government. The DG of Premiers Dave Stewart wrote an appreciative letter in response. Further publicity of the thought leadership paper was provided through an article in the Infrastructure Magazine.
- In August 2018, the Economic Enabling Taskforce made a submission to the current parliamentary Inquiry into the operations of Toll Roads in Queensland. This submission is published on the parliamentary website.
- Throughout July to September 2018, the Funders Taskforce worked to both appoint and then manage a research partner (the Phillips Group) to undertake a key piece of research into investor attitudes towards

Queensland. Following stakeholder briefings and consultation, the research will be publicly released in mid-October.

Breakfast Events

This table is a summary of all major breakfast events held since the last AGM.

Date	Speaker(s)	Topic
22 Sept 2017	Lord Mayor Graham Quirk and SEQ Council of Mayors	Connectivity – the role of infrastructure in catalysing SEQ’s growth
23 Nov 2017	Steve Artis, Director Ultra Speed Australia	The Future of Transportation - Hyperloop
14 Feb 2018	Cr Adrian Schrinner	Brisbane Metro Announcement
21 March 2018	Simon Thomas, Simon Eldridge, Rob McNamara	Delivering Inland Rail
24 May 2018	Lord Mayor Graham Quirk, Adrian Hart	2018 Major Projects Pipeline Report Launch
7 June 2018	Cr Paul Antonio, Hon Dr John McVeigh MP, Adrian Hart	Toowoomba 2018 Major Projects Pipeline Report Launch
14 June 2018	Damian Gould, Adrian Hart	Townsville 2018 Major Projects Pipeline Report Launch
19 July 2018	Laurie Walker NAIF	Uncovering critical influences on private investment in Queensland
31 July 2018	Cameron Dick MP	State Infrastructure the outlook
7 Aug 2018	Matt Collins, Scott Smith, Lord Mayor Graham Quirk, Jackie Trad	Towards a City Deal with SEQ

Boardroom Breakfast Events

This table is a summary of all major breakfast events held since the last AGM.

Date	Speaker(s)	Topic
28 Nov 2017	Garry Bowditch, Executive Director of the Better Infrastructure Initiative at the John Grill centre for project leadership at Sydney University	Why Customer Stewardship matters.

13 March 2018	Phil Davies	Infrastructure Australia
18 May 2018	Leilani Frew, Chief Executive Officer IPFA	Infrastructure and Project Financing Agency
20 July 2018	Matt Collins, Queensland Treasury	SEQ City Deals
23 August 2017	Rachel Hunter, DG, DSDMIP	DSDMIP

Other Events

Date	Event
22 Feb 2018	From Liveable to Loveable Brisbane dinner / Aurecon
30 May 2018	Future Transport / QUT workshop
14 Sept 2018	4 th annual Queensland Infrastructure Summit

Membership Status

- Total Financial members 2018 to date = **80** (*10 more than this time last year*)
- 7 Memberships lapsed in 2018
 - Baker McKenzie
 - J&P Richardson Industries
 - Gardior
 - Lorelei Baum
 - Astra Legal
 - CDI Lawyers
 - Holcim
- 14 New members acquired in 2018
 - Building Queensland
 - Cross River Rail Delivery Authority
 - Madake
 - Robert Walters
 - Veitch Lister Consulting
 - Thelem Consulting

- Emma Dempsey, Resourceful Recruitment
- Geoff Hardy, Prominence Consulting
- Danielle Carey, RDA Far North Qld & Torres Strait Inc
- Nick Sarai, Infrastructure Nation
- Paul Bowler, Spinnaker Group
- Yves Du Bois, MBMpl
- Craig Porter, CMP Consulting
- Ian McGregor, Trimble

Media Coverage

ABC radio:

- [ABC Radio : Focus: Are your tax dollars being spent the way you think they should be? \(13 June 2018\)](#)
- [ABC Breakfast Radio \(21 May, 2018\)](#)

Nine News online:

- [‘Cost of second M1 must be determined’ \(21 May 2018\)](#)

SBS News online:

- [‘Cost of second M1 must be determined’ \(21 May 2018\)](#)

Courier Mail:

- [‘Solar big in future of power’ \(13 September 2018\)](#)
- [‘Industry confidence on rise’ \(8 August 2018\)](#)
- [‘Opinion: Collaboration needed to stop cycle of boom and bust’ \(24 May 2018\)](#)
- [‘Maintaining flow of projects a challenge’ \(24 May 2018\)](#)
- [‘Queensland’s population has topped the five million mark’ \(16 May 2018\)](#)
- [‘State investment fund puts hand up for Cross River Rail job’ \(21 February 2018\)](#)
- [‘Congestion charge, tolls axed in Qld road infrastructure plan’ \(13 February 2018\)](#)

Australian Financial Review:

- [‘Infrastructure boom hits Brisbane’ \(30 August 2018\)](#)

Brisbane Times:

- [‘Big firms call for new SEQ city deal to deliver infrastructure boost’ \(6 June, 2018\)](#)
- [‘Final five in the running to build Brisbane’s Cross River Rail’ \(20 February, 2018\)](#)

Townsville Bulletin:

- [‘Fastest growth in major projects to occur in northern Queensland’ \(29 May 2018\)](#)

The Newcastle Herald:

- [‘Cost of second M1 must be determined’ \(21 May 2018\)](#)

The Urban Developer:

- [‘Queensland’s \\$46 Billion Infrastructure Boom’ \(24 July 2018\)](#)
- [‘Queensland Project Pipeline at risk of stalling’ \(24 May 2018\)](#)

Planned Media Releases

- October 2018 (TBC) – Release of investor research and recommendations
- 8 August 2018 – ‘Queensland industry shines a spotlight on the state of infrastructure’
- 24 May 2018 – ‘Queensland’s major project outlook strengthens but more work needed to find & fund beneficial projects’
- 27 March 2018 – ‘Industry welcomes new Infrastructure Australia Priority List’
- 20 Feb 2018 – ‘Cross River Rail major package shortlist’s released demonstrates that ‘it’s happening’
- 2 June 2017 – ‘What Queenslanders want’ joint release with IPA and PCA

SETTING OUR STRATEGIC AGENDA FOR 2019

IAQ Objectives

The objectives of the IAQ are to:

- Be a peak industry body which is representative of private sector participants in the lifecycle of public infrastructure and to provide positive interaction Government in pursuit of these objects;
- Engage with Government and the community on the continuing need for expansion and enhancement of public infrastructure as an essential platform for Queensland's economic and social development;
- Engage with members, Government, industry and the community to promote and maximise private sector involvement in public infrastructure in Queensland;
- Consult with Government in relation to its guidelines and policies on private sector involvement in the provision of public infrastructure in Queensland;
- Provide a forum for the dissemination to and promotion of developments relating to public infrastructure amongst members, Government, industry and the community; and
- Facilitate networking amongst industry participants.

Strategic Priorities

Purpose & Intent:

- The Economic Enabler
- The trusted industry partner of government & infrastructure proponents in Queensland.
- Bringing together the capability of major infrastructure companies, harnessing their collective skills to enable economic growth.

Value Proposition:

- The Infrastructure Association of Queensland (IAQ) is the peak body representing the entire infrastructure sector across Queensland. As a member organisation, IAQ provides professional representation and value to our members through government engagement, thought leadership and advocacy that supports a sustainable infrastructure industry in Queensland.
- The four strategic themes to continue into 2019 are:

FOUR STRATEGIC PRIORITIES	
Theme	Key Objectives
Process	To engage about the opportunities for continuous improvement in Government's policies and processes relating to the development and delivery of Infrastructure.
Pipeline	To engage about the importance and enablement of a clearly identifiable and realistic pipeline for infrastructure projects.
Private Sector Engagement	To engage about the benefits and opportunities of private sector involvement in the

	analysis, development, delivery and operation of infrastructure to offer value for money for all Queenslanders.
Industry Advocate	To further establish the IAQ as the leading industry advocate for the provision of infrastructure in Queensland.

Our 3 Year Plan (2016-2018) now requires re-assessment and renewal to reflect our objectives and success measures in each of these priorities. This will be a feature of the end of year Board Strategy session planned for December 2019.

Queensland's Infrastructure landscape in 2018

The social and economic benefits of infrastructure development remain high on the newly elected Queensland Labour Government's agenda for 2018-2019, but their ability to deliver is remains seriously constrained by the fiscal reality.

Between the Commonwealth elected representatives and the Queensland elected representatives there is often a lack of alignment on infrastructure priorities and this is impacting decisions on priority projects and funding.

Federal Budget 2018-2019 – Queensland Infrastructure Focus

Like last year's 2017-2018 Budget, the Budget delivered in May 2018 is designed to change perceptions that the Commonwealth is now investing heavily in transformative infrastructure for future growth. This is through announcements of long-term funding programmes that do not specify individual projects, such as last year's \$10 billion National Rail Programme.

The Budget papers show that the pre-budget announcement of \$24.5 billion for rail and road projects, combines both grant funding and public financing, over an unspecified period of time. Almost all of these programs and projects are already included in the forward estimates and have previously been announced, although Brisbane Metro now has further certainty through a specific project allocation.

Highlights of Infrastructure Expense Measures for Queensland include:

The Government will provide \$5.2 billion for priority regional and urban infrastructure in Queensland, including:

- \$3.3 billion for additional Bruce Highway upgrades, including:
 - Pine River to Caloundra (\$880.0 million); and
 - Cooroy to Curra Section D (\$800.0 million);
- \$1.0 billion for the M1 Pacific Motorway (Eight Mile Plains to Daisy Hill and Varsity Lakes to Tugun);
- \$390.0 million for the Beerburrum to Nambour Rail Upgrade;
- \$300.0 million for the Brisbane Metro;
- \$170.0 million for the Amberley Interchange, Cunningham Highway; and
- \$64.2 million for new upgrade projects on the Warrego Highway, including Dalby to Miles, Oakey to Miles and the Carroll Creek culvert replacement.

Provision for this funding has already been included in the forward estimates and is in addition to funding of \$1.5 billion provided for road infrastructure in northern Australia, including Queensland, under the measure titled Infrastructure Investment Programme — Roads of Strategic Importance.

State Budget 2018-2019 – Queensland Infrastructure Focus

In June 2018, Queensland Treasurer Jackie Trad delivered her first Budget since becoming Treasurer. The Budget forecasts a surplus of \$148 million for the 2018-19 Budget, with similar modest operating surpluses expected each year of the forward estimates. Economic growth is forecast to be 3.0 per cent in 2018-19, before falling slightly to 2.75 per cent growth in 2019-20.

Confirming well telegraphed investments in infrastructure, this Budget provided a total capital program of \$45.8 billion over 4 years, and increases capital spending by circa 15% compared to the 2017-2018 Budget. In announcing the Budget, Ms Trad noted infrastructure as a budget centrepiece and that the overall capital works spend of \$11.58 billion was “the biggest spend since the 2011 flood recovery, estimated to support more than 38,000 jobs”.

While reporting a stronger than anticipated operating surplus of \$1.512 billion in this last 2017-2018 financial year, the forward Budget continue to reflect the fiscal reality of a ‘no asset recycling’ policy – with increased infrastructure spending effectively relying on debt funding in future years.

The signs are positive that the Government is tackling the persistent problem of annual capital works underspend, with this Budget estimating a circa 69% reduction from \$1.74 billion in 2016-2017 to \$533 million in 2017-2018.

Private Sector Funding of Infrastructure

In the last 30 years up until 2009, public and private sector funded infrastructure has traditionally been circa 50-50 in Queensland. Between 2009 and 2015 this changed, with private sector funding being much more dominant in this period. In 2018 - post CSG-LNG capital works - we have now seen a complete reversal in weighting towards the public sector with public projects in the market now outstripping the private sector by 6:1.

Research launched in October 2019 indicates that Queensland remains an attractive destination for both international and Australian based investors, but there are a number of barriers preventing investment.

The IAQ represents a broad industry base including contractors, infrastructure financiers, consulting engineers and other professional organisations. Mixed private sector market conditions in Queensland means these members face a range of challenges and opportunities in their businesses in 2019. These include:

- A reasonable level of sustaining capital is being expended by CSG exporters in developing wells and infrastructure to fulfil export commitments;
- Strong investment in renewable energy generation;
- Sustained high coal prices leading to opportunity for capital investment and industry consolidation;
- Competing major projects in other states incentivising migration of skilled workers away from Queensland;

Government has stated a greater willingness to engage with the private sector in the delivery and funding of infrastructure through the Market-led proposal framework. However, it will need to entice private sector interest again after the last 2 years of its operation has only resulted in 2 projects proceeding to agreement.

Delivering in the year ahead – ensuring relevance and value to our members

The board has set in place a 3-year strategic plan 2016-2019 and a Business Plan to respond effectively to the issues faced by our industry. These were reviewed in July 2018 at a mid-year workshop of board members to explore how effectively the IAQ and board operate. We will maintain consistency with IAQ's four strategic themes: Process, Pipeline, Private Investment, and Industry Advocacy.

Major initiatives in 2019 are planned to include:

- Task forces to provide enhanced opportunity for members to participate in the work of the IAQ and to become more closely involved in engagement with key Government policy makers
- Continued support of our emerging leaders task force, EPIQ
- Continued support of the Major Projects Pipeline research with partners QMCA – developing public-private sector project listings >\$50Mn
- ongoing DSDMIP consultation on their priority initiatives
- utilising evidenced based research to campaign for improved infrastructure funding

- raising the profile of the organisation and awareness of our 25th year anniversary, including a continued focus on IAQ's event program, marketing and communications
- improved member communications and increased membership especially the website and digital presence
- making the IAQ Queensland Infrastructure Summit the eminent event of our industry in Queensland

Members' Taskforces

IAQ is an inclusive association, with modest membership fees and commensurate limitations on its ability to maintain employed staff to carry out the work of the organisation. IAQ operates and thrives based on the considerable time and resources devoted by the members voluntarily to the organization.

In 2019, members will be invited to participate in four key taskforces to lead IAQ's strategic engagement on industry issues within each relevant group's terms of reference.

Infrastructure Funders Taskforce

Participants: To be led by members from the banking and finance industry

Terms of reference: To lead strategic thinking on infrastructure funding issues and consultation around asset and capital recycling.

Economic Enabling Taskforce

Participants: Open to interested members.

Terms of reference: Identify and respond to Queensland capacity constraints and encourage prioritisation of infrastructure that boosts productivity, supports growth and stimulates economic development.

Digital taskforce

Participants: Open to interested members.

Terms of reference: To provide strategic and practical leadership around the digitisation of infrastructure in Queensland.

EPIQ taskforce

Participants: Emerging professionals from IAQ member firms with relevant experience working in the infrastructure sector.

Terms of reference: EPIQ aims to bring together emerging professionals from a range of disciplines across Queensland's infrastructure industry to discuss prominent challenges and opportunities currently facing the infrastructure sector. EPIQ will champion the voice and ideas of emerging professionals, creating a platform to engage with their peers and current sector leaders.

GOVERNANCE AND OPERATIONS

The IAQ Board

The IAQ is an incorporated association under the *Associations Incorporation Act 1981 (Qld)* (Act). It is an industry organisation, run by a management committee of volunteers in accordance with the requirements of the Act and the IAQ's Rules (Rules). Under the Rules, the management committee is referred to and known as the 'IAQ Board' (Board) and is elected annually at a general meeting of the association.

There is no restriction on the maximum size of the Board and any financial member organization may nominate a representative. Board members are expected to represent the broader interests of that member's industry sector and a considerable time commitment is involved.

Members of the Board have various legal responsibilities under the Act and are also expected to participate actively in key decision making processes of the IAQ. As a minimum, Board members are expected to attend regular meetings of the Board and to participate actively in one or more of the various sub-committees and other working groups of the association.

Officeholders

Pursuant to the Act and the Rules, the Board includes five fixed officeholders appointed annually at a general meeting of the association. These are:

- Chairperson
- Deputy Chairperson
- Secretary
- Treasurer

These officeholders have accountability to the Board and the members of the association for the fulfilment of various day to day functions that are important to the effective operation of the association.

Sub-Committees

The Rules permit the streamlined operation of the IAQ to be assisted through the work of a number of standing sub-committees, appointed by the Board from time to time. Standing sub-committees must be constituted from the Board. The standing sub-committees for 2018-19 will comprise:

- Executive Sub-Committee
- Governance and Risk Sub-Committee
- Membership, Events and Communications Sub-Committee

It is proposed that each sub-committee will have relevant standing delegated authorities from the Board to fulfil its operational terms of reference effectively. A Chair and other sub-committee members for each sub-committee will be appointed by the Board from amongst the members of the Board. The proceedings of each standing sub-committee will generally be informal and flexible, as approved by the Board from time to time, but subject to any specific requirements under the Act or the Rules.

Executive Support Function

From time to time, the Board may appoint one or more persons from outside the Board to assist it, or to assist one or more of the standing Sub-Committees, in conducting their respective activities (**Executive Support Function**). Currently, the Executive Support Function comprises:

- A 'Chief Executive Officer', who assists the Executive Sub-Committee in conducting its regular activities and participates as an ex officio non-voting invitee to meetings of the Board. The CEO's role is formally recognized in the Rules.
- An 'Executive Assistant' that assists the Secretary, including fulfilling certain statutory responsibilities of the Secretary and the Association and provides support to the CEO.

The scope and role of the Executive Support Function are evaluated and reviewed by the Board periodically having regard to the evolving needs of the Association and any other relevant developments.

Insurance

Pursuant to section 70 of the Act, the Board confirms to members that the IAQ has maintained public liability insurance over the policy period ending 31 October 2018. The Board also confirms that it sees no impediment to renewing our public liability insurance policy for another year.

GPO Box 2146
Brisbane Qld 4001

T: 0413 384 429
E: membership@iaq.com.au
W: www.iaq.com.au