



2022 Annual General Meeting Report

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1.0 Message from the Chair and Deputy Chair

28 years ago, the IAQ was formed as a non-partisan industry group with a clear purpose to drive greater collaboration between both public and private sectors for the better of the communities in which we live and serve. These founding principles have continued to play a central role in everything the IAQ does and in my first year as Chair I have witnessed our members and Board continue to raise their hands to get involved and add real value to the industry in which we all participate.

This year, like those in very recent memory, was characterised by ongoing change, complexity and uncertainty. As a society we have cautiously emerged from the global pandemic, but not without a temporary sense of reprieve and a greater appreciation of the freedoms that we have often taken for granted. Whether related or not, we have also recognised an immediacy to the social challenges and have for the first time been prepared to act on these in greater numbers – whether it be the environment or broader social issues. In our industry, this has translated to greater recognition of the importance of ESG in what we plan and deliver, deeper insights on how to make complex decisions in an environment of deep uncertainty, greater transparency and accountability for ensuring what we deliver improves greater productivity, economic and social outcomes.

As we look into uncertain short-term horizons, it is likely that turbulent economic waters – global geopolitical risk, rising interest rates, softening domestic expenditure and continued supply chain disruptions mean that governments across the country will look with greater interest in where and how public funds are being spent. In turn, we can expect greater scrutiny on demonstrating how infrastructure will meet the long-term aspirations that deliver on our economic future right across sectors.

In Queensland, the future looks bright, spurred by a strong pipeline of recent infrastructure commitments across transport, energy and social infrastructure sectors and initiatives to support the 2032 Olympic Games. With a broad cross-section of the industry reaching capacity, the question now turns to how both private and public sectors can work together for the common good to deliver the outcomes we all seek. There is an equal responsibility to jointly overcome these challenges by promoting innovation, collaboration and transparency while also continuing to build greater capacity, flexibility and resilience in our public and private sector workforce in the short to medium term to avoid the pitfalls we have often seen in the market.

The IAQ is looking for ways to actively not just engage on these issues, but seek solutions, through the innovation created by bringing some of the industry's greatest minds to work side by side with all of our stakeholders. Our taskforces; the BIO, CIT, 2032 and EPIQ continue to forge ahead in collaboratively developing new ideas and sharing lessons learned from the past – sharing knowledge and insights and creating real change in the industry.

Finally, this year we have welcomed our new CEO, Louise Van Ristell. Louise has an impressive track record in building member-based associations like the IAQ and will do a terrific job for the IAQ during her tenure. The Board and the Executive Committee look forward to working with Louise to continue on our future ambitions and to continue to expand the quality, value and service offerings that can be delivered to our members over the coming months.

Thank you to all of our members, the IAQ Board and a big thank you to the wonderful Executive Committee, Kim and Sue for all the great work throughout the year.



Jon Frew
IAQ Chair



Loren Hickey
IAQ Deputy Chair

2.0 2022 Business Plan – a recap

KEY PRIORITY AREAS

As directed by the Board, IAQ will continue to build on the success and momentum of 2021, delivering on the following key priorities:

1

Enabling a vision for QLD

Working with other industry leaders and influencers to collectively develop an infrastructure vision for Queensland

2

Delivering better infrastructure outcomes for QLD

Supporting and lifting industry and government to deliver better infrastructure outcomes, holding participants accountable for actions

2022

How we have performed

Priority Area for 2021	Description	Initiatives	Tasks	Achievement
1. Enabling a 'Vision' for QLD	Working with other industry leaders and influencers to collectively develop an Infrastructure vision for Queensland recognising infrastructure as social and economic system. <ul style="list-style-type: none"> Desired future vision/ priorities How we get there <ul style="list-style-type: none"> Infrastructure, systems, process, policy, institutions Urban and regional uplift Governance & Transparency Strategic Workforce planning 	<ul style="list-style-type: none"> Community engagement Vision Paper 2022 IAQ Assembly Leveraging taskforces and working groups Build leadership capacity in the industry through career development and networking opportunities Cooperation and collaboration with other industry bodies including universities 	<ul style="list-style-type: none"> Developing and delivering the IAQ Assembly Development and implementation of industry/government events Taskforce initiatives and empowering EPIQ Collaborating with other associations, government working groups and the university sector Developing a communications strategy to engage with broader industry 	
2. Delivering better infrastructure outcomes for Qld	Supporting and lifting industry and government to deliver better infrastructure outcomes, holding participants accountable for actions and engaging regularly on immediate issues and enabling leadership development.	<ul style="list-style-type: none"> ESG initiatives sponsored by taskforces Investment decision making reform Industry capacity and skill gap analysis Broadening IAQ member relationships across all levels of government Encourage greater diversity in thought, opinion and participation in industry 	<ul style="list-style-type: none"> 2032 Olympic event series Specific Events / webinars with key leaders and influencers Thought leadership through continuation of iQ Review of investment decision making frameworks Piloting new models to imbed collaborative frameworks Explore industry exchanges and joint mentoring programs Imbedding collaborative frameworks across sectors Creating opportunities for improved diversity and participation in industry 	



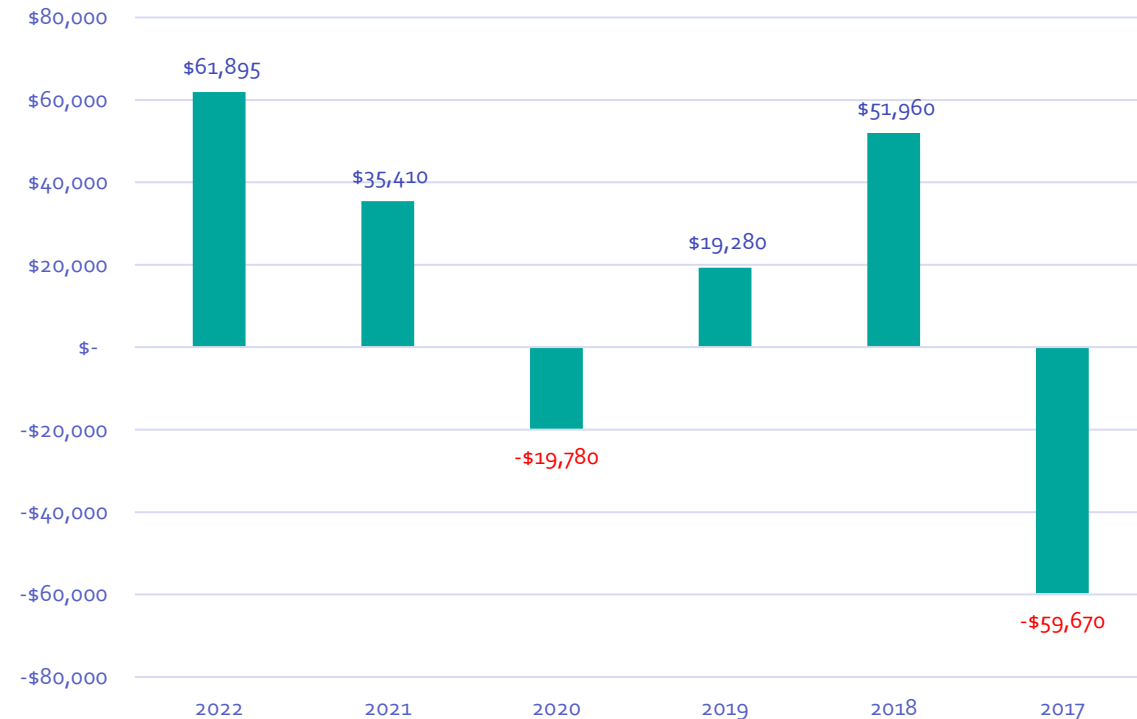
3.0 A year in review

3.1 Treasurer's report

Financial performance for FY22:

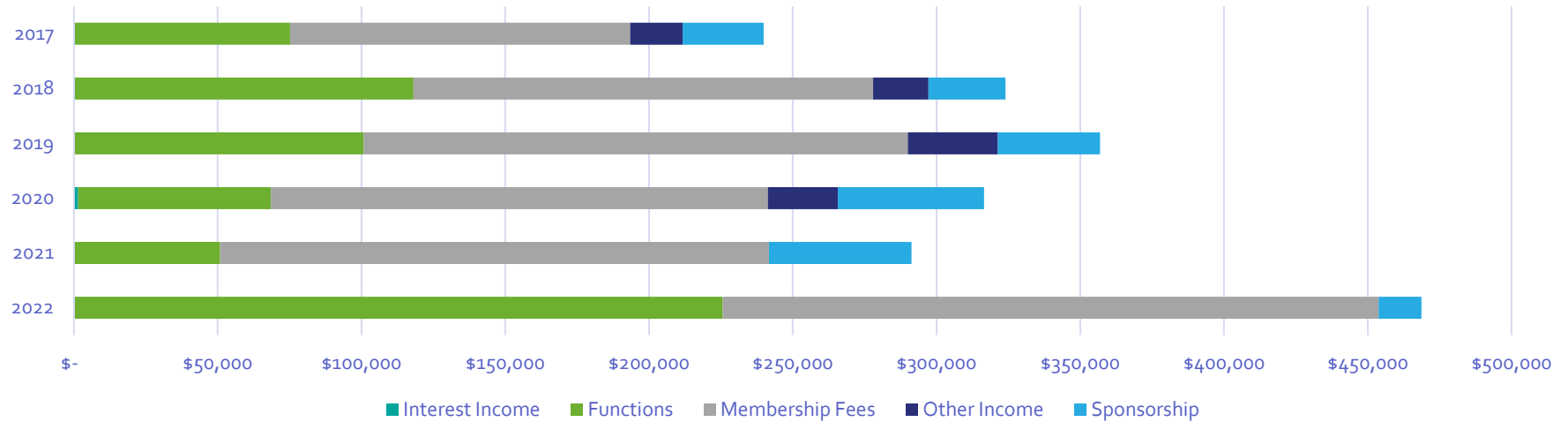
- Total net income up from FY22 to \$61,895 (up by \$26,485)
- Association carries current liabilities in the form of GST payable, deferred revenue and trade creditors totaling \$135,790 and total assets of \$463,392 – Remaining solvent
- Increase in income due to:
 - 2021 IAQ Assembly success
 - Additional events and function held in compared to FY21
 - An increase in membership fees
- Expenditure overall is also up due to:
 - Increased number of functions and events held
 - Increased EA (coming off COVID and CEO expenses)
 - Increased podcast costs
- **Net assets and members funds \$327,702 up from \$265,807 FY21**
- **The association is a going concern and can pay debt owing.**

Net Surplus Surplus 2017-2022

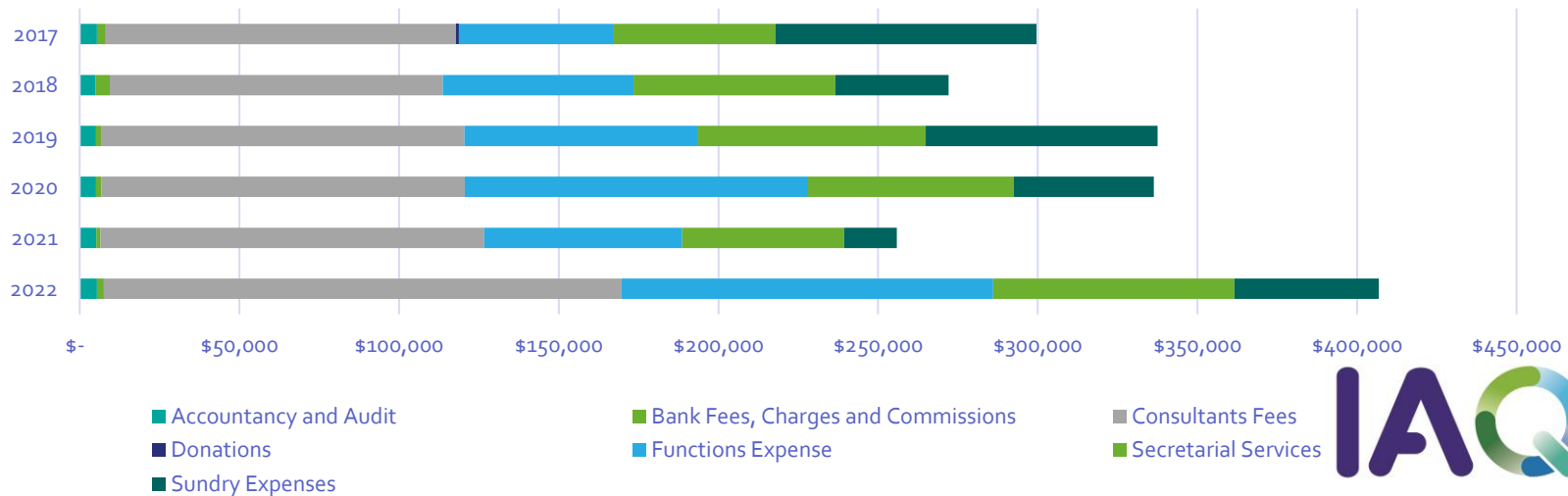


Income v Expenditure 2017-2022

Total Income 2017-2022



Total Expenditure 2017-2022



Membership

108 total members in
2022 to date

21 new members acquired
in 2022

New member	Membership Type
DSDILGP	Associate Member
Powerlink Queensland	Associate Member
Sunwater	Associate Member
Incitec Pivot Ltd	Corporate Member Tier 1
McInnes Wilson Lawyers	Corporate Member Tier 1
Mott MacDonald	Corporate Member Tier 1
Ontoit	Corporate Member Tier 1
Spel Environmental Pty LTd	Corporate Member Tier 1
zXM Consult	Corporate Member Tier 2
Losee Consulting	Corporate Member Tier 2
Power Protection Industries (PPI)	Corporate Member Tier 2
RP Infrastructure	Corporate Member Tier 2
Secretariat International	Corporate Member Tier 2
Valorem Advisory	Corporate Member Tier 2
Verton Australia	Corporate Member Tier 2
Chris Wade (Pivotal Investment Advisers)	Individual Member
Dominic Thasarathar	Individual Member
Douglas Wilson (SCQS)	Individual Member
Hayley Grossberg (AMP Energy)	Individual Member
Roger Simons (Pier2Pier Consulting)	Individual Member
WT Partnership	Corporate Member Tier 1

3.2 Initiatives



The IAQ has maintained its involvement the various cross-government and interagency, initiatives, taskforces and committees. This year, the IAQ has continued to work alongside stakeholders:

- Infrastructure Industry Steering Committee (IISC) – Deputy Director General DSDILGP
- TMR Collaborative Charter Steering Group & Collaborative Contracting Working Group - Deputy Director General, TMR
- PHW Procurement Industry Reference Groups
- DNRME Water Industry Reference Groups as required
- SEQ City Deal Industry Reference Group

IAQ has also been invited to meet with or be briefed by numerous agencies and leaders across government on pertinent issues as they arise

3.3 Events

EVENTS & COMMUNICATIONS

Delivering events has just about returned to normal after the last few years of COVID uncertainties. IAQ has successfully delivered the Infrastructure Assembly, major breakfasts, webinars, members networking nights, special presentations, EPIQ mentoring sessions and the Boardroom Breakfast series.

IAQ ASSEMBLY - 13 OCTOBER 2022

At the 9 December 2022 IAQ Board meeting, the Board endorsed the recommendation of the IAQ Infrastructure Assembly becoming an annual major event. The Board acknowledged the resounding success of the inaugural Assembly event in 2021 and supported the introduction of this event as IAQ's flagship all of industry event.

Nectar was engaged to work with IAQ, for the second year, as our professional event management agency.

The event was ahead of approved targets in terms of positive attendee feedback, sponsor attraction and satisfaction, revenue raised (\$87,821), networks created and IAQ positioning and branding. provide more info after Assembly

MAJOR INDUSTRY EVENTS

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

Date	Speaker(s)	Topic
16 March 2022	Mike Kaiser, Felicity Underhill, Paul Gleeson, Paul Rigo	Infrastructure connecting Queensland to green economy opportunities Industry Breakfast
26 July 2022	Shaun Drummond, Andrea Gaffney, Debbie McNamara, George Websdale	The Health imperative



3.3 Events

Boardroom breakfasts

Date	Speaker(s)	Sponsor/Host
29 March 2022	Mike Kaiser - Department of Resources	Clayton Utz
1 June 2022	Shaun Drummond – Qld Health	TSA Advisory/Phillips Group
19 Aug 2022	Warwick Agnew - Dept of Employment, Small Business and Training	PwC
24 Aug 2022	Graham Fraine – Dept of Regional Development, Manufacturing and Water	Rider Levett Bucknall
16 Sept 2022	Neil Scales – TMR	McConnell Dowell
6 Oct 2022	Leon Allen – Qld Treasury	Transurban
16 Nov 2022	Paul Martyn – Dept of Energy and Public Works	Holding Redlich

Other events

Date	Event/Speaker(s)	Sponsor/Host
4 Nov 2022	EPIQ/TMR Young Professionals Event with Amanda Yeates, Sonia Dong (AECOM)	IAQ
24 Feb 2022	EPIQ Launch 2022	WSP
26 March 2022	EPIQ Port of Brisbane Site Tour	Port of Brisbane
6 April 2022	EPIQ Site Tour of RedEarth Energy Storage	EPIQ
28 April 2022	DfMA Workshop	SIP Taskforce/MinterEllison
4 May 2022	EPIQ Waterfront Brisbane Project Overview	EPIQ/Dexus
26 May 2022	EPIQ & Young Professionals Joint Event	PWC
9 June 2022	IAQ Members networking night	Capstone Recruitment
23 June 2022	EPIQ Hydrogen Event	BDO
28 July 2022	2032 Games Roundtable	RPS
1 Sept 2022	EPIQ & IAQ Speed Mentoring drinks at Aquila	Robert Walters
6 Sept 2022	Joint Digital Transformation event with Committee for Brisbane	Aurecon/Bentley
21 Sept 2022	EPIQ Sustainability event	Urbis
12 Oct 2022	2032 Games Roundtable	GHD

3.3 Events

Online webinars

Date	Speaker(s)	Topic
9 Feb 2022	Andrew Curthoys, Adam Beck, Karen Sanders, Steven Jacoby, Bryn Lockett	Digital Innovation 2032 – A catalyst for Digital by Default in Queensland in the lead up to the Olympics and beyond them
18 Feb 2022	Jon Frew and Priscilla Radice	Welcome to 2022 address from Chair and CEO
16 August 2022	Jonathon Williams, Stuart Suthern-Brunt, Michael Airton, Mitch Walsh, Robbie Claase	Modern Methods of Construction

MEDIA COVERAGE

- Infrastructure Magazine:
- 'SHARED 2032 OLYMPIC GAMES DREAM' (1 November 2021)
- Newsport - 'KERR SUPPORTS NATIONAL HOUSING STRATEGY' (27 March 2022)
- 7 news.com.au: 'SUKKAR PANS QLD COUNCILS, STATE ON HOUSING' (23 March 2022)
- Courier Mail:
 - 'WHITSUNDAY COUNCIL VOTES FOR NATIONAL HOUSING SUMMIT' (24 March 2022)
 - 'ALBO'S BIGGEST PLEDGE TO QLD NEEDS TO BE 'FUTURE FIT' (6 June 2022)
- Australia National Construction Major Project Review:
- 'QUEENSLAND GOVERNMENT RELEASES THE STATE INFRASTRUCTURE STRATEGY' (3 August 2022)
- Infrastructure e-news:
- 'BALANCING THE ECOSYSTEM AT IAQ INFRASTRUCTURE ASSEMBLY' (12 September 2022)
- 'CHIEF EXECUTIVE SAYS THAT INLAND RAIL CAN PUSH FOR FURTHER BENEFITS' Australasian Transport News (18 October 2022)
- INLAND RAIL TO DOUBLE RAIL FREIGHT, ARTC SAYS Infrastructure Magazine (18 October 2022)

PLANNED MEDIA RELEASES

- 22 March 2022: Peak groups unite in unprecedented call for National Housing Summit
- 29 March 2022: Industry welcomes greater infrastructure spending in Federal Budget
- 22 June 2022: Record infrastructure spend could catalyse system transformation
- 12 October 2022: Key infrastructure leaders speaking at 2022 IAQ Assembly

SOCIAL MEDIA

- Gained 1210 new LinkedIn followers, bringing total to 5295,
- Average Impressions figure of 4,683 (*Impressions shows the number of times each update is visible for at least 300 milliseconds with at least 50% in view on a (signed in) member's device screen or browser window*)
- Engagement Rate of 7.492%. An engagement rate of 2% is considered to be good and anything above is great.

WEBSITE ANALYTICS

- 33,387 page views for the past 11 months (up 37% compared to same period last year)
- Users for past 11 months = 12,802 (up 36% compared to same period last year)
- New Sessions for past 11 months = 17,962 (up 39% compared to same period last year)
- Top sources for past 11 months = Google 7193 (up 30%), Direct 7072 (up 32%), LinkedIn 970 (up 49%)

3.4 Governance

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
- Treasurer
- Immediate Past Chair
- Secretary

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 2021-22 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.

3.4 Governance

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.
- A 'Book Keeper' that assists the Treasurer, including fulfilling certain responsibilities of the Treasurer and the Association.
- An 'Executive Assistant' that assists the Chief Executive Officer and the Secretary, including fulfilling certain statutory responsibilities of the Secretary and the Association.
- A 'Communications and Policy' specialist that works with IAQ executives and members to create and communicate policy artifacts for IAQ to deepen advocacy efforts on system-wide infrastructure issues and engage with senior policymakers across the three levels of government to influence change.

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 2021 the Board also confirms that it sees no impediment to renewing our public liability insurance policy for another year.



3.5 Taskforces

In early 2022, IAQ undertook a taskforce renewal to make them a more contemporary reflection of current trends and emerging opportunities, the PIF and SIP taskforces were replaced as follows:

Each Taskforce to create pop-up working groups as required to focus on deliverables, government initiatives we have partnered on, and actions that are a priority.

These will include but not be limited to - government submissions, budget positions, policy papers, thought leadership, research, arranging guest speakers, university linkages, networking etc



Better Infrastructure Outcomes (BIO)

Immediate focus on the issues impacting industry now and the current opportunities to be leveraged & responded to.



Catalysing Infrastructure Transformation (CIT)

Focusing on the long-term, big picture opportunities to catalyse true transformation and connect the wider infrastructure system



EPIQ

Giving a voice to and listening to the engine room of our industry, connecting across disciplines, working with the taskforces and other IAQ and into government



2022 Games working group

Deliverables and Coordination between the Taskforces will be supported by a Policy & Communications Officer (PCO)

3.5 Taskforces



Better Infrastructure Outcomes (BIO)	
Participants:	Open to interested members
Functional Statement:	<p>The BIO Taskforce role is two-fold:</p> <ol style="list-style-type: none"> 1) To bring members together, network, share market intelligence and widen connections across industry, with government and other relevant stakeholders through the involvement of guest speakers, webinars (in coordination with CEO) and other interactive methods. 2) To provide thought leadership on immediate issues (issued of the day) for the industry and key reform areas, in line with IAQ's Business Plan. The taskforce will also respond to government requests for input and proactively identify and prepare submissions on behalf of IAQ, and consult with and encourage participation across the wider membership through engagement, leadership and collaboration.



Catalysing Infrastructure Transformation (CIT)	
Participants:	Open to interested members
Functional Statement:	<p>The CIT Taskforce role is two-fold:</p> <ol style="list-style-type: none"> 1) To bring members together, network, share market intelligence and widen connections across industry, with government and other relevant stakeholders through the involvement of guest speakers, webinars (in coordination with CEO) and other interactive methods. 2) To focus on issues that align with creating a bold, sustainable Vision for Queensland, in line with IAQ's Business Plan and deliver thought leadership on behalf of IAQ as an outcome of consultation with, and participation across the wider membership base, private sector investors and governments.



Emerging Professions in Infrastructure Queensland (EPIQ)	
Participants:	Open to Emerging professionals from IAQ member firms with relevant experience working in the infrastructure sector.
Functional Statement:	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.

2032 Games Working Group	
Participants:	Open to interested members (one member per company)
Functional Statement:	To work with IAQ members, IAQ CEO, government agencies (at all three levels), and other industry bodies to bring together a coordinated and global best practice approach to planning and delivering the 2032 Games.

