



# IAQ

## Business plan

## Strategy 2023- 2024

# Chair's Message

New message here

Jon Frew - Chair



# CEOs Message

## Our Vision

Infrastructure as a catalyst for delivering sustainable economic and social transformation of Queensland.

IAQs Strategic direction for 2023 and beyond encompasses a rich portfolio of leading collaboration and driving delivery between public and private sector to shape our vision. With the extraordinary pipeline of works for the Games, health, the regions and energy and renewables, now is the time for IAQ to lead best practice delivery.

As part of our Strategy, IAQs Taskforces and Working Groups will increase during 2023, with CIT, RIT,(formerly BIO), Games, EPIQ Taskforces renewing their terms of reference to ensure high level knowledge sharing, research and position papers (in conjunction with a revised policy and communication coordinator role). Working groups will be established for IAQ Connect and Women, Inclusion and Diversity (WID) to ensure IAQ delivers for all sectors, people and career levels.

Knowledge and research will form the backbone of much of this year's events across IAQ, with our traditional breakfast and networking functions and new targeted events for WID, IAQ Connect and Regional Forums. These will position IAQ as the leader in the transformation of not just SEQ but the whole of Queensland, as we work with government and stakeholders to achieve our vision and become world leaders in sustainable infrastructure delivery.

# Our purpose

## Purpose

To be the industry voice that leads collaboration with government and stakeholders to build a stronger Queensland.



IAQs five strategic pillars shape the foundation for our Association and our industry now and into the future. Underpinning our five strategic pillars is our work in Advocacy, Engagement, Networking and Knowledge.

# KEY PRIORITY AREAS

## Our Purpose

To be the industry voice that leads collaboration with government and stakeholders to build a stronger Queensland. To guide our Purpose, IAQ will focus on five key Pillars from 2023 and in 2024 to deliver operational and membership success and infrastructure education and outcomes for our State.

1

### Provide leadership and advocacy

*Working with other industry leaders and influencers to collectively develop sustainable infrastructure across Queensland.*

2

### Run Taskforces and Working Groups

*IAQ Taskforces and Working Groups will supporting research and education to raise industry and government's ability to deliver better infrastructure outcomes.*

3

### Deliver Events

*IAQ will continue to deliver its traditional networking and educational events, and in 2023 will extend this to Women, Inclusion, Diversity, Career level events, and Regional Forums, accelerating IAQs presence and network across the state.*

4

### Service and communicate

*Communication to our members and key stakeholders, including government will include EDMs, newsletter updates, social media and research and policy papers.*

5

### Govern the Association

*A review of IAQ governance and operational structure, Board roles and size will be conducted and recommendations provided at the 2023 AGM.*

2023

# 2023 – IAQ Strategic pillars & priority areas

Priority Area for 2021	Description	Initiatives 2023	Tasks 2023	Future initiatives 2024
<b>1. Provide leadership and advocacy</b>	<p>Examine and develop position statements, prepare government submissions and influence budget positions</p> <p>Be a voice on current and emerging infrastructure matters</p> <p>Build trusted relationships with Government and industry</p> <p>Collaborate with local, interstate and overseas associations and universities</p> <p>Foster infrastructure research</p>	<ul style="list-style-type: none"> <li>• Revise Taskforce and Working Group Terms of Reference to renew 2023 focus</li> <li>• Recruit policy and communications coordinator to research current and future infrastructure priorities and projects and prepare internal and external position papers for members, government and key stakeholders</li> <li>• Influence infrastructure positioning and future thinking via position papers, and roundtables and workshops (Taskforces, Working groups and government led)</li> <li>• 2023 IAQ Assembly</li> <li>• Build leadership capacity in the industry through career development and networking opportunities</li> <li>• Cooperation and collaboration with other industry bodies including universities</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and delivering the IAQ Assembly</li> <li>• Development and implementation of industry/government events</li> <li>• Taskforce initiatives and creation of IAQ Connect and Women, Inclusion and Diversity Working Groups</li> <li>• Regional working group creation and events to lead Regional infrastructure conversations and development in alignment with local IAQ members, government and councils</li> <li>• Collaborating with other associations, government working groups and the university sector</li> <li>• Developing, via the policy and communications coordinator, a communications strategy to engage with broader industry</li> <li>• Research, local national, global priorities in infrastructure to provide events/papers to lead &amp; influence industry and government</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for rolling series of projects/ position papers and initiatives consistent with the vision through the CEO and policy and communications coordinator</li> <li>• Additional career progression events and leadership with IAQ Connect and Women, Inclusion and Diversity Working Groups</li> <li>• Ongoing local, national and global research in conjunction with Taskforces, Working Groups and policy and communications coordinator to foster IAQs leadership in new initiatives and thinking in the sector</li> </ul>
<b>2. Run Taskforces and Committees</b>	<p>Catalysing Infrastructure Transformation Taskforce (CITT)</p> <p>Regional Infrastructure Taskforce (RIT)</p> <p>Emerging Professionals Infrastructure Queensland (EPIQ) Taskforce</p> <p>Progress with 2032 Games Committee</p> <p>Establish Women in Infrastructure Committee</p>	<ul style="list-style-type: none"> <li>• ESG initiatives sponsored by taskforces</li> <li>• Investment decision making reform</li> <li>• Industry capacity and skill gap analysis</li> <li>• Broadening IAQ member relationships across all levels of government</li> <li>• Encourage greater diversity in thought, opinion and participation in industry</li> </ul>	<ul style="list-style-type: none"> <li>• 2032 Olympic event series</li> <li>• Specific Events / webinars with key leaders and influencers</li> <li>• Thought leadership through continuation of iQ</li> <li>• Review of investment decision making frameworks</li> <li>• Piloting new models to imbed collaborative frameworks</li> <li>• Explore industry exchanges and joint mentoring programs</li> <li>• Imbedding collaborative frameworks across sectors</li> <li>• Creating opportunities for improved diversity and participation in industry</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of newly developed elements (as a result of greater engagement and cooperation) within government to continuously drive better outcomes in response to new infrastructure challenges as they develop within our community</li> </ul>

# 2023 – IAQ Strategic pillars & priority areas

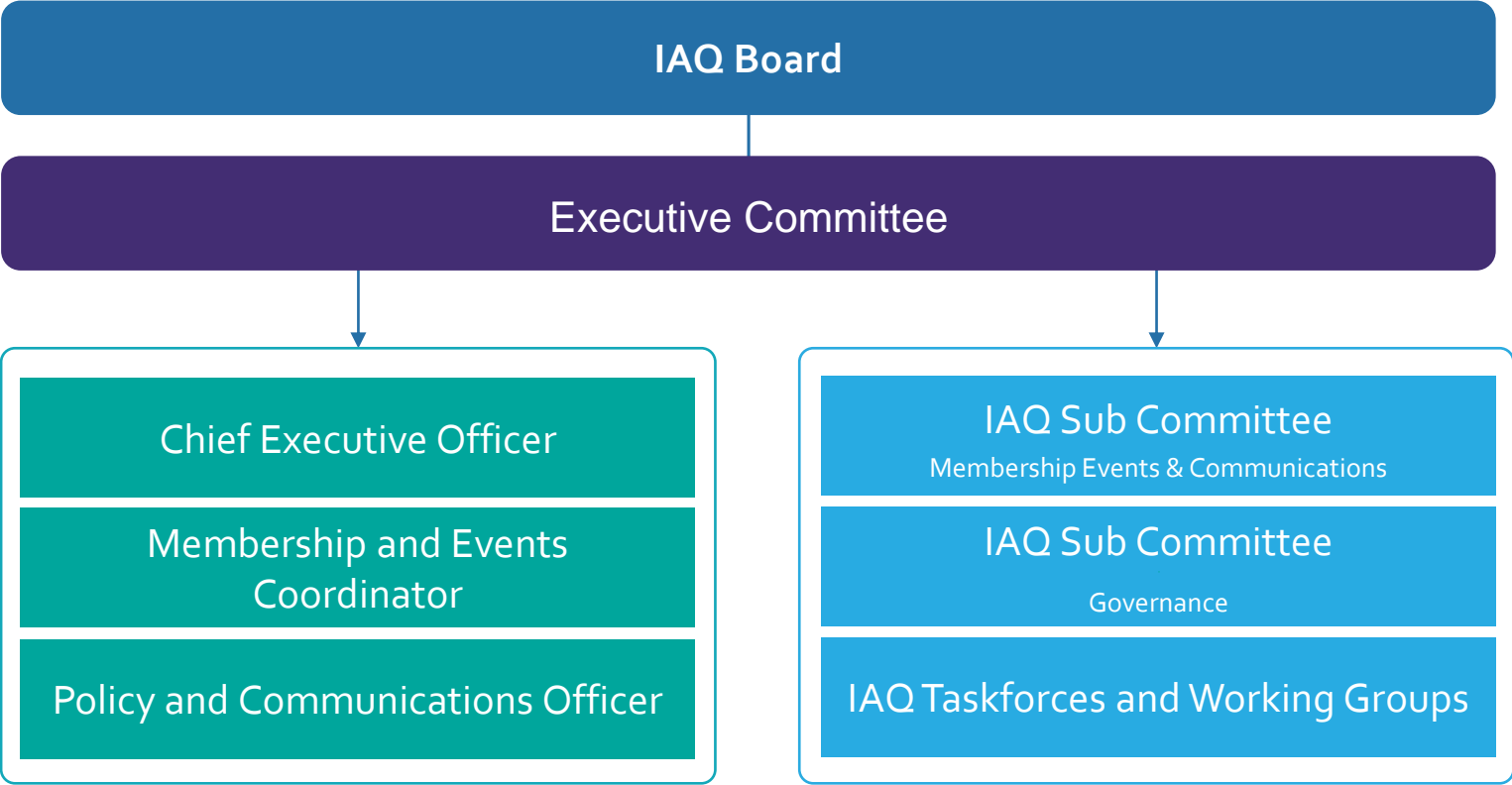
Priority Area for 2021	Description	Initiatives 2023	Tasks 2023	Future initiatives 2024
<b>3. Deliver Events</b>	<p>IAQ Assembly            Large Forum Breakfasts            Boardroom Breakfasts            2032 Games Breakfasts            EPIQ events            IAQ Connect – perhaps to utilise taskforce updates            Women in Infrastructure events            Regional Taskforce events            Gala; awards night            Webinars            Disseminate knowledge from events            Increase sponsorship and advertising            Consider lunches, evening and other formats            More events in regions            Leadership training program</p>	<ul style="list-style-type: none"> <li>Deliver Assembly 20 October 2023 focusing on energy, renewables, regional and SEQ infrastructure and Games delivery in collaboration with DSDILGP and sponsors</li> <li>Deliver all traditional events on key topics, Capacity, Energy and Transport</li> <li>Engage member sponsors for Boardroom Breakfasts</li> <li>Deliver IAQ events, Regional events, Women, Inclusion, Diversity events (potential for 6 additional events)</li> <li>End of year networking event – sponsored for all IAQ members</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with sponsors to ensure offerings involve both sponsor and speaker and Assembly sponsors, traditional and new events enable IAQs leadership status as the peak body to be on show.</li> <li>Event promotion via communications, as per below pillar.</li> <li>Social media posts as below for all IAQ events.</li> </ul>	<ul style="list-style-type: none"> <li>Future Gala Annual event in planning as a 2024 November event. Pinnacle event for the year for members and guest. Mark IAQ 30 year anniversary.</li> </ul>
<b>4. Service &amp; Communicate</b>	<p>Electronic communications            Website            Social media            Retain and engage with current members            Increase membership            Market to non-members            Media</p>	<ul style="list-style-type: none"> <li>Policy and Communications Coordinator to prepare and finesse (in conjunction with CEO) quarterly member updates (EDM) and social media for events, infrastructure news, knowledge and innovation and government actions/reactions for all infrastructure sectors.</li> <li>CEO to foster one to one meetings with members to drive member benefit</li> <li>Policy and communications coordinator to drive member and non member communications and press releases (in conjunction with CEO).</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly member EDMS</li> <li>LinkedIn Posts</li> <li>Press Releases</li> <li>Position papers to members and external parties</li> <li>Member and non member marketing materials produced</li> <li>Draft communications plan to be produced and managed</li> <li>Interviews with key government, stakeholders for knowledge papers</li> <li>Webinars</li> </ul>	<ul style="list-style-type: none"> <li>Consider additional social media (Twitter), production of timely position papers for members and government influence,</li> <li>Interviews with keynote speakers for member interest</li> <li>Webinar calendar annually</li> </ul>

# 2023 – IAQ Strategic pillars & priority areas

Priority Area for 2021	Description	Initiatives 2023	Tasks 2023	Future initiatives 2024
5. Govern the Association	Review governance, Board, Executive and Taskforces, Review Taskforces, Working Groups TOR and expected outcomes, participant numbers. Explore introduction of smaller Board and Advisory Council. Review staff resources and systems Finances and income diversification	<ul style="list-style-type: none"> <li>Determine external or internal group/individuals to review rules for Board numbers and participation in decision making (rule changes accordingly) and produce recommendations to Board at October AGM 2023</li> <li>Review TOR for Taskforces to bring consistency to operations and outcomes</li> <li>Review and create TOR for new and existing working groups for IAQ, Regional – Townsville (under scope of RIT Taskforce) and Women, Inclusion, Diversity Working group.</li> <li>Research potential training offering by IAQ for members as a future 2024 and beyond project</li> </ul>	<ul style="list-style-type: none"> <li>Appoint internal or external group/individuals to review Board numbers and rule implications for change</li> <li>Review TORs</li> <li>Research potential partnering with RTOs or development of training courses for IAQ members, career development offerings</li> </ul>	<ul style="list-style-type: none"> <li>If recommended at AGM 2023, review IAQ rules and structure to change Board governance and numbers</li> <li>Produce research paper (policy and communications coordinator (in conjunction with CEO) outlining recommendations for potential IAQ training for career development for members including cost analysis and delivery model recommendations</li> <li>Revise budget to incorporate training funding model.</li> </ul>

# IAQ operating framework

IAQ's operating framework is established ensure the business and operations of the association are overseen by the management committee comprising of appointed office holders and members who act as agents for the association.



# IAQ taskforces and working groups

Each Taskforce and working group to focus on deliverables, government initiatives and priority actions. The Policy & Communications coordinator is currently being recruited and will work directly to produce outcome position papers, LinkedIn posts, internal and external EDMs from these groups across the year. These will include but not be limited to - government submissions, budget positions, policy papers, thought leadership, research, arranging guest speakers, university linkages, networking etc



## Regional Infrastructure Taskforce (RIT)

Immediate focus on the issues impacting industry now and the current opportunities to be leveraged & responded to within all Queensland regions. Foster the growth of smaller IAQ working groups within Queensland regions.



## Catalysing Infrastructure Transformation Taskforce (CITT)

Focusing on the long-term, big picture energy and renewables, 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 Taskforce

Bringing the focus of the Games and all the sustainability and legacy priorities to the forefront to assist in Games delivery for Queensland.

## Working Groups for 2023 include:

Women, Inclusion, Diversity (WID), Regional Working Group (Townsville – under direction of RIT), IAQ Connect

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

# IAQ Events

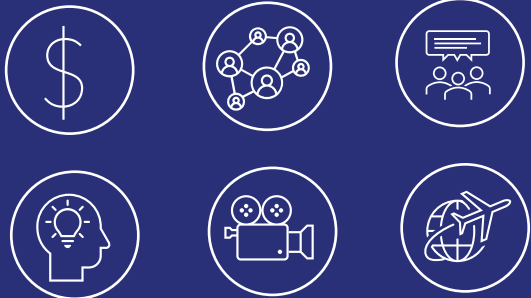
Major Industry Events

Smaller Targeted Events  
(In between major events )

Social Networking

Signature Event  
Infrastructure Assembly  
20 October 2023

Boardroom Series  
Targeted Forums for Regions  
Women, Inclusion and Diversity events  
Games workshops and breakfast  
Taskforce guest presentations  
Webinars



# Business Plan - Financial

## IAQ thrives under two key income streams:

- 1 Membership and
- 2 Industry Events

IAQ is a not for profit organisation which operates under strong financial governance through the maintenance of a Board agreed cash reserve position which under pins the operation of our association.

In 2022, the Board voted to prepare an 18 month budget to ensure future alignment with the traditional financial year.

All profits gained through memberships and events are repurposed into Board agreed strategic initiatives and activities such as industry leading research and signature events that support our Business Plan Priority Areas.

Future priority also to invest in research as required into infrastructure practices, potential training programs for IAQ members and recommendations for Board and governance models.

2023 will bring IAQ resources to the fore, with three roles: events/membership role, policy and communications coordinator (including research and production of IAQ position papers with Taskforces and Working Groups and CEO). Together the team will support the operations and vision of the IAQ in 2023 and into the future.



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ASSOCIATION OF  
QUEENSLAND<sup>INC</sup>