



2024 IAQ Annual General Meeting REPORT

31 October 2024

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1.0 Message from the IAQ Leadership Team

This year marks the 30 year anniversary of the formation of the Infrastructure Association of Queensland. In reflecting on this significant milestone, it is difficult not to think about the significant growth trajectory of the Association and the changing landscape of infrastructure in our state.

Established as a non-partisan industry body that aimed to give its members a greater voice in the infrastructure discourse and advance the quality of our communities and places in which we live and work we should be extremely proud of the contribution that the IAQ has made since its establishment. Over that period we have seen transformational projects delivered across transport, water, energy, education, health and urban renewal that have and will continue to deliver lasting legacies beyond each of us.

Importantly our influence couldn't be achieved without an active and growing membership base and the often unrecognised support of individuals that have donated their time and efforts for a purpose beyond their immediate interests. In that vein, now is the time to recognise the countless individuals and member organisations that have contributed to our success including our former Chairs, elected representatives, CEO's and Executive Directors, membership, events and policy managers, Executive Subcommittee members, Taskforce Chairs and Board Members for their years of service. With every contribution, you have left the Association in a better place – thank you

As the IAQ looks to embark on another chapter of renewal, I am genuinely excited to see just how an Association that always operated on the 'smell of an oily rag' continues to mature, grow and make a positive difference in the lives of Queenslanders.

Regards,

Jon Frew, IAQ Chair



As we come together for our Annual General Meeting, it's a wonderful opportunity to reflect on a remarkable year for the Infrastructure Association of Queensland. Celebrating our 30th anniversary reminds us of the incredible journey we've taken together, evolving from our humble beginnings into a vital voice in Queensland's infrastructure landscape.

This year has seen exciting developments across various sectors, with major projects like Cross River Rail and the Kangaroo Point Bridge making significant progress. Our successful events—including the IAQ Assembly, Regional Breakfasts, the 2032 Games, Progressing the Pipeline, and Critical Minerals and Energy Breakfasts, and our Boardroom Breakfasts — have fostered invaluable discussions and strengthened connections among key stakeholders. I want to extend my heartfelt thanks to all our dedicated members whose active participation has been instrumental in shaping our initiatives and driving our ambitions forward.

Looking ahead, we find ourselves on the brink of exciting opportunities. The upcoming 2032 Games offer us a unique chance to showcase Queensland on the world stage and highlight our capacity for innovation and excellence in infrastructure. This is not just about the Games themselves; it's about leveraging this moment to ensure lasting legacy benefits for our communities.

In addition, we also have new opportunities, the most important of which is building strong relationships with the new Queensland government, so that we can continue to collaborate and advocate for Queensland on behalf of industry. It is equally crucial that we remain vigilant in an unstable geopolitical landscape that poses a threat supply chain stability, and consequently, our ability to achieve our goals.

I'm excited to see you all at Queen's Wharf at the end of November to celebrate IAQ's 30 years as a peak body. It will be a fantastic occasion for us to reflect on our achievements and look forward to the bright future ahead. Thank you for being such an essential part of this journey, and here's to continuing our important work together.

Regards

Louise Duffy, Deputy Chair



As we approach the end of the year, I would like to thank the Executive Committee for their work over the years in helping shape and grow the IAQ in conjunction with our Board. As our new governance model will be voted on at the AGM, it is a great time to reflect on the hard work of all who have been on the IAQ Board and the Executive Committee over the years. Thanks for your support and commitment to the Association.

With the introduction of additional taskforces and working groups across 2023 and 2024, IAQ has a solid platform for robust discussion, collaboration and networking with industry and government. The educative element to all these groups is consistent with the IAQ advocacy and knowledge pillars. We have been able to expand our reach and work across different government agencies to provide feedback and information across government and industry. Moreover, we have had the capacity to be able to be in the moment in our discussions, while also planning for the future of this great state. It is great to see the Working Groups and Taskforces continuing momentum through till the end of the year, with the Games Taskforce, Social Infrastructure Taskforce, Regional Infrastructure Taskforce, Catalysing Infrastructure Taskforce, Diversity, Equity and Inclusion Working Group, and EPIQ and IAQ Connect all hosting forums or events between now and November. Check out our events page for more information.

This year, we have again grown the Association and our membership remains consistently high, with newcomers each year, welcomed to our sector and to the family that is IAQ. We have also grown our operations team and we welcomed Maya Strutton this year to work with the Taskforces and Working Groups. Welcome Maya. I would also like to thank Kim Ellis and Harvey Williams for their above and beyond commitment to the IAQ. Their work this year, has ensured we are regarded as the peak body for Infrastructure in Queensland.

It has been a privilege to work on all the new initiatives with all the Taskforces and Working Groups, and particularly to be part of the team that has brought the first annual published report to IAQ, the QIP. I would like to thank Luke Whistler for his vision and drive in bringing this to the Board and gaining the support of government and industry alike.

With the election now complete, IAQ will focus on driving conversation and collaboration with Ministers, Director Generals and the various agencies, to bring about the progressive and innovative offerings within our sector to protect Queensland and Australia's future. We look forward to a year ahead of clear focus between government and our sector and an understanding of the breadth and scope and timelines for infrastructure delivery.

As always, I appreciate the contributions of IAQ members to the Association's success in bringing government and industry together to discuss and plan for Queensland's future. I look forward to continuing our discussions as we work towards a better future together.

#StrongerTogether #CommunityOutcomes #BetterforQueensland

Warm regards

Louise Van Ristell, IAQ CEO





2.0 Business Plan



KEY PRIORITY AREAS

2024

As directed by the Board, IAQ will continue to build on the success and momentum of 2024, delivering on the following key priorities:

1. Provide leadership and advocacy
2. Run taskforces and committees
3. Deliver events
4. Service and communicate
5. Govern the association

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

How we performed

Leadership and advocacy

1. QIP Report (Pilot Initiative)
2. Report: IAQ Survey - Reducing Government Emissions in Infrastructure
3. IAQ Events:
 - IAQ Assembly/30th Birthday Event/ Regional Breakfasts / Education webinars / 2032 Games Breakfast / Progressing the Pipeline Breakfast /Critical Minerals and Energy Breakfast / Boardroom Breakfasts/ Boardroom lunch with David Janetzki/Joint Leaders Forum with Jarrod Bleijie
4. Social Media Campaigns:
 - The Role of the Infrastructure Industry in Alleviating the Cost of Living Crisis / Legacy of the 2032 Games/ Accessibility Legacy of 2032 / Member Benefits and Value Campaign / Sustainability Campaign / 30 Years of IAQ
5. Budget Media Lockouts and Subsequent Analysis:
 - State (invited) - Delivered State Budget Submission to Queensland Government amid Budget Creation / BCC (invited)
6. 30 Years of Influence: IAQ Article in Infrastructure Magazine's November Edition
7. Report: Gender Pay Gap in Infrastructure
8. IAQ Neutral Election Comparison
9. IAQ Whitepaper on Business Case Development
10. Government Feedback: Infrastructure Productivity and Workforce Roadmap
11. Industry Survey of the 2032 Games Venue Masterplan Review
12. Data Report: 2032 Games Venue Masterplan Review (handed to Queensland Government)
13. Press Release: 2032 Games Venue Masterplan Review
14. Article: Queensland's Infrastructure Pipeline: The Opportunities and Challenges of the Rollout Queensland's Infrastructure Pipeline: The Opportunities and Challenges of the Rollout
15. Mid-Year Recap Media
16. Recap: Q2032 Industry Advisory Group Meeting
17. CEDA and Elevate2042 Collaboration
18. Article: Cost of Living: Addressing the Housing Crisis from the Perspective of Emerging Professionals
19. Report and Recommendations: Diversity, Equity and Inclusion in Infrastructure
20. IAQ Annual Scholarship: Future Infrastructure Leader, including Media: Video Interview with Previous Winner
21. New Website Development

How we performed

Taskforces and committees

Regional Infrastructure Taskforce (RIT)

- Townsville Industry Breakfast Forum – Focusing on the Energy Transition
- State of Play: Infrastructure in the Regions – Covering Mackay, Whitsunday, and Isaac
- Cairns Industry Forum – Concentrating on Transport Infrastructure
- In addition, RIT produced a Business Case Whitepaper that addressed several important themes:
 - Practical Engagement: Going beyond traditional business case analysis to include real-world experiences and practical actions.
 - Investment Strategies: Exploring opportunities for program-based trials in regional areas to drive innovation.
 - Beyond Financial Metrics: Focusing on the importance of non-financial indicators in evaluating project success.
 - Broader Benefits: Recognizing the wider advantages of projects, such as enhancing public transport and developing collective regional plans to attract long-term residents and workforce.
- Engagement with key stakeholders
 - Torres Strait Island Regional Council: Highlighted their innovative operations and infrastructure projects within Torres Strait Island communities.
 - Northern Australia Infrastructure Facility (NAIF): Provided an overview of their role as a financier for project development, offering concessional loans to support projects that deliver public benefits in Northern Australia.
 - DSDI Cairns Pilot Initiative.
 - enviroMETS and DSDI Mount Isa Transition Fund Thinktank.
- 2024 IAQ Regional Survey and Report

2032 Games Taskforce

- IAQ member 2032 supply chain mapping survey
- Guest speaker series at Taskforce meetings including:
 - Damon Hall (ED - Venues and Villages GVLDA)
 - Alena Tracey (ED – Sustainability GVLDA)
 - Leah Lang (Government Architect - OQGA)
 - Aaron Hoffman (ED - First Nations program GVLDA)
- Kicked off ‘What if...’ 2032 Roundtable series to great acclaim
- Held well attended lessons from Paris event with IAQ Connect
- North Queensland membership 2032 sentiment survey in collaboration with RIT – to be launched in November 2024

Catalysing Infrastructure Taskforce (CIT)

- Providing input to the development of the Queensland Government’s sectoral emissions reduction plans for 2025
- Stakeholder forum with the Department of Energy and Climate to provide input and feedback on the plan for the development of the Sectoral Emission Reduction Plans
- Developing a precis of existing literature to capture best practice approaches and frameworks to support increased awareness and compliance with net zero targets focusing on the use of more sustainable or recycled materials in the construction of infrastructure
- Investigation into opportunities for productivity transformation across design (including DfMA), manufacturing, construction (including MMC) and procurement of infrastructure in Queensland
- Establishment of working groups:
 - Group 1: The role of infrastructure to support the transition to net zero
 - Group 2: Support transition to net zero industry utilising target measures on projects from use of sustainable/recycled materials
 - Group 3: Overcoming the capacity gap in Queensland through productivity transformation

Social Infrastructure Taskforce (SIT)

- RIT and SIT to joint host a forum in Cairns on Regional Games Legacy
- Social Infrastructure Breakfast and webinar with Sarah Amos
- SIT Crossroads event at GHD

EPIQ

- Joint Article with Policy and Comms: A Young Professionals Approach to ‘The Cost of Living Crisis’
- EPIQ has hosted/attended a series of events including:
 - EPIQ/IAQ Connect joint event ‘Walk a morning in my shoes’
 - EPIQ/BJCC Social
 - Collaborative Contracting Event
 - Circular Economy event
 - Kangaroo Point Green Bridge Site Visit
 - Pumped Hydro Event
 - Planning for Infrastructure Investment Event
 - EPIQ Speed Mentoring Event
 - New Member Coffee Catchups

Diversity, Equity & Inclusion working group

- Report: Meaningful DEI Principles in the Infrastructure Industry
- Webinar ‘How to give a meaningful acknowledgement to country’
- Advancing Diversity in Infrastructure Leadership event (now handed to IAQ)
- Development of IAQ’s ‘acknowledgement of country’

IAQ Connect

- EPIQ/IAQ Connect joint event ‘Walk a morning in my shoes’
- March Social Catch Up
- Digital Twin Event (WSP)
- Paris Olympics and Paralympic Games Lessons Learnt
- Engaging with purpose on Major Project
- “Women in Infrastructure” mixer - IAQ Connect & Women in Economics Network collaboration

How we performed

Deliver events	Service and communicate	Govern the association
<ol style="list-style-type: none">1. IAQ Assembly, One-day conference Sept 6, 20242. 3 x successful Major Industry Breakfasts3. Boardroom Breakfasts x 44. Boardroom Lunch x 15. EPIQ events x 106. EPIQ x IAQ Connect 17. IAQ Connect events x 58. Regional Taskforce events x 49. SIT Taskforce events x 210. Webinars x 311. 2032 Games Roundtable x 112. Joint Leaders Forum with Engineers Australia, Consult Australia, QMCA and CCF x 113. DSDI networking event x 114. 30th Birthday Gala x 115. Disseminated knowledge from events via EDMs, Fortnightly Member Briefing (now every two weeks)	<ol style="list-style-type: none">1. Electronic communications: 190 electronic direct mail emails to our database over the last 11 months (avg 17 per month – an increase of 5 per month)2. Website: 110,955 page views over the last 12 months (compared to 19,971 in 2023 – an increase of 90,984)3. Social media: 8113 LinkedIn followers (compared to 6,674 in 2023 – an increase of 1439)4. Retain and engage with current members: 99 members renewed in 2023 (compared to 94 in 2023)5. Increase membership: 23 new members in 2024 (compared to 22 in 2023)6. Database numbers = 8957 (includes members, non-members and event guests)7. Media: featured Infrastructure Magazine.	<ol style="list-style-type: none">1. Total review of IAQ governance over 12 months, with the formation of a Governance committee.2. Communications across 12 months with the IAQ Board to ensure clarity of process and ascertain recommendations from the Board (via votes at each meeting to continue).3. Implementation of the process for the reduction of the size of the IAQ Board provided to all Board and members prior to AGM4. Formation of a neutral Nominations Committee with Terms of Reference and deliverables in preparation for the AGM5. AGM voting for rule change and new Board6. Annual audit and contract reviews for staff7. Additional treasurer's notes for financial reporting each month

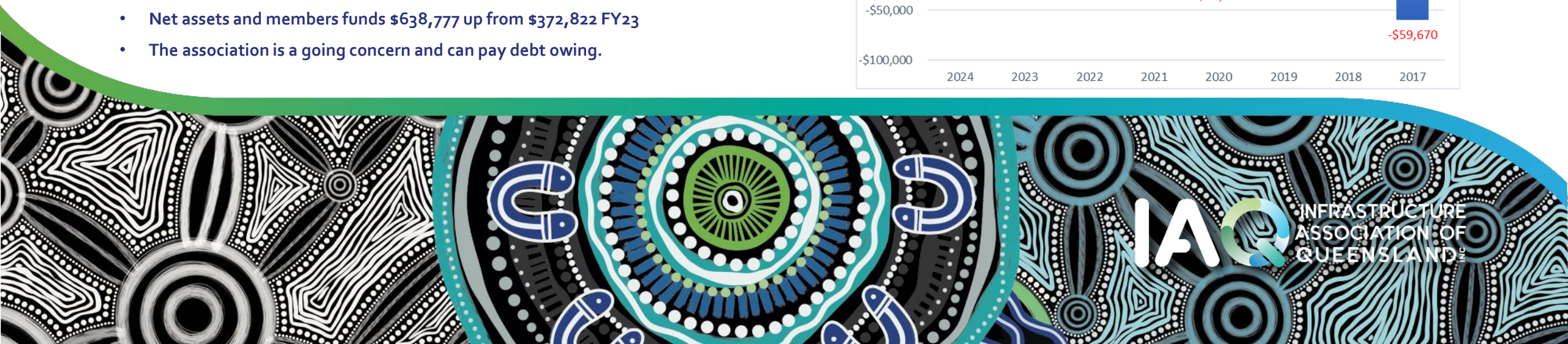
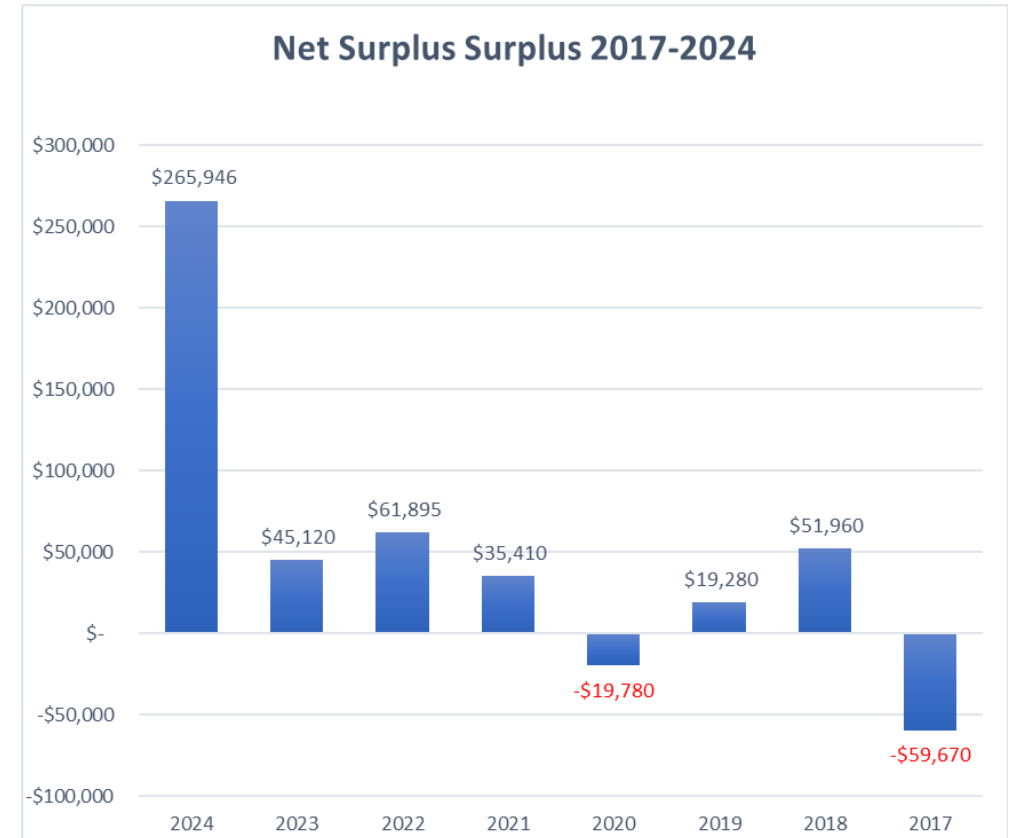


3.0 A year in review

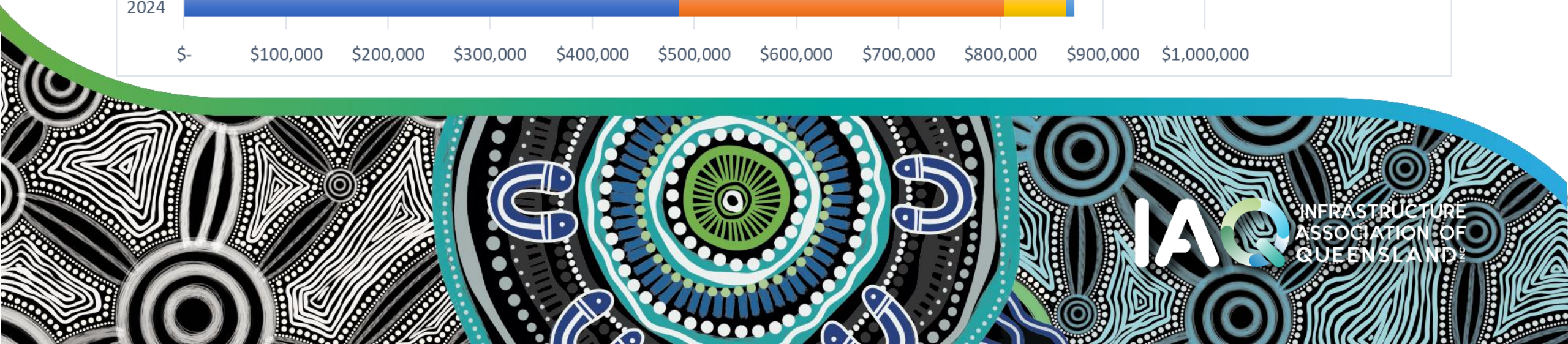
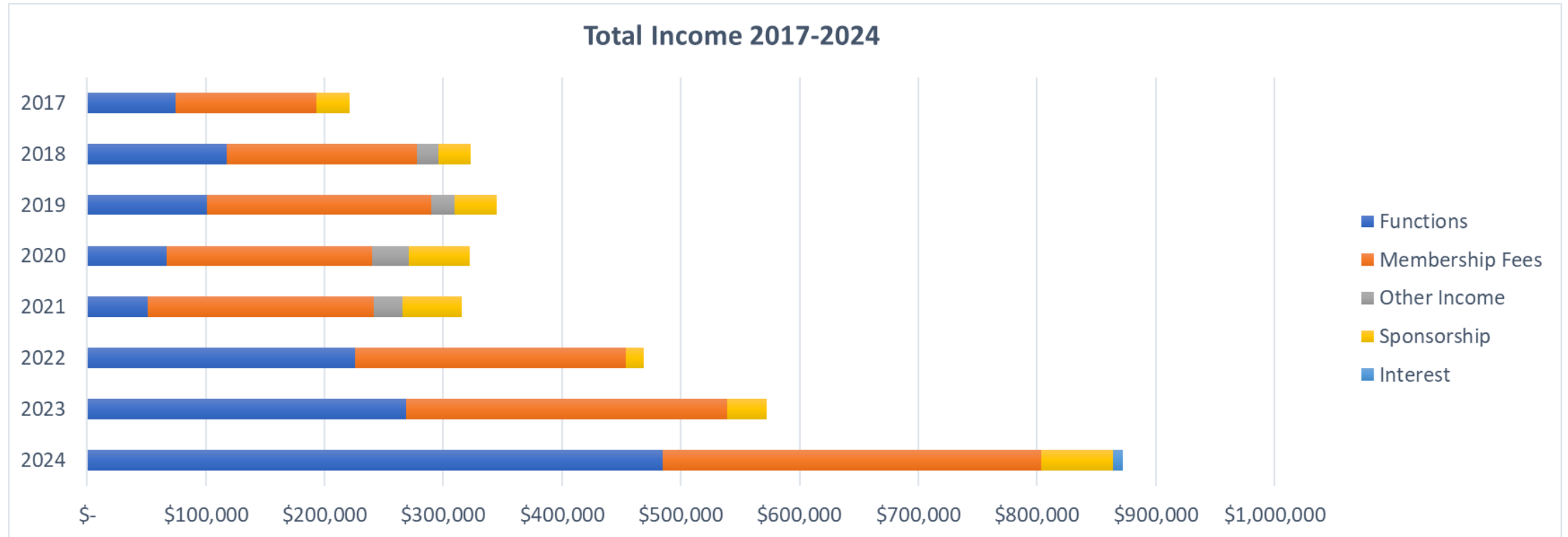
3.1 FY24 Finance Report

Financial performance for FY24:

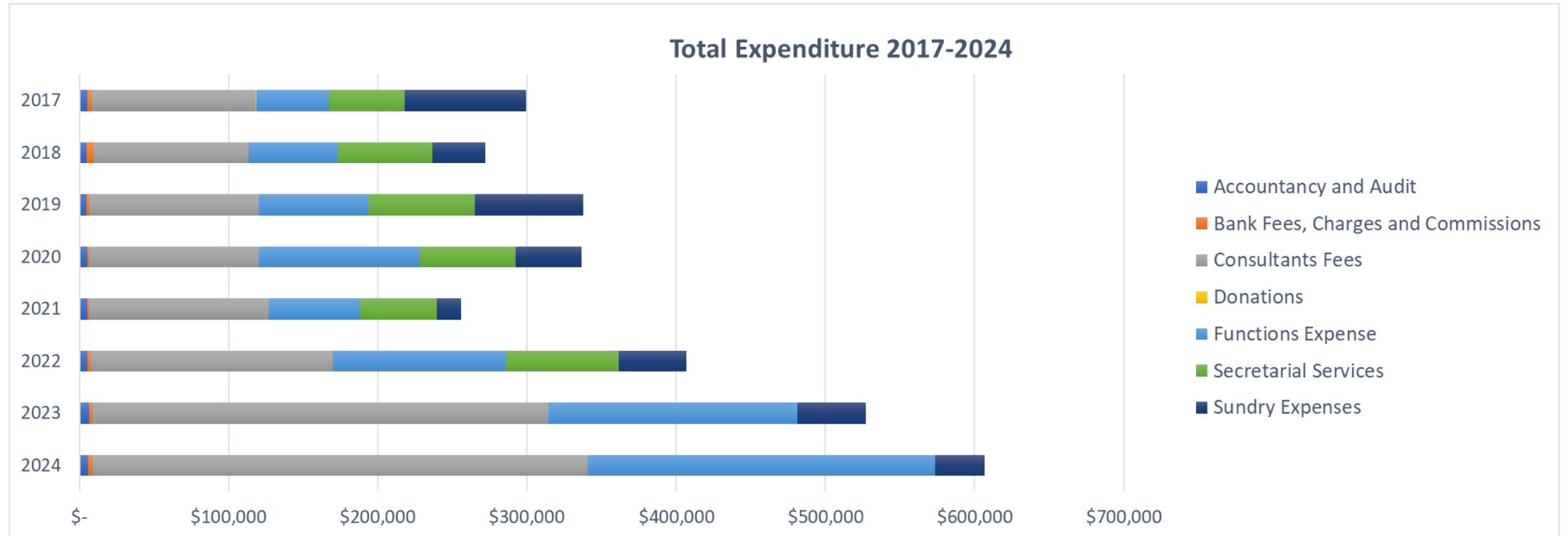
- Total net assets up from FY23 to \$265,955 (up by \$220,835)
- Association carries current liabilities in the form of GST payable, deferred revenue and trade creditors totaling \$208,707 and total assets of \$847,484 – Remaining solvent
- Increase in income due to:
 - 2024 IAQ Assembly success
 - An increase in function and event income
 - An increase in memberships
- Expenditure overall is also up due to:
 - Increased number of functions and events held
 - New Policy and Communications role
 - A slight increase in Accountancy and Audit
- Cash at bank has increased by \$146,945 from \$529,966 in FY23 to \$676,911
- **Net assets and members funds \$638,777 up from \$372,822 FY23**
- **The association is a going concern and can pay debt owing.**



3.1 FY24 Finance Report



3.1 FY24 Finance Report

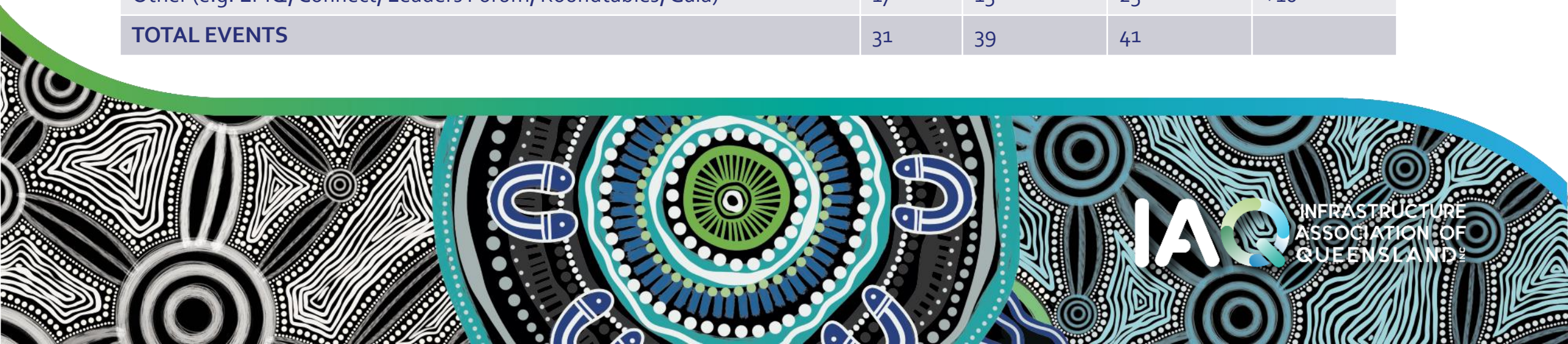


2024 Consultant Fees includes Secretarial Services for 2023
2024 Consultant Fees includes IAQ consultants (5 people including 3 previous and current consultants)
2024 Memberships and Events, Policy & Communications

3.2 Events

2022 - 2024 Comparisons

EVENTS	2022	2023	2024	Increase
Infrastructure Assembly	1 (210)	1 (258)	1 (264)	+2 pax
Major Industry Breakfasts	2	3	3	0
Boardroom Breakfasts	7	5	5	0
Webinars	4	10	2	-8
Regional events	0	5	4	-1
Other (e.g. EPIQ, Connect, Leaders Forum, Roundtables, Gala)	17	15	25	+10
TOTAL EVENTS	31	39	41	



3.2 Events

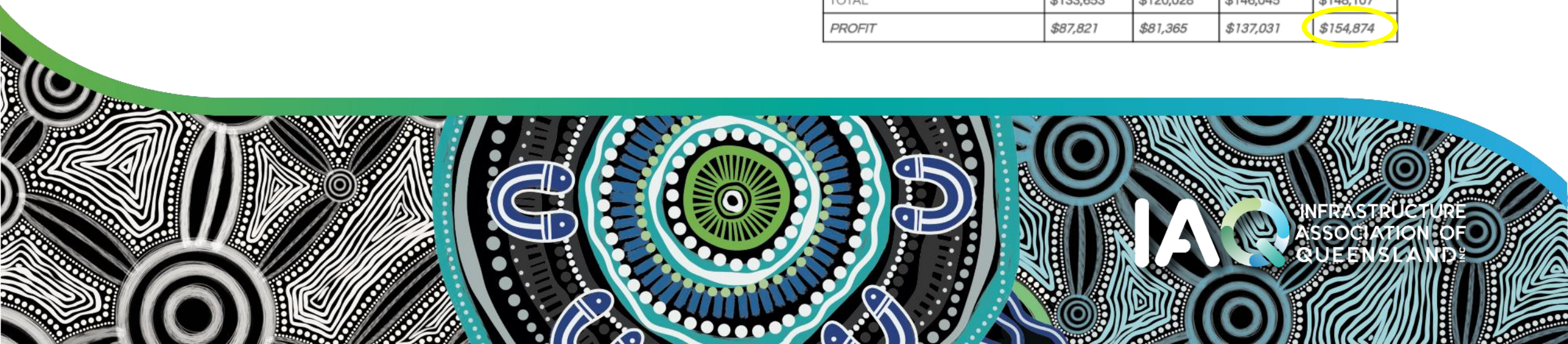
Assembly Profit 2021 - 2024

Revenue (inc GST) rounded figures

Item	2021 Actual (2 day)	2022 Actual	2023 Actual	2024 Actual
Delegate Registration and networking tickets	\$137,961	\$110,273	\$143,827	\$152,877
Sponsorship	\$77,550	\$89,100	\$137,390	\$148,500
Credit Card Fees	\$2,773	\$2020	\$1,859	\$1,594
TOTAL	\$221,474	\$201,393	\$283,076	\$302,981

Expenses (inc GST) rounded figures

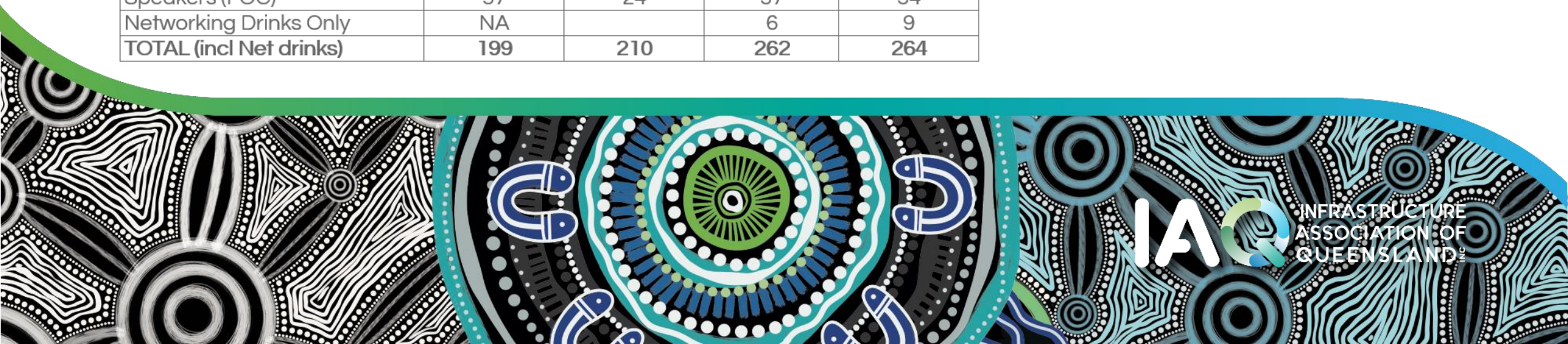
Item	2021 Actual (2 day)	2022 Actual	2023 Actual	2024 Actual
Venue	\$7,700	\$5844	Incl Below	Incl Below
Catering	\$25,679	\$30,156	\$35,134	\$37,385
Conference Administration	\$47,163	\$45,931	\$62,447	\$71,681
Speakers	\$16,500	\$11,442	\$14,197	\$14,399
Delegate Expenses / Signage	\$737	\$2,257	\$2,875	\$1,616
Audio Visual + Staging	\$17,865	\$16,373	\$15,621	\$13,692
Marketing/Photog etc	\$16,901	\$6,106*	\$12,115	\$7,923
Contingency/Admin/Bank Charges	\$1,108	\$1,919	\$3,656	\$1,408
TOTAL	\$133,653	\$120,028	\$146,045	\$148,107
PROFIT	\$87,821	\$81,365	\$137,031	\$154,874



3.2 Events

Assembly Registration Comparisons 2021 - 2024

Registration Type	2021 Actual	2022 Actual	2023 Actual	2024 Actual
Member/Gov Early Bird	53	82	124	122
Member/Gov Standard	27	25	16	25
Member/Gov Late Release	NA	13	6	20
Non-member Early Bird	13	13	9	5
Non-member Standard	24	7	11	8
Non-member Late Release	NA	3	0	0
EPIQ	NA	NA	8	4
Staff / Crew Registration (FOC)	9	8	7	7
Sponsor (FOC)	16	35	38	30
Speakers (FOC)	57	24	37	34
Networking Drinks Only	NA		6	9
TOTAL (incl Net drinks)	199	210	262	264



3.2 Events held in 2024

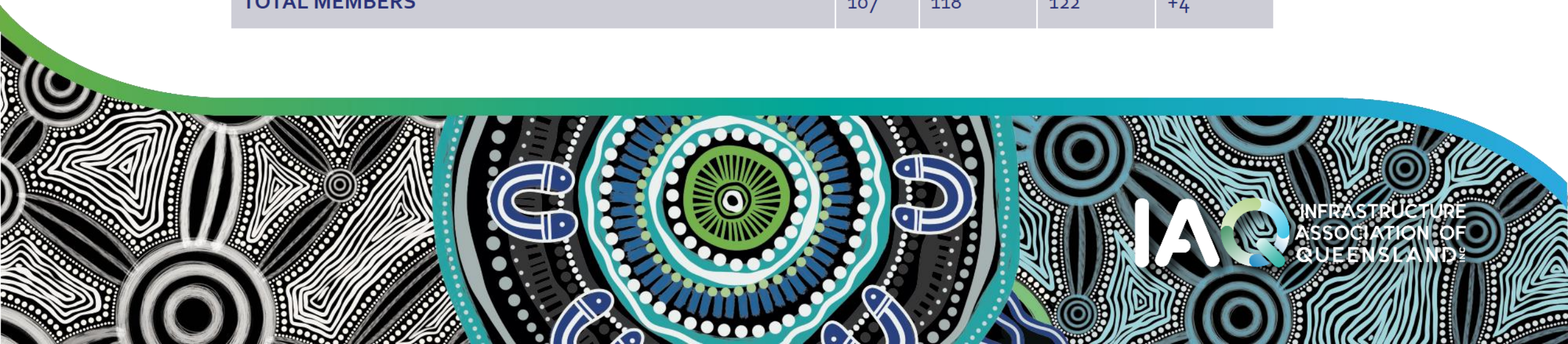
Date	Format & Topic
18 Jan	EPIQ/IAQ Connect joint event 'Walk a morning in my shoes'
28 Feb	DSDILGP 2024 Scene Setting networking event
12 March	EPIQ new member coffee catch-up
19 March	Boardroom Breakfast (DSDI)
21 March	Major Industry Breakfast – 2032 Games
21 March	EPIQ/BJCC Social
22 March	Townsville Industry Forum – RIT Taskforce
28 March	IAQ Connect Social
17 April	EPIQ event - Collaborative Contracting
24 April	Boardroom Breakfast (DEPW)
1 May	EPIQ Kangaroo Point Green Bridge Site Visit
10 May	Mackay Industry Forum – RIT Taskforce
16 May	IAQ Connect Event – Digital Twin
29 May	Joint Associations Leaders Forum
30 May	EPIQ event – New member coffee catch up
5 June	Boardroom Breakfast (Qld Treasury)
12 June	RIT Webinar 'The lived experience in Torres Strait'
18 June	Major Industry Breakfast – Resources and Energy
21 June	SIT breakfast

Date	Format & Topic
1 Aug	EPIQ event – Circular Economy
1 Aug	SIT Breakfast and webinar
6 Aug	Major Industry Breakfast - Progressing the Pipeline
21 Aug	EPIQ Event – Pumped Hydro
22 Aug	IAQ Connect event – lessons learnt from Paris Olympics
29 Aug	Boardroom Breakfast (Qld Health)
4 Sept	Boardroom Lunch with the Opposition
6 Sept	2024 Infrastructure Assembly
11 Sept	D&I Webinar
11 Sept	Boardroom Breakfast (TMR)
11 Sept	EPIQ event – Planning for Infrastructure Investment
10 Oct	IAQ Connect 'Engaging with Purpose on Major Projects'
17 Oct	2032 Games Roundtable
31 Oct	AGM followed by Member Mixer
7 Nov	IAQ Advancing Diversity in Infrastructure Leadership event
13 Nov	RIT Cairns Industry Forum
19 Nov	IAQ Connect/WEN - Women in Infrastructure co-lab event
29 Nov	30 th Birthday Gala function
3 Dec	EPIQ Speed Mentoring Event
4 Dec	Joint Taskforce/Working Group End of Year Celebration

3.3 Membership

2022 - 2024 Comparisons

MEMBERSHIP	2022	2023	2024	Increase
Corporate Tier 1	63	72	76	+4
Corporate Tier 2	16	20	18	-2
Associate	10	11	13	+2
Individual	18	15	15	-
TOTAL MEMBERS	107	118	122	+4



3.3 Membership

122 total members - 23 new members acquired

New Members	Member Type
15 Times Better Pty Ltd	Corporate Member Tier 2
Autodesk	Corporate Member Tier 1
BBS Communications	Corporate Member Tier 2
CMW Geosciences	Corporate Member Tier 1
Dept of Infrastructure, Transport, Regional Development, Communications & the Arts	Associate Member
Downer Group	Corporate Member Tier 1
Elysium EPL	Corporate Member Tier 2
Infrastructure Project Solutions	Corporate Member Tier 1
Investstructure	Corporate Member Tier 2
Jensen Hughes	Corporate Member Tier 1
K&L Gates	Corporate Member Tier 1
Leo Hammett (Orenda Consulting)	Individual Member
MBB Group	Corporate Member Tier 1
Nicky Vaisey (Constructionarium)	Individual Member
Populous	Corporate Member Tier 1
Queensland Health	Associate Member
Robbie Claase (Sonas Advisory)	Individual Member
Stantec Australia	Corporate Member Tier 1
Stephen Uhr (Ashbourne Advisory)	Individual Member
SYNC Advisory	Corporate Member Tier 1
Tender Plus	Corporate Member Tier 2
Torres Strait Island Regional Council	Associate Member
Urban Utilities	Associate Member

3.4 IAQ Taskforces



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.



Emerging Professionals In Infrastructure Queensland (EPIQ)

Bringing together the next generation of infrastructure sector leaders. EPIQ provide a platform for members to engage with industry peers and leaders to discuss infrastructure challenges and positively influence the future of Queensland's infrastructure sector.



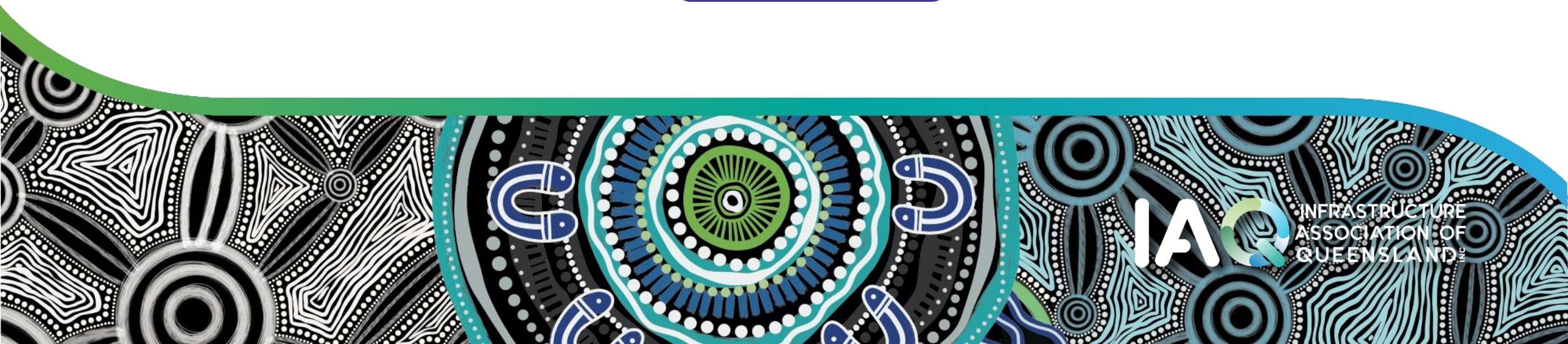
2032 Games Taskforce

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



Social Infrastructure Taskforce (SIT)

Working to deliver best practice solutions and pioneer housing and social infrastructure as priorities for legacy.



3.5 IAQ Working Groups

IAQConnect

- IAQConnect is a unique initiative from the Infrastructure Association of Queensland (IAQ), designed to connect mid-level professionals (those with 5+ years of experience) in the infrastructure sector. IAQConnect brings individuals together to build meaningful relationships, exchange knowledge, and collaborate on key infrastructure projects across Queensland. We aim to act as the bridge between emerging professionals and experienced leaders, helping you navigate and shape the future of the industry.

IAQ Diversity, Equity & Inclusion

- The IAQ Diversity, Equity and Inclusion Working Group (DEI) is designed to foster discussions and initiatives that improve diversity and inclusion within Queensland's infrastructure sector. Formed in March 2023, the group serves as a collaborative space for members to engage with key stakeholders, develop educational resources, and recommend actions to enhance equity and diversity in infrastructure.
- The DEI Working Group is open to all IAQ member organisations that are passionate about promoting equity, diversity, and inclusion in the infrastructure industry. Companies can nominate one individual to represent them within the group.

3.6 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. 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

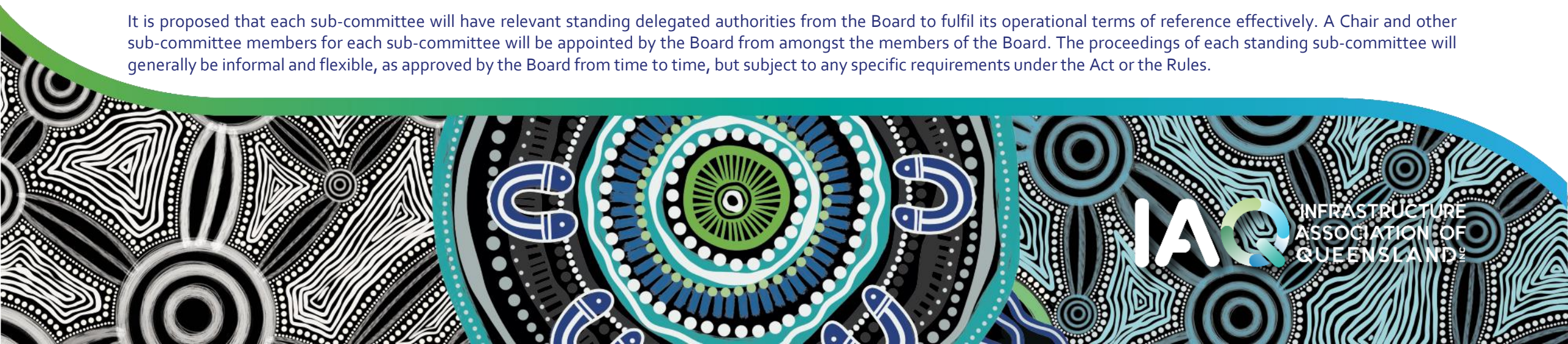
Pursuant to the Act and the Rules, the Board includes five fixed officeholders appointed annually at a general meeting of the association. These are: Chairperson, Immediate Past Chair, Deputy Chairperson, Treasurer, Secretary

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 2024 comprised the Executive Sub-Committee, the Governance and Risk Sub-Committee and the 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.



3.6 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 'Bookkeeper' 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.
- An 'Operations Assistant' that assists the Chief Executive Officer, Executive Assistant and Communications and Policy specialist to provide administrative assistance to various stakeholder groups ensuring smooth operations and effective communication to members.

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 2024 the Board also confirms that it sees no impediment to renewing our public liability insurance policy for another year.





IAAQ INFRASTRUCTURE
ASSOCIATION OF
QUEENSLAND INC