



QUEENSLAND MAJOR  
CONTRACTORS ASSOCIATION

# QMCA Strategic Plan

FY 2016 – FY 2018

# 1. The QMCA “Charter”

## QMCA PURPOSE

To engage and work collaboratively with governments, our strategic partners and related organisations to improve the sustainability of the construction industry in Queensland, and the specific interests of major contractors

## OUR VISION

Drive and influence the highest standards /best practice in all aspects of delivering quality major construction projects in Queensland

## OUR CORE ACTIVITIES

- Collective representation
- Safety leadership
- Procurement innovation
- Skills Development
- Industry intelligence
- Networking

WHAT WE DO AND  
WHAT WE WANT TO  
ACHIEVE

WHAT WE  
STAND FOR

HOW WE CREATE VALUE  
FOR OUR STAKEHOLDERS

# 2. QMCA “Values”

## QMCA BRAND VALUES/REPUTATION

(how we want QMCA to be seen from the outside)

- Highly credible, ethical and influential
- United and consistent
- Effective

## OPERATING VALUES

(what’s important in working together)

- Commitment to Qld’s construction industry and the “greater good”
- Commitment to, and support of, QMCA’s position on issues
- Transparent and ethical decision-making
- Mutual respect
- Do what we say

# 3a. Three year Strategic Plan

## MEMBER FIRM VALUE PROPOSITION

- Collective representation
- Industry intelligence
- Industry relationship building (neutral ground)
- Pipeline Planning
- Stakeholder influence
- Issue based lobbying

Create a (Office Bearers Steering Committee) to optimise member value through:

- *Structured two-way communication*
- *Increased relationships/ cross-representation with other industry peak bodies*
- *Maintain affiliation with ACA*
- *Providing leadership on infrastructure pipeline planning, staging and stability (including the Major Projects Report)*
- *Industry information from Government departments / agencies / other*
- *Petitioning relevant industry issues*
- *Being a dedicated, consistent and timely voice for major contractors*
- *Increased member involvement*
- *Promoting membership across all Tiers (as the new Constitution)*

# 3b. Three year Strategic Plan

## GOVERNMENT VALUE PROPOSITION

- Single/ efficient point of industry engagement and support
- Source of construction industry knowledge and ideas
- Procurement Innovation

Create a sub-committee (Government Infrastructure SC) to advocate excellence in procurement and delivery through:

- *Promoting consistent contract conditions*
- *Promoting appropriate risk allocation*
- *Reducing cost of tendering*
- *Minimising tender deliverables*
- *Promoting appropriate securities*
- *Advocacy for member issues e.g. engaging with Govt. about improvements around BCIPA*
- *Developing guidelines for PPPs and unsolicited offers*

# 3c. Three year Strategic Plan

## INDUSTRY VALUE PROPOSITION

- Safety Leadership
- Skill development
- United voice/ point of contact
- Future sustainability

Create a Training & Safety Sub-committee to :

- optimise leadership in safety and environment through:
  - *Promoting the major contractors' safety performance/ value/ differentiation (statistics; awards)*
  - *Developing a common platform for measurement of environment leadership*
- and improved industry capability and future sustainability through:
  - *Increased graduate employability skills*
  - *Industry-wide accreditations and training*
  - *Promoting innovation in construction*

# 4. Success targets for QMCA over the next three years



## What success looks like:

- Member Value:
  - *All genuine contender firms are members*
  - *GMs of all member companies actively participating in QMCA*
- Government Value:
  - *Fair, equitable and sustainable procurement*
  - *Consistent contract conditions*
  - *Pipeline management*
  - *Government advocacy of QMCA*
- Industry Value:
  - *Recognition of QMCA members' superior safety and environment performance*
  - *Skills development framework for sustainable industry*
- Reputation:
  - *Positive QMCA brand recognition*
  - *Constructive government and client influence*