



## 2024 Annual Report

The 2023/24 financial year has seen the QMCA undertake a number of initiatives and activities to support the purpose of the QMCA "shaping the future of the construction industry in QLD" and our vision of "a safe, attractive and rewarding industry". These initiatives include:

- hosting a series of roundtable lunches on topics of interest for the industry
- undertaking advocacy on behalf of the industry key issues such as BPIC, productivity and poor behaviour and coercion by unions
- Taking the lead on the issues of psychosocial safety for the industry
- establishment and commencement of a series of working groups to develop key initiatives. Working groups include:
  - Sustainability
  - Industry Culture
  - Safety
  - Industrial Relations
  - Technology & Innovation
- Development of a series of papers on behalf of the industry including:
  - A paper on the Olympic infrastructure needs: Going for Gold
  - Election issues Paper: "Unshackling QLD's Infrastructure Potential"
- Networking breakfast events on topics such as:
  - Defence
  - Economic Outlook
  - The Olympics
  - Bulk water infrastructure
  - Utilities water infrastructure
  - Women in Construction
- QMCA Innovation and Excellence Awards- in 2024 we had a record number of 42 entries and a very successful event where the inaugural Dale Gilbert Lifetime Achievement Award was presented
- The development of the QLD Major Projects Pipeline Report that was presented to audiences in:
  - Brisbane (500 people)
  - Gladstone (200 people)
  - Townsville (100 people) and
  - Toowoomba (200 people)

The QMCA has this year taken on the CFMEU and the ALP State Government in the media and other platforms over the impact of BPIC and union control and coercion over the industry, mainly perpetrated by the CFMEU. The 60 minutes episode and associated articles mid year over the CFMEU heralded in administration for that union. The QMCA has maintained a vocal position about this and what we must see change in the industry and the behaviours that affect our employees and companies.



**The 2024 FY has seen the QMCA return a profit of \$161,033;** combined with the previous four years profits the losses over the period up to 2020. This rebuilding of the QMCA’s finances has now enabled the organisation to start to invest in programs for the longer term.

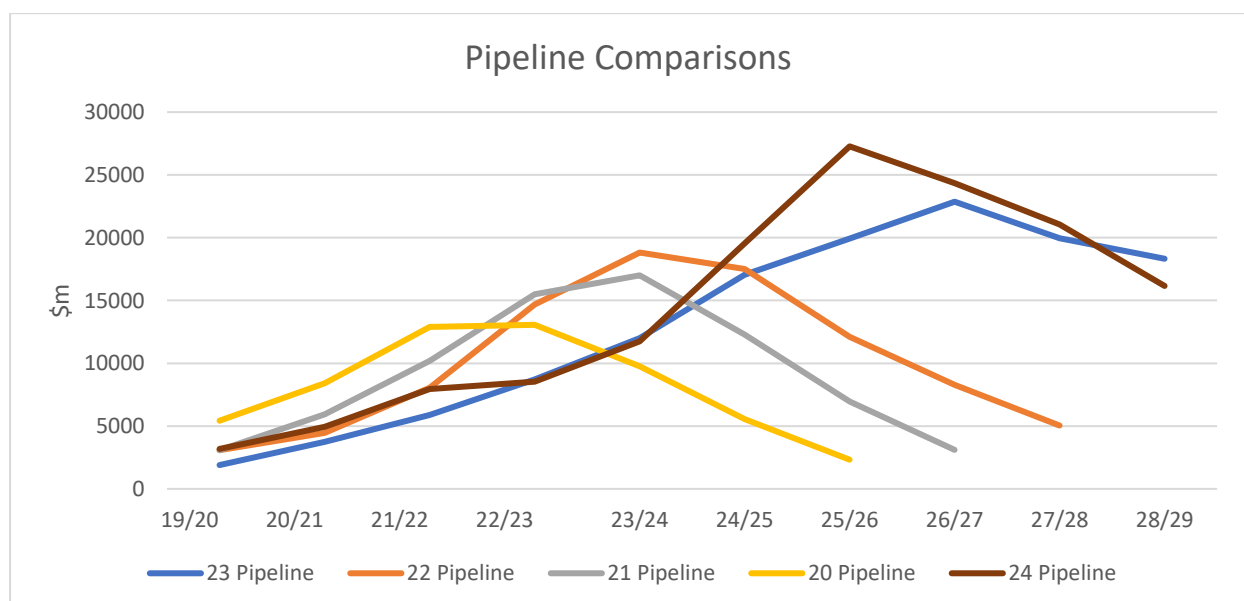
**We have continued to work closely with other industry Associations (CCF, CA and IAQ) with TMR on the further development of the collaborative contracting model that can be used across the entire TMR program.** This program has moved to an industry led taskforce within the structure of TMR and we are pushing the release of the collaborative procurement approach quicker and so that it covers the entire program. Whilst the last year has not seen a large amount of work that could be externally viewed, there has been much behind the scenes by TMR including the redevelopment of the project planning and delivery guidelines.

This model, when implemented will ensure greater sustainability of the industry through the changes to the CPA and the better approach to procurement. We have also been trying to get BCC to adopt a similar approach to collaborative contracting.

**The pipeline in QLD has grown substantially and with some \$103b in the forward 5 year pipeline it does indicate potential strong growth ahead for the industry.** The recent state election has heralded in a new LNP government that has indicated that they will be focussed on economic infrastructure, but are focussed on better economic management than the previous government. This will of course result in some changes to the public works going forward. The next 6 months will indicate what this new paradigm might look like. They have been clear that elements of the “energy transition” will be cancelled or delayed including the Pioneer-Burdekin pumped hydro project.

The federal governments’ review of the infrastructure investment portfolio is still resonating throughout the market place and has led to a stagnant transport market in QLD, for the majority of 2023 and 2024. The funded work in the forward 5 years is averaging \$12.5b/ year which will require an uplift in capacity of the industry to deliver with current delivery levels between \$85-9b/ year..

Some of the major project investment going forward rests within the energy/ electricity sector and this will dominate project opportunities over the next decade or more.





The key challenges for delivering the pipeline include:

1. Capacity: Sustaining and growing capacity
2. Capability: Developing appropriate capability, skills and technology adoption
3. Costs: Managing risks from cost escalation
4. Productivity: Reversing the trend and delivering VFM
5. Sustainability of the industry in ensuring the viability of all sections of the construction sector.

Whilst the pipeline continues to grow there are still many issues affecting our industry over the short to medium term, and these include:

- **Industrial relations** and the federal governments changes to the industrial relations laws and attempt to bring back Pattern bargaining. The “Best Practice Industrial Relations” (BPIC) remains an ongoing issue for the industry, despite the productivity commission to be reinstated to look into BPIC there are still many legacy and ongoing issues to manage with it.
- **Capacity and capability gaps.** The QMPPR has rightly identified the significant gap in capacity and capability to deliver on all the investment proposals. We are now working with CSQ and others through the resourcing the future working group to identify ways that we can improve the interest in the industry, attract new workers and arrest the “brain drain” of people leaving the industry. We still need an immediate lift of 25-30% in the size of the workforce to deliver the funded projects.
- **Commercial/ contracting frameworks and the appropriate apportionment of risk.** This can best be achieved through a collaborative procurement approach. There remains much work yet to do to convince clients and others of the benefits of this as a uniform approach for the sector.
- Funding of the program that delivers value for money and enables the private sector to invest in works as well. The mechanisms that exist with the QLD Government for this are cumbersome and unproductive and need to change. We will be raising this with the new government.
- Digital and technology that can provide productivity enhancements. Productivity in the industry is at its lowest in the last 20 years and BPIC has certainly not helped with this. Digital tools and technology offers improvements, but understanding these and client acceptance has a long way to go.
- A committed and funded and approved pipeline of works that delivers certainty for the sector beyond the typical 2-year timeframe. With this change of government we are hopeful that a longer term approach and plan may result to give industry long term confidence to invest in plant and equipment and technology etc
- The transition to net zero and the associated energy infrastructure needed offers great opportunities for the industry, particularly with large scale pumped hydro and transmission projects as well as solar and wind generation.
- Sustainability in the way that the industry operates, uses materials and recycling. There is still much to be done in this area with specifications and acceptance and indeed trialling new approaches.



- Engagement with local communities, capacity strengthening of local sub-contractors, suppliers and industry

### ***Advocacy & Industry Engagement***

Throughout the year the QMCA has maintained an active engagement program advocating for key issues of relevance to the sector with key clients and stakeholders. These parties include:

- Reserve Bank of Australia (RBA)
- Commonwealth Government
- QLD Government (DMTR, DPC, DILGP, DTMR, DEPW, Treasury)
- Councils including Brisbane City Council (BCC), Sunshine Coast, Gold Coast and Toowoomba Regional Council
- State Opposition
- Sunwater
- SEQ Water
- Stanwell Corporation
- CS Energy
- QLD Hydro
- PowerLink
- EnergyQLD
- Queensland Rail
- ARTC Inland Rail

In addition to this the organisation liaises with and works closely with other industry associations to jointly push certain issues and topics with the community and stakeholders, these other organisations include:

- Civil Contractors Federation (CCF)
- Australian Constructors Association (ACA)
- Australian Industry Group (AiGroup)
- Qld Master Builders Association (QLD MBA)
- Committee for Brisbane (CfB)
- Infrastructure Association of QLD (IAQ)
- Australian Flexible Pavements Association (AfPA)
- Qld Resources Council (QRC)
- Property Council of Australia (PCA)
- Urban Development Institute of Australia (UDIA)
- Qld Futures Institute (QFI)
- Toowoomba and Surat Basin Enterprise (TSBE)
- Townsville Enterprise Limited (TEL)
- Mount Isa Townsville Economic Zone (MITEZ)
- Gladstone Engineering Alliance (GEA)
- Regional Development Australia (RDA)

Engagement and advocacy jointly with other industry groups will be maintained over the forthcoming year as well on key issues as this provides greater strength in the arguments with government.



## ***Working Groups***

The QMCA has set of active working groups that are attempting to address key issues in the industry and develop industry positions, create thought leadership and promote knowledge and understanding in the industry.

### *Innovation and Technology Working Group*

Andrew Ross from Fulton Hogan has taken over the leadership of this working group, who have been developing a paper on automation opportunities in the construction sector as well as establishing an innovation forum with TMR.

### *Safety*

The safety working group is focussed on a number of initiatives including developing some plans and initiatives that can be used by the entire industry. Initiatives undertaken so far include the development a hot weather policy that is risk based and based off industry backed research.

### *Industrial Relations*

The IR working group has undergone a reset and is focussed on:

- Providing a platform for sharing of information regarding IR issues across the industry
- Development and management of policies that all participants in the industry can take on including a code of conduct in relation to a fit and proper person to access site
- Working with WH&S regarding psychosocial hazards and how to manage them to reduce the likelihood of impact

### *Industry Culture*

The new industry culture working group is focused on the following initiatives:

- What do we want the culture of the industry to be?
- Resourcing- how do we as an industry meet the resource needs of the future? What solutions can we develop?
- Defining the new jobs of the future
- Capability and skills
- Industry attraction

This group will develop and manage the jobs and skills summit planned for around May 2024.

### *Sustainability*

The sustainability working group is focussing on all three elements of sustainability:

- Environmental, including understanding what is practical and achievable for net zero construction
- Social sustainability in terms of local industry development and linking with local communities etc
- Financial sustainability



### *Olympics Working Group*

The Olympics Working Group was established in 2022 and through to December 2023 developed the QMCA paper on the infrastructure needed to support the Olympics- Going for Gold. This was launched in December 2032 and focussed on creating a lasting legacy for economic growth, including:

- What we as an industry think is needed for not only the Olympics but for the future growth of the region
- How should this be delivered (procurement approach)
- What is the industry capacity (spare capacity to deliver over the next decade)
- What can be done and when should it be done- a generic program

### *Young Professionals Working Group*

The YCP group has grown and taken on a range of initiatives this year and is a real powerhouse of a group within the QMCA. They have significant support from Joel Martin from 4020 Consult. This is a forum for young people in our industry to engage with one another but to also provide an avenue for them to develop different ideas and concepts that can help drive change within the construction industry including culture change.

The YCP group are working on three key initiatives:

- Training and Education
- Culture of the industry including diversity of work
- ESG (Environmental, social, governance)

The YCP Group have helped run a number of successful and great events this year with the Boat Cruise in February and the August networking drinks on the topic of industry culture. They are engaging with school kids about the industry and looking for further opportunities in this area too with CSQ.

### *Events*

The events working group, now led by Aurora Marketing, continue to be exceptionally active in the past year, with some very interesting and thought-provoking topics and speakers. We have held some very successful events including our Women in Construction breakfast held annually on International Women in Engineering Day.

Through this active group we have been able to host a range of events including

- QMCA Innovation & Excellence Awards in February 2024 with a record number of entrants
- QMPPR:
  - 2023 Series:
    - Brisbane – 500 attendees
    - Toowoomba – 200 attendees
    - Townsville – 120 attendees
    - Gladstone – 200 attendees
  - 2024 Series (November 2024):
    - Brisbane – 14<sup>th</sup> November



- Townsville – 19<sup>th</sup> November
- Toowoomba – 28<sup>th</sup> November
- Gladstone – 20<sup>th</sup> November
- Roundtable lunches:
  - Employer of Choice- October 2023
  - Sustainability – August 2024
  - Safety – March 2024
- Breakfast events:
  - Olympics - December 2023
  - Economic Outlook- Feb 2024
  - Defence- May 2024
  - Women in Construction- June 2024
  - Water Utilities - August 2024
  - Brisbane Metro – October 2024
- Networking events:
  - Networking drinks - July 2024
  - Brisbane River Cruise- February 2024
  - Golf Day- August 2024
  - Joint trivia night with NAWIC – October 2024

### **Initiatives**

This year the QMCA has undertaken a number of important initiatives, these include:

- Development of an Olympics Infrastructure white paper
- Development of a BPIC impacts paper
- Development of a hot weather policy

Future initiatives for 2025 include:

- Technology Forum- second event
- Jobs and skills summit as a follow up to the QMPPR
- Safety lessons forum
- Sustainability, net zero construction and the circular economy

### **Membership**

The QMCA maintains three levels of membership and this year there has been growth in all three levels. The organisations intent is to remain relevant providing services, advocacy, knowledge and solutions as well as networking opportunities for all members and thereby attracting new members.

Membership Level	No	Companies
Executive	17	Acciona, Bielby, BMD, Clough, CPB, CMC, Decmil, Fulton Hogan, Georgiou, John Holland, Martinus Rail, McConnel Dowell, Seymour Whyte, UGL, DT Infrastructure, Samsung, JF Hull
General	6	FKG, Golding, McIlwain, See Civil, VSL, Degnan
Associate	38	AON insurance, ARTC Inland Rail, AdBri, AECOM, Aurora Marketing, BAM, Bennett + Bennett, BlueScope, Brady Marine & Civil, CBUS, Civil Project Partners, CMW GeoSciences, Construction sciences, CV Services Group, Before You Dig, DSS+, EJ Australia, Freo Group,



		Gadens, GHD, Hughes et al, HWL Ebsworth, Jacon Equipment, JC Projects, Kennards Hire, Lewis Woolcott, Lidiar Group, Madsen Giersing, Octant AI, Piper Alderman, Protech, Silverstrand, SMEC, Social Beast, Stellar, WSP, 4020 Consult,
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### ***Closing Comments***

The QMCA cannot operate without the **ongoing support and services provided by Lorelei Broadbent from Agenda Management** as the company secretariat and **James Flaherty from Social Beast, as our media manager**. Thank you to Lorelei and James for your ongoing support and assistance throughout the year.

This organisation also cannot likewise operate without the fantastic financial and personal support and engagement from our sponsors. We have two main organisational sponsors in **ARTC-Inland Rail** and **CBUS**. We are exceptionally grateful for the support they provide and the partnership approach.

Equally we have had and continue to have many great event sponsors and we are grateful for their ongoing support.

Lastly we are grateful to Michael Creedon and the team at **Minter Ellison** for their support as our probity auditors.