

QMCA 2011 Strategic Plan (June 2011 update)

Action				
Strategic Plan Actions				
Priority Area: Business Development				
Strategy 1:	QMCA long term sustainability	Responsibility	Priority 2009/10	Status June 2011
1	Establish relationships with CCF/ACA & other industry bodies and collaborate on developing options and solutions to common industry issues	Steve Abson	Priority 1 First Quarter	Work ongoing. CCF: In 2010, industry submissions in respect of Workcover were made in consultation with CCF. ACA: In 2011, liaison with ACA continues on contemporary industry issues: <ul style="list-style-type: none"> Industrial Relations Disaster Recovery
2	Promote QMCA and continue to champion QMCA participation and membership of Client and Government Taskforces dealing with construction industry challenges and improvement initiatives	Executive Committee & Members	Ongoing	Work ongoing. Workforce Planning & Skills: Successful examples in 2010 include NRSET taskforce participation and CSQ Workforce Plan for LNG. Queensland Construction Industry Taskforce: Regular meetings as part of Qld Construction Industry Taskforce, sponsored by DIP. Following re-organisation of DIP in early 2011, the industry taskforce meetings are to be revised. Professional Development: Representation on the Engineers Australia Construction Panel and Professional Engineers Act Working Group.
3	<p>Develop a Marketing Plan. Scope includes:</p> <ul style="list-style-type: none"> QMCA goals, budget, membership base QMCA key relationships QMCA messages on key issues Fact sheets on industry issues and suggested solutions Photo library of member projects Data base on QMCA projects, member expertise, sponsorships; membership of client, government taskforces; industry or academic research; discussion papers <p>Develop a communication plan to promote the aims and direction of QMCA and enhance relationships with industry clients and stakeholders</p> <p>Key actions include:</p> <ul style="list-style-type: none"> Develop a program of meetings with key clients and stakeholders Develop agenda items for each type of meeting Host QMCA forums with members, key industry clients and stakeholders Review effectiveness annually and make any necessary adjustments 	Steve Abson David Parker	<p>Priority 2 Second Quarter & Review Annually</p> <p>Priority 1 First Quarter & Annually</p>	<p>Initial action Complete.</p> <p>Work Ongoing.</p> <p>2009 & 2010: Outputs from the Marketing Plan in 2010 include QMCA information brochure, newsletter and upgraded website.</p> <p>2011: Newsletter published in 2011.</p> <p>Initial action Complete.</p> <p>Work ongoing.</p> <p>Event calendar developed. All scheduled meetings discussed at Exec Meetings and reported at General Meetings. Website contains calendar and advance notification of meetings.</p>

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Priority Area: Resources				
<i>Strategy 2: Optimise QMCA resourcing & opportunities</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	<i>Status</i>
4	<p>Review QMCA business model and assess scope and options to:</p> <ul style="list-style-type: none"> Engage champion/advocate Expand membership base Encourage member organisations to establish internal processes to canvas QMCA issues 	<p>Peter Lyons Tony Hackett Berry Freshney</p>	<p>Priority 1 First Quarter</p>	<p>Work ongoing.</p> <p>2010: A sub-committee was formed to review the status of QMCA with respect to shareholdings, activities, participations and the governance issues associated. This is particularly relevant around the 50% QMCA shareholding in both QCTF (BERT Training) and BERT. An induction pack was developed for new Directors appointed to the BERT Board by QMCA.</p> <p>2011: A survey was developed to provide awareness to members and seek their suggestions or direction QMCA should take to optimise our performance and ensure our governance. The Executive are currently considering support from AIG and the appointment of a CEO.</p>
Priority Area: Industry Leadership				
<i>Strategy 3.1: Communicate the industry's needs & aspirations to government and clients</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	<i>Status</i>
5	<p>Identify the issues affecting the industry as a whole, such as delays in planned construction works; project certainty; reducing job losses due to impact of current economic environment . Key actions include:</p> <ul style="list-style-type: none"> Major Projects Resource Forecast – all agreed sectors Liaise and collaborate with key government agencies & others stakeholders Optimize impact of Major Projects Resource Forecast report – publicize and lead roll out with others stakeholders including Government 	<p>James Schirmer Jason Spears</p>	<p>Priority 1 First Quarter & Ongoing</p>	<p>Work ongoing.</p> <p>2010: In the first quarter of 2010 the 3rd bi-annual QMCA Major Projects' Report was prepared. The Report was officially launched at the QMCA General meeting on 19 April 2010. This was followed by an interactive forum session with panel members including Hon. Geoff Wilson (Minister for Education and Training), Brett Schimming (CEO Construction Skills Queensland), Glen Porter (CEO, Energy Skills Queensland) and Rod Camm (Associate DG, Skills Qld Tertiary and Non-State Education Dept of education and Training). The report has been distributed widely to Government, industry and QMCA members. The Report was also submitted to the National Resources Sector Employment Taskforce (NSERT). Sections of the Report have been quoted in the Resourcing the Future Report released by NSERT in July 2010.</p> <p>2011: The QMCA are participating in a Contractors Leaders Group, facilitated by CSQ. This Group provides collective intelligence to map all Queensland Major Projects and provide an accurate picture of the procurement pipeline and major project activities in the respective Engineering sectors.</p>

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<i>Strategy 3.2: Support skill development & job retention</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	
6	<p>Promote QMCA training and skill development initiatives and support spin off initiatives from QUT project</p> <p>Key actions include:</p> <ul style="list-style-type: none"> • Support and funding of QUT Adjunct Prof role • Enlist support for lecturing at QUT • Investigate roll out to other Universities 	<p>Peter Lyons Peter Ward James Schirmer</p>	Ongoing	<p>Work ongoing.</p> <p>2009 & 2010: QMCA successfully secured a \$90,000 p/a funding agreement for three years from BERT to support the QUT Bachelor of Engineering – Civil Construction – through activities including the subsidy of an Adjunct Professor to work closely with, and support, the students in the course. A series of regular meetings were convened from late 2010 to monitor the effective spending of this money.</p> <p>2011: Monitoring of the funding agreement continues. Search continues for a new Adjunct Professor.</p> <p>Regular quarterly working group meetings held with TMR to discuss and advance industry related issues.</p> <p>QMCA involved with CSQ Contractors Leaders Group with a focus on current resource and skilling issues in the construction industry.</p>
Priority Area: Client & Stakeholder Relationship				
<i>Strategy 4: Client & stakeholder perceptions & expectations</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	
7	Support and participate in client and government taskforces, reviews, forums to strengthen relationships and trust	Executive Committee & Members	Ongoing	<p>Initial action Complete.</p> <p>Work ongoing.</p>

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Priority Area: Product Delivery and Innovation				
<i>Strategy 5: Promote good practice in selection of procurement models & contract management</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	
8	Finalise and release position paper on Alliance Contracting and discuss with key industry clients. Engage AAA.	Steve Abson	Priority 1 First Quarter	<p>Initial action Complete. Work ongoing.</p> <p>2009 & 2010: Response to VDTF Report into Alliancing, published by QMCA in January 2010. Meetings held with VDTF sponsors and report authors. Sponsorship of a book exploring value for money in collaborative contracts. Informal dialogue with AAA.</p> <p>2011: Support of AAA forum on collaborative contracts. QMCA presentation on ECI/ETI bid costs. Expect publication of book by Jordan Kelly on value for money.</p>
9	Develop position papers on alternative procurement and delivery models, dispute resolution models and discuss with key industry clients	Steve Abson Struan Collins	Priority 2/3 Second & Third Quarter	<p>Initial action Complete. Work ongoing.</p> <p>2009 & 2010: Position paper on ETI and dECI published in November 2010 and discussed with Department of Transport and Main Roads. TMR requested dialogue with a QMCA working party.</p> <p>2011: DTMR commitment to change ETI model, following meetings of working party. QMCA presentation on ECI/ETI bid costs at AAA conference.</p>
10	Develop the Main Roads Innovations Initiative	Struan Collins Anton Mickelson Peter Anusas		<p>Work ongoing.</p> <p>QMCA invited to participate in Specifications review.</p>

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Action	Strategic Plan Actions			
Priority Area: Operational Performance & Reputation				
<i>Strategy 6.1: Improve internal and external communications</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	<i>Status</i>
11	Develop QMCA website as the vehicle for improved information transfer and knowledge management Key actions include: <ul style="list-style-type: none"> • Make QMCA website user friendly, functional and informative for members and external users • Include events calendar • Key messages • Review website periodically and update to ensure currency of information 	Secretariat	Priority 2 Second Quarter	Complete. Website to be regularly updated.
Priority Area: Business Development				
<i>Strategy 1: QMCA long term sustainability</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	<i>Status</i>
1	Finalise QMCA constitution and rules review	Executive Committee	Priority 1 First Quarter	Complete

QMCA 2011 Strategic Plan (June 2011 update)

Action	Transactional Plan Actions			
Priority Area: Resources				
<i>Strategy 2: Optimise QMCA resourcing & opportunities</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	
2	<p>Implement project activity with improved focus on deliverables, timeframe and budget. Key actions include:</p> <ul style="list-style-type: none"> • Improve project planning - start right: • Adopt a big picture approach • Apply test for project activity - Must have a recognisable value to a significant majority of members • Apply a disciplined approach to project planning ensuring: <ul style="list-style-type: none"> - There is a clear brief from the outset - A nominated Project Sponsor with a QMCA hat - Clearly established deliverables - Resource support - Target clients/stakeholders identified - Funding source confirmed - Implementation plan covered • Adopt strategies for gaining QMCA recognition for the project initiative 	Executive Committee & Members	Ongoing	<p>Initial action Complete. Work Ongoing.</p> <p>2010 & 2011: Project status reports in use to effectively track progress of activities. Status reports reviewed at Executive Meetings. QMCA Project sponsors broadened beyond the Executive.</p>
3	<p>Facilitate participation of a wider group of members in QMCA activities. Key actions include:</p> <ul style="list-style-type: none"> • Determine how to collect key issues from membership for discussion at General Meetings • Use QMCA Secretariat to facilitate sharing of information (e.g. email newsletter) and follow up with members 	Executive Committee, Secretariat & Members	Priority 1 First Quarter & Ongoing	<p>Work in progress. Some improvement needed, particularly collection of issues from membership (<i>see priority area: Resources, Strategy 2</i>).</p>
Priority Area: Client & Stakeholder Relationship				
<i>Strategy 4: Understanding client & stakeholder perceptions & expectations</i>		<i>Responsibility</i>	<i>Priority 2009/10</i>	<i>Status</i>
4	<p>Develop a program to regularly interface with:</p> <ul style="list-style-type: none"> • Key industry clients • Federal, State and Local Government bodies (DERM) • Industry bodies • Education and academic institutions <p>on industry challenges and pursue opportunities</p> <p>This can extend to collaboration on developing options to manage current or emerging construction industry, training and jobs issues</p>	Executive Committee	Priority 1 & Annually	<p>Initial action Complete.</p> <p>2011:</p> <ul style="list-style-type: none"> • Indigenous Engagement Forum held in conjunction with DTMR. Peter Lyons commissioned to develop QMCA strategy. • Meeting held with DERM to consider strategic consultation <p>Review by Executive Ongoing.</p>

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Priority Area: Operational Performance & Reputation				
<i>Strategy 6: Communicate QMCA strategic plan results</i>		<i>Responsibility</i>	<i>Priority</i>	
5	Report progress of Strategic Plan actions at General Meetings	Executive Committee & Members	Ongoing	Initial action Complete. Work Ongoing.
6	Review Strategic Plan results annually and communicate achievements to members, clients and stakeholders and make adjustments to the plan where circumstances change	Executive Committee & Members	Annually	Initial action Complete. Work Ongoing. <ul style="list-style-type: none"> • Various Member Notices issued • Website uploads • Newsletter published • Presidents and Executive communication at meetings
<i>Strategy 7: Safety Improvement</i>		<i>Responsibility</i>	<i>Priority</i>	
	Safety Sub-committee	David Parker Executive Committee & Members	Ongoing	Sub-committee formed and work in progress. Alignment with Executive Committee goals should be constantly reviewed throughout the Year.