

# Corporate Plan 2024-2027



**INFRASTRUCTURE  
PARTNERSHIPS  
AUSTRALIA**





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# Chair's message

I am proud to say that we are fast approaching a huge milestone for Infrastructure Partnerships Australia – 2025 will mark two decades since our establishment.

Infrastructure Partnerships Australia was first conceptualised in response to a recognised need for a central institution in Australian infrastructure debate and policymaking.

Although the infrastructure landscape in Australia and beyond has changed enormously since 2005, our purpose has not. During this time, we have remained steadfast in our mission to be the leading voice for infrastructure in Australia.

Our key pillars to achieve this mission – future-focused research, impactful advocacy, and industry-leading member services – continue to serve us well in our endeavour to make Australia the frontier for excellence in infrastructure.

After nearly two decades, we are the only industry think tank in Australia that protects the balance between the public and private sectors in our more than 130-strong membership base.

We transcend commercial and institutional interests, and in genuine partnership with our members, advocate to achieve the best possible national, economic, and social outcomes. This continues to be our point of differentiation, and our strength.

Our proven track record in advocating for projects and policies that consistently raise the bar for infrastructure delivery in Australia and beyond is a testament to this.

Building on the strategic groundwork laid in our first Corporate Plan in 2020, I am pleased to share with you our latest roadmap guiding the next three years.

As we look forward to celebrating 20 years of Infrastructure Partnerships Australia, the Corporate Plan for 2023-2026 entails how we, as an organisation, will continue to grow through deepening our impact and influence.

I want to thank those who have contributed to the valuable strategic foresight and thinking so critical throughout the development of this document – our Infrastructure Partnerships Australia members, National Advisory Board, and Executive Team.

I look forward to your support over the next several years as we continue to prioritise quality debate and sensible reform in our national infrastructure sector.

**Sir Rod Eddington AO**  
Chairman  
Infrastructure Partnerships Australia



# CEO's message

Our mission at Infrastructure Partnerships Australia is to be the number one industry group and leading voice for infrastructure in Australia.

Our 2024-2027 Corporate Plan builds upon the foundational strategic work in 2020 and puts into practice a clear structure and steps to achieve that mission.

Over the past three years we have had significant policy reform wins through our research, data analysis and engagement with government. From decarbonisation to furthering the case for rational pricing of roads, to encouraging greater private sector investment in infrastructure we have advocated for better public policy and informed government decision making.

Guiding our progress are four strategic objectives – providing exceptional services for our members, engaging in impactful advocacy, leading reform through rigorous research and future-focused policy, and creating a high-performance environment for our team.

Underpinning each objective is a series of priority activities that we will commit to across Infrastructure Partnerships Australia's core business units.

In consultation with our Board, Executive Team, and members, we have reviewed these activities to ensure our organisation continues to deliver exceptional value to our members in the current strategic environment, which is elaborated on later in this document.

We are a genuine Partnership, and accountability is a strong driving force in our relationships with our members and Board. This is why each activity correlates with a measure, helping us track our progress to ensure we deliver on our organisational vision and mission, and our commitment to members.

Our members are at the heart of everything we do, and we look forward to our continued journey together fostering conversations around and advocating for sensible, research-led infrastructure reform that benefits everyone.

As we embark on 20 years of Infrastructure Partnerships Australia, I am confident that together we will continue to deliver on our why and how.

I am proud to present our 2024-2027 Corporate Plan and look forward to further engaging on its content with each of you.

**Adrian Dwyer**  
Chief Executive Officer  
Infrastructure Partnerships Australia

# Strategic environment

The current fiscal and economic climate presents a number of significant challenges for the infrastructure sector and is uncertain for governments and policy makers more broadly.

A confluence of macroeconomic factors underpins this outlook, such as our ageing population; technological and digital transformation; climate change and the energy transition; and rising demand for care and support services. Recent events in Middle East and the ongoing war in Ukraine also underscore the heightened risks of volatile geopolitics and global relations.

These rising tensions in the Middle East further confound an already complex range of international circumstances, such as stubbornly high inflation, fluctuations in the global energy market and our emergence from the once-in-a-generation coronavirus pandemic that unleashed such uncertainty on markets around the world.

Together these factors have a direct impact on the nation's trade relationships and economic stability and have regrettably contributed to a global weakening in the sentiment towards economic rationalism. Indeed, the core precepts of post war economic consensus themselves appear to be under threat.

Objective analysis lays bare a future which, without course correction, will see structurally lower growth, declining productivity, and reduced participation from an aging population. Over the next 40 years, our population is expected to grow to 40.5 million people at an average rate of 1.1 per cent annually. This brings the importance of policy certainty into sharp focus.

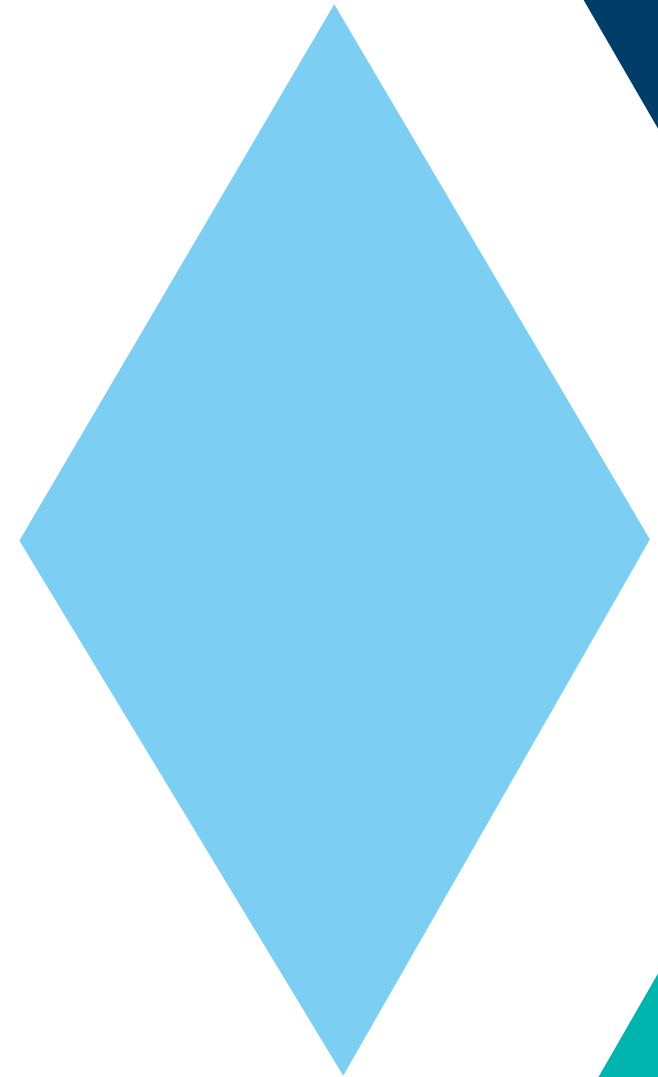
All these challenges – economic, fiscal and geopolitical highlight the need to embrace reform with unwavering determination. Australia must not only defend, but improve its position as an attractive place for investment. The answer lies in improving our productivity. But productivity improvement is not the job of any one government, state, sector or company. Productivity improvement is a shared journey that cuts right across both public and private sectors.

Within our sector, while the pivot to energy is clear, it would be naive to simply assume that the wave of transport and social infrastructure investment is behind us. As we stand here in 2023, 70 per cent of major infrastructure expenditure is transport-related. While energy expenditure will become the dominant force in the pipeline, the quantum of dollars earmarked for transport will remain steady over the near-term – as the transition cannot be delivered without sufficient transport and growing populations must be accommodated for with adequate road and rail systems.

Over the next four years, Governments across Australia will spend a record \$256.7 billion on public infrastructure investment in response to these population growth challenges. NSW and Victoria alone are contributing a combined \$164.1 billion, or 64 per cent of the total national investment.

Infrastructure Partnerships Australia continues to track and respond to government decision making and sectoral trends. Our data products have been used to inform governments with real time information and influence the infrastructure investment pipeline.

Infrastructure Partnerships Australia will continue to be a leading voice for reform and for market participants and industry partners to have their views heard on the national and international stage.







# Vision, mission and values

- ▶ Vision – our hopes for the Australia and the sector

To make Australia the frontier for excellence for infrastructure.

- ▶ Mission – our organisational purpose and role in supporting the vision

To be the number one industry group and leading voice for infrastructure in Australia, through excellence in research, advocacy, and member services.

- ▶ Values – our organisational principles to deliver the mission



## Authoritative

We are trustworthy and reliable, and our words are backed by evidence.



## Future-focused

We have a forward-thinking mindset, question current practice, and seek to continually improve.



## Authentic

We act with integrity, maintain the courage of our convictions, and tell the truth no matter how provocative.



## Collaborative

We communicate openly and work with our peers, members, staff, and stakeholders to achieve shared objectives.



# Strategic objectives and themes

The overarching objectives we want to achieve that flow from our mission and values



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## 1. Member services

Provide industry leading services to our members that best meet their diverse and evolving needs

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## 2. External Affairs

Continually expand our advocacy impact to drive positive change and improvement across the sector

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## 3. Policy and research

Lead debate, reform and progress through policy and research

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## 4. Corporate Services

Pursue high performance outcomes within the organisation

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