

# Corporate Plan 2020–2023



**INFRASTRUCTURE  
PARTNERSHIPS  
AUSTRALIA**



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\*Not displayed in the public version



# Chair's message

Infrastructure Partnerships Australia's vision is to make Australia the frontier for excellence in infrastructure

Since the organisation's establishment in 2005, we have worked to constantly improve the quality of infrastructure debate in Australia.

Through our future-focused research, impactful advocacy, and industry-leading member services we have been a powerful force for sensible reform.

There are countless good projects and policies that would not exist today, or be possible tomorrow, without this organisation.

It is because we are genuinely a Partnership that we are able to achieve so much as an organisation. We are the only industry think tank in Australia that has a balance of public and private sector members. The only body which encompasses an entire sector, rather than a mode or a professional discipline.

We are the only group where Partnership is so engrained in the DNA of the organisation, that each member leaves their own commercial or institutional interest at the door to advocate on behalf of the national interest.

Through the strength of our more than 140 public and private sector members we have become a central institution in Australian infrastructure debate and policymaking.

The development of our first Corporate Plan establishes a pathway to expand our impact and deepen our influence.

The 2020 Corporate Plan provides a new strategic framework for the organisation to build on our 15 years of success and make new strides in our professional evolution.

I want to thank our members, Infrastructure Partnerships Australia's National Advisory Board, and the Executive Team, for their work in developing this Corporate Plan.

I look forward to working with you in making Australia the frontier for excellence in infrastructure.

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



# CEO's message

This Corporate Plan covers 2020 to 2023 and sets out the purpose and priorities of Infrastructure Partnerships Australia.

Infrastructure Partnerships Australia's mission is to be the number one industry group and leading voice for infrastructure in Australia, through exceptional research, advocacy, and member services.

This Corporate Plan is designed to provide the structure and steps to achieve that mission.

The document sets out four key strategic objectives for the organisation – **leading services for our members, impactful advocacy, rigorous research and future-focused policy, and a high-performance environment for our team.**

To achieve these objectives, we have developed a series of priority activities across Infrastructure Partnerships Australia's core business units.

These activities include initiatives that are already in progress and longer-term actions that aim to drive greater value for members and evolve the organisation over time.

To ensure we remain accountable to our members and Board, each activity has a correlating performance measure. This will allow the organisation to track our progress and commitment to delivering on our vision and mission.

The development of this strategic framework and the priorities underpinning it, are the result of close consultation with our Board, Executive Team, and most importantly, our members.

Our members are a crucial force in driving Australia's economic and social prosperity and will continue to remain a core focus of everything that we do.

Above all, this document makes us accountable to our members and ensures we remain an authoritative, authentic, future-focused, and collaborative voice for the whole sector.

I look forward to engaging with you as we deliver the 2020 Corporate Plan and building on our successes in the years ahead.

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

# Strategic environment

This section outlines the broader operating environment that will shape the delivery of this corporate plan and the provision of Infrastructure Partnerships Australia's member, policy and advocacy services over the next three years.

## An unprecedented infrastructure investment cycle

By 2046, Australia's population is projected to increase by 11.8 million people. Our rapidly growing population is putting pressure on our transport networks, utility sectors, and schools and hospitals.

Over the next four years, Governments across Australia will spend a record \$185 billion on public infrastructure investment in response to these population growth challenges. NSW and Victoria alone are contributing a combined \$125 billion, or 68% of the total national investment.

The scale of public investment currently underway across the infrastructure sector is unprecedented and will need to continue if Australia is to keep up with population growth.

In this environment, the visibility of the project pipeline remains critically important not just to Infrastructure Partnerships Australia's members, but to all Australians who are the ultimate beneficiaries of this investment.

Through infrastructurepipeline.org, Infrastructure Partnerships Australia can provide a forward view of public infrastructure activity across Australia and New Zealand, but also give certainty to investors, constructors, governments, and other agencies.

Over the last three years, infrastructurepipeline.org has helped to inform industry of where and what infrastructure opportunities are available, and when they come to market. We do this by tracking greenfield and brownfield transactions from when they are proposed, until they reach contractual and financial close.

As the infrastructure market deepens and projects become more complex, greater data insights and information will be required to improve decision making and support the delivery of the infrastructure work program ahead.

Using the last three years of user data and feedback, we are now in the process of upgrading infrastructurepipeline.org to assist in this task. A new enhanced search function, improved user interface, and enhanced data analytic capability will be implemented in 2020. In this environment of elevated activity, Infrastructure Partnerships Australia we will continue to be responsive to movements in the pipeline and actively keep the market informed of the opportunities ahead.

## A lean period of reform

While Australia is undertaking unprecedented public investment in infrastructure, we have arguably entered the leanest period of reform in recent history. The National Competition Policy era and introduction of the GST marked the last sustained period of microeconomic reform in this country.

While there is broad consensus that removing market distortions and barriers to competition, delivering better consumer choice and protections through efficient regulation, and ensuring greater cost-reflective pricing are required for Australia to remain prosperous as a nation, we have seen limited action on reform.

Despite some notable high points in NSW and Victoria, the infrastructure sector has experienced a prolonged absence of competition reform across the transport, utility, and energy sectors. This has contributed to greater congestion in our cities, higher electricity and utility prices, and poor service reach across our public transport networks.

Rather than respond to the cause of these symptoms, a tendency has emerged for direct intervention into infrastructure markets that have been largely free from interference for the last 30 years. The slow erosion of stability and regulatory certainty risks materially

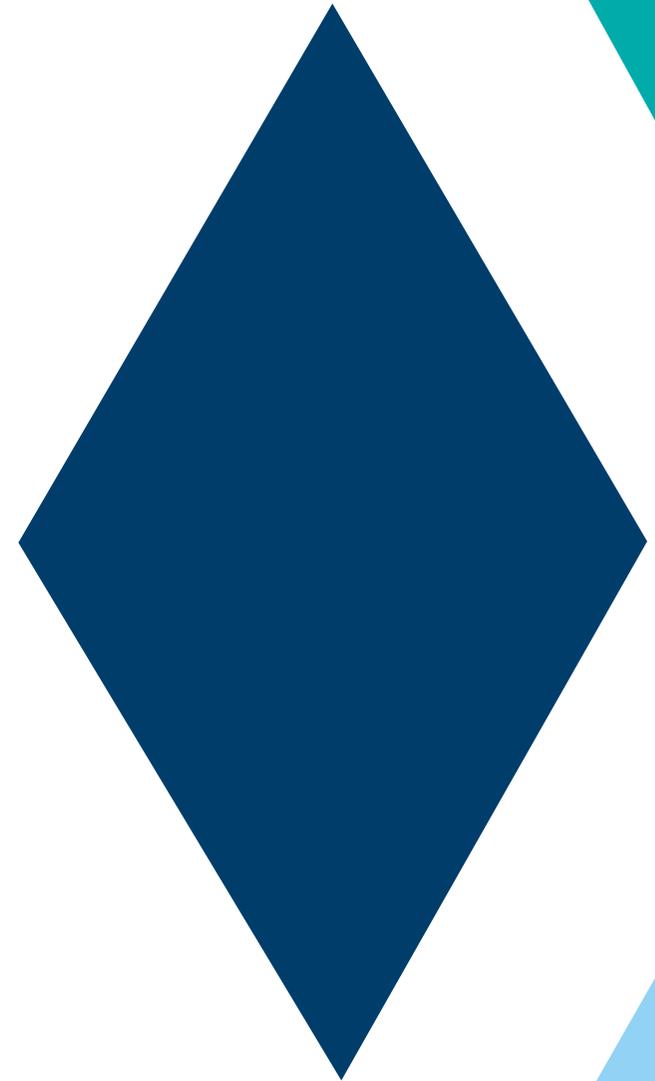
damaging our reputation as an investment destination and reversing concerted years of economic progress.

In this environment of rising populist-inspired intervention, the work of Infrastructure Partnerships Australia, along with other reform orientated bodies like the Productivity Commission, Infrastructure Australia, and state-based infrastructure bodies, remains critical.

To respond effectively, we will continue to be an active voice for reform and a constant agitator for good infrastructure policy. We will remain focused on elevating infrastructure debate by sharing our knowledge, data, and research insights with policy makers, politicians, and regulators across the infrastructure sector.

Through our executive member network and extensive program of events, we will provide a forum through which reform and good infrastructure policy can be discussed and opportunities to advance common interests can be achieved.

A critical part of this is our ability to maintain long-term, productive and trust-based relationships with stakeholders across the sector. To do this we will continue to engage regularly with our members, industry partners, and market participants to better represent their views as the national voice for the infrastructure sector and as a champion for reform.



# Vision, mission, and values

## ▶ Vision

To make Australia the frontier for excellence in infrastructure.

## ▶ Mission

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

## ▶ Supported by four values



### Authoritative

We back our words with evidence and tell the truth no matter how provocative.



### Authentic

We act with integrity and maintain the courage of our convictions.



### Future-focused

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



### Collaborative

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



Positioning statement

Infrastructure Partnerships Australia is an industry think tank and an executive member network, providing research focused on excellence in social and economic infrastructure. We exist to shape public debate and drive reform for the national interest.

# Strategic objectives and themes

## ► Strategic objectives

### Member services

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

### Policy and research

Lead reform through rigorous, independent, and future-focused policy and research.

### Communications and engagement

Expand our advocacy impact to lead national debate and drive positive change.

### Corporate services

Create and support a high-performance environment that enables the organisation to thrive.

## ► Our core themes

Efficient markets



Funding



Data and measurement



Future of infrastructure



# How the elements of our plan interrelate





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