

2025-2027 STRATEGIC PLAN


ACKNOWLEDGMENT

IAQ recognises and respects both Aboriginal peoples and Torres Strait Islander peoples, as the First Nations people in Queensland.

We recognise First Australians' unbroken connection to land and water, which has continued for millennia. Their strength through culture and kinship will help guide our journey towards reconciliation.

We pay our respects to the Traditional Owners on whose lands we live, connect, work, and learn, along with their Elders past and present, and thank them for continuing to share their knowledge, ways of learning, and culture with us.

Partnering with First Nations peoples will enable us to deliver infrastructure that recognises, embraces, and celebrates the traditions, practices, cultures, and stories that enrich Queensland and its people.



IAQ STATEMENT OF COMMITMENT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE OF QUEENSLAND

The IAQ acknowledge First Nations peoples as the enduring custodians of the land, sea, waters and sky of Queensland.

We recognise the entire Queensland landscape has spiritual and cultural significance to all Aboriginal and Torres Strait Island people in the state.

This statement of commitment confirms that IAQ is committed to:

Work in respectful partnership with First Nations peoples

Actively learn from and listen to Aboriginal and Torres Strait Island voices, culture and knowledge

Act to play our part to mend and heal country together

Deliver on results that have direct benefits for Aboriginal communities

Embed consistent, meaningful and trustworthy engagement with Aboriginal communities

SHAPING OUR APPROACH

As the representative body for the diverse infrastructure sector across Queensland we bring together expertise, experience and actions to deliver, inspire and facilitate solutions and best practices.

Our Strategic Plan 2025-2027 describes what we will focus on to enhance the environment in which infrastructure is planned, constructed and utilised across Queensland.

In developing this Strategic Plan a range of considerations shaped our approach, priorities and, importantly, creating a sustainable infrastructure legacy for Queensland.



OUR WORLD IS CHANGING

The context in which we operate is one that is always changing in dynamic and complex economic, social, technological and environmental elements, spanning:

Rapid developments in technology and artificial intelligence which can disrupt, innovate and alter the way we plan and deliver infrastructure

Impactful regulatory landscape, particularly in the environmental, net zero and industrial relations areas

Geopolitical environment with both direct and indirect market influences, for example supply chains



INDEPENDENT EXPERT ADVISOR

We are a collective of experts who come together to share and make a positive impact in the work we do as a sector. We are objective, apolitical and seen as an important industry voice. Our advice is independent, rigorous, evidence-based and analytical with a clear focus on achieving better outcomes for Queensland. Our advisory capability spans approach, planning, assurance and specialist advice on specific initiatives. We do this by investing in relationships across industry and government, and balancing and encouraging diverse views.



LISTENING AND LEARNING

We actively listen and learn from our Members. Through our Members we are engaging with communities across the state every day. We are acutely aware of the social impacts with end-users of infrastructure at the centre of decision making. Our stakeholders in government, academia and industry are important partners and help us understand complex decision making. All of these relationships are valued.



BUILDING ON OUR STRENGTHS

Our purpose for coming together as an Association has not changed. Our core business remains focused on:

Offering a trusted source of expertise and advice for government

Providing opportunities for members to connect and network

Advocating and being a solutions broker for industry and government alike

IAQ WILL

Continue to evolve the way we operate to meet expectations of our members and stakeholders



Ensure our decisions and actions are informed by expert information and data

Support our team to enable our organisation to flourish



Influence by building and sustaining our members, networks and partnerships.

THIS APPROACH WILL POSITION IAQ TO DELIVER THIS STRATEGIC PLAN.

VISION

To be the authoritative voice of Queensland's infrastructure sector, influencing policy and fostering an environment that enables sustainable infrastructure investment and innovation

PURPOSE

To support and advocate for our members, engage with government and industry leaders and drive positive outcomes for Queensland's infrastructure sector

AMBITION

STRATEGIC FOCUS



PRIORITY AREAS

SOCIAL (HEALTH, EDUCATION, JUSTICE, HOUSING)

ENERGY TRANSITION

REGIONAL & REMOTE

WATER & HYDRO

OLYMPICS LEGACY

TRANSPORT (ROADS, RAIL, PORTS, AIR)

SUSTAINABILITY & CIRCULAR ECONOMY

CORE OPERATIONS

CAPABILITY & LEARNING

POLICY, DATA & INSIGHTS

SECTOR LEADERSHIP & REPRESENTATION

EVENTS & NETWORKS

VALUES

INTEGRITY

Upholding high standards of ethics, transparency and accountability in all our interactions

COLLABORATION

Building strong partnerships with industry, government and the community to achieve shared goals

INNOVATION

Championing forward-thinking solutions to address Queensland's infrastructure challenges

SUSTAINABILITY

Advocating for infrastructure that meets today's needs without compromising future generations

HOW WE WORK



Member orientated



Impact Focused



Solutions oriented



Learning mindset



Trusted

BRINGING OUR VALUES TO LIFE THROUGH THE WAY WE WORK



IMPACT FOCUSED

We articulate and are relentlessly accountable for outcomes that deliver on our strategy.



LEARNING MINDSET

We continuously develop to build and maintain trusted expertise across the sector.



MEMBER ORIENTED

We proactively listen and respond to member expectations to deliver benefits to Queensland infrastructure projects.



SOLUTIONS ORIENTED

We work collaboratively with our members to influence and support innovation for infrastructure in Queensland.



TRUSTED

We are purpose driven, enabling a culture that grows trust in our sector and the benefits infrastructure delivers for Queensland.

2025-2026 IMPLEMENTATION PATHWAY

FOCUS AREA	OUTCOME/IMPACT
<p>1</p>  <p>MEMBER BENEFIT</p>	<ul style="list-style-type: none"> - Members – both individual and companies – feel valued. This is demonstrated by their engagement and contribution to the Association - Options for all types of organisations (by sector and scale) and individuals to be members - Advance diversity of membership to inform advocacy and decisions - Variety and number of events and initiatives available to attend
<p>2</p>  <p>THOUGHT LEADERS</p>	<ul style="list-style-type: none"> - Facilitate access to collective wealth of expertise held by IAQ - Position to be a trusted advisor of government - Foster influence across the sector - Provide comprehensive, industry-driven evaluation of the state's infrastructure framework
<p>3</p>  <p>SECTOR CAPABILITY</p>	<ul style="list-style-type: none"> - Taskforces and committees provide an opportunity for networking, capability building and an avenue to share expertise - Capability pathways are mapped with professional development offerings aligned - Member feedback informs sector capability agenda
<p>4</p>  <p>EVOLVING ORGANISATION</p>	<ul style="list-style-type: none"> - Contemporary governance is in place - Professional, well led and agile organisation to support the work of IAQ - High performing and productive team supporting the work

DELIVERABLES

- Compelling and distinctive Member Value Proposition that articulates the benefit to members and attracts new members.
- Initiatives specifically designed for individuals across early career, mid career, leaders; and for companies
- Grow diversity of membership through targeted initiatives and expert advisory input
- Review membership arrangements, considering tiers, scale and return on investment
- Continue to deliver a range of events in support of member interests and aligned with strategic plan

- Establish an insights hub for members including information and data
- Grow relationship with both Queensland and Federal government
- Respond to government and sector issues through submissions and releases
- Annual Queensland Infrastructure Performance Report
- Advocate for the Queensland infrastructure industry as a respected voice to influence outcomes and decision making
- Taskforce and committee arrangements are utilised to steer projects, research and products

- Introduce a framework for leadership development to support existing and new taskforce, committee and board members
- Develop a suite of capability offerings for companies and individuals, expanding to: case studies, lunch learning sessions, study tours and micro credentials
- Produce informative digital and social media content linked to key issues, ideas and challenges
- Deliver annual Assembly conference and targeted opportunities to engage directly with industry experts and government decision makers

- Develop and implement new governance framework spanning board, taskforces and committees
- Develop internal organisational capability
- Review and embed policies and procedures across all core operations

