



**2024
2027**

Australian Pipelines and
Gas Association

**Strategic
Plan**

2024 2027



Strategic Plan

Vision

Empower Australia's sustainable future through an innovative pipeline industry.

Mission

Provide value to members through collaboration, services and representation.

Strategic Pillars



MEMBERS

Create opportunities for members

Network

Deliver events that encourage participation and collaboration, strengthening the network among members.

Listen

Listen to members to understand needs and priorities, targeting all activities accordingly.

Develop

Provide services that allow member companies and people to develop their businesses, skills and knowledge.

Priorities

- Deliver quality events that are growing in attendance.
- Expand services to provide development opportunities for members.
- Retain and grow membership to secure the long-term viability of the association.



ADVOCACY

Increase appreciation of the role of gas infrastructure

Inform

Develop quality information and deliver it to our audiences.

Build consensus

Work with stakeholders to build consensus on key issues.

Policy

Effectively influence policy to deliver the best outcomes for industry.

Priorities

- Promote positive sentiment towards gas infrastructure.
- Achieve appropriate levels of regulation for gas transmission.
- Work with governments to address gas supply.
- Better support for investment in gas power generation.
- Secure recognition and support for renewable gas.



CAPABILITY

Best prepare the industry for the future

Research

Facilitate collaborative research that improves capability and technical understanding.

Committees

Administer committees to cooperatively address issues for industry.

Tools and resources

Develop and provide tools and resources to enhance outcomes and consistency.

Environmental, social and governance

Support the management of ESG in our industry.

Priorities

- Grow diversity and inclusion initiatives.
- Continue the collaborative research program from 1 July 2025.
- Focus all committees on short and long-term priorities and member engagement.
- Lower costs of ESG compliance to industry through common solutions.
- Robust governance of the association.

APGA is the peak body for Australia and New Zealand's pipeline industry.

Pipelines are critical infrastructure for the economy, transporting energy, water and slurry long distances safely and reliably.

The Australian Pipelines and Gas Association's members are the constructors, owners, operators, advisers, engineers, regulators and suppliers of products and services to the pipeline industry.

APGA provides its 180+ members with a range of services to support their businesses and people and deliver quality outcomes for the industry.

The operating environment in the 2020's is unlike any the pipeline and gas industries have encountered in their long history. 2050 emission targets mean every sector of the economy must invest in lowering emissions rapidly. The energy transition is well underway, with unprecedented planning, investment and market and regulatory reform required for decades to address the trilemma of affordable, reliable and clean energy.

Against this backdrop, APGA members must diversify to take advantage of new business opportunities, maintain and expand Australia's pipeline and storage infrastructure, reduce emissions, communicate to numerous stakeholders and engage in an expanding number of government processes impacting commercial frameworks, environmental management, safety and markets.

The 2024-27 Strategic Plan is designed to ensure the association focusses on supporting members navigate this environment in the short, medium and long-term.

The APGA Board has sets three objectives for the plan:

1. Create opportunities for members. APGA's members are both the companies and the people of our industry and we will continue to provide and grow our services that provide members opportunity to enhance outcomes for their businesses and careers.
2. Increase appreciation for the role of gas infrastructure. The better the capability of gas infrastructure is understood, the better the operating and investment environment. APGA's advocacy and policy work will keep this goal front and center of all stakeholder engagement.
3. Best prepare industry for the future. The coming decades will see unprecedented levels of change across the economy and especially the energy sector. APGA's services to industry will focus on collaboration to enable each member to minimise the costs of adaption, be flexible and better understand the factors influencing our industry.