

CORPORATE PLAN

2022 – 2025

NATIONAL
INFRASTRUCTURE
COMMISSION

Better infrastructure for all

May 2022

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1. Remit and structure of the Commission

The National Infrastructure Commission (NIC) was established as an executive agency of the Treasury to provide impartial, expert advice and make independent recommendations to the government on economic infrastructure. The Commission operates independently, at arm's length from government.

The Commission's purpose, and its principal outputs, accountabilities and duties are set out in its [Charter](#) and accompanying [Framework Document](#).

The inaugural Framework Document published in 2016 committed government to reviewing the Commission's performance of its core objectives and responsibilities within five years. This review was conducted during 2021 and is reflected in a revised and enhanced set of objectives and fiscal remit for the Commission, set out below. The date of the next such review will be no later than 2026.

The Commission's remit covers all sectors of economic infrastructure: energy, transport, water and wastewater (drainage and sewerage), waste, flood risk management and digital communications. The Commission also considers potential interactions between its infrastructure recommendations and housing supply; and between its recommendations and the government's legal target to halt biodiversity loss by 2030. This explicit biodiversity consideration was added in 2021. Housing supply itself, other social infrastructure such as schools, hospitals or prisons, and agriculture and land use are all outside the remit of the Commission.

The Commission's objectives are to: i) support sustainable economic growth across all regions of the UK, ii) improve competitiveness, iii) improve quality of life, and iv) support climate resilience and the transition to net zero carbon emissions by 2050. The latter objective was added in 2021.

In fulfilling its purpose and objectives, the Commission seeks to:

- set a long term agenda – identifying the UK's major economic infrastructure needs, and the pathways to address them
- develop fresh approaches and ideas – basing our independent policy recommendations on rigorous analysis, and
- focus on driving change – building consensus on our policy recommendations, and monitoring government progress on their delivery.

The Commission delivers the following products and services:

- a *National Infrastructure Assessment* once in every Parliament, setting out the Commission’s assessment of long term infrastructure needs with recommendations to the Government
- specific studies on pressing infrastructure challenges as set by the government, taking into account the views of the Commission and stakeholders; these studies will include recommendations to government
- an Annual Monitoring Report (styled as an Infrastructure Progress Review), taking stock of the government’s progress in areas where it has committed to taking forward recommendations of the Commission.

The Commission’s binding fiscal remit requires it to demonstrate that all its recommendations for economic infrastructure are consistent with, and set out how they can be accommodated within, gross public investment in economic infrastructure of between 1.1 per cent and 1.3 per cent of GDP each year between 2025 and 2055. The fiscal remit was previously between 1.0 per cent and 1.2 per cent of GDP. The Commission’s reports must also include a transparent assessment of the impact on costs to businesses, consumers, government, public bodies and other end users of infrastructure that would arise from implementing its recommendations.

When making its recommendations, the Commission is required to take account of both the role of the economic regulators in regulating infrastructure providers and the government’s legal obligations, such as carbon reduction targets. The Commission’s remit letter also requires the Commission to ensure that its recommendations do not reopen decision making processes where programmes and work have been decided by the government or will be decided in the immediate future.

The Commission’s members

The National Infrastructure Commission comprises a Chair and between four and 12 additional non-executive Commissioners.

The current members of the Commission are:



Sir John Armitt CBE (Chair) published an independent review on long-term infrastructure planning in the UK in September 2013, which resulted in the National Infrastructure Commission. Previously Chief Executive of Railtrack (later Network Rail), Sir John sits on the boards of the Berkeley Group and Expo 2020.



Professor Sir Tim Besley CBE is School Professor of Economics and Political Science and W. Arthur Lewis Professor of Development Economics at the LSE. From September 2006 to August 2009, he served as an external member of the Bank of England Monetary Policy Committee.



Neale Coleman CBE is a co-founder of Blackstock Partnership. He worked at the Greater London Authority from 2000-2015 leading the Mayor’s work on London’s Olympic bid, the delivery of the games, and their regeneration legacy. Neale has also served as Policy Director for the Labour Party.



Professor David Fisk CB is the Director of the Laing O’Rourke Centre for Systems Engineering and Innovation Research at Imperial College London. He has served as Chief Scientist across several Government departments including Environment and Transport, and as a member of the Gas and Electricity Markets Authority.



Andy Green CBE holds several Chairman, Non-Executive Director and advisory roles, linked by his passion for how technology transforms business and our daily lives. He chairs Lowell, a major European credit management company and has served as Chair for the Digital Catapult, an initiative to help grow the UK digital economy.



Professor Sadie Morgan OBE is a founding director of the Stirling Prize winning architectural practice dRMM. She is also Chair of the Independent Panel for High Speed Two and is a Mayor’s design advocate for the Greater London Authority. She sits on the boards of the Major Projects Association and Homes England.



Julia Prescott holds several board and advisory roles. She is a co-founder and Chief Strategy Officer of Meridiam and sits on the Executive Committee of Meridiam SAS. She has been involved in long term infrastructure development and investment in the UK, Europe, North America and Africa. She is an Honorary Professor at the Bartlett School of Construction and Project Management, University College London. Since 2019 she has sat on the board of the Port of Tyne.



Bridget Rosewell CBE is a director, policy maker and economist. She served as Chief Economic Adviser to the Greater London Authority from 2002 to 2012 and worked extensively on infrastructure business cases. She has served as a Non-executive Director of Network Rail and Non-executive Chair of the Driver and Vehicle Standards Agency. She is currently Chair of the Atom Bank and the M6 Toll Road.

Commissioner appointments

David Fisk's term on the Commission will come to an end in May 2022. To replace David's expertise in the energy sector and to bolster the Commission's policy expertise on the environment and local growth, in April 2022 the Chancellor appointed three new Commissioners:



Professor Jim Hall FrEng is Professor of Climate and Environmental Risks in the University of Oxford and Director of the University's Environmental Change Institute. He is internationally recognised for his research on risk analysis and decision making under uncertainty for water resource systems, flood and coastal risk management, infrastructure systems and adaptation to climate change.



Kate Willard OBE is the Thames Estuary Envoy and chairs the Thames Estuary Growth Board. Since 2017 she has served as Chair for the Arts Council England's North Area. In addition, she is senior advisor to Esken and an independent consultant working on a diverse portfolio of infrastructure and growth projects. In March 2022 she was appointed Chair of Teeside Airport Board.



Nick Winser CBE has had a 30-year career in the energy sector, including serving as UK and European CEO of the Board of National Grid and President of the European Network of Transmission System Operators for Electricity. He currently serves as Chair of the Energy Systems Catapult.

The National Infrastructure Design Group and the Young Professionals Panel

The National Infrastructure Commission's Design Group was established in 2019 to inspire renewed ambition for the quality of the UK's infrastructure by championing design excellence in all national significant infrastructure projects. The Design Group is chaired by Professor Sadie Morgan OBE and [its membership](#) is published on the Commission's website.

The Young Professionals Panel (YPP) was established in 2018 to support and inform the Commission's work and ensure a strong voice for the next generation of infrastructure leaders in the Commission's programme. The latest cohort was appointed in July 2020 and will serve for three years. The [YPP's current membership](#) is published on the Commission's website.

2. Strategic priorities

Objectives

During 2019 the Commission undertook its first multi-year strategic priority planning exercise leading to the creation of a multi-year organisational strategy covering the period up to 2023 and the publication of the second National Infrastructure Assessment. In 2023-24 the Commission will publish a new strategy with revised strategic priorities, and the steps required to achieve them.

The four strategic priorities outlined in this strategy are shown below, alongside a summary of the action the Commission will take to meet them.

Strategic priority 1: Set the agenda for economic infrastructure

To achieve this, we will:

- develop our understanding of the performance of the UK's infrastructure and produce an updated analysis of long term priorities for policy and investment
- actively think beyond current debates, explore different starting points for undertaking policy and analysis, understand a wide range of perspectives, and develop alternative tools and methodologies for analysing infrastructure challenges
- on this basis, and building on the first *National Infrastructure Assessment*, generate a clear long term vision for the UK's infrastructure and a cross-cutting plan to achieve it
- share our developing analysis with the public and build consensus for conclusions, including our understanding of the key challenges and our vision for the future.

Strategic priority 2: Promote and enable better infrastructure decisions

To achieve this, we will:

- identify key decisions within our remit which need to be made, and provide advice to government, including tackling specific decisions not made in the first *National Infrastructure Assessment*
- identify and resolve problems in the infrastructure decision making architecture, including developing our expertise in this area and considering ways to incorporate the public's views into decision making processes
- identify and fill evidence gaps which prevent important decisions being taken well
- support other organisations to build their capacity to take good decisions.

Strategic priority 3: Secure positive responses to our recommendations and support their delivery

To achieve this, we will:

- build a broad consensus in support of the Commission’s approach, analysis and recommendations across public, private and third sectors, and government at every level from local to international
- track the government’s direct responses to our recommendations and, where they are endorsed, hold the government to account for delivering them
- develop, implement and continuously refine a monitoring methodology to measure progress in delivering the infrastructure outcomes that the Commission’s recommendations seek to achieve.

Strategic priority 4: Create an organisation built on collaboration, professionalism, and a high-performance culture

To achieve this, we will:

- deliver our world class policy and analytical work through an enhanced project management framework and a rigorous, evidence-based methodology, underpinned by robust quality standards.
- support our strategy through sound financial planning and management, driving efficiency across the organisation grounded in a sound and open governance framework
- embed a high-performance culture delivered by a diverse and inclusive workforce
- support the organisation through a mature, integrated corporate services offering that promotes transparent and informed decision making.



Success measures

The Commission is keen to measure its success, where possible with specific, measurable, achievable, realistic and time bound key performance indicators. Where this is not possible, it will make a qualitative assessment. From 2022-23 onwards, the Commission will measure its performance against its strategic priorities using the below metrics. We will take 2021-22 as a baseline to inform KPIs and then report on performance in our 2022-23 annual report and accounts, due for publication in Autumn 2023.

Strategic priority	Success measure	Key performance indicator or qualitative assessment
1. Set the agenda for economic infrastructure 2. Promote and enable better infrastructure decisions 3. Secure positive responses to our recommendations and support their delivery	Number of reports delivered on time	KPI: the target for 2022-23 will be 100%
	Stakeholder survey score The Commission will take an average of key stakeholder survey responses to the following questions, gathering the percentage that agree or strongly agree with the following statements: <ul style="list-style-type: none"> • Performance: “The Commission is successful in its role of advising the Government on the UK’s infrastructure needs” • Impact: “The Commission’s recommendations on infrastructure development are taken seriously” • Independence & expertise: “The Commission’s recommendations are expert and impartial” 	KPI: the target for the average across all questions in 2022-23 will be 65%
	Recommendations accepted The Government has committed to responding to the Commission’s recommendations setting out those which it accepts and those which it rejects	KPI & QA: The Commission will set a target for 80% of its recommendations from the last five years being accepted by government

Strategic priority	Success measure	Key performance indicator or qualitative assessment
4. Create an organisation built on collaboration and a high performing culture	Staff engagement The annual Civil Service People Survey contains a combined metric recording staff engagement	KPI: For 2022-23 the target score is 70% and for the score to remain above the civil service average
	Diversity (representation) The Commission will set a target that the Commission's workforce should be representative of the UK population as a whole in terms of % of staff by gender, % ethnic minority staff and % of staff with disabilities	KPI: The target for 2022-23 is that the Commission's staff body will be at least: <ul style="list-style-type: none"> • 50% female • 14% ethnic minority • 13% staff with disabilities
	Diversity (inclusion) The annual Civil Service People Survey contains a combined metric recording staff inclusion	KPI: For 2022-23 the target score is 85% and for the score to remain above the Civil Service average
	Skills We will continue to review our plans for learning and development and recruitment to provide skills relevant for a high performing organisation	Qualitative assessment: The Commission has developed and will deliver its Learning and Development Programme that includes the relevant training and knowledge events to enhance our staff's skills and provide ongoing career development. We will also target our recruitment to address any skills gaps within the Commission
	Budget forecasting The Commission will set out the accuracy of its budget forecasting and, by extension, budget planning. The measure will note how close the Commission's actual expenditure is to its forecast	Qualitative assessment

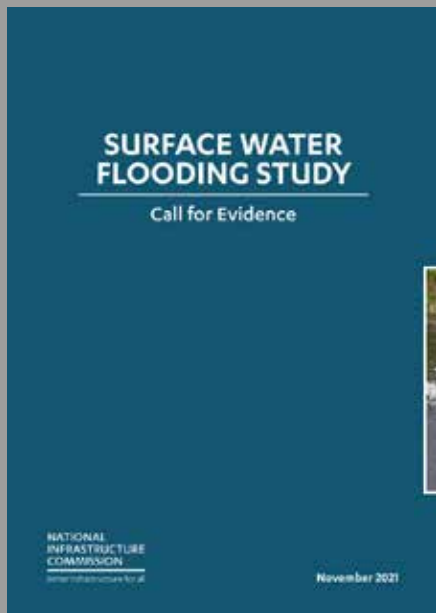
3. Progress against strategic priorities from April 2021 to March 2022

Milestones

Date	Milestone
30 April 2021	Publication of last year's Corporate Plan set out the timeline for the second <i>National Infrastructure Assessment</i> , and scheduled publication of a baseline report in autumn 2021
13 May 2021	Publication of <i>Behaviour change and infrastructure beyond Covid-19</i> , exploring how a range of potential social behaviour scenarios might impact on long term demand for infrastructure services. These scenarios will be considered as part of developing the second <i>National Infrastructure Assessment</i>
17 June 2021	The Commission formally welcomed the official launch of the UK Infrastructure Bank , the establishment of which was a recommendation of the first <i>National Infrastructure Assessment</i> . The Commission has engaged with the secretariat and leadership of the new institution on mutual objectives
12 July 2021	The recruitment process for three new Commissioners begins publicly , with open advertisement of the roles
29 July 2021	Publication of <i>Engineered greenhouse gas removals</i> , a study commissioned by government to ascertain the necessity of such technologies to help the UK meet its climate change obligations, and the policy steps that need to be taken to establish this new sector
15 September 2021	Government publishes its formal response to the Commission's 2020 study on how to enhance the resilience of economic infrastructure . The response accepts, in principle, the study's recommendations on standards and stress testing and indicates further details on implementation will be included in the forthcoming National Resilience Strategy
23 September 2021	Publication of a government commissioned study on the role of infrastructure in the regeneration of towns , which concludes that a shift towards devolved five-year budgets to support local growth plans will be a necessary component of achieving 'levelling up'

24 September 2021	At the request of government, the Commission issues advice on whether an additional new nuclear plant , beyond the proposed Sizewell C project, is needed to deliver the sixth Carbon Budget
27 October 2021	Government asks the Commission to investigate how the risks of surface water flooding can be better managed , with recommendations to be published by November 2022. The study will seek to identify improvements needed to England's drainage systems to manage and mitigate surface water flooding in both urban and rural areas
4 November 2021	Publication of the Commission's Annual Report and Accounts 2020-21 which details the organisation's financial position and performance and its primary activities, risks and corporate processes
15 November 2021	Publication of a major Baseline Report which sets out the recent performance of infrastructure sectors within the Commission's remit and identifies the main topics that will sit at the heart of the second <i>National Infrastructure Assessment</i> , inviting views from stakeholders
18 November 2021	Government publishes the Integrated Rail Plan , setting out planned major schemes in the Midlands and North of England, informed by the Commission's Rail Needs Assessment for the Midlands and the North , published in December 2020
20 December 2021	Public announcement that the Commission will open a new office in Leeds in 2023, in addition to retaining a London office
31 January 2022	Government publishes a policy paper on economic regulation . While it includes some positive steps, final decisions have yet to be made on the Commission's key recommendations to ensure regulators duties are coherent and cover price, quality, resilience and environment, and that long term direction is given through regular strategic policy statements
February 2022	A call for evidence to inform the second National Infrastructure Assessment concludes , and various roundtables and other events commence to seek the detailed views of key stakeholders on the strategic priorities to be explored
23 February 2022	Sir John addresses the All Party Parliamentary Group on Infrastructure , stressing to the Chancellor and fellow parliamentarians the importance of staying the course with long term infrastructure plans, while also calling for an acceleration of policy design and delivery in key areas
16 March 2022	Publication of the Infrastructure Progress Review 2022 which sets out an assessment of recent government progress towards implementing Commission recommendations and key infrastructure policy, including the National Infrastructure Strategy

The Commission published six infrastructure reports and papers from April 2021 to March 2022



Achievements from April 2021 – March 2022

Below is a summary of our performance against each of the Commission’s four strategic priorities during 2021 to 2022.

Strategic priority 1: Set the agenda for economic infrastructure

The baseline report for the second *National Infrastructure Assessment* identified the strategic challenges the Commission intends to focus on in the final report, and has been well received. The report has been viewed more than 4,500 times on the Commission’s website. Responses to the call for evidence are still being analysed but the approach set out in the baseline report has been welcomed, including by a number of Peers during a short debate in the House of Lords on 2 December 2021 introduced by Lord Berkeley.

The *Rail Needs Assessment for the Midlands and the North*, published in December 2020, continued to be cited regularly in discussions about the future of major rail schemes for the North and Midlands. While there continues to be debate about government’s proposals as set out in the Integrated Rail Plan, the Commission’s analysis on the affordability of different options and the value of an ‘adaptive’ approach to planning have evidently shaped aspects of government’s thinking and the wider policy discussion.

The Commission has also helped inform thinking about the implications for infrastructure of a range of plausible behavioural scenarios as the UK economy emerges from the Covid-19 pandemic, with its [report published in May 2021](#). This work has been cited in a range of contexts, including by the House of Commons Transport Committee in its September 2021 report on major projects.

In its study on *Engineered greenhouse gas removals*, published in July 2021, the Commission recommended that government commit to deploying a range of engineered removals technologies to remove between 5 and 10 MtCO₂e per year by 2030. In its Net Zero Strategy published three months later, the government for the first time committed to deploy such technologies in the UK, setting out an ambition to extract 5 MtCO₂e from the atmosphere each year by 2030, reaching around 23 MtCO₂e per year by 2035.

In November 2021 government committed to end the sale of all non zero emission heavy goods vehicles by 2040, as recommended by the Commission in its April 2019 report [Better delivery: the challenge for freight](#).

The Commission’s approach to measuring transport connectivity – pioneered for the first *National Infrastructure Assessment* – has been cited in a number of government and non-governmental studies and reports, including the Levelling Up white paper published in February 2022.

Additionally, the Commission has showcased novel approaches to economic modelling, with the publication of the results of an agent-centred model exploring the possible consequences of different heat decarbonisation pathways.

Strategic priority 2: Promote and enable better infrastructure decisions

In 2021-22 the Commission delivered analysis promoting better infrastructure decisions in specific policy areas, principally (through reports referred to in the milestones table above) the economic regeneration of English towns, long term scenarios of post-Covid 19 behaviour change, and the rollout of engineered greenhouse gas removal technologies at scale in the UK.

Through the work of its Young Professionals Panel, the Commission has encouraged infrastructure operators to consider the needs of different groups, particularly as they look for opportunities to ‘build back better’ in the wake of the Covid-19 pandemic and new government commitments to accelerating progress towards net zero. Over the course of the year the Panel has published opinion pieces through the Commission’s digital platforms and spoken at a number of industry events. And through the Design Panel, the Commission is actively supporting the promotion of good design in major infrastructure projects, including offering support to projects looking to benefit from appointing board level Design Champions.

The Commission continued to populate its website data portal, launched in 2020, making available more of the data sets which underpin its work for wider public use.

Strategic priority 3: Secure positive responses to our recommendations and support their delivery

Following government’s publication of the National Infrastructure Strategy in November 2020, which formed the formal response to the first *National Infrastructure Assessment*, the Commission has continued to monitor implementation of the commitments made in the Strategy.

In its *Infrastructure Progress Review 2022*, the Commission noted that clear goals are now in place across most infrastructure areas and welcomed the increased investment government has committed to make in economic infrastructure. The Review also noted that some of the Commission’s key recommendations had been implemented, including the creation of the UK Infrastructure Bank.

However, the Review also noted that slow progress in other areas poses threats to achieving key objectives at the heart of the National Infrastructure Strategy. The Review highlighted ten priorities for the year ahead, including the urgent need for a comprehensive energy efficiency push to insulate homes, devolved funding to councils for local transport schemes, and the need to accelerate the roll out of electric vehicle charging points to ensure the 2030 date for the end of the sale of new petrol and diesel cars remains viable.

The Commission has continued to make an ongoing public case for its recommendations. While this has proved more challenging given the continued difficulties in holding physical events and meetings during periods of 2021-22, the Commission participated in a large number of speaking engagements and roundtable events to promote both previous work and new studies and reports.

Each of the report publications listed in the milestones table at the start of this section were accompanied by an online launch event to engage key stakeholders and respond to questions: a number of these have attracted more than 100 attendees.

Strategic priority 4: Create an organisation built on collaboration, professionalism, and a high performing culture

The Commission has continued to implement its People Strategy. We have shown good progress in a number of areas, with a particular focus on developing our learning and development programme, and delivering further actions from the *Diversity and Inclusion Strategy*. In February this year, the Commission signed the Race at Work Charter to signify our commitment to racial equality, to improve diversity and inclusion within our own workforce and support such efforts in the wider infrastructure sector. We also developed the ‘Commission Way’ – a set of principles that define how we work and the benefits we offer as a distinctive organisation, enabling us to recruit, retain and engage the right people.

4. Planned progress against strategic priorities

Planned activities 2022-23

Milestones

Date	Milestone
Summer 2022	Publication of further resources to help underpin the second <i>National Infrastructure Assessment</i> , including analysis of responses to the Commission’s call for evidence and a paper setting out its approach to managing uncertainty
June 2022	Publication of a discussion paper on the Commission’s objective to ‘ improve quality of life ’
June 2022	Publication of an interim report on urban transport as part of the Levelling Up strand of the second <i>National Infrastructure Assessment</i>
November 2022	Publication of recommendations to government on surface water flooding , assessing how responsible bodies in England can better manage and mitigate the risks where rainfall exceeds drainage capacity.
Spring 2023	Publication of the <i>Infrastructure Progress Review 2023</i> which will assess the government’s progress in delivering Commission recommendations.



During 2022-23 the Commission will achieve the following in response to its four strategic priorities

Strategic priority 1: Set the agenda for economic infrastructure

The Commission will continue to identify and propose solutions to some of the UK's pressing infrastructure needs. This will include providing recommendations to government in a study on managing surface water flooding, and assessing government's progress in delivering previous Commission recommendations.

The vast majority of the Commission's work over the year will focus on analysis, policy development and stakeholder engagement for the second *National Infrastructure Assessment*. This major report will take a long term look at the UK's economic infrastructure needs and develop a costed plan for addressing them.

Strategic priority 2: Promote and enable better infrastructure decisions

Intensive work on the second *National Infrastructure Assessment* during the year will also seek to improve decision making processes through the report's eventual conclusions and recommendations. A number of the priority projects identified in the *Baseline Report* will include consideration of governance frameworks and current barriers to better decision making, particularly around long term investment.

The Commission's Design Group and Young Professionals Panel will also continue their respective work on encouraging a holistic approach to better design at every stage of project lifecycles, and consideration of the widest range of stakeholders and users when planning future infrastructure services.

Commissioners and Secretariat staff will also continue to speak regularly at industry and public events, making the case for a strategic, long term approach to infrastructure planning to meet the needs and opportunities of the future.

Strategic priority 3: Secure positive responses to our recommendations and support their delivery

The Commission will monitor delivery of its recommendations and will measure government's progress against delivering them, particularly recent commitments around building resilience in infrastructure services. The Commission will also continue to make the case for recommendations not yet fully considered by government, principally those made in its report on infrastructure in towns published in September 2021.

Through both public and private interventions, and a series of own branded events across the year, the Commission will seek to build consensus in support of its analysis and recommendations across industry, the third sector, and government departments. This will include a series of regional visits and roundtables with local business and civic leaders across England, to help inform the Commission's work on the second Assessment.

The Commission will also continue to monitor progress towards its recommendations that have been accepted by government, publishing a sixth Infrastructure Progress Review in spring 2023 and seeking to draw attention to any evident gaps in delivery.

Strategic priority 4: Create an organisation built on collaboration, professionalism, and a high-performance culture

Looking ahead to next year, the Commission will continue to review, monitor and refine the People Strategy. Our success will be assessed by a series of measures, including:

- engagement scores in the annual Civil Service Staff Survey
- inclusion and fair treatment scores in the annual Civil Service Staff Survey
- staff representation to achieve nationally representative levels, with targets achieved as set out in the Diversity and Inclusion Strategy: gender: 50%, ethnic minority: 14%, disability: 13%.

We have established a Diversity and Inclusion working group to take forward some of the actions in the recently signed Race at Work Charter, to encourage diversity of thought across the Commission and to act on staff's views on inclusion and fair treatment in the staff survey. We will also look to establish a new office in Leeds in early 2023 and prepare to relocate from our existing London office in summer 2023. The Commission will implement a recruitment strategy to support these plans, forecasting staffing needs and succession planning, and ensure that inclusive working practices are embedded through our hybrid working model.

Planned activities 2023-25

In the second half of 2023, the Commission will conclude work on the second *National Infrastructure Assessment* and publish the final report. The final report will set out recommendations to government to address each of the major infrastructure challenges it has identified.

In 2023-24, after publication of the second Assessment, the Commission will develop a new strategy with revised strategic priorities, and the steps required to achieve them. This will shape the Commission's activities for the remainder of the period.

The Commission's work on promoting the second Assessment, and other priorities, will inevitably need to be reviewed in the event of a General Election (which is due to take place no later than May 2024). In addition, the Commission will continue to publish an annual assessment of the government's progress in delivering its recommendations.

We keep this corporate plan continually under review and should there be a significant change to our role or remit we will revisit and revise this plan accordingly. The next formal review of these is due to be undertaken by 2026.

5. Corporate governance and resources

Corporate governance

The Oversight Board supervises the Commission’s financial management and administrative functions. It ensures the Commission has the staff and support it needs to enable it to provide high quality advice to the government and to provide assurance that effective internal control and risk management systems are in place.

The Oversight Board consists of the Chair of the Commission, a representative of the Treasury, appropriate executive members including the Chief Executive and Chief Operating Officer, and non-executive members who may either be Commissioners nominated by the chair, or external members appointed by the chair. The current members of the Oversight Board are:

- Sir John Armitt (Chair)
- James Heath (CEO – Executive Member)
- Mark Ardron (COO – Executive Member)
- Jonny Medland (Treasury Representative)
- David Finlay (Non-Executive Member)
- Dennis Skinner (Non-Executive Member)
- Katherine Easter (Non-Executive Member).

The Oversight Board’s functions relate to the corporate management of the Commission and it has no role in agreeing or reviewing its policy reports or recommendations. The Oversight Board meets quarterly.

The Oversight Board is presented with the Commission’s performance against key non-financial targets at each meeting to support it in discharging its responsibilities.

The Audit and Risk Assurance Committee (ARAC) supports the board in discharging its responsibilities in relation to issues of risk, control and governance.

The non-executive members of the Audit and Risk Assurance Committee are:

- David Finlay (Chair)
- Dennis Skinner
- Katherine Easter.

The Audit and Risk Assurance Committee meets quarterly.

The Commission's Chief Executive is designated as Accounting Officer and is responsible for management of the Commission's day-to-day operations, ensuring it is run on the basis of the standards as set out in HM Treasury's *Managing Public Money*.

The Chief Executive is supported by a Senior Management Team (SMT) comprising the Chief Economist, the Directors of Policy and the Chief Operating Officer.

Finances

The Commission has a budget of £5.8m for 2022-23 which was agreed as part of the three year Spending Review settlement with HM Treasury.

The Commission has prepared a detailed financial plan as part of its financial management and governance activities for the coming year. Performance against this budget is kept under continual review and is reported to the Oversight Board on a quarterly basis. Alongside this, the Commission provides HM Treasury with monthly financial and non-financial information to satisfy reporting requirements.

The Commission delivers its strategic priorities utilising both research and policy work undertaken in house by its staff, and by commissioning research and analysis from third party organisations. In 2022-23 we have planned to spend circa £950k on commissioned research to support our strategic priorities.

The Commission's total expenditure for 2021-22 was £5.5m (subject to final audit) against a budget of £5.7m.

In all its activities, the Commission operates in line with the principles set out in HM Treasury's *Managing Public Money* and seeks to obtain value for money from its expenditure.

Sharing services is important in reducing costs, and as a small organisation it makes financial sense to pool resource to achieve scale. The Commission has therefore purchased administrative support services, where possible, from HM Treasury.

The [remuneration of the Chair and Commissioners](#) is published on our website.

The Commission publishes an Annual Report and Accounts detailing the organisation's financial position and performance, and its main activities. These include the audited accounts and financial statements for the stated period. The Commission's most recent annual report and accounts covers April 2020 - March 2021 and was published on 14 November 2021.

Staffing

The Commission's staff come from a range of backgrounds and have been recruited from the private sector and regulators, as well as the wider public sector and Civil Service. The Commission has also loaned and seconded members of staff from other government departments, public authorities and industry. These measures have granted the Commission access to a wide range of external skills and expertise enabling it to remain credible and influential with its stakeholders, whilst ensuring it is equipped to respond effectively to the needs and priorities of the organisation.

Over 2021-22, the Commission has had an average full time equivalent of approximately 45 staff which has allowed it to recruit specialist skills and expertise to carry out the studies requested by government, as well as undertake preparation for the second National Infrastructure Assessment. We expect our average headcount to increase to 47 full time equivalent over 2022-23.

All members of the Secretariat are managed, and have their performance appraised, in accordance with Civil Service standards.



**NATIONAL
INFRASTRUCTURE
COMMISSION**

Better infrastructure for all

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