

CORPORATE PLAN

2021–2024

**NATIONAL
INFRASTRUCTURE
COMMISSION**

Better infrastructure for all

April 2021

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1. Remit and structure of the Commission

The National Infrastructure Commission has been 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 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. Housing supply itself, other social infrastructure such as schools, hospitals or prisons, and agriculture and land use are all out of scope of the Commission.

The Commission's objectives are to (i) support sustainable economic growth across all regions of the UK, (ii) improve competitiveness, and (iii) improve quality of life.

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, including recommendations to government
- an *Annual Monitoring Report*, 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 per cent and 1.2 per cent of GDP each year between 2025 and 2055. 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 the 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 or making assessments of environmental impacts. 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 remit extends to economic infrastructure within the UK government’s competence and will evolve in line with devolution settlements. This means the Commission has a role in relation to non-devolved UK government infrastructure responsibilities in Scotland, Wales and Northern Ireland (and all sectors in England).

The Infrastructure and Projects Authority (IPA), a separate body, enables the long term planning carried out by the Commission to be translated into successful project delivery, once the plans have been endorsed by government.

The Commission’s members

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

The current members of the National Infrastructure 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. Sir John is the Chairman of the National Express Group and the City & Guilds Group and 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 Chair, 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, and 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.

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. Each cohort is appointed for two years and the latest cohort was appointed in July 2020. 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 from 2021–23 to meet them.

Strategic Priority 1: Set the agenda for economic infrastructure

To achieve this, the Commission will:

- develop its understanding of the performance of the UK's infrastructure and 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 the Commission's developing analysis with the public and build consensus for its emerging conclusions, including its understanding of the key challenges and its vision for the future.

Strategic Priority 2: Promote and enable better infrastructure decisions

To achieve this, the Commission will:

- identify key decisions within its 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 its 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 Commission recommendations and support their delivery

To achieve this, the Commission will:

- build a broad consensus in support of its 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 Commission 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, the Commission will:

- deliver its world class policy and analytical work through an enhanced project management framework and a rigorous, evidence-based methodology, underpinned by robust quality standards
- support its 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.



3. Progress against strategic priorities April 2020 to March 2021

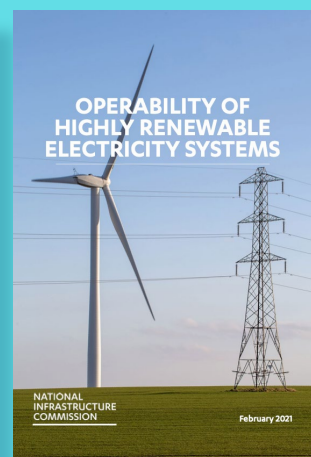
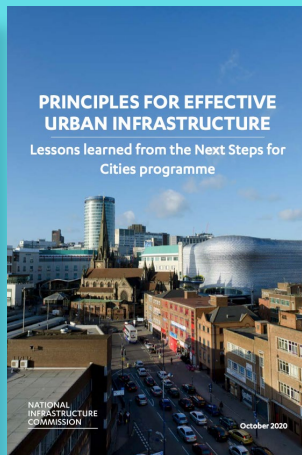
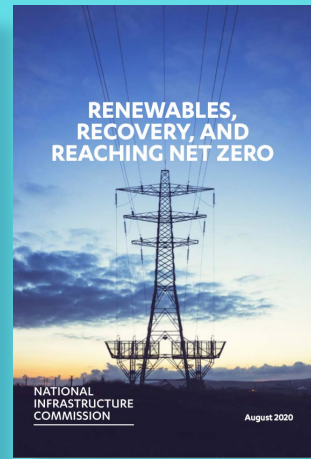
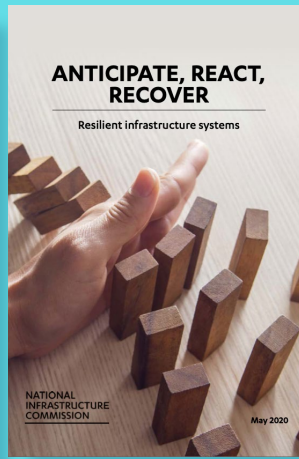
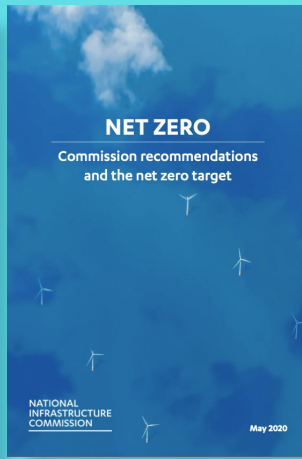
Milestones

Date	Milestone
8 April 2020	Publication of the <i>Improving competitiveness</i> paper which defined how the Commission would interpret its ‘improve competitiveness’ objective.
4 May 2020	Publication of the <i>Net zero: Commission recommendations and the net zero target</i> paper, which reassessed the Commission’s 2018 <i>National Infrastructure Assessment</i> recommendations in light of the government’s legal commitment to Net Zero carbon emissions by 2050 and found them to be compatible.
28 May 2020	Publication of <i>Anticipate, React, Recover: Resilient infrastructure systems</i> , an HM Treasury commissioned study on how to make the UK’s infrastructure resilient to future challenges.
11 August 2020	Publication of <i>Renewables, recovery, and reaching net zero</i> , a paper on modelling the impact of the falling cost of renewable energy generation which led the Commission to update its recommended target for deployment of renewables as part of a low cost carbon electricity system, from 50 per cent to 65 per cent by 2030.
1 September 2020	Publication of the Commission’s <i>Diversity and Inclusion Strategy 2020–23</i> , which sets out how the Commission will promote diversity and inclusion both within its own workforce and in the wider infrastructure sector.
7 October 2020	Publication of <i>Principles for effective urban infrastructure</i> , the <i>Cities Programme</i> final report which shares lessons on best practice principles for developing local infrastructure strategies, drawing on the experiences of a range of cities.
5 November 2020	Publication of the <i>Growth across regions</i> discussion paper, which defined the Commission’s objective to ‘support sustainable economic growth across all regions of the UK’ and set out a framework for considering how infrastructure can help improve economic outcomes in different areas.

12 November 2020	Publication of the Commission’s <i>Annual Report and Accounts 2019–20</i> , which details the organisation’s financial position and performance and its primary activities, risks and corporate processes.
25 November 2020	Publication of the terms of reference for the Commission’s <i>Greenhouse Gas Removal Technologies Study</i> , considering the technologies needed to deliver negative emissions and the policies required to incentivise their rollout.
15 December 2020	Publication of the Commission’s <i>Rail Needs Assessment for the Midlands and the North</i> , which set out the Commission’s analysis of different packages of railway investment in the Midlands and the North, as well as their potential impacts, to inform the government’s Integrated Rail Plan.
5 February 2021	Publication of the <i>Natural capital and environmental net gain</i> discussion paper, which outlined the Commission’s approach to assessing the impact of infrastructure on the natural world.
17 February 2021	Publication of the <i>Annual Monitoring Report 2021</i> , which sets out the Commission’s views on the government’s National Infrastructure Strategy and its response to the first <i>National Infrastructure Assessment</i> .
23 February 2021	Publication of the <i>Operability of highly renewable electricity systems</i> paper, outlining the affordable solutions to challenges to the electricity grid posed by having high levels of renewable energy.
3 March 2021	Publication of the terms of reference for the Commission’s study on <i>Towns, Infrastructure and Regeneration</i> , considering how to maximise the benefits of infrastructure policy and investment for towns.



The Commission published 12 infrastructure reports and papers from April 2020 to March 2021



Achievements

In 2020-21 the Commission conducted a review of its mission and purpose, with a view to articulating a clear, simple and compelling vision about what the Commission is here to do and the distinctive contribution it makes to infrastructure policy. The Commission agreed a new purpose and mission statement, building on its Charter and Framework Document:

Purpose & Mission Statement

The Commission provides government with impartial, expert advice on major long term infrastructure challenges.

The Commission's objectives are to:

- support sustainable economic growth across all regions of the UK
- improve competitiveness; and
- improve quality of life.

In fulfilling its purpose and objectives, the Commission will:

- 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 its independent policy recommendations on rigorous analysis; and
- focus on driving change – building consensus on its policy recommendations, and monitoring government progress on their delivery.

NATIONAL INFRASTRUCTURE COMMISSION

Better infrastructure for all

Below is a summary of the Commission's performance against each of its four strategic priorities during 2020 to 2021:

Strategic Priority 1: Set the agenda for economic infrastructure

The Commission has published new analysis and made recommendations to government on how infrastructure can contribute to securing policy goals such as economic recovery from Covid-19, 'levelling up' economic outcomes and achieving net zero emissions and climate resilience.

The Commission has published *Anticipate, React, Recover*, setting out recommendations to government on how to strengthen the resilience of the UK's infrastructure systems. The Commission has also shaped the terms of the energy debate by highlighting affordable solutions to the challenges posed by highly renewable energy systems.

The Commission has updated its recommended target for deployment of renewable energy as part of a low cost carbon electricity system, from 50 per cent to 65 per cent by 2050. Additionally, the Commission has strengthened its modelling capability by commissioning experimental agent-centred models to explore the possible consequences of different heat decarbonisation pathways, and by commissioning modelling to understand how the government’s progress in delivering household energy efficiency measures might influence heat decarbonisation.

Strategic Priority 2: Promote and enable better infrastructure decisions

In 2020-21 the Commission delivered analysis promoting better infrastructure decisions in specific policy areas, set out frameworks for considering how infrastructure investment can deliver two of the Commission’s three objectives, and launched a new data hub.

The Commission completed its *Rail Needs Assessment for the Midlands and the North*, setting out a range of packages of investment, as well as modelling their potential impacts, for government to consider when drawing up its Integrated Rail Plan.

The Commission published position papers explaining the mechanisms by which infrastructure can support the Commission’s objectives to improve competitiveness and promote sustainable economic growth in all regions of the UK. The Commission highlighted that it would measure the ability of infrastructure investment to bolster the UK’s competitiveness insofar as it improved access to markets, improved the mobility of labour and capital, and supported and was a source of globally significant clusters and assets. The Commission also set out how infrastructure can help improve growth in areas with lower productivity, by addressing constraints to growth, supporting regeneration and delivering universal provision. Additionally, the Commission published a position paper on how to consider natural capital stocks when planning future infrastructure projects.

The Commission has also created an externally facing online data portal, providing access to the key metrics supporting the Commission’s work, such as measurements of the volume of consumption of infrastructure services.

Strategic Priority 3: Secure positive responses to Commission recommendations and support their delivery

The government published its National Infrastructure Strategy on 25 November 2020, accompanied by a detailed and comprehensive response to the recommendations that the Commission made in the *National Infrastructure Assessment* in July 2018.

The National Infrastructure Strategy aligns with the Commission’s own independent assessment of the country’s infrastructure needs and how to address them. The government has endorsed or partially endorsed most of the recommendations.

The Commission believes the National Infrastructure Strategy will catalyse planning, decision making, and investment across sectors, and help ensure that infrastructure supports delivery of long term policy goals such as achieving net zero greenhouse gas emissions by 2050 and ‘levelling up’ the economy across the UK.

The priority for the coming year is for the government to turn the policy goals set out in the National Infrastructure Strategy into delivery plans, and to go further on the devolution of funding and powers to enable cities to pursue ambitious, integrated infrastructure strategies.

The Commission’s full assessment of the National Infrastructure Strategy is set out in its [Annual Monitoring Report](#).

The Commission has continued to make an ongoing public case for recommendations not yet accepted. While this has proved more challenging given the impossibility of physical events in 2020–21, the Commission held a range of online events. This included the online launch of the findings of the cities programme, attended by over 220 stakeholders. The findings included a set of principles for developing urban infrastructure, reflecting cities’ experiences of developing long term infrastructure plans, and reinforcing the case for the Commission’s recommendation to devolve transport funding to local level.

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

The Commission has introduced a new rigorous project management structure to support the delivery of timely and high quality policy and analysis projects. The Commission also launched a series of tools and guidance to explain its quality assurance standards and enable staff to ensure they are followed across the full range of Commission projects. It also rolled out finance and HR business partnering arrangements and a new people strategy to facilitate sound financial management and a coordinated approach to recruitment and retention. To support quality assurance, the Commission benefited from the input of expert advice on each of its major policy projects, including HM Treasury commissioned studies and the second *National Infrastructure Assessment*.

In addition to this, in September the Commission published its first *Diversity and Inclusion Strategy* which set out how it would improve diversity and inclusion within its own workforce and support such efforts in the wider infrastructure sector.



4. Planned progress against strategic priorities 2021–22 to 2023–24

Planned activities 2021-22

Milestones

Key milestones for 2021–22	
Date	Milestone
May 2021	Publication of drivers paper on a range of potential scenarios for the long term impact of Covid-19 related behaviour change, to support future Commission studies, including the second <i>National Infrastructure Assessment</i> .
July 2021	Publication of the <i>Greenhouse Gas Removals Technologies Study</i> , which will make recommendations to government on the technology needed to deliver negative emissions and the policies required to enable them.
September 2021	Publication of the <i>Towns, Infrastructure and Regeneration Study</i> , which will make recommendations to government on how to maximise the benefits of infrastructure policy and investment for towns.
Autumn 2021	Publication of the Baseline Report for the second <i>National Infrastructure Assessment</i> , which will set out the current state of national infrastructure and key themes and challenges that the Commission proposes to address in the second Assessment.
February 2022	Publication of the <i>Annual Monitoring Report</i> , which will assess the government's progress in delivering accepted Commission recommendations.

During 2021/22 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 the UK's most pressing infrastructure needs. This will include providing evidence driven recommendations to government in a study on the deployment of greenhouse gas removals technologies, focussing on the policies needed to incentivise their development and rollout in the UK.

The Commission will also begin preparations for the second *National Infrastructure Assessment*. This will take a long term look at infrastructure needs and develop a costed plan for addressing them.

The first part of the second Assessment will be a baseline assessment of the UK's infrastructure, which will be published in autumn this year. This will set out the current state of national infrastructure and the key themes and challenges that the Commission proposes to address in the second Assessment. It will use expert advisory panels to inform the Assessment and also engage in a programme of wider stakeholder engagement to consider views on its proposals.

Strategic Priority 2: Promote and enable better infrastructure decisions

The Commission will make recommendations to government in a study on how to maximise the benefits of infrastructure policy and investment for towns and suburban centres. The study will focus on transport and digital infrastructure in particular. The Commission will engage with local stakeholders and experts to understand priorities.

As above, the Commission will also begin work on its second *National Infrastructure Assessment*, outlining the decisions needed to secure the infrastructure the country will require over the next 20–30 years to achieve its net zero target by 2050 and to re-balance economic growth.

The Commission will also publish an initial analysis of a range of possible scenarios for the long term impact of Covid-19 related behaviour change on infrastructure supply and demand, which will support work on the second National Infrastructure Assessment.

Strategic Priority 3: Secure positive responses to Commission recommendations and support their delivery

The Commission will monitor delivery of its endorsed recommendations and will measure government's progress against delivering them. For recommendations where government has yet to respond to the Commission's recommendations such as on resilience and freight, the Commission will continue to make the case for them. It will aim to 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. As part of this process, the Commission will publish its fifth *Annual Monitoring Report* in February 2022.

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

The Commission will continue to develop its corporate and governance functions to support its staff and its key stakeholders, safeguard the quality and reputation of its work and ensure compliance to all legal and regulatory requirements. This will include implementing the people strategy developed in 2020-21 through developing a common learning and development curriculum, and delivering the diversity and inclusion implementation plan to support the *Diversity and Inclusion Strategy* published in September 2020.

Building on the new and re-appointments announced earlier this year, the government will shortly launch a competition to appoint several additional Commissioners. This will help further strengthen the Commission's expertise in key areas and increase the diversity of the organisation. The Commission will roll out an induction programme for new Commissioners due to be appointed in Summer 2021 to ensure they are in a position to challenge and guide the Commission's thinking.

The Commission will also refresh its governance by appointing new non-executive directors to its Oversight Board and Audit and Risk Assurance Committees.

Planned activities for 2022-24

In 2022–23 and 2023–24 the Commission will continue its work on the second *National Infrastructure Assessment*, including establishing with a wide range of stakeholders on priority areas, supplemented by a range of data collection and analysis. The Commission will publish the second *National Infrastructure Assessment* in the second half of 2023. The final report will set out recommendations to government to address each of the major infrastructure challenges it has identified. In addition, the Commission will continue to publish an annual assessment of the government's progress in delivering its recommendations, where these have been accepted.

The Commission will keep this corporate plan continually under review and, should there be a significant change to its role or remit, revisit and revise this plan accordingly.

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)
- John Staples (Treasury Representative)
- Michael Brodie (Non-Executive Member)
- Debjani Ghosh (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 at least 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.

These targets are shown below:

Performance area	Metric	Target
Mandatory training compliance	Staff who have completed their mandatory training at the Commission	95%
Correspondence	Items of correspondence received in the quarter responded to within 20 working days	95%
Freedom of Information Act requests	FOI/EIR requests received in the quarter responded to within 20 working days	90%
Outsourced service provision from HM Treasury	Number of service areas where Treasury Group Shared Services have met their KPIs throughout the quarter	95%
	Number of service areas where Treasury IT Services have met their KPI throughout the quarter	95%
Staff diversity	Number of staff from underrepresented groups within the Commission's staff (to achieve nationally representative levels)	Gender: 50% split Black, Asian, and Minority Ethnic: 14% Disability: 13%

The Commission will continue to improve its performance reporting arrangements throughout 2021–22.

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:

- Michael Brodie (Chair)
- Debjani Ghosh (Deputy Chair)
- Dennis Skinner.

The Audit and Risk Assurance Committee meets at least 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 delegated budget of £5.7m for 2021–22 which is a rollover budget from the final year of its previous multi-year funding agreement. Use of these funds is monitored by the Commission’s Oversight Board. The Commission’s next multi-year financial settlement will be agreed during the upcoming Spending Review process, projected to take place in 2021–22.

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 2021–22 it is planned that around £430k will be spent on commissioned research to support strategic priority one: set the agenda for economic infrastructure; around £630k will be spent on commissioned research to support strategic priority two: promote and enable better infrastructure decisions.

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’s total expenditure during 2020–21 was £5.2m against a delegated budget of £5.7m (unaudited).

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. It has therefore purchased administrative support services, where possible, from HM Treasury.

The remuneration of the Chair and Commissioners is [published on the Commission 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 2019–March 2020 and was published on 12 November 2020.

Staffing

The Commission’s staff come from a wide 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, while ensuring it is equipped to respond effectively to the needs and priorities of the organisation.

Since April 2020, the Commission has maintained a headcount of approximately 42 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*.

As of 31 March 2021, the Commission was supported by 42 staff members. All members of the Secretariat are managed, and have their performance appraised, in accordance with Civil Service standards.

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