

APM Welcomes New Report Calling for a Radical Shift in Government's Approach to Infrastructure Delivery

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[Association for Project Management](#) (APM) has welcomed a new report launched by the All-Party Parliamentary Group on Project Delivery (APPGPD), [Building a Better Future: Inquiry into improving the delivery of national infrastructure projects](#), in which parliamentarians have called for radical action to prevent infrastructure projects being boiled in the pressure cooker of Government, Parliament, the media and shifting public expectations.

The APPGPD, chaired Henry Tufnell MP, held its inaugural inquiry in March 2025 aiming to enhance the delivery of major national infrastructure projects in the UK. The inquiry found that too many projects fall into the “valley of death” between policy and delivery, where ambition and investment are lost to bureaucracy, political churn and a lack of skills.

Drawing on evidence submitted by infrastructure organisations, project professionals, local leaders, architects, engineers, academics and other stakeholders including APM corporate partners, the report found that the current approach is not setting up infrastructure projects to be delivered on time, in budget or providing maximum value to communities or the country.

Responding to the report, Professor Adam Boddison OBE, Chief Executive of the Association for Project Management (APM) said: “This report makes clear that closing the gap between infrastructure ambition and delivery is vital to the UK’s future prosperity. The APPG on Project Delivery’s recommendations recognise that professional project delivery is the key to achieving better outcomes for the economy, society and taxpayers. By embedding project expertise at every stage – from policy design to on-the-

ground execution – and by investing in the people and skills that make delivery possible, we can ensure national infrastructure projects are delivered efficiently, sustainably and with lasting social and economic benefit.”

Recommendations in the report include:

1. The Government should use the 10-year infrastructure plan and NISTA, backed by long-term investment in projects, to embed delivery discipline as a permanent feature of government to end the so-called “valley of death” problem that exists between policy and delivery. This would require that targets are set early, resources and accountability are clarified, and major projects are protected from short-term politics and delivered consistently across Parliaments.
2. The Government should mandate that all major projects secure independent delivery assurance before announcement, involve project specialists at the policymaking phase and ensure project delivery skills and expertise are built in from inception. This should be accompanied by Departmental benchmarks and clear targets for the proportion of officials who are delivery-focused professionals.
3. Project management training should be mandatory for Senior Civil Servants and anyone managing a government project over £10 million. An accountable Chief Project Officer should be incorporated into Government departments to ensure all areas of Government understand how complex, long-term projects are delivered.
4. The Government should consider establishing a National Infrastructure Delivery Skills Roadmap to lock in a consistent talent pipeline aligned with long-term national infrastructure priorities. While actions such as the ringfencing of funding for support training and apprenticeships in project management should be considered through routes such as the Growth and Skills Levy.
5. When considering Private-Public Partnerships, the Government must ensure the public sector has the engineering, legal, financial and negotiation expertise needed to match the private sector to clarify risks, set clear project specifications, and drive value for the taxpayer.
6. A major shift is needed in procurement to ensure early supplier involvement, the inclusion of project professionals throughout the process and lessons learned from other countries.
7. Empower NISTA to oversee national infrastructure projects from policy to completion, ensuring consistency, accountability and effective delivery across Government.
8. The Government should lead in communicating the benefits and public value of national infrastructure projects, requiring major projects to set clear Public Value Statements.