



# **UK Infrastructure Strategy**

## **Deloitte's Point of View (POV)**

April 2025

Infrastructure is critical to the functioning of the United Kingdom’s (UK) economy and the wellbeing of its society. Deloitte advises both government and the private sector across the full suite infrastructure asset classes and across the capital asset lifecycle – we therefore welcome the opportunity to respond to the Treasury’s Infrastructure Strategy policy paper. We recognise that the strategy is a key enabler of change in how the UK plans, delivers and maintains its infrastructure.

### Infrastructure in the UK faces a number of critical challenges:

The UK faces critical challenges across the infrastructure system:

- **Maintenance and renewal backlog:** Even before the UK starts to address new capacity requirements, there is a growing maintenance backlog, estimated at over £49 billion, which threatens the functionality of existing assets. The National Audit Office has also identified issues with the timeliness, completeness and consistency of the government’s data on property condition and the maintenance backlog.<sup>1</sup> If we fail to act, we run the risk of many of our existing assets being unfit for purpose and needing urgent replacement.
- **Project delivery hurdles:** Complex planning and approval processes have led to delays, uncertainty, and increased costs. Overbudget and behind schedule infrastructure projects have undermined public confidence.
- **Unclear investment landscape:** There has been lack of clarity and stability in the investment pipeline. This has driven up project costs and reduced supply chain confidence.
- **Significant forward pipeline:** While the pipeline has lacked detail and stability in the past, we know there is much to be done – across the private and public sectors, there is £700-775bn of planned and projected investment expected over the next 10 years, which creates significant challenges across delivery, funding and financing.<sup>2</sup>
- **Capability and capacity constraints:** Construction productivity challenges and a shortage of skilled workers, particularly specialists, hinder project delivery. There is a need for greater adoption of technology, including artificial intelligence (AI), to drive productivity growth.
- **Sustainability and resilience imperatives:** The operating environment is increasingly volatile and uncertain (driven by threats including climate change, cyber, geopolitical factors). There is a need to invest more in resilience and to minimise the environmental impacts of infrastructure.

---

<sup>1</sup> [Maintaining public service facilities](#)

<sup>2</sup> [Analysis of the National Infrastructure and Construction Pipeline 2023 \(HTML\) - GOV.UK](#)

## To address our national infrastructure challenges the strategy needs to do five things:

We welcome the clear focus on providing clarity and certainty to the sector. Our view is that for the Strategy to be effective it needs to:

### 1. Create the 'burning platform' and raise the level of ambition for UK infrastructure:

**The Challenge:** We face significant national infrastructure challenges that require bold action.

**The Opportunity:** This strategy presents a chance to articulate a long-term ambition for UK infrastructure, extending 30 years into the future – setting ambitious yet achievable goals. The strategy should also highlight the costs and risks of inaction.

**Call to Action:** The strategy must make a compelling case for change, highlighting the transformative potential of infrastructure investment for cities, regions, and the nation as a whole. Case studies showcasing the direct and indirect benefits of investment in transport, hospitals, net zero, flood protection, and other areas will be important features.

### 2. Publish a clear, prioritised, project pipeline:

**The Challenge:** The government's investment priorities need to be transparent and trusted to build confidence and attract investment.

**The Opportunity:** This strategy should establish a committed and credible pipeline of projects, outlining how scarce government funding will be prioritised across sectors and across new assets, renewals, and maintenance.

**Call to Action:** This pipeline must be developed at pace. It must also be dynamic, undergoing regular review and updates to reflect evolving needs and priorities.

### 3. Drive data-informed early central intervention:

**The Challenge:** We need to ensure that projects are delivered on schedule and within budget.

**The Opportunity:** The strategy should promote data-driven decision-making across government. This includes developing a comprehensive understanding of infrastructure asset ownership and condition. In infrastructure delivery, this also includes a clear portfolio-wide strategy for intervening early in high-risk projects and programmes.

**Call to Action:** A robust system for early identification of potential issues is essential. This requires developing clear metrics and triggers. Additionally, central bodies like the new National Infrastructure and Service Transformation Authority (NISTA) must have the mandate, expertise and resources to intervene early and effectively, and to drive enhanced maturity across the infrastructure lifecycle.

### 4. Identify and publish clear, transparent, and ambitious measures of progress:

**The Challenge:** Progress with execution of the strategy needs to be measurable and clearly communicated to maintain accountability.

**The Opportunity:** The strategy should outline clear, transparent, and ambitious measures of progress, focusing on outcomes like cost, timeliness and benefits of public projects in the pipeline, measures of enhanced capacity and capability, and reduction in the maintenance backlog.

**Call to Action:** Regular and consistent publication of progress reports is essential for transparency. These reports should be easily accessible to the public and stakeholders.

### 5. Identify a focused number of centrally enabled change enablers:

**The Challenge:** We need to ensure the machinery of government, and wider supply chains, are working effectively to deliver the strategy.

**The Opportunity:** The strategy should identify and focus on a small number of centrally enabled change enablers, such as technology deployment, skills development, resilience enhancement, and sustainability promotion.

**Call to Action:** Clear criteria for selecting and prioritising these enablers are vital. NISTA should play a key role in championing these enablers and fostering collaboration between stakeholders to ensure effective implementation. This includes clarifying institutional roles and responsibilities, streamlining governance and assurance, and promoting government as an intelligent client with strong commercial acumen.

**By committing to an ambitious step change through this strategy, the UK can create an infrastructure system that is not only fit for the future but also acts as a catalyst for economic growth, social progress, and environmental sustainability. This overall perspective informs our responses to each of the five questions in the policy paper.**

#### Deloitte Perspective: Context for the Infrastructure Strategy – The State of the State 2025

Our recent 2025 *The State of the State* [report](#)<sup>3</sup> explores what matters most to the public now, and in the years ahead, and how public sector leaders see their institutions in 10 years’ time. The five key findings from our research align well with challenges that need to be addressed through the strategy:



**Translate the coming series of reviews into credible delivery plans** – it is important that current reviews are synthesised into a coherent set of affordable plans that make the necessary infrastructure trade-offs now, rather than down the line.

**Set out a long-term vision for the public sector and how it will improve life in the UK** – plans like the strategy need to go beyond fixing the public sector’s problems to providing an optimistic, emerging and cohesive vision, and must bring much-needed clarity to investors.

**Grow the public sector’s ‘halo effect’ technology successes** – the public sector should consider how it can grow out its best examples of technology deployment.

<sup>3</sup> [State of the State 2025 Report](#)

**Invest in further education and adult skills to deliver the missions** – the UK can do more to map, understand and address our skills needs for the decade ahead.

**Provide regular figures on the 'public sector gap'** – the public lacks a view on the gap between what public funding can achieve and the demands on infrastructure and public services,. Data and transparency surrounding this gap could help the public understand trade-offs and interventions required.

**Ask #1: Are the principles and focus areas for the Strategy the right ones to prioritise?**

The UK needs a clear sense of direction for the infrastructure system. **Clear strategic priorities are essential given the long-term nature of infrastructure investment** and given the need to make investment trade-offs. The former National Infrastructure Commission has done important work in providing improved direction and evidence base, but this strategy is an opportunity to go further.

First, we welcome that the Strategy aims to provide clarity over the government’s expectations from infrastructure services and its priorities for infrastructure. As discussed in our responses to Questions 3 and 4, to provide certainty to industry and deliver improved levels of service to the public **it is essential that these priorities are clearly translated into a committed and credible pipeline of projects.** The pipeline should be supported by commercial frameworks.

We also welcome that the need for prioritisation, stable institutional arrangements, deliverability, and affordability are explicitly acknowledged in the proposed principles. As much as the government should strive for certainty, **frameworks also need to cater to an environment characterised by volatility, uncertainty, complexity, and ambiguity (VUCA).** Given typical c.10-20 year lifespans, infrastructure projects and programmes are inherently more exposed. For example, government programmes managing Brexit and the COVID-19 pandemic required constant adaptation to respond to rapidly changing contexts. The pipeline and investment priorities will inherently change in this context, and **mission-based prioritisation provides a framework for decision making in an environment of uncertainty.**

As the government progresses the proposed objectives and principles outlined in the policy paper, we would highlight the following considerations:

**Long term ambition:** Given the lifespan of infrastructure, there is an opportunity for the Strategy to include the long-term ambitions for Britain’s infrastructure. While the missions provide welcome objectives for the 10-year term of the strategy, they could be complemented by a vision for the country’s infrastructure over the next 30 years and beyond (e.g. New Zealand and Australia (Victoria) have 30 year strategies, and Singapore has a 50 year plan covering strategic land use and transportation). This is also an opportunity to articulate anticipated shifts in how people live and work over longer term, which could be profound given the emergence of AI. This will guide investment planning and decision making, maintaining the focus of outcomes in changing circumstances, and also serve to inspire.

**Getting the right balance across new and existing infrastructure:** We welcome the policy paper’s inclusion of the maintenance, renewal, and replacement of assets. There is an opportunity in the principles to elevate the emphasis on enhancing maturity in asset management practice. The NAO has identified this as an area in need of significant improvement. It also represents an opportunity:

- to bring down long term costs for the UK if existing and planned assets are properly maintained and renewed on a lifecycle basis, and
- to improve investment decision making if there is better data/visibility over the condition/level of service of existing assets.

Related to this, the principles could also emphasise the importance of also considering non-built solutions to infrastructure challenges (e.g. demand management mechanisms or use of digital platforms) – this can support both sustainability objectives while also reducing capital costs.

**Role of private capital:** The principles do not explicitly recognise the role of private capital in the delivery of public infrastructure. Through the principles, there is an opportunity to signal the government’s ambitions for private capital in the government’s investment pipeline.

**Resilience:** There is an opportunity to broaden the focus on resilience to encapsulate ‘all hazards’. In a VUCA environment, this recognises the need for critical national infrastructure to increase resilience against an increasingly complex and wide range of hazards. A global example of this approach in practice is Australia’s Security of Critical Infrastructure Act. This legislation requires relevant entities to identify and address the cyber and information security, personnel, supply chain, physical security and natural hazards to their critical infrastructure assets.

**Sustainability:** We welcome that the Strategy will also support the government to begin the transition to a circular economy. There is an opportunity to emphasise **the need more explicitly** for sustainability in infrastructure delivery and asset management, either as a standalone principle or as part of the ‘addressing crosscutting challenges’ principle. In line with this, there is an opportunity to cascade circular economy objectives into procurement and contractual frameworks used by government, to drive change across the industry.

**Promoting capability, capacity, and innovation:** The UK has a significant construction productivity challenge. Better data and planning, new techniques, improved deployment of technology, including AI will be key to improving the pace and quality of delivery whilst reducing costs. There is an opportunity for the Strategy to highlight improved innovation and productivity as a key principle that will guide government infrastructure policy and delivery. There is also an opportunity for government to commit to working with its supply chain to drive digitisation (and wider innovation). Building the capacity and capability needed for implementation the Strategy will be essential for success.

### Deloitte perspective: Infrastructure for Good

Deloitte, in partnership with Economist Impact and Duke University, has developed the ‘[Infrastructure for Good](#)’<sup>4</sup> barometer. While the UK has significant challenges, it is welcome that our barometer has identified that, comparatively, the UK’s infrastructure system scores highly on many measures - noting there are a number of areas for improvement.

A key theme of Infrastructure for Good is the relatively strong scores across governance and planning across countries. However, better execution and financing are needed to achieve more consistent social, economic, and environmental outcomes. The strategy, and its objectives and principles, can draw from Infrastructure for Good and the holistic approach it takes in terms of (1) the foundations of a good system (2) outcomes and dividends from the system. Infrastructure for Good can also provide a framework for establishing key performance indicators to track progress with implementation of the UK Strategy.



---

<sup>4</sup> [Infrastructure for Good](#)

## Ask #2: Which functions of a spatial strategy are most important for you?

The economy functions spatially, and spatial considerations are important factors in infrastructure investment. From a spatial perspective, improved strategic direction presents an opportunity to:

- Provides certainty and clarity of direction, and to support alignment on decision making across central and local government.
- Better identify and resolve spatial constraints on infrastructure development (e.g. transport, electricity transmission, water provision, natural hazards).
- Better maximise the benefits from infrastructure investment through driving place based and agglomeration benefits and identifying complementary investment to planned infrastructure projects.

Fundamentally, any spatial strategy should focus on being an enabler to the infrastructure system (i.e. bringing clarity and enabling investment decisions by government and the private sector). It can achieve this by:

- Highlighting focus areas for infrastructure investment at a spatial level (for example, agglomeration benefits from transport connectivity).
- Highlighting constraints in the system at a spatial level, and plans to resolve these (for example, electricity transmission, water availability).
- Identifying the funding and financing tools that could be applied at a spatial level (e.g. to better capture value uplift from investment).
- Ensuring strategic alignment in the system by providing clarity over the different spatial strategies and sector plans being prepared by government (e.g. the Industrial Strategy and the Strategic Spatial Energy Plan).
- Providing for greater regional ownership of infrastructure priorities relevant to their region – providing a mechanism for ‘bottom up’ regional strategies to be featured at a national level and to provide opportunities for these plans to work in sync with each other by identifying alignment/complementary investment opportunities. This could help break down regional disparities, supporting devolution and unlocking investment across the whole of the UK.

In line with this, the government, in the latest planning reforms, has identified the need to reintroduce a tier of regional and sub-regional spatial planning in the form of a spatial development strategy, which local authority plans will conform to. Having a spatial dimension to an infrastructure strategy would provide a framework for local and devolved authorities, encompassing how the elements of UK infrastructure would be delivered at the local level.

As is highlighted in the policy paper, the government has also commissioned the NIC (now NISTA) to review the governance arrangements for identifying and managing key spatial and strategic interactions within the strategy. We welcome this and look forward to the findings.

Finally, we would also highlight the importance of technology to informing, and executing on, any spatial strategy. Technology (such as digital twins) as well as geospatial tools (see Deloitte perspective below) can be powerful tools for understanding existing infrastructure systems and more efficient and

higher quality investment decisions. For the NIC, Deloitte previously identified that more data sharing across all of the infrastructure sectors could inform the development of large-scale digital twins, modelling critical infrastructure networks and assets under different scenarios to inform planning decisions and prototype new solutions accurately.<sup>5</sup> While we identified a number of challenges and risks, creating large-scale digital twins or a single national digital twin could generate wide-ranging benefits, facilitating better planning, prototyping and protecting of infrastructure networks.

### Deloitte perspective: Harnessing geospatial tools for UK infrastructure

Deloitte recently developed spatial tools to support in decision making and investments across a public body’s extensive estate of capital assets and land. This case study highlights the power of spatial tools to inform infrastructure planning and asset management.

While numerous data sources existed within the body, there was not one single source of truth to enable informed and accurate decision making. We built a proof-of-concept geospatial model that assessed the feasibility and viability of building retrofit and land energy development, including:

- A buildings model, which allowed ready analysis of location, intervention, building usage, capital cost and payback periods, and
- An energy model, which assessed the feasibility of land, considering existing wind farms, wind speed, connection to grid, and land characteristics/potential e.g., development restrictions and distance to roads.



These geospatial tools supported the Government with not only a comprehensive visualisation of their estate, but with determining feasible and viable solutions for interventions, planning and investment.

---

<sup>5</sup> [Report for National Infrastructure Commission](#)

### Ask #3: Of the types of pipeline – which are the most important features to industry?

A clear forward view is essential for the strategy's success, offering the potential to drive numerous benefits. First, it boosts supply chain confidence, encouraging investment in workforce development and capability enhancement aligned with future opportunities. Second, it enables effective strategic planning by articulating long-term infrastructure priorities and aligning them with broader economic and social goals which can improve the quality of project selection over the long term. Third, transparency is enhanced, fostering public trust and accountability by providing a clear view of planned investment by government.

Furthermore, a forward-looking approach facilitates better coordination and collaboration among government entities involved in infrastructure development. Finally, it attracts private sector investment by signaling government commitment, reducing uncertainty, and allowing investors to align their business strategies with a known pipeline of opportunities.

We welcome an effective forward-looking project pipeline that builds on earlier work. A committed and credible forward-looking pipeline is the key feature, incorporating both public and private sector intentions. The pipeline should adopt a portfolio view, identifying clear timeframes, scope, and budgets (to the extent practical), and be regularly updated to reflect evolving priorities. Crucially, the pipeline of government projects should also identify acceptable funding models for each project or programme. There is also an opportunity to make the pipeline more dynamic and accessible. The New Zealand Infrastructure Pipeline provides an example of a dynamic and easily searchable project and programme-based pipeline.<sup>6</sup>

Our view is that the three typologies of forward-looking pipelines outlined in the policy paper are not mutually exclusive. Each services a distinct purpose and contributes to a comprehensive forward look:

- The **project pipeline** provides an opportunity for NISTA to identify market capacity and constraints, signaling to government and the market where investment in skills and capability is needed to ensure deliverability of the pipeline. It also provides a mechanism for capturing and evidencing the benefits of infrastructure investment, and to demonstrate progress to the public.
- The **wider investment programme** provides an opportunity to build confidence by outlining strategic investment priorities, the available funding envelope and anticipate activity across the private and public sectors, informing industry planning and capacity and capability development. **There is an opportunity to be bold** with this and signal relative priorities across the government portfolio, including classifying projects and programmes into tiers of priority. For example, a top tier of ‘must do’ projects, followed by tiers of projects and programmes where there is relative less confidence in delivery timeframes.

---

<sup>6</sup> <https://tewaihang.govt.nz/the-pipeline/search-the-pipeline>

- Finally, the **priorities list**, while distinct from the project pipeline and investment programme, could serve as a valuable long-term initiative. By identifying and robustly assessing unfunded / early stage projects to identify if they are a priority, it streamlines the path to delivery for strategically aligned projects and could systemically improve the quality of project selection.

### Deloitte’s perspective: Unlocking private investment in UK infrastructure<sup>7</sup>

Deloitte has recently published a [point of view](#) on unlocking private investment in UK infrastructure. Our view is that by adopting a portfolio view across infrastructure, Government should seek to maximise private investment where it is best suited, allowing the bulk of public spending to be reserved for sectors where private investment may be less appropriate.

In line with this, the Government’s strategy should provide a pipeline of opportunities and an indication of the potential funding mix by sector, helping private investors to address the challenge.

Funding models should address the specific characteristics of projects, drawing on established approaches where possible. Sector focused Playbooks should set out the relevant models for different infrastructure types, which can then be tailored to specific project circumstances. Our Funding Model Assessment Framework has been developed to help public sector organisations determine the best model to adopt.



---

<sup>7</sup> [The PFI Legacy: Lessons for UK Infrastructure](#)

#### Ask #4: How best can the government provide greater certainty for industry? Including the role of the Strategy, a pipeline, and departments?

Greater certainty for the industry is paramount. It leads to reduced project costs by fostering investment in skills and innovation within the supply chain. Moreover, it cultivates trust and confidence in the system among industry stakeholders and the public.

We welcome that the strategy will provide greater clarity on a number of key areas:

1. **Strategic objectives:** The strategy itself, covering a 10-year horizon, offers a long-term vision for infrastructure development, outlining priorities and planned investments.
2. **Pipeline:** A clear infrastructure pipeline will help to signal long-term priorities and upcoming projects, giving industry more confidence for investment decisions.
3. **Funding:** The strategy will be backed by stable institutional arrangements, including five-year capital budgets that are reviewed and rolled forward every two years. This provides a clearer picture of funding availability for longer-term planning, which we strongly welcome as providing certainty to industry. This approach is already common in regulated industries and aligns with long-term infrastructure planning.
4. **Regulatory Framework:** The government will clearly communicate its approach to private investment and infrastructure-related regulation, providing greater clarity for investors. We also note that the Planning and Infrastructure Bill will aim to provide a faster, more certain planning and consenting system for critical infrastructure.

In terms of providing great certainty, we would emphasise the need to adhere to promised project procurement and delivery timeframes, to the extent practical. The government should regularly report on progress against the strategy, including any necessary realignments or adjustments. This transparency allows for flexibility in responding to emerging trends while helping to ensure accountability and maintain momentum towards achieving the strategy’s objectives.

Additionally, the sector would benefit from clarity on how infrastructure constraints will be addressed, such as transmission capacity, transport capacity, transport bottlenecks, and resource availability.

Furthermore, clear commercial, regulatory, and institutional frameworks are essential to providing greater certainty for the industry. This includes the following:

- **Clear, consistent commercial frameworks** that provide certainty for private sector participation across energy and other sectors covered by economic regulation / partnering frameworks with government. The government should consider how its support can derisk investment in priority sectors (thereby catalysing further private investment), while also balancing this with risk to the public balance sheet and the need to maintain commerciality in the large components of the infrastructure sector that are managed by the private sector.
- Related to this, **clarity on the role of private capital and acceptable funding models**, including whether a return to PPP models is anticipated during the current Parliament. This will help to address market speculation and provide much-needed certainty for investors. Additionally, the government could consider implementing a market-led proposals framework to foster innovation and accelerate project delivery.

- **Articulate clear roles and responsibilities** for relevant departments in infrastructure project selection and funding (e.g. the roles of NISTA, the National Wealth Fund and Great British Energy).
- **Ensure integration between investment planning and spatial planning** to avoid conflicting priorities and ensure efficient resource allocation.
- **Align infrastructure planning approval processes with project lifecycles and value for money considerations.** This includes streamlining approvals to avoid delays and cost overruns, ensuring planning requirements are assessed through a value for money lens.
- **Promote greater standardisation of financial and commercial models** to facilitate knowledge sharing, reduce development costs and provide consistency for the private sector. As an example, Deloitte have identified the case for a playbook for transport funding and value capture. This is currently being considered separately by each Combined Authority, in each case drawing on very similar models.

**Investing in enhanced government capability** is also crucial to building a robust project pipeline and for evolving the government's role as an "intelligent client" within the infrastructure sector. Within government, there should be clear direction, consistent support, and investment in strategic planning, particularly regarding infrastructure funding strategy. This fosters stability, builds trust with industry, and enables the government to effectively manage complex programmes and commercial arrangements.

### Deloitte perspective: Financing the UK energy transition

Deloitte's recent [analysis](#) of financing the UK's energy transition<sup>8</sup> underscores the critical importance of stable energy policy in attracting private investment for low-carbon technologies and infrastructure. The research highlights that the vast majority of investors (97%) consider stable, long-term energy policies as essential. Specifically, 92% require policy certainty for at least five years, aligning with their typical investment horizons.

To mitigate the higher risks often associated with green projects, Deloitte recommends utilising de-risking instruments such as guarantee mechanisms and offtake agreements. These tools can effectively lower financial hurdles and make green investments more attractive to private capital.



<sup>8</sup> [UK Energy Transition Research Survey Results](#)

**Ask #5: Do you have views on the early priorities for NISTA to support the delivery of the Strategy?**

The National Infrastructure and Service Transformation Authority (NISTA) has been tasked with the crucial role of “fixing the foundations of our infrastructure”. Established to implement the strategy, NISTA will work collaboratively with public and private stakeholders to drive a coherent, robust, and stable infrastructure strategy. We welcome NISTA’s position as a central point of accountability for the execution of the strategy.

To effectively execute its mandate, NISTA should leverage the integrated programme strategy and delivery functions now under its mandate. This requires a shift in focus from traditional value for money and assurance assessments to a broader approach that also encompasses advising on design, deliverability, strategic alignment, and supply chain capacity.

To achieve this, we recommend that NISTA focus on the following two key areas:

- **Learning and Influence:** NISTA should systematically capture and disseminate both lessons learned from underperforming programmes and best practices from high-performing ones. By ensuring widespread adoption and implementation of these insights, NISTA can establish and progressively raise the bar for project delivery across the infrastructure sector.
- **Data-Driven Decision Making:** NISTA should evolve into a data-driven organisation, using robust data analysis to inform decisions and ensure the effective delivery of its portfolio.

To deliver the above we recommend a focus on the following in the near-term:

**Define NISTA’s Role in Mission-based Delivery:** NISTA needs a clearly defined role within the mission-led government framework. This involves articulating how it will contribute to achieving objectives outlined in the strategy, clarifying its relationship with government departments, missions, and programmes. Defining NISTA’s strategic priorities, purpose, and goals is crucial for securing buy-in across government and executing on the vision for transformation in how the UK government plans, delivers, and maintains infrastructure. Role definition also needs to be accompanied by a concrete plan for implementation.

**Accountability for the strategy:** The strategy should incorporate a concise set of clear, objective metrics, which NISTA should regularly track and publish. Examples of these metrics include reduction in the value of the maintenance backlog, infrastructure investment (as a percentage of GDP), time taken to secure planning consent, and end-to-end approval timelines. This transparency is crucial for building credibility and trust in the strategy.

**Early Intervention:** NISTA should evolve from the IPA’s historical assurance role to provide proactive support for high-risk projects. This could involve rapidly reviewing the existing portfolio to identify projects with elevated risk, particularly those utilising novel technologies. NISTA could then offer expertise and support directly to delivery teams, mirroring the historical approach of central Public Private Partnership units.

**Pipeline:** NISTA can play an important role in publishing, maintaining, and improving the project and programme pipeline.

**Funding and financing:** NISTA has an important role to play in communicating the investment pipeline to the private sector through Strategy. To support this, it can develop standard models, where appropriate, and establishing Funding Playbooks relevant to sectors to support strategy implementation.

**Intelligent client:** NISTA should help to achieve greater certainty for industry by capturing and disseminating lessons learned from both challenged and successful projects and programmes, as well as promoting data driven decision making within government. In driving enhanced capability and capacity across government, NISTA can also consider evolving NextGen capabilities (discussed below).

**Deloitte perspective: Mission-led Government & The Need for NextGen Programme Delivery Capability**

The Government’s five missions are broad & ambitious. Further, government must contend with the challenges of delivering complex government programmes in a volatile, uncertain, complex, and ambiguous (VUCA) environment.

To meet the complexity of delivering this policy agenda the government’s mission-based, traditional programme management approaches will need to be adopted alongside NextGen delivery approaches to enable successful delivery in a high VUCA environment.

In line with this, instead of a linear “Plan, Integrate, Manage, Intervene” approach, Deloitte proposes a four-pronged “NextGen” framework:



- **Anticipate:** Adopting Continuous Strategy, supported tools such as horizon scanning, scenario planning and data analysis to anticipate future challenges.
- **Unify:** Investing in culture and leadership development to create aligned and integrated delivery teams.
- **Innovate:** Adopting systems thinking and developing flexible programme architectures to adapt to change.
- **Evolve:** Utilising digital catalysts like digital twins and simulation to enable data driven decision-making and course correction.

As part of our [Programme Aerodynamics®](#) approach<sup>9</sup>, we have successfully deployed this framework across a number of government infrastructure programmes.

---

<sup>9</sup> [Major programmes | Deloitte UK](#)

# Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a more detailed description of DTTL and its member firms.

Deloitte provides audit, consulting, financial advisory, risk management, tax and related services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 220,000 professionals are committed to making an impact that matters.

This communication is for internal distribution and use only among personnel of Deloitte Touche Tohmatsu Limited, its member firms, and their related entities (collectively, the “Deloitte Network”). None of the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2025. For information, contact Deloitte Touche Tohmatsu Limited.