



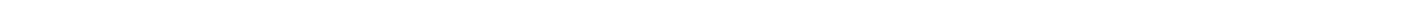
**Institute of
Commissioning &
Assurance**

A NEW GOVERNANCE PARADIGM

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Most infrastructure failures don't happen because people weren't working hard - they happen because no one entity was leading with the outcome in mind. To ensure infrastructure delivers what was promised, when it was needed, and how it adds value, we must elevate delivery with a governance layer that links investment intent to public performance.

“Delivery without governance is motion without meaning”

The Role of Strategic Governance in Infrastructure

Project and construction management are essential - they coordinate teams, tools, and timelines. But they're not designed to answer a more fundamental question: *Are we delivering the right thing, in the right way, for the right reasons?*

Without a unifying governance structure, even well-executed projects risk:

- Chasing milestones instead of outcomes
- Losing alignment with policy and planning intent
- Undermining public trust and long-term value

That's why strategic governance must frame delivery - not follow it.

The Four Disciplines That Anchor Accountability

1. **Investment Planning:** Aligns capital decisions with social, climate, and policy priorities - ensuring projects are viable, intentional, and consented from the start.
2. **Asset Management:** Shifts focus from one-time delivery to lifecycle performance - optimizing costs, risks, and service levels over time.
3. **Systems Engineering:** Manages complexity through integration - ensuring multiple disciplines and technologies align into a coherent, operable system.
4. **Outcome Assurance:** Tracks delivery against what was promised - embedding traceability, readiness, and governance across the life of the asset.

“Commissioning-led governance doesn’t replace delivery - it empowers it with purpose and accountability”

Three Enablers That Make Governance Work

- **Organizational Change Management (OCM)** Ensures institutions, leadership, and workforces evolve in parallel with what is delivered - so new capabilities don’t outpace cultural readiness.
- **Knowledge & Information Management** Maintains continuity across long programmes and political cycles - embedding learning, auditability, and future-facing intelligence.
- **Digital Governance & Data Assurance** Applies the same rigour to digital assets and decision intelligence as we do to physical systems - enabling trust in an increasingly connected world.

The Ask: A Change of Mindset

This is more than a new management layer. It’s a new operating system for infrastructure - one that aligns investment strategy with delivery mechanisms and public value.

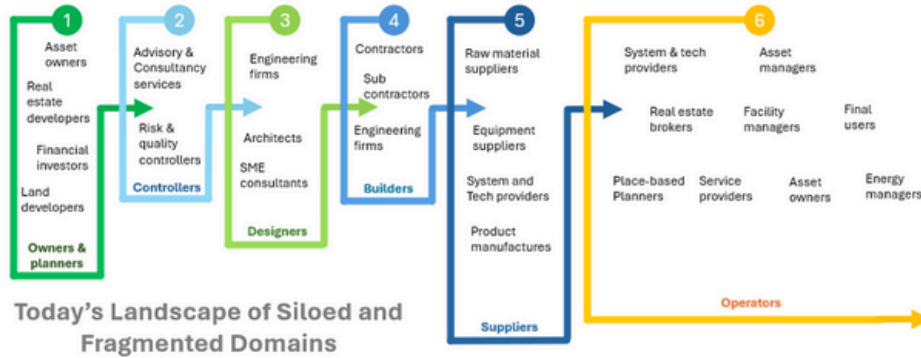
For policy leaders, it means ensuring capital expenditure translates into citizen impact.

For corporate leaders, it means moving from compliance to conformance - and from reactive firefighting to proactive value realisation.

“It’s time we moved beyond industrial-era delivery habits and embraced commissioning-led collaboration - where alignment, not transaction, becomes the engine of progress.”

This change of mindset necessitates a transition FROM:

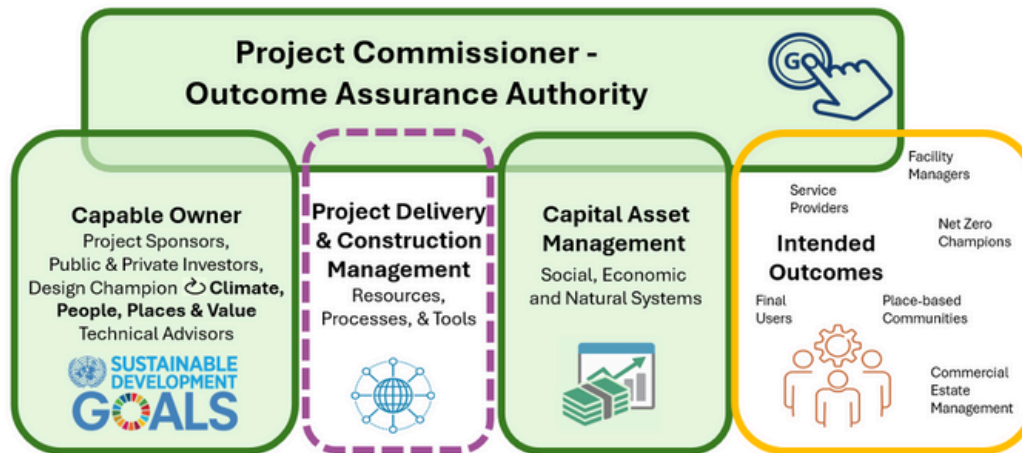
A System Failing to Integrate



Professionals are trained as **verifiers**, not **strategic integrators** | Systems are audited for **compliance**, not **outcome alignment** | Governance is too often reactive, not proactive.

TO:

Governance Infrastructure



“This is the future of delivery: governed by purpose, measured by outcomes, and stewarded through commissioning-led leadership.”