



**Institute of  
Commissioning &  
Assurance**

**CONVERGE.  
COMMISSION.  
SHAPE OUTCOMES.  
JOIN ICXA.**

by Peter Foxley

**Institute of Commissioning and Assurance**

**Global Director | Governance and Policy Integration**

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# *Becoming a Certified Commissioning Professional in the Age of Outcome Assurance*

## **Executive Summary**

Infrastructure today is no longer just about building assets - it's about delivering outcomes that matter. As complexity grows and public trust declines, professionals across project planning, engineering, asset management, and delivery are being called to lead differently.

**ICxA is the professional home for those ready to step beyond silos and become certified commissioning professionals - leaders who shape outcomes, navigate complexity, and deliver lasting public value.**

## **The Problem: Fragmented Delivery, Diminished Outcomes**

Despite decades of technical and technological progress, infrastructure projects still fall short - plagued by:

- Cost overruns and delivery delays
- Misaligned stakeholder expectations
- Underperformance against societal goals like resilience, equity, and digital inclusion

These aren't just technical setbacks - they're governance failures. They reflect a deeper issue: the absence of adaptive thinking across disciplines, institutions, and every stage of the infrastructure lifecycle.



## The Solution: New Governance Paradigm – From Silos to Systems

As systems theorist Buckminster Fuller once said: *“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”*

That’s precisely what commissioning-led governance offers: A new business operating model for infrastructure - one that doesn’t patch over fragmentation, but replaces it with **purpose, stewardship, integration, and efficacy**.

This new model isn’t just needed - it’s entirely possible. And it begins with professionals who lead differently.

In this paradigm, **commissioning is no longer the final technical act**. It becomes the **framing logic**—the strategic lens that drives outcome-focused decisions from the outset. This is **commissioning-led governance and outcome assurance**: a sovereign discipline that redefines how infrastructure is conceived, delivered, and sustained.

It calls for a new kind of professional - those who understand what it truly takes to deliver complex projects. **Visionaries who connect the end to the beginning, ensuring outcomes aren’t just imagined, but achieved**. With a clear view of success from the business case forward, they align every discipline to act with **intention, clarity, and purpose**.

## The Opportunity: To Establish Commissioning-Led Governance as a Sovereign Discipline

Commissioning is often misunderstood as a late-stage technical check. ICxA redefines it as a strategic, **transdisciplinary leadership** role - one that assures outcomes from concept through operational readiness and long-term adaptive stewardship.



This is **commissioning-led governance**: a sovereign discipline that integrates technical, financial, and institutional dimensions to deliver infrastructure that works - for people, systems, and society.

Certified commissioning professionals are trained to:

- Align investment intent with delivery capability
- Validate readiness across socio-technical systems
- Govern complexity through relational intelligence and structured outcome assurance
- Embed public value into every phase of the infrastructure lifecycle

## What is a Transdisciplinary Leader?

Any certified professional who demonstrates commissioning-led governance competencies and possesses the capabilities to:

- **Integrate knowledge across disciplines** - not just collaborating across fields but blending insights to create new value creation frameworks and approaches.
- **Solve complex, systemic challenges** by moving beyond traditional boundaries (e.g., engineering, finance, regulatory, commercial) to deliver holistic, outcome-driven solutions.
- **Lead with context and purpose**, aligning diverse stakeholders around shared goals and public value.
- **Embody adaptive thinking**, to navigate complexity and ambiguity, reconciling competing priorities, and stewarding long-term transformation.

It's not just about being multi-skilled. It's about leading with synthesis, foresight, and integrity.

# Why Join ICxA: A Movement for Reform-Minded Professionals

Professionals from across the infrastructure ecosystem - whether from IIBA, IAM, ICE, RICS, IET, PMI, APM, or others - have a unique opportunity to elevate their impact by joining ICxA. Here's why:

## 1. Expand Your Influence

- Move beyond your technical or managerial silo to shape systemic outcomes.
- Become a recognised leader in commissioning-led governance.

## 2. Gain a New Credential

- ICxA certification signals your capability to lead with assurance, foresight, and public value.
- It complements existing qualifications with a governance-focused lens.

## 3. Join a Global Coalition

- Be part of a growing movement of change-oriented practitioners and organisations across sectors and geographies.
- Contribute to thought leadership, PAS-ISO standards development, and policy advocacy.

## 4. Drive Real-World Impact

- Help transform how socio-economic and environmental infrastructure is conceived, sourced, and sustained.
- Ensure that projects serve people - not just technical specifications.



## Who Should Consider Certification?

Professionals across the infrastructure ecosystem who are ready to converge around outcome intent - driving commissioning-led governance and public value assurance.

### Strategic & Delivery Disciplines

- **Infrastructure Investment Planning (IIBA):** *Bridging strategic intent with operational clarity - ensuring stakeholder needs are visible, traceable, and actioned across the lifecycle.*
- **Project Management (PMI/APM):** *Integrating commissioning into the design, manufacturing, installation and testing phases - embedding governance across technical interfaces*
- **Asset Management (IAM):** *Aligning Outcome Assurance with asset stewardship, lifecycle value, and sustainability imperatives.*
- **Civil Engineering (ICE):** *Elevating commissioning from a late-stage activity to a leadership discipline - anchored in integration, planning consents, and delivery accountability.*
- **Chartered Surveying (RICS):** *Bringing value creation assurance into the heart of commissioning-led governance - ensuring evidence-based decisions are focused on delivering outcomes that matter.*
- **Engineering & Technology (IET):** *Championing adaptive thinking, socio-technical requirements, positioning Outcome Assurance at the intersection of physical and digital infrastructure integrity.*

### Policy, Planning & Environmental Disciplines

- **Urban & Regional Planning (RTPI):** *Aligning spatial strategy, community outcomes, and infrastructure intent through commissioning governance.*
- **Environmental & Sustainability Professionals (IEMA):** *Embedding climate resilience, carbon metrics, and sustainability outcomes into commissioning assurance.*
- **Legal & Commercial Advisors:** *Codifying commissioning obligations into contracts, regulatory frameworks, and institutional governance.*



## Conclusion: A Call to Lead the New Paradigm

The future of infrastructure demands more than marginal improvement - it requires a fundamental shift. Commissioning-led governance is the industry disruptor we've been waiting for: a new model that replaces fragmentation with foresight, and technical delivery with outcome assurance.

ICxA offers the platform, the credential, and the community to lead this transformation. If you're asking the tough questions, spotting the gaps, and thinking ahead - you're already protecting the outcome.

**Now it's time to formalise that leadership. Own the outcome. Shape the future. Join the movement.**

