

## **Report: Activity by the All-Party Parliamentary Group on Infrastructure in 2024-2025.**



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This report has been written by the Institution of Civil Engineers (ICE) as Secretariat to the All-Party Parliamentary Group on Infrastructure (APPGI), with approval from Mike Reader MP, as Chair of the APPGI.

## Chair's Foreword

Infrastructure is the catalyst for growth. It shapes the places we live, powers the services we rely on, and determines the opportunities available to future generations. As we look ahead to a decisive decade for the UK, the work of the All-Party Parliamentary Group on Infrastructure (APPGI) has never been more vital. This report sets out the activity of the APPGI from November 2024 to December 2025 and highlights the immense value that collaborative, cross-party engagement brings to the UK's long-term infrastructure ambitions.

Over the past year, the APPGI has convened some of the most influential voices in infrastructure, bringing together parliamentarians, industry leaders, investors, academics, and policymakers to confront the challenges and opportunities before us. These discussions are critical, because delivering world-class infrastructure will require sustained political commitment and effective partnership between government and industry.

Our programme over the year has been both ambitious and purposeful. We began by hearing from Sir John Armitt, then Chair of the National Infrastructure Commission, whose insights set the tone for a renewed national conversation about sustainable growth and the need to accelerate our progress toward net zero. Later, our annual reception with Darren Jones MP, then Chief Secretary to the Treasury, reinforced the growing consensus that improving infrastructure delivery is key to achieving better outcomes for people and this governments missions.

We also worked closely with the Global Infrastructure Investor Association to examine how the UK can remain an attractive destination for long-term investment and partnered with the APPG on Net Zero to explore how we maintain global leadership in decarbonisation. These conversations made clear that while public, and importantly political support for net zero must be reinvigorated, industry is ready to lead, provided the policy environment is stable and focused on long-term value.

Later in the year, we welcomed James Murray MP, the new Chief Secretary to the Treasury, and Becky Wood, CEO of the National Infrastructure and Service Transformation Authority, who outlined the government's 10-Year Infrastructure Strategy. Their message was one of ambition and urgency. One that aligns closely with the APPGI's mission to ensure the UK makes smarter, more confident decisions about its infrastructure pipeline. Our visit to the Silvertown Tunnel showed what can be achieved when major projects are delivered efficiently and collaboratively, and it stands as a reminder that success is possible when partnerships function at their best.

As we close this reporting period, I want to express my thanks to colleagues across both Houses of Parliament, to our Officers, and to the Institution of Civil Engineers for their exceptional work as our Secretariat. Most importantly, I want to acknowledge the industry experts, investors and innovators who continue to engage with the APPGI. Your expertise and candour are core to shaping the policies that will guide the UK's infrastructure future.



The year ahead will be pivotal. With a renewed focus from government on long-term planning, modernising delivery, and unlocking growth, the APPGI will continue to play a leading role in ensuring that infrastructure policy is ambitious, evidence-based, and grounded in real-world delivery experience.

*Mike Reader MP*  
*Chair, All-Party Parliamentary Group on Infrastructure*

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## **Overview**

The All-Party Parliamentary Group on Infrastructure (APPGI) is Parliament's leading cross-party group dedicated to economic infrastructure in the UK.

In recent years, the APPGI has helped bring infrastructure to the forefront of political debate in the UK. From raising the profile of major infrastructure projects and their benefits amongst parliamentarians to advising the government on critical matters relating to the built environment, the APPGI is well established as a key forum for engaging parliamentarians on infrastructure policy issues.

It convenes stakeholders to discuss how to ensure society gets the infrastructure needed for people to thrive.

This report outlines the importance of the APPGI and the work completed during the period 27 November 2024 – 10 December 2025.

The Institution of Civil Engineers (ICE), as the Secretariat of the APPGI, would like to thank all the officers and members of the APPGI over the past year for their engagement with the group and for championing the importance of infrastructure.

## Highlights of 2024/5



### ***Inaugural General Meeting and Roundtable with Chair of the National Infrastructure Commission, Sir John Armitt.***

In November 2024, the APPGI was re-established following the General Election. Sir John Armitt, then Chair of the National Infrastructure Commission, addressed parliamentarians on the infrastructure issues faced by the UKs. Members joined in this discussion which focused on sustainable growth, net zero and climate resilience.

To read more, click [here](#).



### ***Annual Reception with the Chief Secretary to the Treasury, Darren Jones MP.***

Then-Chief Secretary to the Treasury, Darren Jones MP, addressed the APPGI's annual reception at One Great George Street in March. The Minister emphasised the importance of enhancing the delivery of infrastructure to achieve better outcomes for those who utilise it.

To read more, click [here](#).

### ***Roundtable with the Global Infrastructure Investor Association on making the UK an attractive destination for infrastructure investment.***

In March, John Phillips, CEO of the Global Infrastructure Investor Association (GIIA), joined a roundtable in Parliament to discuss how the UK can better attract and retain long-term infrastructure investment. Sam Gould, Director of Policy and External Affairs at ICE, discussed ICE's report on [paying for Britain's infrastructure](#). All agreed that the UK needs clearer communication and public engagement to win public trust and investor backing for major projects.

To read more, click [here](#).

***Panel Debate: How can the UK remain a global leader in Net Zero?***

In July, the APPG on Infrastructure and the APPG on Net Zero held a joint panel event on how the UK can accelerate the decarbonisation of industry and infrastructure. The event heard from the Climate Change Committee, Inspired PLC, Oxford Net Zero, Imperial College London and Make UK. The panel argued that the consensus around net zero is fraying and that it must be reframed as a catalyst for delivering smarter, cleaner and more resilient infrastructure.

To read more, click [here](#).



***Roundtable with Chief Secretary to the Treasury, James Murray MP, and CEO of NISTA, Becky Wood.***

In September, the APPGI heard from James Murray MP, the newly appointed Chief Secretary to the Treasury, and Becky Wood, the CEO of the National Infrastructure and Service Transformation Authority, on the 10 Year Infrastructure Strategy. Both Murray and Wood outlined the government’s ambition for growth and vision for the future of the UK’s infrastructure.

***Visit to Silvertown Tunnel.***

In October, the APPGI was invited by Transport for London for a private site visit to the newly opened Silvertown Tunnel. The group was able to view the Silvertown Control Centre, travel on the cable cars, and was given a presentation on how the project was able to be delivered on time and on budget. Lessons learned from this infrastructure success story must be considered in future major infrastructure projects.

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***In conversation with Chris McDonald MP,  
Minister for Industry.***

In November, the APPG on Infrastructure and the APPG for Excellence in the Built Environment held a roundtable with Chris McDonald MP, the Minister for Industry. Minister McDonald spoke about his ambitions in the role and his vision for infrastructure.



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**Additional work from the APPGI.**

[How the APPGI will drive change in UK government policy in 2025.](#)

[The future of UK construction with Mike Reader MP.](#)

[The Silvertown Tunnel shows the power of modern public-private partnerships.](#)

## **Secretariat and Governance**

The APPG on Infrastructure (APPGI) is the leading cross-party group dedicated to economic infrastructure in the UK, and it highlights its importance amongst parliamentarians, government, and industry.

The Institution of Civil Engineers (ICE) is the official Secretariat for the APPGI. The APPGI has no external members or sponsors.

The Inaugural General Meeting took place on 27 November 2024 with attendance from Amanda Hack MP, Andrew Ranger MP, Baroness Jenny Randerson, Baroness Neville-Jones, Baroness Young of Old Scone, Clive Betts MP, Gideon Amos MP, Lord Berkeley, Lord Liddle, Lord Tunnicliffe, Lord Young of Cookham, Luke Taylor MP and Tom Gordon MP. The election of Officers was unanimous.

Mike Reader MP chairs the APPGI.

Along with Mike Reader MP as Chair, the Officers of the Group throughout this period were Blake Stephenson MP, Tom Gordon MP, and Baroness Young of Old Scone.

The APPGI is supported by over 50 members from across both Houses of Parliament.

### About the Institution of Civil Engineers

With 97,000 members worldwide, the ICE exists to improve lives by ensuring the world has the engineering capacity and infrastructure systems it needs to enable our planet and our people to thrive.

Information about our work and governance can be found on [our website](#).

For more information, please contact [policy@ice.org.uk](mailto:policy@ice.org.uk)