

# Windsor Debates

INFRASTRUCTURE  
Friday 20th March 2026

Tom is Board Chair of the National Infrastructure Planning Association - a cross-profession membership organisation specialising in the planning and delivery of national infrastructure. The organisation was established in 2010 and has approximately 800 members from public, private and third sectors, with a vision to create a vibrant community of practice driving better national infrastructure planning.

Under Tom's leadership the organisation has established a strong relationship with Government to support its National infrastructure reform work and delivered a series of popular events locally and nationally, aimed at bringing different experiences and perspectives together.

Tom is a town planner with over 20 years' experience in major infrastructure planning across Energy, Transport and Water sectors, in both public and private sector across policy and major projects. He currently holds a role as Thames Water's Consents Lead for major new water infrastructure across its Strategic Resource Option portfolio. His NIPA role is voluntary and reflects his passion for bringing people together to create better infrastructure.



TOM CARPEN

Board Chair

National Infrastructure Planning Association

