

# How Government Infrastructure and Net-Zero Policies Are Shaping the Future of Project Work

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**The landscape of project management in the UK is undergoing a major shift, thanks to bold government policies on infrastructure and net-zero. A new survey by the [Association for Project Management \(APM\)](#) reveals striking levels of optimism across the profession. The findings not only highlight the opportunities arising from these policies but also point towards the need for stronger governance and assurance in how projects are delivered.**

## Optimism at Record Levels

The survey of more than 1,000 project managers paints a clear picture: confidence in the industry is exceptionally high. A remarkable 98% of respondents said that government policies on infrastructure and net zero are creating new opportunities, with 62% saying these policies are driving “significantly” more work. This enthusiasm extends beyond the project profession itself, with 97.5% of those surveyed expressing confidence that the UK economy is capable of sustaining long-term project delivery over the next 12-24 months. Nearly two-thirds (64%) described themselves as “very confident.”

This wave of positivity is directly tied to the UK’s long-term strategy. The government’s **10 Year Infrastructure Strategy** prioritises investment in transport, housing, energy, and digital networks—critical areas where projects will be central to success. The creation of the **National Infrastructure and Service Transformation Authority (NISTA)** is further evidence of the government’s commitment to strengthening delivery mechanisms and ensuring strategic consistency.

## A Growing Pipeline of Work

The implications of these policies are significant. Programmes for clean energy, digital transformation, and large-scale housing delivery are not only increasing demand for project management expertise but also creating long-term stability in the profession. This is a shift from the short-term, cyclical nature of project work that has often characterised the industry.

Professor Adam Boddison, Chief Executive of APM, captured this sentiment. He said:

“Government commitments to major infrastructure and net-zero initiatives are giving project professionals real confidence about the future of our industry. The scale of work associated with delivering housing, transport, and clean energy programmes is not only creating significant opportunities today, but is also providing long-term certainty in our industry.”

For many project professionals, the certainty of a long pipeline of work is as valuable as the opportunities themselves. Large-scale programmes provide the chance to build expertise, retain talent, and innovate at scale.

## The Role of Project Managers in National Priorities

Projects sit at the heart of turning policy into reality. Whether it's meeting net-zero targets through renewable energy solutions or delivering modern transport systems, these initiatives rely on skilled project managers who can balance scope, cost, and schedule while also delivering lasting benefits.

Professor Boddison emphasised this point, noting:

“It is encouraging to see such optimism amongst project managers, who play a vital role in turning these national priorities into reality. However, as the chartered body for the project profession we would like to see this optimism built upon to further strengthen the project management function within Government. This can be achieved through a greater focus on improved assurance, governance and benefits realisation, and continued support for the NISTA.”

This call highlights an important distinction: opportunity alone is not enough. For the benefits of infrastructure and net-zero policies to be fully realised, government must ensure that project management is not treated as an afterthought but as a strategic enabler.

## Strengthening Governance and Assurance

The APM's message is clear: as projects grow in size and complexity, strong foundations in governance and assurance will be critical. Without these, the risks of cost overruns, delays, and under-delivery could undermine the optimism currently running through the profession.

Professor Boddison's comments underline the importance of capacity-building and professional

development:

“As projects increase in scale and complexity, from cutting-edge energy solutions to large-scale housing delivery, effective project management from the outset will be crucial. In particular, we need to see continued investment in professional development and capacity-building.”

By embedding project management expertise at every stage—from policy design to benefits realisation—government can ensure that the billions of pounds invested in infrastructure and net-zero projects deliver maximum impact.

## What This Means for Project Work Going Forward

Looking ahead, these findings suggest several key trends for the project profession:

### 1. **Rising Demand Across Sectors**

From renewable energy installations to digital infrastructure upgrades, opportunities for project managers will expand significantly. Those with experience in complex, cross-sectoral programmes will be especially in demand.

### 2. **A Shift to Long-Term Programmes**

Unlike short-term, standalone projects, the government’s 10-year strategy will anchor project work in long-term priorities. This stability provides professionals with clearer career pathways and opportunities for specialisation.

### 3. **Greater Emphasis on Governance**

As projects become larger and more politically significant, robust governance and assurance processes will be non-negotiable. Future project managers will be expected not only to deliver but also to demonstrate accountability and value for money.

### 4. **Capacity and Skills Development**

The scale of planned work will require significant investment in building capacity. Professional development, certifications, and training will become increasingly central to ensuring the workforce is ready to meet demand.

### 5. **Integration of Sustainability Goals**

Net-zero commitments mean sustainability will be embedded into project design and delivery. Project professionals will need to develop expertise in balancing environmental, social, and economic outcomes.

The APM survey highlights a moment of unprecedented optimism in the project profession. With government policies on infrastructure and net-zero driving a surge in opportunities, the future looks bright for project managers across the UK. But optimism alone will not guarantee success. The challenge now is to ensure that governance, assurance, and professional development keep pace with the scale of ambition.