

Infrastructure Pipeline signals major opportunity for UK facilities management sector

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The [latest update to the UK's Infrastructure Pipeline](#) is set to have significant long-term implications for facilities management providers, with hundreds of new projects expected to generate sustained demand for operational, maintenance and estate services across the country.

Published by the National Infrastructure and Service Transformation Authority (NISTA), the expanded Pipeline outlines 734 planned projects worth £718 billion in combined public and private sector investment over the next decade. The update also introduces new analysis on workforce and skills demand, giving supply chains greater clarity on the resources required to support the delivery and long-term management of these assets.

For the UK's facilities management sector, the scale of investment in education, healthcare, transport and energy infrastructure signals a substantial future market for building operations, asset management, cleaning, security, maintenance and energy services once projects move from construction into operational phases.

The update marks the first revision since the Pipeline was launched in July 2025 and provides new regional and sector-level insights into workforce requirements. The data is intended to help organisations across the infrastructure supply chain plan long-term investment in skills, technology and capacity.

Delivering projects within the Pipeline will require an estimated average annual workforce of between 629,000 and 706,000 construction and infrastructure workers over the next five years, highlighting the

scale of labour needed across the broader built environment.

While construction accounts for more than two-thirds of that demand, the long-term operation and maintenance of new assets will create ongoing opportunities for FM providers supporting estates management, compliance, sustainability and workplace services across the UK's expanding infrastructure estate.

Energy projects represent the largest share of planned investment, with £365 billion allocated over the next decade, followed by significant programmes in healthcare and education infrastructure. These sectors traditionally generate long-term facilities management contracts once assets become operational.

The revised Pipeline also includes new project metrics designed to give investors and suppliers clearer information about potential investment opportunities, including funding models and capital requirements.

Chief Secretary to the Treasury James Murray said: "We have the right economic plan to build a stronger and more secure economy. Transforming this country's infrastructure is a vital part of that plan and will create high-quality jobs right across the country.

"As part of this latest version of the Infrastructure Pipeline, we're also giving the construction sector the detailed picture it needs to invest in a highly skilled workforce that's primed to build the hospitals, schools, railways, reservoirs and renewable energy plants this country needs."

NISTA Chief Executive Becky Wood added: "Transforming UK infrastructure needs a three-way collaboration between government, investors, and industry to succeed. The Infrastructure Pipeline is the foundation on which this relationship thrives, and this update now gives investors more granular information about forthcoming investable opportunities they told us they need for their strategic planning.

"Our industry partners across the sector can only invest in new skills, capacity and technology with the right data to assess what the Pipeline means in the delivery context. By adding new information on what future workforce demand looks like they can plan with confidence, and the Pipeline is also better placed to support the investment government is already making to address the construction skills gap."

Since its launch in 2025, the Infrastructure Pipeline has been widely welcomed across the built environment as a tool to support long-term planning and investment.

Industry leaders say the expanded data will help organisations across the infrastructure supply chain prepare for the scale of delivery required.

Association for Consultancy and Engineering (ACE) CEO Milda Manomaityte said: "This updated pipeline marks a significant step forward, giving industry and investors the clarity and certainty ACE members have been asking for. Stronger commercial metrics, richer regional data, and clearer investment models are vital to our sector and provide the confidence for ACE members to plan, invest and drive growth right across the UK.

"Enhanced workforce insights and more robust project data demonstrate tangible progress towards a transparent, credible, and delivery-focused programme. Continued momentum in future releases will be key to sustaining investment, supporting jobs, and ensuring infrastructure delivery keeps pace with ambition."

Richard Whitehead, Chief Executive for AECOM's Europe and India region, said: "Since its establishment, the National Infrastructure and Service Transformation Authority (NISTA) has provided strong leadership for our industry, including through the publication of a clear 10-Year Infrastructure Strategy and project pipeline.

"The updated pipeline, unveiled today, represents an important step forward – particularly through the welcome addition of workforce requirements. It will help businesses plan with greater confidence, reduce potential delivery bottlenecks and provide a clearer signal of the skills, investment and partnerships that will be needed to deliver the infrastructure our country will require in the years ahead.

"AECOM is proud to have advised on the development of the next iteration of the pipeline and we stand ready to continue supporting government in realising its infrastructure ambitions.

"The establishment of NISTA, alongside the reforms introduced through the Planning & Infrastructure Act, are clear signals of the government's intent to bring greater structure to the infrastructure system and accelerate delivery. The real test will now be turning this ambition into projects on the ground – and industry is ready to play its part."

Alex Vaughan, Chief Executive of Costain, said: "Today's update of the Infrastructure Pipeline sends a powerful signal about the UK's long-term infrastructure ambitions. With investment clearly mapped out, business leaders have greater visibility over future projects that will help create a more prosperous, resilient and decarbonised UK.

"The opportunity now is to ensure this ambition goes hand-in-hand with long-term workforce planning so that the industry has the right skills and people in place for the successful delivery of critical national infrastructure."

Mark Reynolds, Executive Chairman of Mace Group, Co-Chair of the Construction Skills Mission Board and the Construction Leadership Council, said: "The new National Construction and Infrastructure Pipeline has already proved invaluable to industry, giving clarity and visibility of workload at a time when confidence in future delivery is so important.

"We commend NISTA for its achievement and believe the new skills data set will help further; enabling industry and government to establish a demand-led skills system that identifies where and what skills and jobs are required to deliver the pipeline.

"We look forward to working with NISTA to further develop and refine the pipeline tool; it will be a key part of the work the Construction Skills Mission Board is driving to ensure that every person who wants to join the construction sector is able to find a long-term, sustainable job."

Katy Dowding, President and CEO of Skanska UK, said: "Today's publication of the updated infrastructure pipeline is very welcome, and a clear demonstration of the value governments can drive by engaging with industry to identify and evolve critical infrastructure opportunities.

"Having a pipeline is good, having funding is even better, but what really stands out for me is the critical link that has been made between pipeline and skills.

"By identifying what skills are needed where, and focusing efforts accordingly, government and industry

have a roadmap that can really start the shift from policy to delivery.

“As a member of the Construction Skills Mission Board whose mission is to recruit 100,000 additional construction workers and tackle the skills shortage, I think this sets us on a great path forward.

“Whilst today’s update might not provide a detailed playbook of the infrastructure programme for the next 10 years, it certainly enables businesses like mine to get on the front foot with planning and resourcing for the future. A great example of that is having clarity on the ambitions and funding for schemes in areas such as the East of England. Here, we see great opportunity for regions that really need committed investment to meet their growth and economic performance ambitions.”

[The Pipeline is available to view here.](#)