

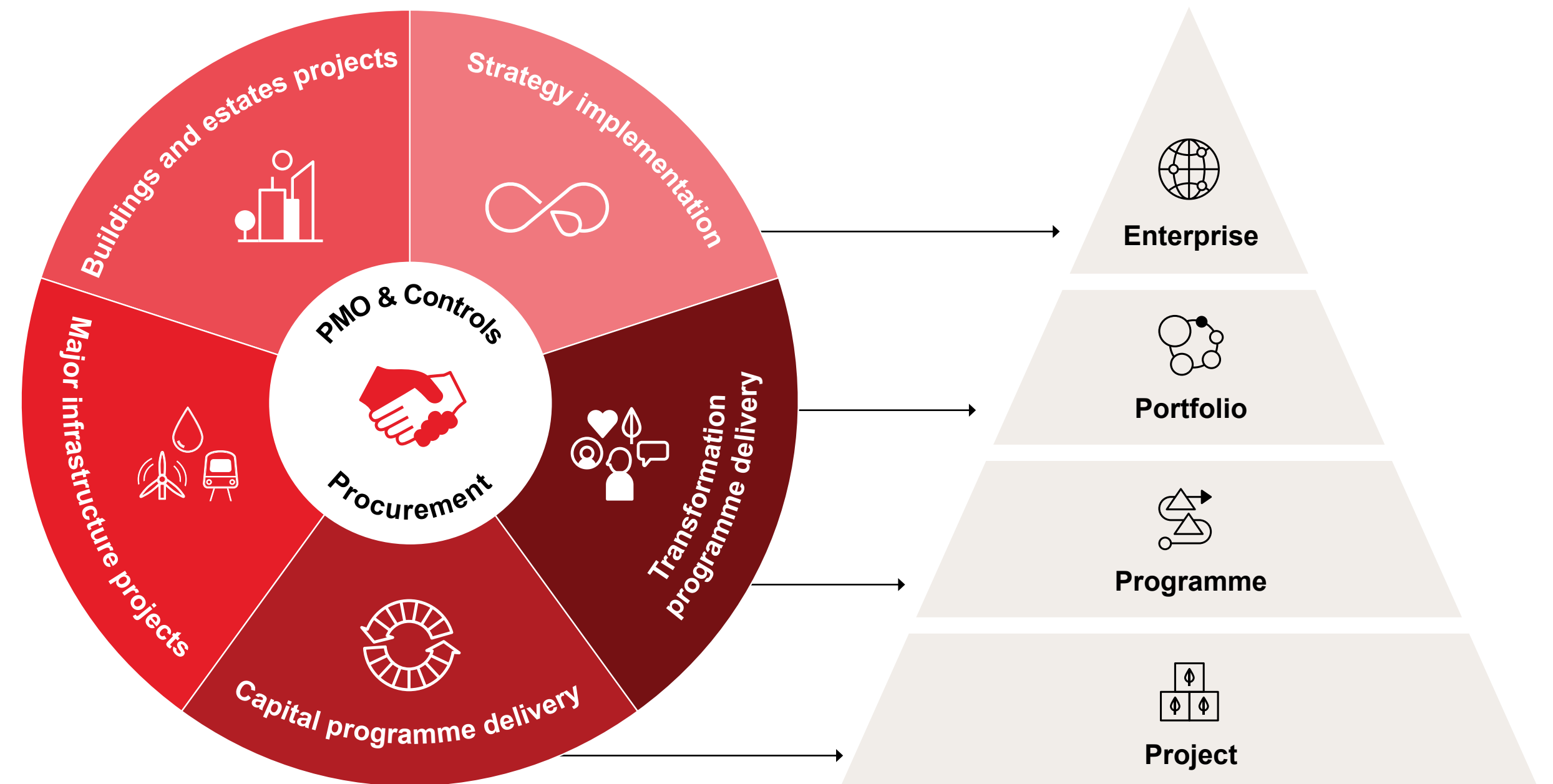
The background of the entire image is a cityscape, likely London, featuring a mix of modern glass skyscrapers and older brick buildings. A large, white, stylized letter 'A' is overlaid on the left side of the image, pointing downwards. The text is centered over the cityscape.

Programme and project management services:
Transforming strategic
thinking into efficient
programmes and projects

Overview

Delivering programme and project management services across our clients' operating environments

We understand change happens across all parts of an organisation. Our services and experience respond to the changes your organisation needs. Our people, methods and tools support delivering impactful change, as recently recognised through winning the 'APM Company of the Year Award (2025)'.



Services

Explore our services:



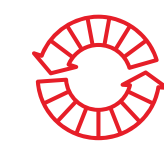
Strategy implementation

We help our clients convert strategic thinking into deliverable programmes of work. [Read more](#)



Transformation programme delivery

We help our clients to drive change, transition to future operating models and deliver transformation. [Read more](#)



Capital programme delivery

We establish delivery programmes with robust governance and controls, enabling effective decision-making and ensuring confidence in delivery. [Read more](#)



Major infrastructure projects

We help our clients achieve high performance in the development, delivery and running of large-scale infrastructure. [Read more](#)



Buildings and estates projects

We help our clients to organise and deliver sustainable repurposed facilities, new buildings and estate developments. [Read more](#)



PMO and controls

We help you navigate complexity, with tailored solutions, to enable better data-driven decisions at all stages of your portfolio, programme and project journey. [Read more](#) and [Read more](#)



Procurement advisory

We provide procurement advice to help our clients design and implement tailored sourcing strategies that balance risk, drive value and enable successful delivery. [Read more](#)



Strategy implementation

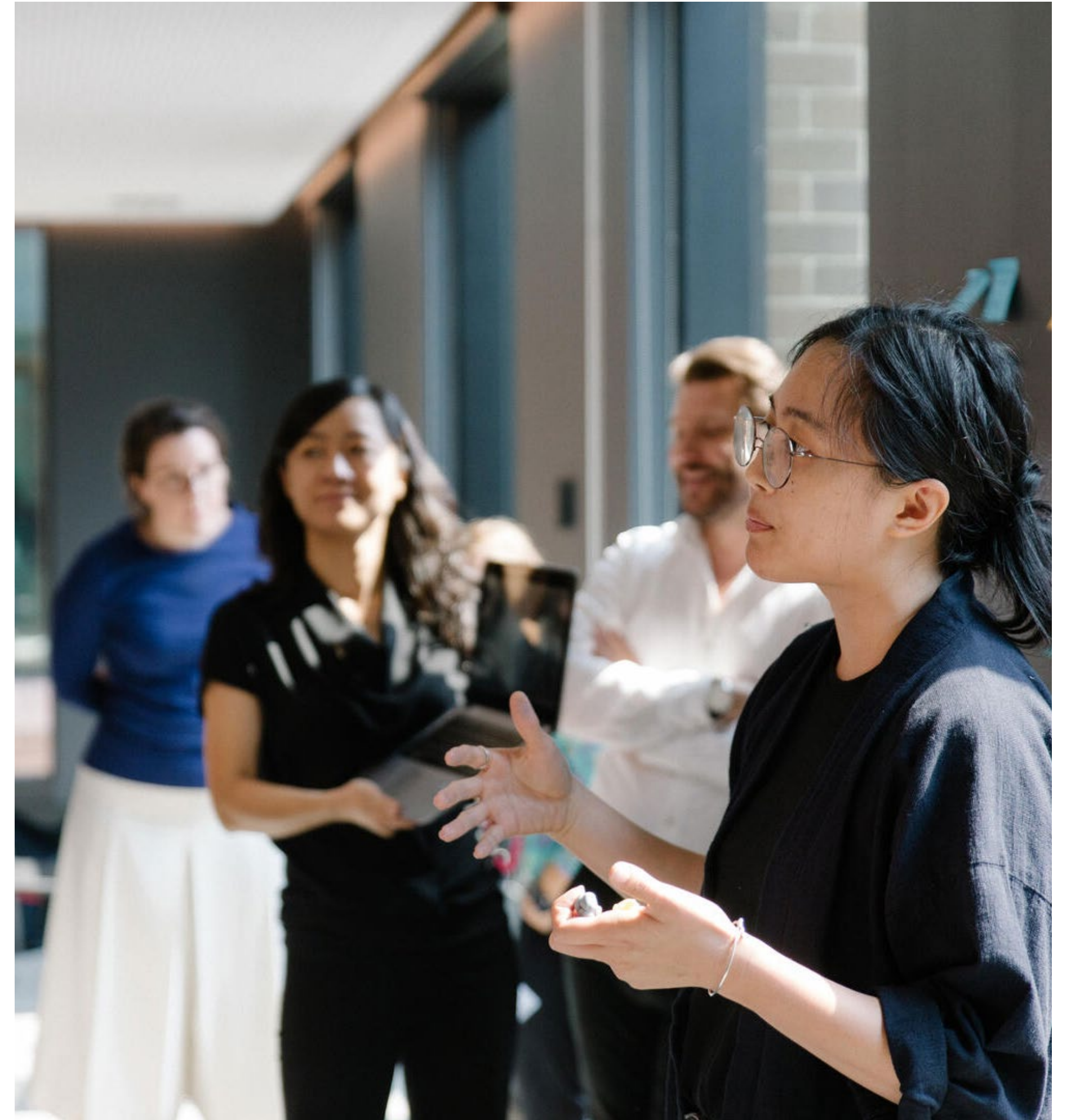
You've developed your strategy, but what next?

You may have the strategic goals in place, but how do you turn them into actionable plans and deliverable programmes of work?

Working with Arup as a strategic partner utilises our deep sector expertise to understand the context, technical and people related change needed to achieve your strategic objectives, drawing on our global experience and cross-industry best practice to respond to your individual context.

Critically, we understand your strategy can only be delivered through your people and keep this at the heart of all change.

Arup uses its operational, technical and sector understanding to assess whether strategic portfolios will deliver the intended outcomes, to then guide impactful, lasting and sustainable change. Progress is tracked using established leading and lagging metrics and KPIs to ensure results are both measurable and meaningful.





Transformation programme delivery

How do you create long-term value and enable lasting change?

To achieve your vision and strategy; and respond successfully to external pressures, your organisation will need to do things differently.

Successful transformation demands an effective combination of managing the big picture and attention to detail.

Arup uses its operational, technical and sector understanding, to help organisations successfully navigate complexity and achieve the defined future state. Our and adaptable project framework enables lasting change and focuses on unlocking real transformational value.





Capital programme delivery

How do you deliver high performing and efficient, complex capital programmes?

We design phased delivery roadmaps, implement Project and Programme Management Offices (PMOs), and design and establish appropriate frameworks for assurance and performance tracking.

Preparing for the transition into live operations is always a critical phase, and we support clients from programme delivery to asset operations and management, including enabling Operational Readiness Activation & Transition (ORAT).

Post-delivery, we offer ongoing support through health-checks and maturity assessments, basing our approach on the clients' programmatic context, to ensure continued success.



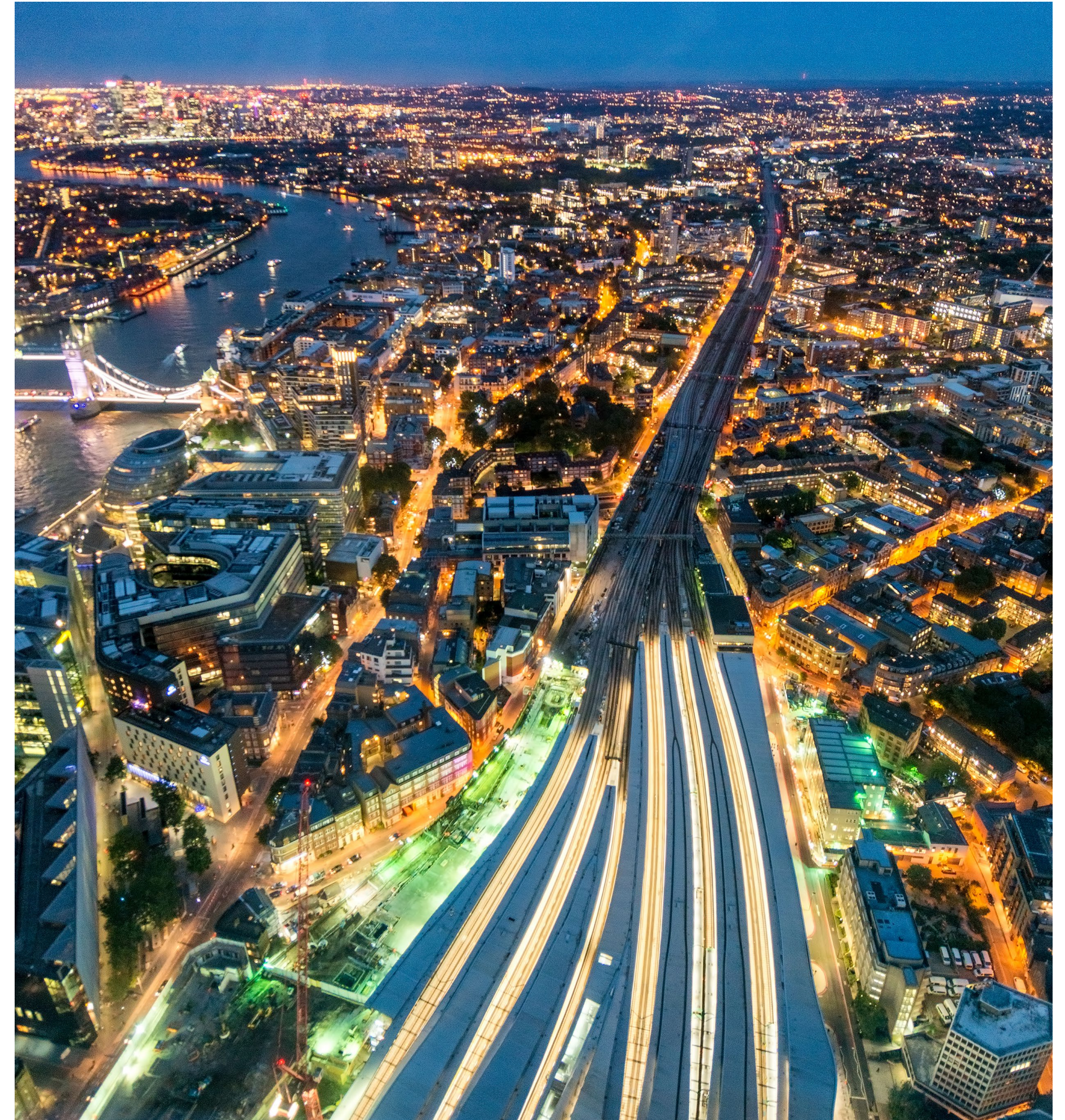


Major infrastructure projects

How do you prioritise responsible and resilient infrastructure solutions?

We understand the government's imperative for funding to demonstrate value for money. In a world where budgets are constrained by competing priorities and complex governance requirements, how can we deliver large-scale infrastructure that achieves both long-term value and maximises positive environmental impacts?

Our programme and project managers draw on Arup's breadth of technical specialists to embed operational considerations from the very beginning to navigate the real complexity of delivering end-to-end sustainable large-scale infrastructure, with high performing, climate conscious, long-term results.





Buildings and estates projects

How do you successfully deliver sustainable repurposed facilities, new buildings and estate developments?

Arup supports you in delivering sustainable buildings, repurposed facilities and estate-wide developments - from initial appraisal through to final delivery. Our experienced programme and project managers establish delivery mechanisms that bring together latest innovations across construction methods, SMART buildings, decarbonisation and master planning, to ensure real estate decisions align with wider portfolio priorities, and broader strategic goals.

Our commitment to net zero and sustainability at every stage, alongside our diverse experience spanning sectors such as commercial, healthcare, education, transport, energy, water, science and technology, positions us well to help you deliver your projects on time and budget.





Portfolio, programme and project management office (P3O)

How do you know where to focus to have the greatest impact?

Programmes and Projects are becoming more complex - how can you make decisions and manage risks to maximise benefits in these challenging environments? How do you know where to focus to have the greatest impact?

Our PMOs help you successfully navigate change, with a digital-first approach ensuring alignment with strategic goals and organisational governance. We produce data-driven insights that are AI enabled to drive greater efficiency across a broad range of information sources, improving decision making and generating stronger outcomes for your projects.

They not only deliver the fundamental controls needed to co-ordinate and drive your projects forward efficiently and cost-effectively but are also a critical enabler for delivering insights and integration, to lead to increased confidence in the outcome.



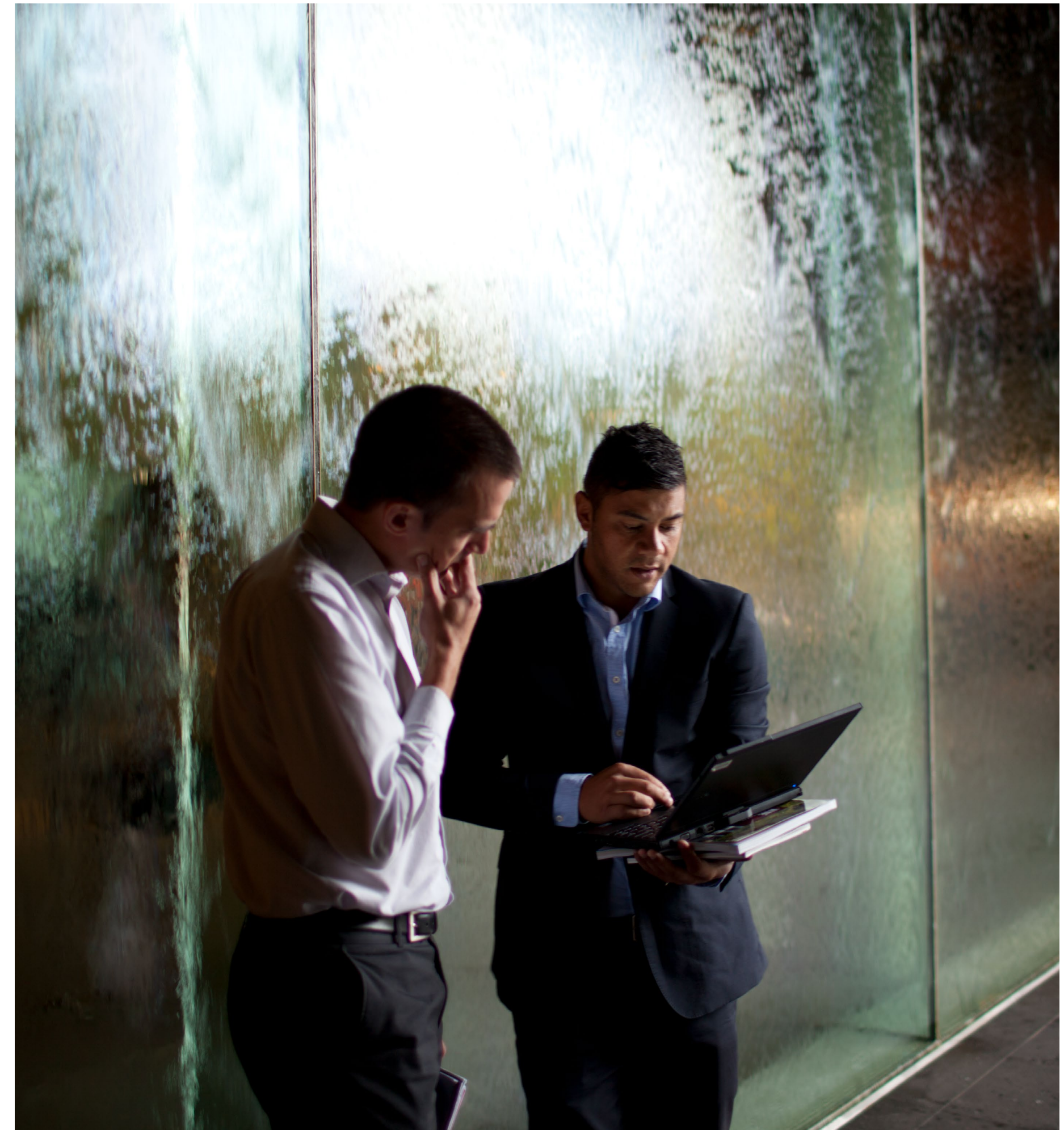


Integrated controls

How do you have confidence that your projects and programmes are under control ensuring better, faster decisions?

Establishing and managing advanced controls solutions is a powerful way to navigate complexity and deal with change initiatives across design and implementation, while further supporting organisations in developing project management maturity.

Utilising a data-driven approach, Arup's Integrated Control specialists bring together actionable insights through deep domain knowledge of the control disciplines of Schedule Management and Risk and Information Management; to provide innovation, effectiveness and importantly, simplicity to Projects and Programmes.





Procurement advisory

How can you make confident, data-driven procurement decisions early on in the project lifecycle?

Whether navigating complex supply chains, public sector frameworks, or major capital investments, effective procurement backed by a robust supply chain strategy is vital.

We help organisations balance risk, drive value, and enable successful delivery through strategic procurement advice and tailored sourcing strategies, to provide the insights and structure needed to make confident, data-driven decisions.

Through sound market analysis and engagement, maturity reviews and readiness assessments, our breadth of technical experience enables our teams to develop and refine strategies in line with our client's agreed commercial, quality and delivery objectives.



Lifecycle

Delivering programme and project management services throughout all stages of our clients' operating lifecycle.

Before

Define

We develop delivery models and frameworks and define functions and capabilities. We help our clients define strategies to establish a controlled delivery environment.

Initiate

We develop opportunities for investment through creation of compelling business cases. We define outcomes and benefits, and we help our clients translate these into clear requirements.

Create

We convene, collaborate, discover and innovate to create solutions, in the context of existing investments.

During

Plan and procure

We create plans to fill capability gaps and support our clients to stand up their delivery capabilities. We design tailored procurement and supply chain strategies.

Design and implement

We provide leadership, management and integration. We manage and assure progress. We analyse and draw insights to control and inform decisions.

Engagement and approvals

We engage and co-ordinate stakeholders to seek consensus, navigate differences and obtain approvals.

After

Operate

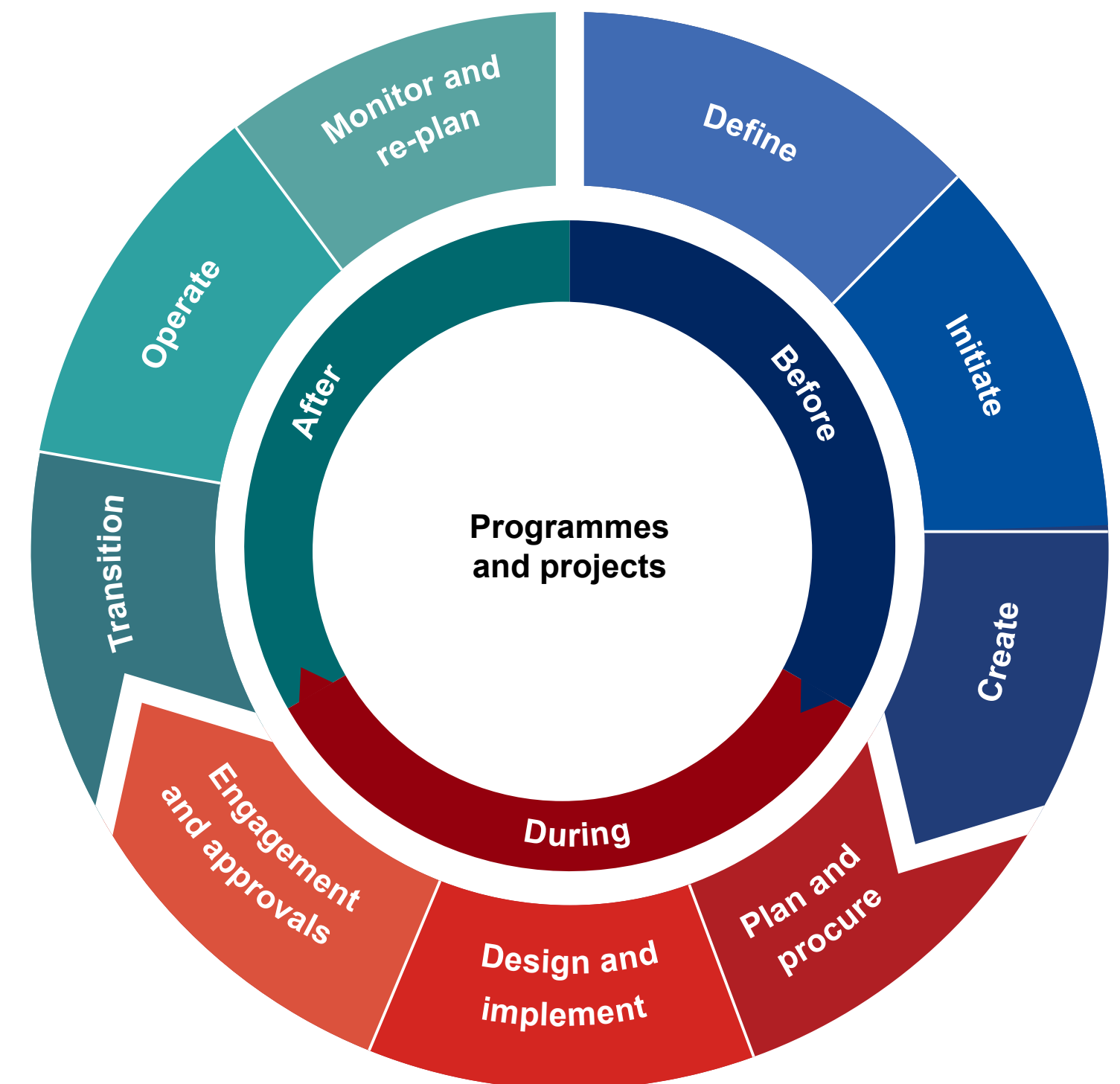
We build resilience, higher performance & productivity into our clients' business-as-usual.

Transition

We assess readiness for change and plan for initiating operations. We integrate new capabilities into existing operations.

Monitor and re-plan

We monitor overall performance of portfolios. We support clients to prioritise investments against defined strategic priorities.



Case studies

Oxford University's Life and Mind Building

From pre-inception to completion and handover, Arup led the delivery of the largest Oxford University building project, enabling world-class teaching and research in biology, experimental psychology and antimicrobial resistance.

Our involvement extended beyond traditional project management. Appointed as project director, we worked closely with the University's leadership and stakeholders to create a shared vision transforming the future of science at the University of Oxford.

Arup developed the client vision into a robust business case for redevelopment of the old Tinbergen site and established a benefits-led basis for the investment decision. Pioneering a rigorous programme of value management and engineering, resulting in an overall reduction in forecast project costs, we led a functional approach to refining user requirements which enabled a 21% reduction in occupied floor space, accommodating a 23% increase in staff and student capacity for future growth.



Location: Oxford, UK

Client: University of Oxford

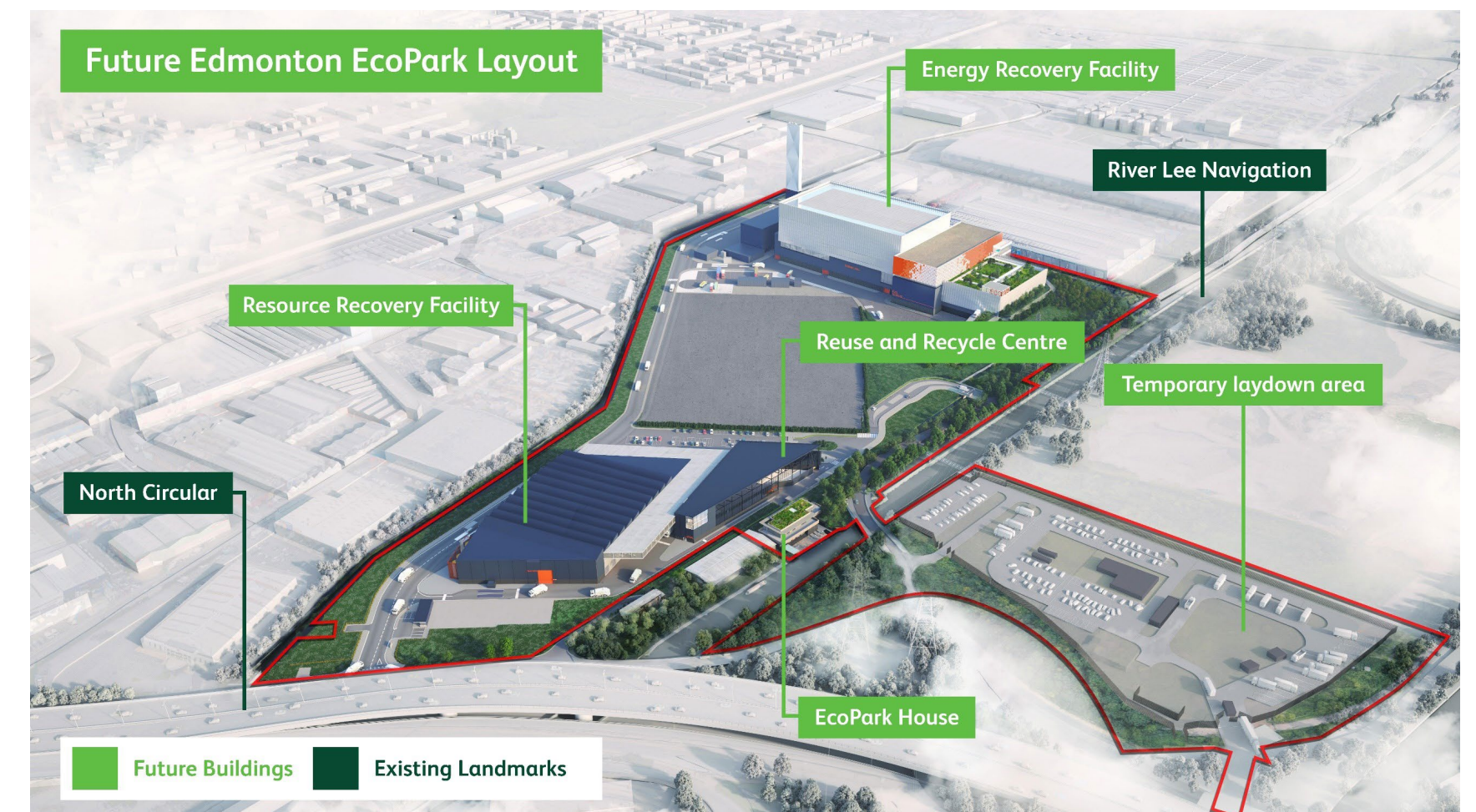
Key services: Programme and Project Management

Case studies

North London Heat and Power Project (NLHPP)

The North London Heat and Power Project (NLHPP) is North London Waste Authority's (NLWA) ambitious £1.2bn plan to redevelop the more than 50-year-old Edmonton EcoPark, providing flagship recycling and waste management facilities for north London's residents. Upon completion, the facility will power 127,000 homes and provide hot water and heating for 60,000 homes and businesses.

Arup is helping NLWA realise its vision "to create a waste management facility in which local communities take pride, which demonstrates value and is a model for public sector project delivery." We provided strategic and project delivery management advice across the programme by utilising multiple specialist roles to deliver cost and commercial management, environmental assurance, transport assurance and health, safety and wellbeing advice.



Location: London, UK

Client: North London Waste Authority

Key services: Programme and Project Management

Case studies

University of Cambridge: Reshaping our Estate

The University of Cambridge's Reshaping our Estate is a strategic programme with a clear objective: to create an estate that is efficient, sustainable and supports the University's academic mission.

Arup, as part of a multi-consultancy team, worked with the University to develop a Strategic Estate Framework and Capital Plan. Balancing a complex governance structure and diverse priorities across six schools, to establish a joined-up approach to decision-making.

Through extensive evidence gathering, including interviews and workshops with students and staff, we built an understanding of needs and priorities. This enabled the development of a 20-year capital plan, strengthening cross-school collaboration and building confidence in evidence-based decisions.

As a result, the University is now better positioned to deliver a multi-billion-pound estates programme aligned to academic priorities, supporting its long-term role as a world-leading institution for future generations of learners.



Location: Cambridge, UK

Client: University of Cambridge

Key services: Programme and Project Management

Awards

We are recognised in the industry with awards and accolades

Over the last 10 years we have won 21 IJ Global Awards
for our technical advisory services.



2020	APM innovation in projects awards
2021	Programme of the Year
2025	Consultancy of the Year



2022	Ranked gold in
2023	Construction and
2024	Infrastructure by FT
2025	
2026	



2024	Business Psychology Consultancy of the Year
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2021	Global Technical Advisor of the Year
2024	
2025	
2016	Europe & Africa Technical Advisor of the Year
2018	
2019	
2024	
2025	
2018	North America Technical Advisor of the Year
2019	
2023	
2025	
2019	Latin America Technical Advisor of the Year
2023	
2024	APAC Technical Advisor of the Year
2020	ESG Advisor of the Year
2022	ESG Technical Advisor of the Year
2023	
2022	Financial & ESG Advisor of the Year (P3 Awards)
2022	FP3 Financial Advisor of the Year
2022	EST Infrastructure Technology

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