

50 in 5

1000 at 10

Our Growth Strategy
2023 to 2033



Our plans for growth

CPC Project Services (CPC) is the largest independent project and cost management SME in the UK.

Since 2012, our unique mix of sector and service expertise has enabled us to grow by 20% year on year, despite uncertain economic conditions and a challenging market environment. Our expansion is due to our ability to be flexible and agile, responding to client needs with novel and tailored business solutions.

Our strategy for the next decade is to remain independent and to double our market share for both project and cost management services. We will continue to develop our full range of services throughout the UK, attracting and retaining the best talent in the market, and continuing to develop and deliver innovative solutions and exemplar services to our clients.

CPC has an ambitious growth strategy over the next 10 years, underpinned by five key strategic markets for growth

Enhancing mobility and transport interchange developments

Shaping places for live, learn, work, and play

Building complex facilities for tomorrow's world

Delivering sustainable and socially responsible projects

Enabling digital solutions to drive optimal performance

Through structured and controlled growth our aim is to develop the business with two key milestones at the heart of our strategy:

£50m revenue in 5 years, £100m at year 10.

Business overview

CPC is a leading project and cost management consultancy, delivering major construction, infrastructure, and change programmes.

Founded in 1990, CPC has an impressive track record of working in partnership with clients in public and private sectors, bringing innovation, best practice, and continuous improvement to project delivery.

We currently have in excess of 300 consultants delivering over 350 projects, via our eight regional offices to an enviable array of blue-chip clients.

We are proud of the projects we deliver and the positive impacts we make, leaving sustainable and lasting legacies for our clients, stakeholders, and the communities we serve.

CPC is built on three key themes:

1. People



Our most valuable asset, who are committed to delivering service excellence

2. Performance



Our commitment to delivering results and value outcomes to our clients every time

3. Principles



Our framework for responsible action, *The CPC Way*



**people who perform,
principles that deliver**

Snapshot of CPC

300+ PROFESSIONAL STAFF
33 YEARS IN BUSINESS
8 OFFICE LOCATIONS IN UK & IRELAND

DELIVERING IN 2022/2023

350+ PROJECTS
40+ NATIONAL FRAMEWORKS
120+ CLIENTS SUPPORTED
£35m REVENUE
£35.3bn CAPITAL VALUE OF PROJECTS

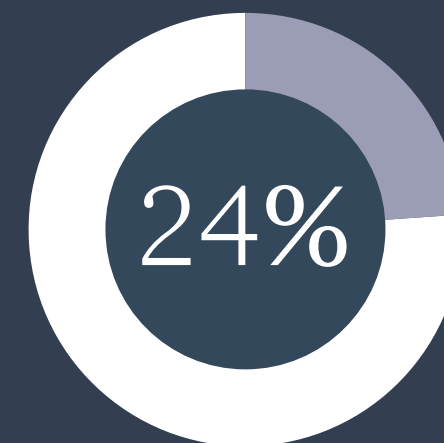
ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)



CARBON NEUTRAL BUSINESS
SINCE 2021

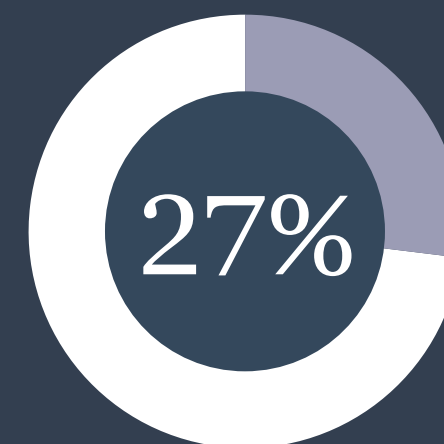


EQUALITY, DIVERSITY AND INCLUSION



FEMALE EMPLOYEES*
WITHIN THE BUSINESS

**Industry norms:
16% rail (RMT 2022),
15% construction (CIOB 2022)*

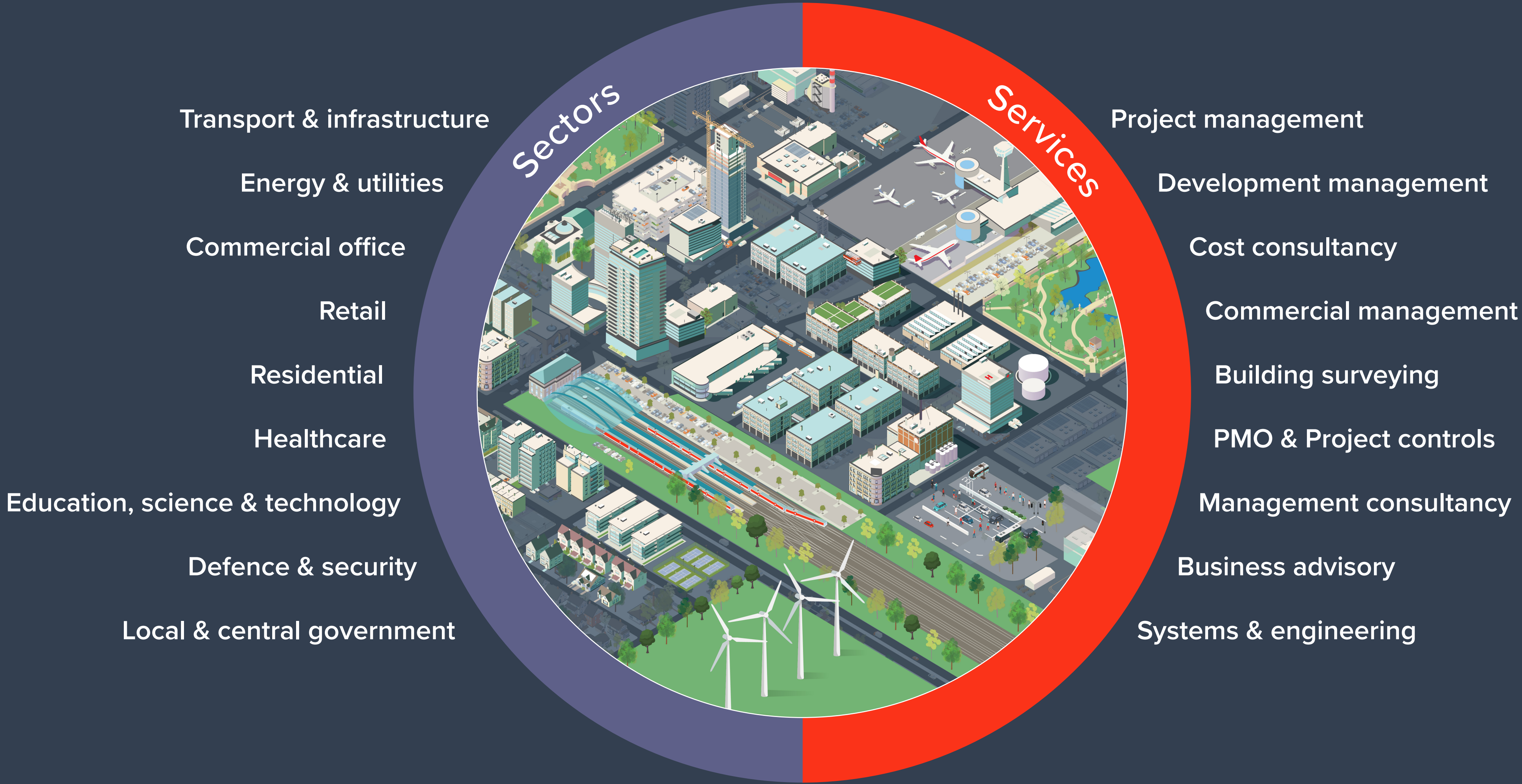


ETHNICALLY DIVERSE*
EMPLOYEES

**Industry norms:
12.1% rail (Rail Staff 2020),
6% construction (CIOB 2022)*



Our sectors & services



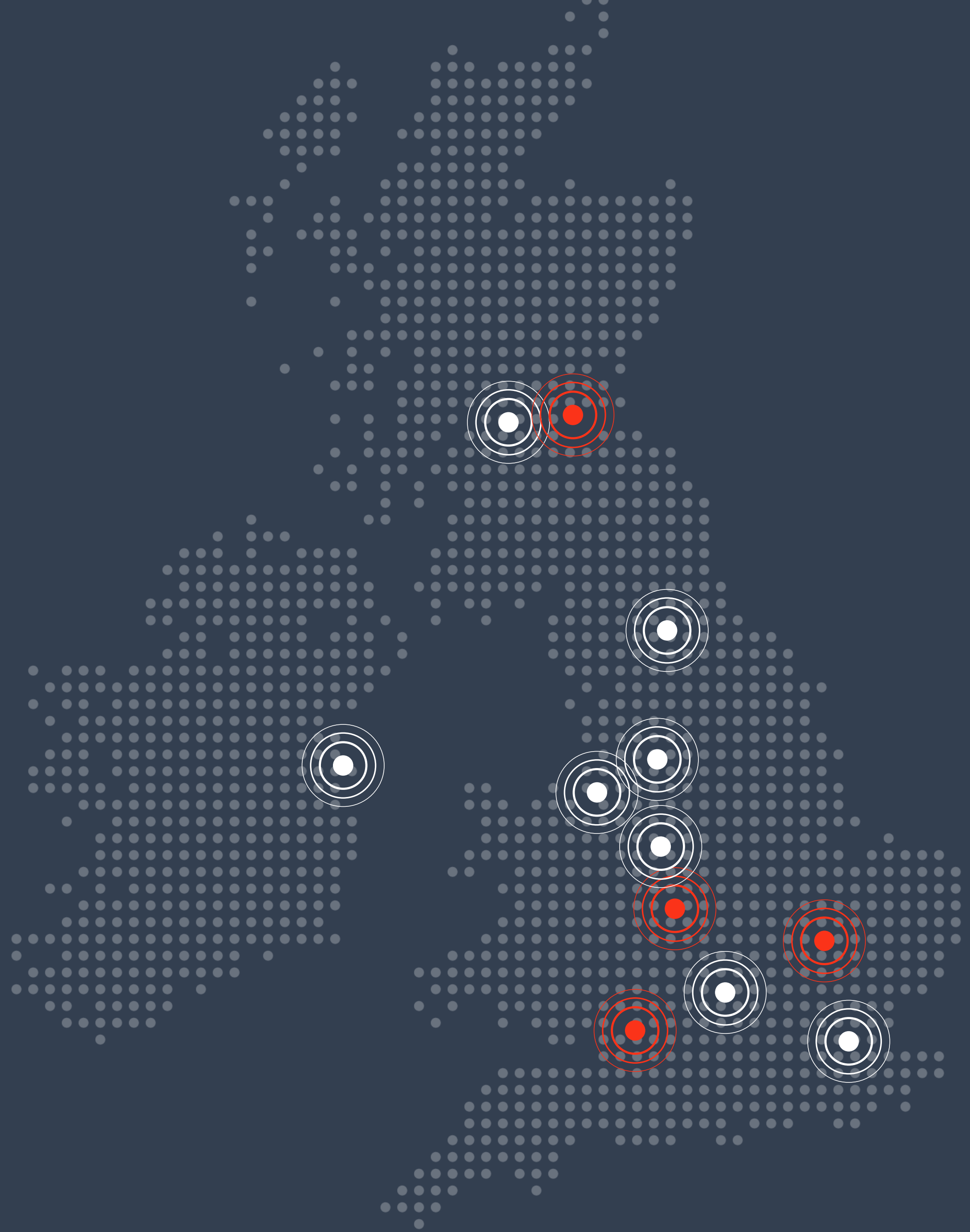
Our offices

Current

Dublin
Glasgow
Leeds
London (HQ)
Liverpool
Manchester
Oxford
Stoke-on-Trent

Future

Birmingham
Bristol
Cambridge
Edinburgh



Our key strategic markets

We have positioned our strategy around five growth markets where the demands from our clients, investor preferences, and the needs of society are intensifying.

In each of these markets, CPC has a proven track record for success with strong capability differentiators enabling us to deliver more than a traditional consultancy service.

Our understanding of the product, regulatory environments and delivery models allows CPC to respond to our clients' bespoke requirements, and provide enhanced value outcomes.

Enhancing mobility and transport interchange development



Building complex facilities for tomorrow's world



Enabling digital solutions to drive optimal performance



Shaping places for live, learn, work, and play



Delivering sustainable and socially responsible projects

Enhancing mobility and transport interchange development

With a growing population, more new homes, a return to 'back to the office' working, and more leisure travel, the volume of transport movement is expected to exceed pre-pandemic levels.



Against a backdrop of the UK Government's aspiration to achieve 'Net Zero by 2050', our transport and infrastructure providers are responding by continuing to develop projects that will enhance mobility. Our client's focus is to identify efficient methods of increasing both reliability and capacity of their transport networks, to unlock developments, and provide sustainable access to amenities, jobs, and recreation.

We are leading the transition to more sustainable and integrated travel modes, whilst at the same time delivering low carbon transport infrastructure. We are committed to continuing to better connect people with places, significantly benefitting the economies of towns and cities across the UK.

An outcomes focused approach to enhancing mobility and transport interchange



Bring people and places together

- Experts in bringing property and transport infrastructure together to achieve true connectivity between people and places



Delivering complex infrastructure

- Leading complex projects and programmes that assure robust governance, systems, and resources that deliver results



Outcomes focused approach to efficient delivery

- Establishing the minimum viable product with a 'whole industry' approach to deliver benefits efficiently
- Foster collaborative, 'one-voice', working amongst stakeholders



Enhancing capability

- Sharing our knowledge and experience with clients to leave a lasting legacy
- Developing bespoke digital systems to increase operational reliability and new ways of working



Data driven project controls

- Implementation of programme management offices, with digital tools and systems, that control cost, manage dependencies, drive consistency and accuracy, and successfully integrate complex programmes

We are involved in hundreds of rail, road and airport improvement projects, including:

6.5
KM OF HIGHWAYS UPGRADES

Enhancing active travel for Oxfordshire

45%
INCREASE IN CAPACITY

At Bank Station over 10 years of CPC support

49%
CARBON EMISSION REDUCTION

Reducing private transport to Heathrow

Shaping places for live, learn, work, and play

The world is moving to a new era of growth demanding more sustainable, fairer and inclusive placemaking that provides opportunities for all.



The urban design of our cities is shifting to a more harmonious integration of work, personal life, leisure, and well-being through more accessible services and amenities.

Our future strategy brings forward a unique value proposition building on our existing mixed-use expertise in residential, commercial, leisure, and retail. We have added new capabilities in site sourcing, business case and development appraisal, tenant liaison and negotiation, and enabling infrastructure delivery. Together these competencies are improving outcomes and value for our clients.

We are a trusted advisor, helping our clients to shape places that deliver positive and enduring change.

Supporting developers to realise their vision with commercial success

Recognised mixed-use experts

- Deep product, regulatory, delivery, and market knowledge
- Visual benchmarking and data – better informed investment decisions

Site/land sourcing

- Connecting investors, developers, and housing associations to off-market land opportunities
- Acquisition, advisory and appraisal services supporting improved returns on investment

Unlocking or enabling development

- Negotiation advice and tenant engagement – heads of terms, options agreements, S106, agreements for lease, and shell specification preparation
- Enabling infrastructure delivery and transport authority consents

Retrofit and re-use

- Reducing carbon and improving building performance to protect asset value and investment returns
- Leaders in delivery of refurbishment, re-configuration and re-positioning schemes

Regional market specialists

- Capacity and know-how to deliver across eight UK regional offices
- Local knowledge and data – product specification, cost, value and supply chains for resi, offices, hotels, retail, education, health, and infrastructure

We are shaping our environments – the way we live, learn, work, and play, including:

5.5
MILLION SQFT OF REFURBISHMENT

Of retail and leisure environments

16,500
NEW HOMES BEING DELIVERED

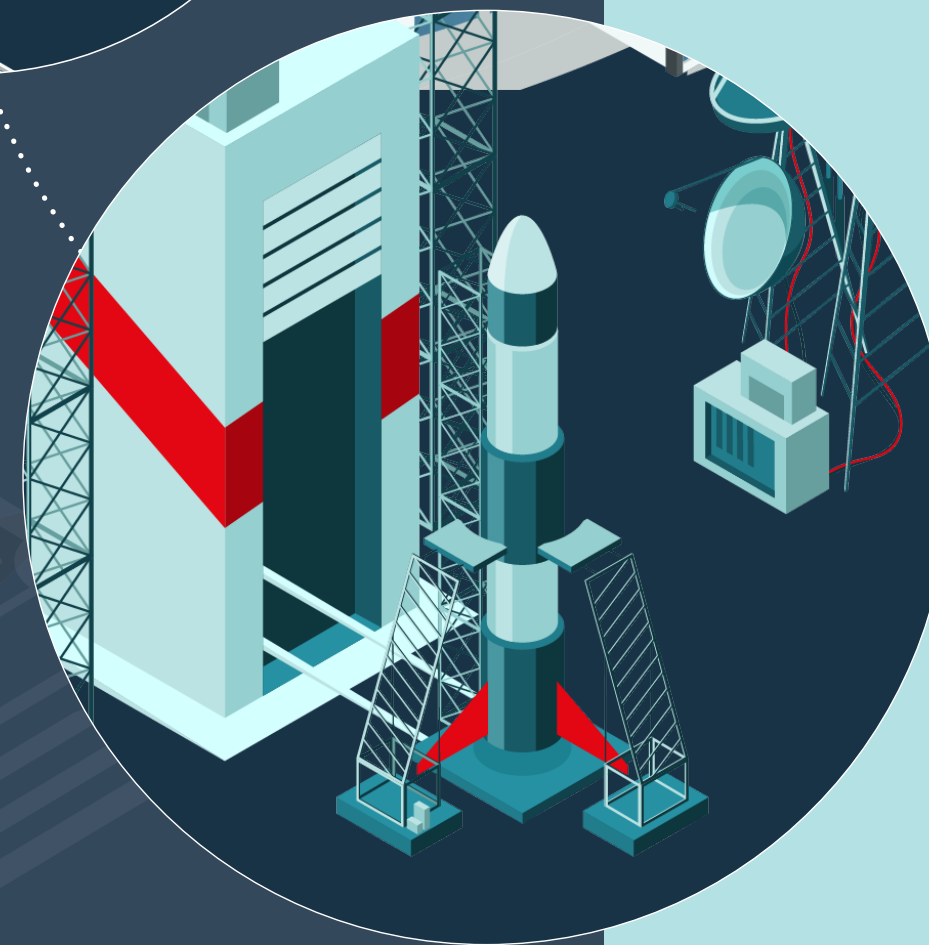
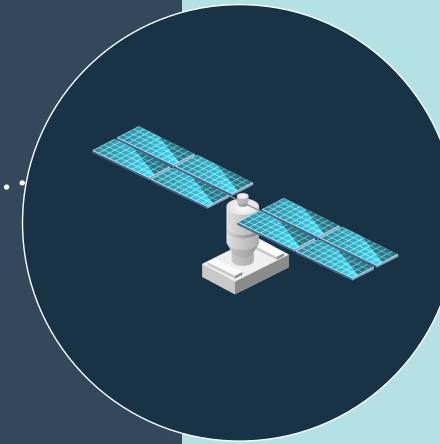
Across the length and breadth of the UK

2.3
MILLION SQFT OF DEVELOPMENTS

Of Grade A commercial projects underway

Building complex facilities for tomorrow's world

In the next decade, scientific advancements, revolutionising technologies, and space exploration will transform the world we live in and expand our understanding of the universe.



A wave of global innovation, unrivalled since the industrial revolution, is taking place in specialist sectors such as advanced satellite technology, rocketry and nuclear propulsion, materials sciences, robotics and AI, healthcare, regenerative medicine, and life sciences.

CPC's future strategy will focus increasingly on our reputation as leading experts in delivering state-of-the-art facilities and controlled environments for specialised technologies and scientific research for public and private sector clients and developers.

We are working within many of the UK's developing science and innovation clusters. Our projects are of national importance including satellite testing, quantum computing, astronomy, particle physics, and pandemic sciences. These are at the forefront of pushing the boundaries of knowledge that will shape a better future for humanity.

Data and expertise enabling delivery of science and technology assets

Science eco-system experts

- Recognised industry leaders in PM / QS
- Track record of delivering UK's highest profile projects
- Founding member of [Constructing Science](#)

Strategic methodology for science projects

- Empathy and understanding of science end user
- Bespoke project planning, proactive management, and procurement

Translating life sciences for commercial developers

- Informing life sciences enabled commercial office standards
- Dynamic *should-cost modelling* for office to lab conversions

Investible master planning and estates strategy

- In-house strategic business case team for funding applications
- Estates strategy delivery and enabling infrastructure

Deep product and market knowledge

- Specialist data on CL2, CL3 labs, cleanrooms, and satellite testing
- Supply chain knowledge – access to lab planning and equipment specialists

We are a leading player in the life sciences sector delivering projects of national importance, including:

4.8
MILLION SQFT OF LABORATORIES

Life sciences and clinical labs delivered

£1.1
BILLION CAPEX COMPLETED

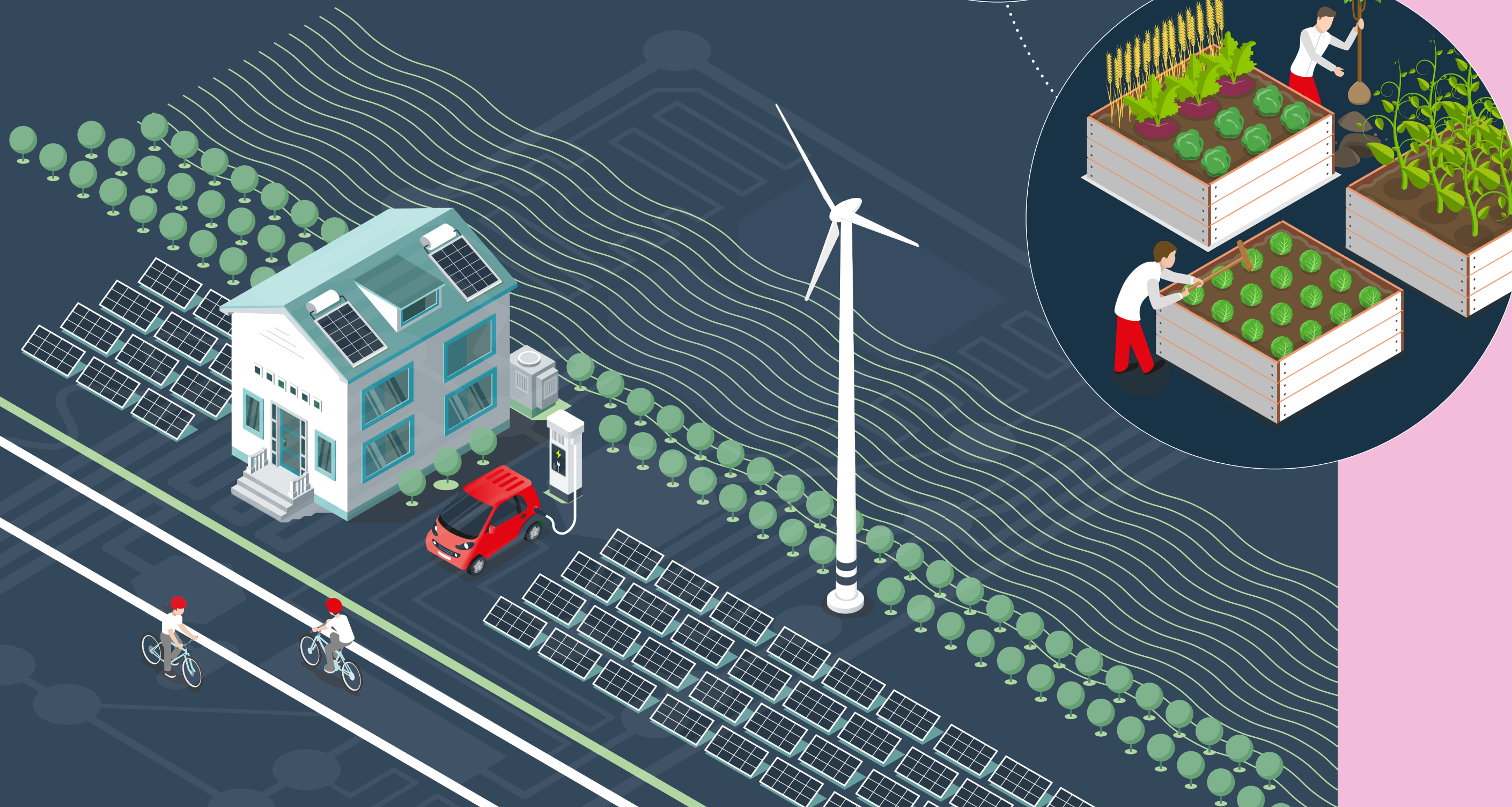
Of specialist controlled environments

£1.5
BILLION CAPEX OF FACILITIES

Delivered for UK universities

Delivering sustainable and socially responsible projects

Over the next decade, global temperatures are set to rise by 1.5°C and the world's industrialised economies will need to prevent the potentially devastating impacts on civilisation of a further increase beyond 2°C by 2050.



Evidence of climate change is now undeniable and growing by the day. Investors, occupiers, and city planners are now actively challenging the market to deliver greener buildings, cleaner processes, and better social outcomes while developers must keep up to prevent obsolescence and protect value.

CPC will increasingly encourage industry-wide adoption and fostering of a culture of sustainability. We are a carbon neutral business, committed to reducing emissions through the Science Based Targets initiative and we are delivering the largest ever [Passivhaus](#) building in Europe in the new Schwarzman Centre for Humanities at the University of Oxford.

Our future strategy brings together a value proposition to improve building and systems and infrastructure performance, decarbonise estates, and provide leadership of the sustainability and social value agendas on projects for our clients.

Fostering an industry wide culture of sustainability and social value

Decarbonising estates

- Identifying benefits of change through strategic business cases
- Programme management of multi-measure decarbonisation programmes, plant, systems, and fabric upgrades

Improving infrastructure and building performance

- Gap analysis of predicted v actual energy performance
- Costed optioneering to improve EPC ratings

Delivering transition to renewable energy

- Specialist M&E project managers for EV-PV roll-out
- Expertise in air source and ground source replacement

Whole life cost and carbon modelling

- Embodied and operational carbon options studies
- Whole life costing and whole life carbon calculation

Leadership of sustainability and social value outcomes

- Sustainability brief targets and action plans for projects
- Cascade carbon estimation responsibility to supply chain
- Project charter to deliver legacy social value

We are delivering carbon reduction, renewable energy and green infrastructure projects, including:

800

ELECTRIC VEHICLE CHARGE POINTS

Across the UK railway network

100%

RENEWABLE ENERGY BY 2030

Supporting Ireland's power supply initiative

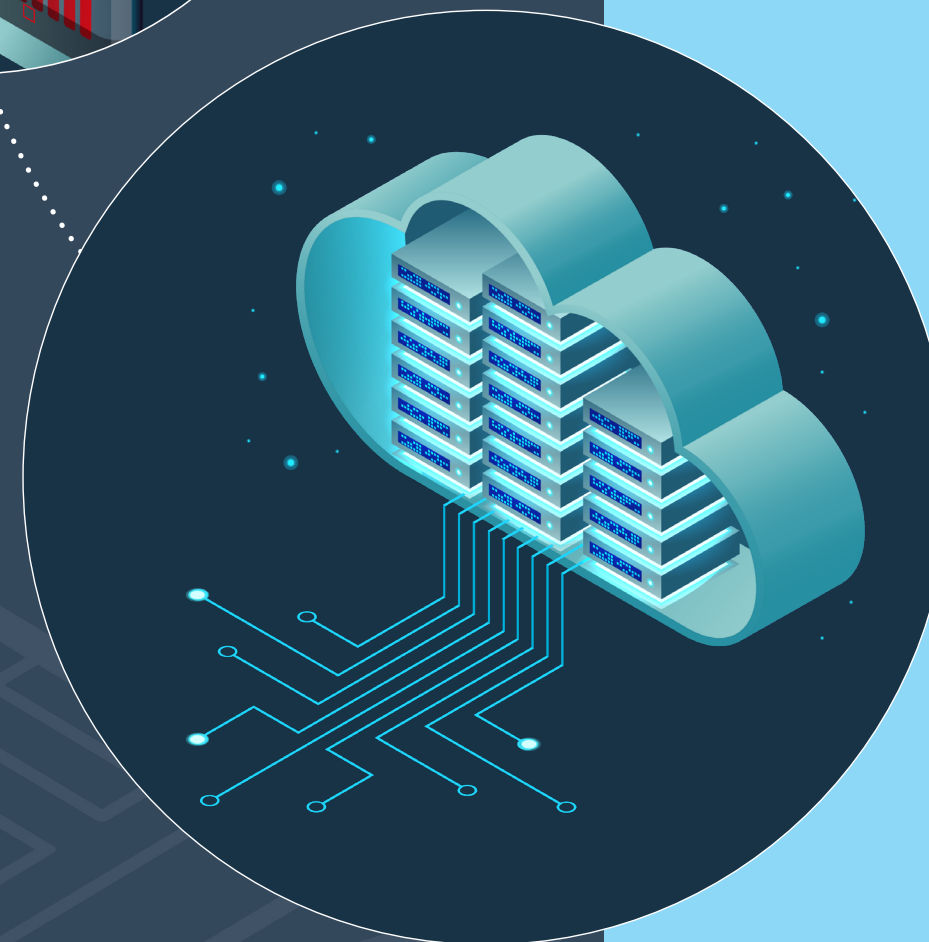
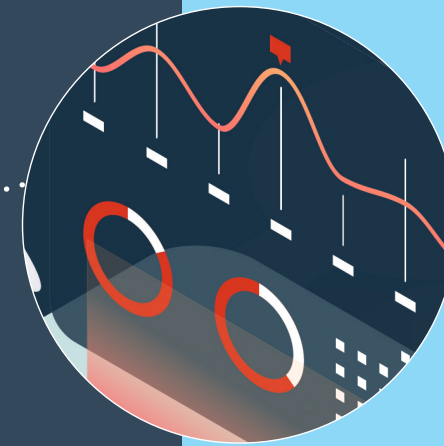
8,000+

ROAD VEHICLE FLEET TRANSITION

Managing the journey to zero emissions

Enabling digital solutions to drive optimal performance

In today's fast paced and interconnected world, organisations seek digital solutions to unlock the full potential of their assets and people.



The right innovative technologies that can enhance operational efficiency, minimise downtime and improve performance are key to revolutionising how businesses operate.

Our team of systems engineers, data analysts, and software developers work collaboratively with clients to develop tailored solutions that can leverage real-time data; predict and prevent systems' issues; optimise asset performance, and maximise automation.

Our inclusive and iterative approach fosters a sense of ownership to enable improved business performance from new system development and integration to 'business as usual'.

Transforming performance through digital solutions

Creating digital solutions

- Ability to translate client needs into digital solutions
- Enabling digital transformation for clients, revolutionising how they work
- Ensuring digital solutions facilitate organisational growth and evolution

Customised cloud computing solutions

- Tailoring cloud solutions to leverage the full potential of the technologies
- Development of scalable and flexible digital solutions that evolve with business needs
- Ensuring seamless integration of cloud solutions within existing IT environments

Advanced data analytics

- Proficiency in leveraging data analytics to inform effective decision making
- Analysis of mega data in real time, enabling proactive insights
- Supporting clients to turn their datasets into management information

Automation and optimisation

- Automating processes to optimise workflows to maximise efficiency and minimise downtime
- Showcase how digital solutions streamline operations and enhance performance

Strategic software and hardware development

- Developing software and investing hardware options to enhance digital solutions
- Offering comprehensive maintenance and support, ensuring continuous operation and optimal performance

Our digital solutions, data intelligence and analysis is transforming system performance, including:

200

KM OF RAILWAY RE-SIGNALLING

For urban metro networks

15,000

HOURS OF ACTIVE USER ENGAGEMENT

Within the Elizabeth Line control room

25

TB OF ANNUAL RAIL PERFORMANCE DATA

Analysed to drive industry improvements

Our strategic objectives



We will seek to continuously improve our bespoke project delivery framework, *The CPC Way*, to ensure projects are delivered consistently, safely, securely and effectively, for service excellence. We will continue to play an active role in the development of our industry, leading by example and promoting best practice to leave a lasting legacy.

Our five strategic growth markets will ensure that we continue to deliver for all of our stakeholders within the transport and property and construction sectors. Through our 10-year plan, we will strive to reshape and enhance our world in a sustainable and responsible way to achieve our ambition of £50m revenue in 5 years, and £100m at year 10.

People who perform, principles that deliver

We take great pride in fostering a company culture that supports the professional delivery of our services and the wellbeing of our people. Guided by *CPC's Values*, we will work tirelessly to attract and retain the best talent for our business.

We take our social responsibilities very seriously. Our projects are of national importance, including targets that relate to all ESG considerations. We have established a number of working groups that are dedicated to action-led change – whether this is through climate action, diversity, equality and inclusion, or value propositions within project delivery.

The CPC journey

Since CPC's inception in 1990, our flexible and agile approach has enabled us to meet market demands with new sectors and services whilst navigating through difficult times.

CPC has also built a strong reputation for its professionalism, technical expertise, and delivery, in the UK, and internationally. Our nomination for 2023's Association for Project Management's *Small to Medium Enterprise of the Year* and Building Awards' *Major Consultant of the Year* is testament to our consistent drive to be the best.

Here are a few highlights of CPC's journey over the past 33 years.

1990-99

1990

CPC established in London

To provide PM services to the commercial, retail and residential sectors. Specialising in transport orientated developments

1991

Transport infrastructure services

CPC expands services into transport infrastructure

1993

New offices open in Glasgow

CPC's provides PM and cost management services in West Scotland for health and residential sectors

1994

Education services

CPC expands services into and education

1998

Management consultancy

CPC establishes a managing consulting division for health and transport sectors

2000-09

2000

New offices open in Manchester

CPC establishes a new office in Manchester providing PM services for commercial fit-out and the leisure sector

2004

Central and local government services

CPC expands services into central and local government

2005

First international projects

CPC commenced international work providing PM services in the leisure sector in Dubai and USA

2007

Acquisition of PPS Plc

CPC's acquisition of PPS Plc integrates further residential expertise

2009

Acquisition of Doig Hart Consultants

CPC's acquisition of Doig Hart Consultants strengthens cost management services in Scotland

2010-19

2013

Acquisition of Anser Project Management

CPC's acquisition of Anser Project Management strengthens PM services and also expands into the water industry

2014

New offices open in Oxford and Leeds

CPC's new offices support growth in education, technology and commercial sectors

2014

CPC Systems established

Working worldwide in railway engineering and systems integration

2015

Acquisition of KSA and new offices open in Stoke-on-Trent

CPC's acquisition of KSA supports growth in affordable housing. A new office in Stoke-on-Trent strengthens the residential and care sectors

2019

New offices in Dublin

CPC opens new offices in Eire as part of the growth plan in transport

2020-23+

2020

CPC celebrates 30 year anniversary

CPC also expands services into airports and highways

2021

Energy sector and building surveying

CPC expands services into the energy sector and building surveying

2022

New offices in Liverpool

CPC's new office supports the growth of the northern region in all sectors

2023+

New offices and strategic growth

CPC plans to open offices in Birmingham Bristol, Cambridge, and Edinburgh to support our strategic objectives

50 in 5

1000 at 10

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