



The Rt Hon Heidi Alexander MP

Email: TransportSecretary@dft.gov.uk

03 July 2026

Dear Secretary of State,

We are writing on behalf of organisations across the UK roads and highways supply chain, representing the businesses that plan, design, deliver, maintain and operate the nation's strategic road network.

We recognise the Government's commitment to strengthening the UK's defence capabilities and understand the need to ensure national resources are aligned to meet evolving strategic priorities. Our sector has long supported the delivery of critical national infrastructure and stands ready to continue contributing to the country's resilience and prosperity. However, we are concerned by the uncertainty that has emerged around the future of the strategic roads programme following the publication of the Defence Investment Plan and associated announcements regarding the reprioritisation of capital investment. While it is understood that elements of transport spending will be reviewed, there remains limited clarity on the implications for the forward pipeline of road investment. For an industry that depends on long-term visibility, this uncertainty is itself highly material.

The strategic roads programme is also central to the Government's growth mission. Investment in the road network unlocks housing and commercial development, connects businesses to markets, improves productivity, supports freight and logistics, and enables investment across every region of the UK. A stable pipeline of road investment provides the confidence needed not only for the infrastructure supply chain to invest, but also for businesses and communities that rely on modern, resilient transport links to grow and thrive.

The highways sector relies on a stable and predictable programme of investment to plan effectively and to sustain capability across the supply chain. Contractors, consultants and suppliers invest in skilled teams, apprenticeships, specialist plant and equipment, and digital innovation on the basis of confidence in that pipeline. Where schemes are delayed, paused or removed at late stages of development, that investment is disrupted, and the cost and complexity of future delivery increases.

It is also important to recognise that strategic road infrastructure is not simply a vehicle for economic growth. It is a core component of national infrastructure resilience. It enables the movement of goods, services, labour and, where necessary, defence and emergency logistics. A reliable and well-maintained road network underpins both economic performance and national security.

The absence of clarity on the future programme risks undermining confidence across the supply chain at precisely the moment the Government is seeking to drive economic growth, improve productivity, accelerate infrastructure delivery and crowd in private investment. A stop-start

approach to infrastructure makes it harder for businesses to invest with confidence and ultimately risks weakening the delivery capacity needed to achieve the Government's wider missions.

Once capability is lost from the sector, it is not quickly or easily replaced.

We therefore ask the department to provide immediate clarity on:

- The principles guiding decisions on future road investment following the Defence Investment Plan
- The status of the strategic roads pipeline and which programmes remain committed
- The timetable for communicating decisions to industry; and
- How Government will work with the supply chain to maintain capability and minimise disruption.

A clear and credible forward programme is essential to ensuring that the UK continues to attract investment, retain specialist skills, deliver infrastructure efficiently and at best value to the taxpayer, and realise the economic growth that strategic infrastructure investment makes possible.

We would welcome the opportunity to engage with you and your officials at the earliest opportunity on how best to maintain confidence and continuity across the strategic roads programme.

Yours sincerely,



Milda Manomaityte
CEO



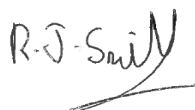
Max Sugarman
CEO



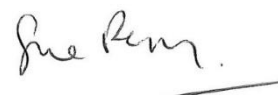
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