

Press release

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CECA: Improving Major Project Confidence Demonstrates Need To Stay The Course On Infrastructure

Civils contractors today said that evidence of improving confidence across the Government's portfolio of major projects highlights the need to stay the course on the UK's infrastructure ambitions.

The Civil Engineering Contractors Association (CECA) has responded to the publication of the National Infrastructure and Service Transformation Authority's **Major Projects Annual Report 2025 to 2026**. The report covers 189 of the Government's most complex, innovative and high-value projects, with a combined whole-life cost of £924.2 billion.

As of March 2026, 29 projects were rated 'Green', 109 'Amber', and 34 'Red', with a further 17 projects exempt from a rating. During the reporting period, 18 projects improved from 'Amber' to 'Green' and one moved directly from 'Red' to 'Green'. Of the 42 projects that left the portfolio, 26 had successfully delivered against their objectives. The reporting period precedes the April 2026 reset of the Government Major Projects Portfolio, which has created a more focused cohort of 81 nationally significant projects, and introduced a new classification for the largest and most complex 'mega-projects.'

Commenting, CECA Director of Policy & Public Affairs Ben Goodwin said: "The progress identified by NISTA is welcome and demonstrates the value of stronger oversight and earlier intervention to get projects moving when they encounter hold-ups.

"At the same time, NISTA's report underlines the scale of the delivery challenge. An 'Amber' rating means that successful delivery is feasible, but that significant issues remain to be addressed, while the number of 'Red'-rated schemes shows that work still needs to be done to address the substantial risks that remain across the portfolio.

"Better data and improved early-warning systems can help identify problems sooner, but they must be matched by swift and decisive action to turn planned projects into investable, deliverable opportunities.

"This will mean the Government needs to redouble its commitment to a credible and funded project pipeline, and leaves no stone unturned in ensuring schemes are delivered via procurement models that engage contractors early in the process and allocate risk fairly.

"We particularly welcome NISTA's focus on providing more targeted support to projects facing delivery challenges. Ratings should be used as an early warning and management tool, rather than simply as a retrospective judgement of performance. The creation of a more focused portfolio and a dedicated classification for mega-projects is also a positive step. These schemes require long-term political commitment, institutional capability, and close collaboration with the supply chain over multiple parliaments to succeed.

"CECA is strongly supportive of NISTA and believes it has a pivotal role to play in connecting the Government's long-term infrastructure strategy with delivery on the ground.

"Today's publication demonstrates not only that major-project delivery must always be undertaken as a process of continual improvement, but that there is more work to be done to ensure 21st century UK infrastructure meets the needs of our businesses and communities.

"That is why **CECA joined other leading industry voices just last week** to call for the next Prime Minister to re-commit to the infrastructure ambitions of their predecessor and to ensure that industry confidence is bolstered, not undermined, by any changing policy landscape.

"CECA stands ready to work with our members, NISTA, and all other stakeholders to realise the ambitious vision of delivering world-class infrastructure across the UK, by ensuring the projects our economy relies upon are brought forward to market at pace."

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