

EXECUTIVE INSIGHT

LOGISTICS UK

No **21**
September
2025



THE INSIDE MAN

*In conversation with the former
Political Secretary to Tony Blair*



**JOHN
McTERNAN**

★ FINANCIAL MATTERS

*A report on Logistics UK's third
Finance Forum*

★ PARLIAMENTARY BREAKFAST

*An account of a recent breakfast
meeting with Ruth Cadbury MP*

EXECUTIVE INSIGHT

No 21 ★ September 2025

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The Autumn Programme

This has been a time of change for Logistics UK, with David Wells OBE, our long-serving CEO, departing the business after a decade at the helm. David made significant changes to the business group during his time in the role and we wish him every success in his next challenge.

As we look ahead to the autumn, there is a wealth of events to look forward to. We are running our third Digital Transformation in Logistics conference in Birmingham next month; November sees the return of our popular Delivering Decarbonisation conference in London; and we will end the year with our customary black-tie Logistics Awards gala dinner.

We have also planned a fresh round of dinner discussions, tackling the most pressing trends facing our industry. I look forward to catching up with you in the coming months to discuss these issues with you in person. ■

Phil Roe

President, Logistics UK



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DELIVERING DECARBONISATION 2025

The logistics industry stands at a critical juncture, as the journey to decarbonisation reshapes how the sector operates. Logistics UK's Delivering Decarbonisation is an essential conference for senior leaders, sustainability experts and policy influencers navigating this complex transition.

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DIGITAL TRANSFORMATION IN LOGISTICS 2025

Back for its third year, the Digital Transformation in Logistics conference returns as a must-attend senior event for business and operations management leaders in logistics. Join us as we explore the limitless possibilities of technology in paving the way for a digitally empowered logistics industry and engage in discussions with other senior leaders looking to solidify their business strategy.

**Digital
Transformation
in Logistics**

2025

LOGISTICS UK

EXECUTIVE LUNCH – THE FUTURE OF SUPPLY CHAINS

Our first Executive Lunch centres around the future of supply chains and how they are essential for the smooth running of the wider economy. And while they depend on the efficiency and effectiveness of multiple business sectors, two in particular – logistics and manufacturing – have a pivotal role to play in their continued success.

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Wells bows out after a decade at the helm of Logistics UK

David Wells OBE stepped down from his role as Chief Executive of Logistics UK at the end of July.

Wells notified the President early in the new year of his intention to step down and a process is underway to find his replacement.

Joining Logistics UK in 2009 as Finance Director, Wells became Chief Executive in early 2015 and has made significant changes to the business group during his ten years in the role. These include an organisational rebrand, from the Freight Transport Association to Logistics UK in the summer of 2020 and the adoption of a new corporate strategy.

This has seen the organisation grow its influence and authority significantly with government and other opinion makers, as well as increasing total membership numbers to an all-time high of 21,600 by spring 2025.

Wells bows out after a decade at the helm of Logistics UK



“David has steered the organisation smoothly through a decade of significant change, including the COVID-19 pandemic, Brexit and issues at the UK’s borders, with a calm focus that has inspired the team,” said Logistics UK President Phil Roe. “He has the ability to engage with everyone, from the most junior member of staff to those at the highest levels of government, with empathy and enthusiasm, and has always prioritised the needs of our members above all else.

“Thanks to his stewardship, Logistics UK is now regarded as one of the country’s leading business groups and he should be proud of the legacy he leaves for his successor. On behalf of all our staff and members, I’d like to thank him for all his hard work and wish him every success in his next challenge.”

A familiar face at industry and parliamentary events, Wells received an OBE in 2022 for his services to transport and logistics.

Wells commented that, “Ten years at the helm of this fantastic organisation serving an amazing industry have flown by. At some point it is right to hand the baton to the next leader to take the organisation forward with fresh ideas and energy.

“I want to thank my wonderful colleagues and members for all they have done in support of our mission to see the sector recognised as the vital economic infrastructure that serves everybody, everywhere, every day. We’ve made great progress in the last ten years, but there is still a great deal to do and I’m sure the next leader will enjoy – and rise to – the challenge.”

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Logistics Awards 2025 shortlist announced

Logistics UK has revealed the shortlist for its ninth Logistics Awards, Logistics UK's annual celebration that recognises the achievement of businesses and individuals from across the sector.

With entries covering those working in road, rail, sea and air including operators, manufacturers, logistics and supporting industries, the awards recognise the whole sector that keeps goods moving and the UK trading.

The awards highlight the accomplishments of companies and individuals that have made a significant contribution to the logistics industry in the past 12 months.

Logistics UK's Board – consisting of representatives from some of the country's most influential logistics businesses – will now complete the final round of independent judging before winners are announced at this year's awards presentation event.

The gala celebration will take place at the Park Plaza Westminster Bridge on the evening of Thursday 11 December 2025.

Kevin Green, Acting Chief Executive, Logistics UK, said: "The Logistics Awards are the only awards for the industry and by the industry, with all transport modes and supporting industries represented.

"Our 2025 shortlist includes businesses and individuals that have delivered outstanding work throughout the year. We have been hugely impressed with the number of high-quality entries received and narrowing them down has been incredibly difficult. I would like to thank those who entered and congratulate all our finalists – we look forward to a fantastic night of celebration in December."

The awards evening – which is sponsored by Brigade Electronics, Close Brothers, Howard Tenens Logistics, Logistics UK Recovery Service, Port of Dover and Wise – will include a champagne reception and three-course meal, with top quality entertainment and dancing to celebrate the achievements of the industry.

*Logistics Awards 2025 shortlist announced***The shortlisted entrants for Logistics UK's Logistics Awards 2025 are:****International Logistics Business of the Year**

- Aramex UK
- Cardinal Global Logistics
- Currie Solutions Group
- Global Road Runners
- Harrison Spinks
- Life Couriers UK
- Uniserve

Public Services Operator of the Year

- M6toll (Midland Expressway Ltd)
- South Gloucestershire Council

Most Innovative Company of the Year

- DEXORY
- DPD UK
- Howard Tenens Logistics
- Kärcher (UK) Ltd
- Palletline Ltd
- Rudolph & Hellmann Logistics Solutions
- The Gregory Group (GD to matchL)
- Webfleet (a Bridgestone company)

Freight by Water Business of the Year

- Ellerman City Liners
- HMM
- PD Ports
- Port of Dover

Decarbonisation Initiative of the Year

- CEVA Logistics
- Crown Oil Ltd
- DHL Group and Front Street Consulting and Midlands Connect
- DP World
- Evri
- Grid Smarter Cities in partnership with Southwark Council
- HMM
- Maersk Logistics and Services
- Peel Ports Group

Logistics Technology Provider of the Year

- cargo.one
- DEXORY
- Finmile
- iCustoms
- Microlise
- Parcelly
- r2c
- Samsara

Van Business of the Year

- 101 Pet Express
- Efret
- Northgate Vehicle Hire
- PRESTIGE PIPELAYING JV LTD
- Tesco
- WMS Logistics & Risk Management Ltd

Logistics Partner of the Year

- Aramex UK
- GXO and Heineken
- iCustoms
- KLN (UK) Limited
- Parcelly
- Rudolph & Hellmann Logistics Solutions
- Uniserve and Sainsbury's
- Unsworth UK

Air Freight Business of the Year

- cargo.one
- Chapman Freeborn Airchartering
- FlyUs Aviation Group
- Glasgow Prestwick Airport
- Uniserve

Diversity and Inclusion Initiative of the Year

- DHL Supply Chain
- GXO
- Maersk UK & Ireland
- National Grid
- The Very Group

*Logistics Awards 2025 shortlist announced***Rail Freight Business of the Year**

- Tesco Distribution Rail Network
- DP World

Warehousing Business of the Year

- Collett & Sons Ltd
- Howard Tenens Logistics
- Indurent
- Noatum Logistics
- Unipart
- XPO Logistics

Last Mile Delivery Business of the Year

- AIT Home Delivery
- ArrowXL
- Delifresh
- Grid Smarter Cities in partnership with Southwark Council
- Life Couriers UK
- M&H Carriers
- Thinventory

Most Innovative Product of the Year

- Brigade Electronics' Radar Predict Plus
- Collett & Sons Ltd
- Customs Support Group
- Fleetclear
- Flexible Power Systems
- Tesco
- Thinventory
- VEV

Safety in Logistics Initiative of the Year

- Alliance Healthcare UK
- CLEAN
- Depot Connect International
- Pallet-Track Ltd
- Samsara
- Wincanton

Rising Star of the Year Award

- **Beth Baxter**, Swain Container Solutions
- **Brooklyn Hoban-Langley**, Tarmac Cement Ltd
- **Callum Gutteridge**, Metro
- **Diana Yatskiv**, GXO
- **Elliott Lancaster**, Omnes Global/Keele University
- **Hollie Strange**, DHL Supply Chain
- **Rory Sneddon**, Metro
- **Sophie Mitchell**, Howard Tenens Logistics
- **Stephen Twiselton**, XPO Logistics

Logistics Leader of the Year

- **Ashish Patil**, Associate Director, Bristol Myers Squibb
- **James Hamilton**, CEO, Rudolph & Hellmann Logistics Solutions
- **James Stephens**, VP Corporate Affairs UK & Ireland, DHL Supply Chain
- **John Trenchard**, Vice President Commercial & Supply Chain, DP World
- **Mel Savage**, Director – Warehouse & Outbound Logistics, Arla Foods
- **Michelle Trawley**, HR Director, DHL
- **Peter Smith**, Managing Director, Life Couriers UK

Road Transport Operator of the Year

- CEVA Logistics
- Collett & Sons Ltd
- LTS Global Solutions Ltd
- Manfreight
- Tesco
- Woodland Logistics



Logistics businesses are ready for EES – is the government?

The EU confirmed at the end of July that its Entry/Exit Scheme (EES) is to go live on 12 October 2025.

Reacting to the news, Logistics UK said the confirmed launch date for the EES will finally provide certainty to its members which move goods to and from the EU. However, with only weeks remaining until implementation starts, there is a great deal of detail the government needs to confirm, including details of where and how these checks are to be undertaken for those moving goods across the border.

“With such a short timeframe left, Logistics UK is seeking urgent clarification from DfT and the EU authorities,” said Josh Fenton, Policy Manager, Logistics UK. “While only a small percentage of border crossings will need to be registered via EES and the collection of biometric data from the start date, the EU’s stated plan is to increase coverage to 100% of all vehicles transiting from the UK at the end of the 180-day introduction period. It remains to be seen how and when this increase is to be implemented.”

Expanding on his argument, Fenton said that questions remained over parts of the scheme and that Logistics

UK needed reassurance that there is sufficient staff and infrastructure capacity available to undertake the necessary checks in the short to medium term.

“Our estimates show that around 46,000 companies, spread throughout the UK, regularly trade in goods where at least 25% of the commodities they deal with pass through the Short Straits at Dover – any delays that occur at the border will have a knock-on effect nationwide and could have a significant impact on the country’s ability to trade with the EU in the longer term, as well as affecting the availability of goods within the supply chain. This is particularly relevant as winter approaches, when the UK relies more heavily on imported goods, particularly foods.

“In addition, Logistics UK members – which move all the goods that the UK economy relies upon – are reiterating their call for the development and introduction of a digital solution to the system, such as an app, which can be used to ensure a seamless movement of vehicles across the border, with

Logistics businesses are ready for EES – is the government?

minimal or no delays. Our members are concerned that delays could be exacerbated during times of high consumer traffic, such as school or public holidays, which can also impact freight movements.”

The timing of the introduction of EES is of concern to Logistics UK: “This system is to be introduced at a critical time of year for the UK’s food supplies, when the country relies on imported produce from the EU, and so it is critical that the UK secures an effective agreement with the EU to keep any checks needed on these goods to a minimum.

“It is also imperative that the UK and EU reach a workable agreement on access arrangements for drivers to enable British drivers to work and travel on the Continent: currently, non-EU citizens can only have access for 90 days in every 180. Without an agreement, the working capabilities of British hauliers in the EU will be severely limited and the situation could cause breakdowns in the UK’s supply chain at a time of year when the country relies on goods from the EU.

“With the new border arrangements due to come into effect in only a few weeks, Logistics UK is keen to work with the government to solve these issues and keep the flow of goods that the country relies on moving freely across its borders.”





John McTernan

Former Political Secretary to Tony Blair

JOHN McTernan is a Senior Advisor at global communications agency Burson. He served as Director of Political Operations under the former Prime Minister Tony Blair and has worked in the Departments of Work and Pensions, Defence and Scotland. He was also Director of Communications for Australian Prime Minister Julia Gillard and Head of Policy for the Scottish Government.

McTernan is a regular columnist and contributor to outlets including the *Financial Times*, *The Times* and *The Daily Telegraph*. He was a panellist at Logistics UK's inaugural Sir James Whitehead Address in 2024 and the

guest speaker at an executive dinner on 8 July 2025 on the topic of the Labour government's first year in office.

How did you begin your journey in politics and public affairs? And was there a particular turning point that shaped your decision to join that world?

My parents were active members of the local Labour Party and so they used to send me out to do leafleting. When they had a leaflet round, I used to do it. The first election campaign I can remember is the 1970 general election when I leafleted for Labour in what was then a safe Tory seat in Edinburgh South. Then I became active in that constituency

party and that's where I met Gordon Brown for the first time – he was the secretary of our local party and he was the candidate in '79 and was the first Labour politician I voted for. He didn't win that seat. It eventually became a Labour seat as the Tories lost their footing in Scotland. My political career really started when I became a Labour councillor in Southwark from 1986 to 1994, and I've always been an active member of the Labour Party.

I came to public affairs quite late in my career, after I spent about 30 years working for the Labour party as a staffer, advisor and a councillor. I was a councillor, then I worked for Harriet Harman in opposition, then in government, and then I worked for a number of prime ministers, Tony Blair famously, Julie Gillard in Australia. The last MP I worked for was Jim Murphy in 2015. After the election of Jeremy Corbyn as leader of the Labour Party I then moved into agency life.

Following the 1997 Labour landslide, you served as Political Secretary to Prime Minister Tony Blair. What was your role in helping to shape and support the New Labour project?

As I've said, I worked for Harriet Harman from 1994-1998, first in opposition – covering health and then social security. Then in government when she became the Shadow Secretary of State for Social Security – so I had a front row seat for the first

“The first election campaign I can remember is the 1970 General election when I leafleted for Labour in what was then a safe Tory seat in Edinburgh South.”

major row and of the New Labour government – the rebellion against the cuts to lone parent benefits.

I then went to Scotland and worked for Henry McLeish, who was the First Minister of Scotland – I was his Head of Policy in the Scottish Government. Finally, I came back to London to work for Tony Blair in 2004, on the 2005 third term manifesto. Then I became political secretary in 2005.

You currently work as a senior advisor at Burson, a global communications agency. What does your role entail and how does your political experience inform your work?

I advise clients on strategic communications. Core to what I advise on is relationships with government, partly because I've worked in so many. I've advised 10 prime ministers directly, and I've worked for a few others in campaigns. I've campaigned for around 20 different parties around

John McTernan, Former Political Secretary to Tony Blair

“The first bad month was July 2024 when there was an attempt to remove Winter Fuel Payments, which lasted until quite recently. But that’s been reversed. The second bad month was June 2025, when there was a failed attempt to cut disability benefits.”

the world, sister parties of the Labour Party. I have a lot of experience of how comms policy lobbying can impact on government. I can advise on how to interact with government ministers and with backbench MPs.

Over my career, I started more on the policy side and moved to working increasingly on the strategic communications side and my own feeling is the way you influence is that you change people’s minds. And the way you change people’s minds is you tell them a story. My approach is to ask, “Can you tell a story to persuade government to align what its actions are with your interests?” I do quite a lot of work advising companies which make a contribution to the public realm on how to influence government

policy, and obviously there’s a narrow band of companies which provide government public services directly. There’s a broader group of companies which actually contribute substantially to the public realm, and all of them have stories to tell. Most people benefit from support telling their story to government because telling the stories to government is very different from telling a story internally in your company. It’s very different to telling your story to your stakeholders, or to your industry. Telling your stories to government means understanding their incentives, having insights about what motivates government officials, departments, ministers and backbenchers and how you play into that.

The current Labour government has been in power for just over a year. What is your broad assessment of its performance so far?

In its first year I’d say 10 out of 12 – 10 really good months and two really bad months. The first bad month was July 2024 when there was an attempt to remove Winter Fuel Payments, which lasted until quite recently. But that’s been reversed. The second bad month was June 2025, when there was a failed attempt to cut disability benefits. But if you look at the other ten months, then there was progress on deregulating planning and infrastructure which led the OBR to recognise it as a potentially

John McTernan, Former Political Secretary to Tony Blair

£4 billion boost to GDP, creating headroom for the Chancellor. You've got £100 billion extra being spent on infrastructure, £40 billion extra being spent on public services, you've got the Renters' Rights Bill going through, you've got the framework and the investment being laid for 1.5 million houses being built over the term of this Parliament. You've got workers' rights, employment rights legislation that's gone through. You've got railway nationalisation, you've got Great British Energy being established. You've got the government currently owning a stake in a nuclear power station. You got a range of actions in a whole number of areas, but the core for me is that the Labour Party won a massive majority. That massive majority was for a manifesto which gave out a mandate to do things that NIMBYs hate. NIMBYs don't want new power stations, don't want new reservoirs, don't want new infrastructure, don't want new housing, don't want pylons that will connect the new renewable energy sources to the end electricity users. But Labour's majority will be used to deliver that. And so in terms of the pillars of the Modern Industrial Strategy, the green transition and building development and infrastructure, I think you can see the bones of a really, really powerful first year. And things have been done in the first year which will be built on in year two, year three, year four. For big change, things take time. Voters

will be convinced if they see and feel things changing. So what does that mean? That means delivering on home building, it means delivering on cutting NHS waiting lists and it means delivering on how people feel their standard of living is.

The first 10 months of the Labour government saw real wages rise more than the last 10 years of the Tory government, so that's quite an achievement. You sustain that over four years, five years, then politicians don't need to tell people they're feeling better. People say, 'Well actually, I've got more money in my pocket, I've got more money in my bank account, I can do more things'. To round that off, imagine if the first year of the Labour government hadn't had a failed attempt to cut Winter Fuel Payments and hadn't had a failed attempt to cut disability benefits, then all we would be talking about is a year of making much more progress than people would have expected from the first year of a Labour government.

You spoke at a recent Logistics UK dinner on this topic. What were your key takeaways from what our Executive Members were saying about the new government?

My key takeaway was that the directness of the narrative of the government was not getting across. That Executive Members hadn't heard a story or they hadn't heard a consistent

John McTernan, Former Political Secretary to Tony Blair

or a coherent one that tied together all the actions of the government. What it meant was that individuals either had an issue about a policy they didn't like, or that they were very pleased about proposals regarding a policy they liked, for example Heathrow expansion.

And that is the issue for any government, which is you do so many things. The question is: what does that ladder up to? Is it an agenda for growth? Is it an agenda for green transition?

The question for a political party in a general election campaign is always: what is the question facing the nation to which only you are the answer? In opposition, you can hone your story and only focus on the weakness of the government and your offer to the public. In government, you're running things, and so you have to explain how all your actions are connected. If Keir Starmer is in a NATO meeting it is important to connect that to the inflation caused by the war in Ukraine. That way you can make the case that if you can get peace in Ukraine, you can have many benefits in the UK. But you have to tell the story of why going to Washington shows leadership and the kind of leadership that Keir has shown drawing together the European Union on a military basis, alongside NATO, is a way of creating a new relationship between Britain and the European Union, and we know that a new relationship between

Britain and the European Union helps with so many issues. It helps with the cost of living, if you reduce friction for imports and exports. It helps with holidays, if you reduce the friction of travel, it helps with securing borders. It improves security and collaboration with not just France but with Germany too. All those things flow from being a global leader with credibility, but you have to tell the story that connects Keir Starmer in the Oval Office in Washington with the fact that you can now use the e-gates on your summer holiday. It's connecting the big to the little and that is a storytelling piece and that I think is where the government haven't made the strongest hand of what they've been doing.

Many Logistics UK members reported that the rise in employers' National Insurance contributions had led to pay and recruitment freezes in their businesses. Do you think the government was right to introduce this increase?

My own view is that the government should have committed in opposition to reversing Jeremy Hunt's National Insurance cut. That was just throwing away money, throwing money at the voters. If Labour had said we're going to reverse that, they would've had £12 billion to play with, some £12 billion of headroom and I think that would have been better. There are consequences to all taxes and I think the National

John McTernan, Former Political Secretary to Tony Blair

Insurance increase has had a variety of impacts in a variety of contexts and few members, I got the clear message, were happy about it. But in the end you have to find the money for the health service somewhere, and if you don't find the money for the health service, then you end up with a less healthy workforce.

The problems and the constraints the government are under were imposed on them by the Truss and Kwarteng Budget and then Sunak's failure to getting any growth going – the inheritance of 14 years of lost growth with the Tories. In the end, the 2008-2009 global financial crisis hit our economy very substantially actually. And then for 14 years of a Tory government, there was no growth and in that context something had to give. So, the government made political choices. I would have made different ones – but I'm not in the government. The pressures on business are understood by the government and they're seeking to find any way they can to do the things that are good for your members.

The good news is that the growth that was predicted at the beginning of the year for the whole of the year has already been delivered. So the growth outlook is looking good. If we're in a growing economy, it's a benefit for everybody. I think that the fiscal rules will be kept to in this year's Budget, and I think having rules is incredibly important for the credibility of the

“The problems and the constraints the government are under were imposed on them by the Truss and Kwarteng Budget and then Sunak's failure to getting any growth going – the inheritance of 14 years of lost growth with the Tories.”

government with the markets and that stability because we've seen what instability does for any business. The point is there are some hard choices, they've been made in the first year of the government, but the more growth we get, the easier those choices will be for everybody to deal with.

At the dinner you expressed your concern about the attempts to cut the welfare budget. Do you think the government's eagerness to balance the books has led it to lose sight of some of its fundamental principles?

Look, I think the wrong way to do anything is to start with a number, so to start with a £5 billion target for savings, then try to find benefit cuts to produce that scale of saving was wrong. Because at the core of it, £5 billion

John McTernan, Former Political Secretary to Tony Blair

savings in welfare security is either £1,000 a year for 5 million people, which is a lot for people to lose or it's £5,000 a year for a million people. I think the government took a very long time to get around to accepting that the way to make changes is to take money from future claimants – change the system in the future, not change the system of the people currently claiming. If they'd started with proposing making a change that builds up over time, then they would not have had a revolt.

I think the difficulty was always that the ministers could never explain the values and the principles driving it, as opposed to the financial necessity. That's OK if you're a Tory, but it's not OK if you're Labour, in my view.

What would your top piece of advice be for how logistics and supply chain businesses should engage with this government and politicians more broadly?

Look at what Labour have done in their first year. Look at what the clear strategy is that's emerging, and that is a strategy that we need growth. I would say: tie the way you talk about the industry and your own role in it as an individual company to how you deliver on that core government plan for growth. Then from that, I think there's an educational piece which is I don't think most modern politicians

understand the nature of modern logistics.

Logistics, in a way, is a bit like infrastructure. The thing about infrastructure is you don't mention it unless it's not working. You don't notice it unless it's not working. We only notice Thames Water when it's digging up the road or when we turn on the tap, and it doesn't run. You notice logistics if it's not working, and that's a bad thing, but it means when you're working, you're invisible. So how do you bring out the benefits? Tell a story.

Logistics makes contributions to renewable energy, because so many logistics centres actually use solar power, solar panels. And then there's a problem, because some places can't get connections to the grid, so you've got an issue there, which actually the logistics industry could stand behind the government, going well, that's why we need an expansion of or upgrade of the grid.

Always understand what the incentives of the politicians are. Wherever you've got a local connection with an MP, use it. Go and see the MP or invite them to visit your site. Every MP will come to meet a company based in their constituency, they're always interested in that. So understand that you partly reflect back to them their priorities, partly reflect back to them their local role as the local champion, local representative. Whichever

John McTernan, Former Political Secretary to Tony Blair

politician you're dealing with, give them a sense of the broader picture. Because the person you meet today who's a backbencher may end up as the Secretary of State for Transport. Always leave them with a connection to you. If they ever end up needing to know about a logistics issue, they pick up the phone and ask, 'Look, what's the background to this issue?'

Looking ahead to the remainder of this Parliament, what key developments or outcomes are you watching closely – and hoping to see – from this government's first term?

Stay the course on some of the bigger reforms and try to speed them up. A lot of things that have been done on building and planning are big moves, but there's more to be done and the building regulator for one seems to be a major blockage in new build and if you don't get the new build housing numbers in London, you don't get the new build housing numbers that you need for the country, so stick to your policy, but where you see a blockage sort it. I think there needs to be a socialisation of the next reform agenda. What do I mean by that? Well, we're doing the green transition, but that also means a huge shift to EVs. And that shift to EVs is going to be a huge loss of revenue for HMRC because you lose Fuel Duty.

If Fuel Duty needs to be replaced with road charging, there needs to

"If Fuel Duty needs to be replaced with road charging there needs to be a national debate about how that is introduced and how it benefits everybody."

be a national debate about how that is introduced and how it benefits everybody, because road charging on its own doesn't feel like it's a great benefit, it feels like a new tax is replacing an old tax and more importantly, it's replacing the total cost of transportation.

An EV has around 10% of the running cost of an internal combustion engine car. So there's a huge saving in running costs for individuals who make the transition. If you cut your running costs massively then adding in road charging to support the broader public transport network, it is a win-win, but you have to make the argument that the transition is a win-win and transition is a change and change always feels gritty and challenging. To paraphrase Machiavelli, in any change the people who lose out complain really loudly, and people who do well out of the change never say thanks. This needs to become a big national mobilisation.

John McTernan, Former Political Secretary to Tony Blair

“The country does need to change, it needs to get better. If the battle and the contest at the next election is about change, Labour needs to say we’ve made so much progress in all these areas. Look at how far we’ve gone in the NHS, on house building, on infrastructure, on energy, we need to go further.”

People know the country needs change. As I said at the dinner, I see the expressed support for Reform UK as people saying they want change in the country. Nobody can say that people saying they want the country to change are wrong. The country does need to change, it needs to get better. If the battle and the contest at the next election is about change, Labour needs to say we’ve made so much progress in all these areas. Look at how far we’ve gone in the NHS, on house building, on infrastructure, on energy, we need to go further.

A great election campaign for first term governments looking for a second term is always: ‘a lot done, a lot left to do’.

So, I think let’s see some achievements from the government that they can be proud of and that the country can be proud of and also an acknowledgement that Labour aren’t asking voters to vote for them for what they’ve done, but for what they are promising as well. Then the contest and next election becomes a choice about a government with ministers, with spokespeople, with faces and voices and a record, versus an opposition with one man, one face, 4 MPs. The question is: ‘Do you want to risk losing the progress we’ve made in changing our country? Do you want to switch captains?’ I don’t believe geopolitics will be any easier in four or five years’ time. I think a moment of global transition is going on. There’s big issues about continuing to deliver on the housing, the infrastructure, the big changes started by Labour, and there are big issues about completing the climate transition, big issues about what do four years of a life sciences strategy, four years of industrial strategy, four years of a transport strategy, four years of logistics strategy – what do they look like? Do they look credible, do they look like achievements? Then Labour can say let us finish the job. I think that’s the big thing you need to do is build the case in your first term for saying – I suppose it’s the Mastermind thing: ‘We’ve started, let us finish’. ■

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Industry leaders explore financial and business challenges facing logistics

More than 50 senior professionals from across the supply chain attended Logistics UK's third Logistics Finance Forum at RSA House in Central London on 2 July 2025.

Chairing the one-day event was Phil Roe, President of Logistics UK, who summarised the day's programme in his introduction: "We are going to talk about tariffs, we are going to talk about cyber security, which has consistently been the thing that has

kept finance professionals up at night. We're also going to talk a lot about M&A, and we're going to be talking about the changes that are happening in taxation, which are having an unexpected hit on the logistics industry."

Industry leaders explore financial and business challenges facing logistics

The keynote speech was delivered by Alpesh Paleja, Deputy Chief Economist at the CBI, who took delegates through the performance of the UK economy following one year of the Labour government.

In summary, Paleja said: “We do expect some life in the economy going forward, we do expect a bit of economic growth momentum. But it is quite gradual and it’s very dependent on households shedding some of the caution they’ve displayed over the last few years. Growth is also quite unbalanced, we don’t see much

support from business investment, trade or the public sector. It’s very much centred around households as well.

“The reality is that going forward the global environment – both the global economy and global geopolitics – is going to remain more volatile. That is something the UK will have to steer through in the near future. As I say, very much from a policy perspective that focus needs to remain on boosting productivity and longer-term growth prospects to reach critical growth going forward.”



Industry leaders explore financial and business challenges facing logistics

Following this Matt Harrington and James Hardiman, Senior Managers at Logistics UK, took delegates through the key findings of the business group's Mergers & Acquisitions Insight Report for 2025, with Harrington later interviewing William Sharpe, Partner at Weightmans, on the same topic. The forum then took a deeper dive into fiscal matters with Tax Director Tom Whybrow and Senior Manager Jonathan Crisp from KPMG taking delegates through some of the changes introduced in the Autumn Budget and what they may mean for logistics firms.

Two industry panels focused on the topics of global growth in the UK, hosted by Phil Roe, and finance for decarbonisation, chaired by Michelle Gardner, Deputy Director – Policy, Logistics UK.

The first afternoon session focused on a different type of accounting from the financial variety: carbon accounting. Richard Waters, Senior Manager at Bearing Point, Logistics UK's affinity partner, explained how carbon accounting works for operators.

Then onto a topic that, given recent events with some of the high street's biggest names, concerned everyone in the room – the current cyber security threat. Delegates heard from Detective Superintendent Patrick Milford, Director of the South East Cyber Resilience Centre, who shared a chilling case study of a haulier who



was targeted by a cyber attack and subsequently lost his business.

Arguably the hottest topic was saved until last: the implications of global tariff wars. Mike Garratt, Chair of transport economists MDS Transmodal and Nichola Mallon, Head of Trade and Devolved Policy, Logistics UK discussed the latest twists and turns of Trump's ever-evolving tariff regime rollercoaster.

Michelle Gardner concluded the event by thanking the sponsors – Weightmans, Hitachi Zero Carbon and exhibitor Allstar – for supporting and enriching the day's programme.

"We're also hugely grateful to our expert speakers today, and to all of you who really contributed to the discussions and helped provide an interactive day," she said. ■



Logistics leaders engage with Transport Committee Chair on key issues

Logistics UK members enjoyed an animated and constructive discussion with Ruth Cadbury MP, Chair of the influential Transport Committee, during a Parliamentary breakfast briefing at the House of Commons on 3 July 2025. During the discussion, Cadbury shared some of the priorities of her committee and listened to those of Logistics UK's Executive Members.

Chairing the discussion was Kevin Green, Acting Chief Executive of Logistics UK. "We'll try and unpick some

of the challenges and barriers that we're facing in the sector," he said, "including, but not limited to, decarbonisation

Logistics leaders engage with Transport Committee Chair on key issues

and skills, and also the wider role that logistics plays in the UK economy.”

Green asked members to introduce themselves and identify a government priority that would help their business or sector.

Following this, Cadbury stressed that while she was a senior Labour MP, she did not represent the government: “I chair the select committee, so we’re on the scrutiny side of Parliament and we hold the government to account, and in our case the transport sector. Depending on the issue and depending on the feelings of the government of the day we are told we do have some influence, so these kinds of conversation are really useful.”

Having served as the Labour MP for Brentford & Isleworth since 2015, in September 2024 Cadbury was elected across the House of Commons to chair the Transport Committee – a committee she has served on since 2018.

As well as covering all transport modes, Cadbury said the issues considered by the committee often crossed over into the transition to net zero as well as accessibility. In addition to holding the government to account, the committee holds providers to account too, including power stations and the National Grid. Recently it has summoned DVSA officials over the driving test controversy, as well as the Transport Secretary and junior

ministers from the Department for Transport on other matters.

By the end of her first two years chairing the committee, Cadbury said she hopes to have looked at every transport mode in some depth, with decarbonisation being the thread that runs through everything. She was also keen to do further work on skills and transport, transport integration and road safety.

Concluding the discussion, Green said: “Thank you Ruth for your time this morning. It’s been great to have some insight into the way your committee works and clearly there’s lots of passion, will and energy. People around this table are keen to make the right investments, especially to develop the agenda around decarbonisation, skills and infrastructure.” ■



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The Labour government: one year in

Tuesday 8 July 2025

Bread Street Kitchen, City of London

The Labour government: one year in

MORE than 20 logistics professionals gathered in London on 8 July 2025 to discuss Labour's first year in government and how its policies have impacted on the logistics sector – with guest speaker and political veteran John McTernan. McTernan is a senior advisor at the global communications agency Burson and former director of political operations under Prime Minister Tony Blair. He has also worked in the Departments for Work and Pensions and Defence and his former roles include Director of Communications for Australian Prime Minister Julia Gillard and Head of Policy for the Scottish Government.

Hosting the dinner was Kevin Green, Acting Chief Executive, Logistics UK, who began by holding a quick poll. Asking attendees whether the new Labour government had been a good or bad experience for their business, only one voted for 'positive so far', with almost half of members opting for 'too early to tell – but I'm worried'.

Attendees were invited to introduce themselves and share one positive and one negative thing the government had done for their business in its first year. Positives included a clearer direction of travel on infrastructure, planning, decarbonisation and the UK-EU reset, but the most frequently cited negative – by some stretch – was the rise in

employers' National Insurance and labour costs, which has led to pay and recruitment freezes in many members' businesses.

A YEAR OF POLICY ACHIEVEMENTS

McTernan began by explaining: "I'm somebody who's done it, I know what the pressures are and I always try to avoid being one of the old guys saying, 'If only they did it the way we did it, we'd all be fine.'" He then went on to tell the story about the current government's achievements. On pay, he said the National Living Wage is now two-thirds of median earnings. "That means poverty pay has been eliminated. There is a cost to that, but it's actually a great thing to lift workers out of poverty."

He also hailed the continuation of the triple lock for state pensions: "From the 1970s to the 2000s, old age equalled poverty. When you couldn't work, you couldn't earn and you were poor. That link has been broken. That's a great thing the government is delivering for today's pensioners."

On the government's other achievements, he mentioned the establishment of Great British Energy, four million additional NHS appointments in its first nine months of office, renters' rights being legislated for, workers' rights being extended, and plans for 1.5 million more homes.

The Labour government: one year in

Plus, immediate pay rises for teachers, doctors and nurses.

On the strategic side, McTernan highlighted the recently published 10-year Infrastructure Strategy, Modern Industrial Strategy, Trade Strategy, rail reform, the upcoming transport strategy, the 10-year NHS plan, the forthcoming National Housing Bank and Ed Miliband's commitment to decarbonise energy generation. He added that Labour had made the big, controversial decisions on planning, deregulation and net zero before the election and placed them front and centre in its manifesto.

INTERNATIONAL MATTERS

Internationally, Labour has negotiated three significant trade deals in its first year: with the US, with India, and with the European Union. On the US, McTernan said the Prime Minister had cleverly identified ways to build connections with the President, demonstrating his ability to approach issues by adopting the methodology of a critical enquirer.

However, McTernan also argued it is important that the Prime Minister becomes better able to move beyond legal-type analysis, and use his instinct to get to the answer more quickly – which Tony Blair was very strong at.

On Europe, McTernan asserted that defence has become a new third pillar of the EU after culture and markets,

stating: “I think the government is seeing that security is the way to get into closer relations with Europe.”

BENEFIT CUTS ARE NOT THE SOLUTION

Most of the errors of the current Labour government lay in seeing cuts in benefits as the solution, McTernan argued.

“Cutting benefits is easy because DWP just pay it and so if you change the rules, DWP stop paying,” he said. “Seeing it as a tap you turn on and off is a very Treasury view of the world because they direct, they have to pay the money out.”

Another error, he added, was to draw too much attention to the financial black hole. “£20 billion is a lot of money, but it's not a black hole in a £2 trillion budget.” Expanding the argument, he said it would have been a better strategy to simply assert that nobody can trust the Tories on the economy until they have apologised for the financial crisis in 2022.

Reflecting on language that the government had used about regretting needing to make cuts, he said it is important for governments to take responsibility for their actions.

On the recent U-turn on the £5 billion saving from the welfare budget, he said it was a choice between a small saving for a large number of people or giving much-needed support to

a relatively small number of people. The backbench rebellion against the welfare cuts, he argued, meant that Labour ended up being saved from itself by itself.

NATIONAL INSURANCE INCREASES

On National Insurance, McTernan said that Labour's problems stem back from not opposing former Conservative Chancellor Jeremy Hunt's cut. "By that they pushed £12 billion off the table. The £12 billion should be enough to get rid of the two-child benefit cap."

Instead of reversing the cut, to recoup some of the lost revenue they increased employers' NI, getting businesses to shoulder the whole cost. "Any business that works on thin margins is going to be knocked by that," he acknowledged.

McTernan concluded his opening comments by saying that the government has achieved a lot in many areas, but the start and end of its first year have not gone well. He added that, in the first 10 months of the Labour government, real wages went up by more than they had for the last 10 years of the Tory government.

PUBLIC AFFAIRS OVERVIEW

Before opening the discussion to the floor, Green passed over to his colleague Ben Garratt, Deputy Director

"[The Tories] pushed £12 billion off the table. The £12 billion should be enough to get rid of the two-child benefit cap."

– Public Affairs, Logistics UK, who expanded on what the business group had been doing to engage with the Labour government's strategies and the implications for the industry more widely.

Garratt began by referencing a report on logistics published by the National Infrastructure Commission (now NISTA) in 2019, which concluded that the government had a poor strategy when engaging with logistics. "That led to nothing for a while, but then the pandemic struck, and the government began to take it seriously, and worked with the sector to produce the 2022 *Future of Freight* report."

Some positives came out of that plan: the award-winning Generation Logistics campaign, the ZEHID programme for zero-tailpipe emission HGVs and a commitment to identify the national freight network. However, while that would have been very useful for identifying the key routes the UK uses for freight as a basis for starting to think about infrastructure investment,

The Labour government: one year in

DfT did not deliver it. Garratt added that DfT was in a particularly weak position to progress elements of the plan that required the support of other departments.

When looking back at that in 2023 and 2024 and deciding how to approach the upcoming general election, Garratt said: “Our thought was there were two things we needed to fix. One, we needed to break the link between the government only caring about logistics when there’s a national crisis with the supply chain, and secondly was that the sector needs cross-government support and not only DfT support.”

Logistics UK’s manifesto was formed around those two things – highlighting

the contribution logistics can make to growth but also dovetailing them into where Logistics UK could see the Labour Party going. While Logistics UK’s call for a Minister for Logistics went unanswered, the business group saw the manifesto commitment around the Modern Industrial Strategy as a way to engage.

“In many ways we have succeeded in that,” Garratt said, “There was a page on freight and logistics in the Industrial Strategy, really positive words from the Business and Trade Secretary about how critical logistics was to the economy.”

At Logistics UK’s inaugural Annual Conference in June, Sarah Jones MP, the Minister of State for the Department of Business and Trade, described logistics as a powerhouse for the rest of the economy, and Lilian Greenwood MP, Future Roads Minister, spoke about the sector being an unstoppable force for growth.

“For a government focused on growth, it’s good to hear them characterising us as that,” he said, “but I also recognise that we need to see real policy delivery – including around planning and decarbonisation.”

On the UK-EU reset, Garratt expressed the hope that it will help reduce some of the barriers that the sector is facing. There was also some encouraging, albeit brief, mentions in the Trade Strategy on customs and reducing



friction, including some things that the UK can do unilaterally.

The commitment to reform the Apprenticeship Levy to a Growth and Skills Levy may happen in time, although there is a risk that HM Treasury may withhold the money rather than enact the reform.

The freeze on Fuel Duty was clearly welcomed by industry, but that has to be offset against the unexpected increase in employers' National Insurance contributions, which has been very expensive for businesses.

Looking forward, the government needs to stimulate economic growth and is focussing on planning reform as the best way to achieve that. "I think we need to also look at other supply side reforms that they could do that would help a lot of growth, and it wouldn't cost them a thing," he said, "I think identifying the UK logistics network and potentially unlocking private sector investment in infrastructure is a way there."

Garratt argued that the industry should focus on the long term where it works, and help with the storytelling around the importance of logistics to the economy and communities. "We've got a good story to tell in terms of the numbers of people we have in strong, tech-enabled jobs."

"We need to also look at other supply side reforms that they could do that would help a lot of growth, and it wouldn't cost them a thing. I think identifying the UK logistics network and potentially unlocking private sector investment in infrastructure is a way there."

INCREASED GOVERNMENT ENGAGEMENT

Green then shared that the minister Sarah Jones MP had called him on the eve of the publication of the Modern Industrial Strategy to discuss what government was doing in relation to logistics. This showed that the message was landing in the right places and indicated that the government is listening and trying to understand industry needs.

The DfT, however, was perceived by members to be siloed and not always aligned with broader infrastructure or economic goals. Members also shared their frustration that other departments do not engage with

“It was remarked that many people – politicians included – do not fully understand logistics or infrastructure. A need was identified to educate the public and policymakers better as to the sector’s importance.”

transport and logistics issues in a meaningful way.

PUBLIC PERCEPTION AND GOVERNMENT VISION

While the industry has made efforts to tell its story better, there is still a gap in public and political understanding and infrastructure is often invisible until it fails, which makes it harder to attract attention and secure investment.

There is a need for a renewed national mission focused on growth, innovation and infrastructure, it was suggested. John F Kennedy’s moonshot speech was referenced as an example of visionary leadership and collective ambition.

It was remarked that many people – politicians included – do not fully understand logistics or infrastructure. A need was identified to educate the

public and policymakers better as to the sector’s importance.

GOVERNMENT INACTION VS POTENTIAL

There was a desire to move away from a narrative of decline and towards one of renewal and optimism, with government taking an active and positive role in that.

During the COVID-19 pandemic, government showed that it could act decisively in terms of lockdowns and vaccine rollout. Now it appears timid and slow in comparison. There was a suggestion that it should lean into bold action and systemic reform, rather than defaulting to bureaucracy and delay.

Small improvements, such as allowing pharmacists to manage blood pressure treatments, illustrate how practical changes can improve systems. The current system of government was seen by members to be backward and fragmented, with departments not working together effectively.

LEADERSHIP IN GOVERNMENT

It was suggested that there was a need for stronger leadership in government, with leaders who can make quick, confident decisions and balance short- and long-term goals. Business leaders are expected to make both short- and long-term decisions, and government should support that mindset. The government lacks the right people and

The Labour government: one year in

communication skills to implement and explain policy effectively, it was suggested. There is a need for vision, messaging and execution – not just ideas.

The conversation touched on the relationship between Prime Ministers and Chancellors, and political veterans Tony Blair and Gordon Brown were cited as a model of strong political partnership. Despite differences, they shared a long-term vision and rebuilt Labour's ideology and economic strategy over several years.

SYSTEMIC CHANGE

The need for big, long-term ideas was emphasised, such as infrastructure investment, housing and decarbonisation. Historical examples, such as postwar nationalisation and the founding of the NHS, show how decisions made generations ago still shape today's systems.

The idea of a 'reset' was discussed, where changes in leadership can be an opportunity to rebuild ideology, policy and public trust. Renewal, however, requires courage, clarity and a willingness to act decisively.

Despite Labour's setbacks in the local elections and in opinion polls, there was a belief that it now has a chance to lead, especially if it can present a clear, unifying vision.

The current government was perceived by members to be hesitant and embarrassed to define its purpose, especially around housing and development. There was a concern that without a compelling narrative or delivery on key issues, the government risks looking weak and disconnected.

THE NEXT ELECTION

The next general election was framed as a battle between establishment continuity and insurgent change. Whoever can unlock a new narrative – one that rises above contradictions and offers hope – may win. Big ideas are powerful, it was suggested. If they are the right ideas, they can transform; if wrong they can be dangerous.

There is a sense that immigration is being politicised and used cynically in public discourse. Politicians rarely make a positive case for immigration, despite its economic and social contributions, for example in the social care sector. There is a concern about unscrupulous employers paying low wages and exploiting migrant labour. The points-based immigration system introduced post-Brexit is seen as an experiment that has not delivered benefits.

A recurring theme was the public's feeling of a loss of control, especially around borders and migration. This has led to political instability and a rise in anti-immigrant sentiment.

*The Labour government: one year in***QUALITY OF LEADERSHIP**

Concerns were raised about the current calibre of politicians, especially when compared to historical figures like Tony Blair, Gordon Brown and others from the late 1990s. Mixed feelings were expressed about current Labour figures like Sir Keir Starmer and Rachel Reeves and questions raised as to their readiness or effectiveness. The challenges of modern politics – social media, public scrutiny and Brexit – are seen as deterrents for talented individuals entering politics.

Labour was judged to not be fully prepared for government. The party is still recovering from internal divisions and past electoral defeats. However, there is some optimism about emerging talent within the party. While admiration was expressed for some politicians' competence and integrity, this was tempered with a concern about a lack of depth and long-term commitment from others. There was a sense that many are career politicians without a strong ideological foundation or strategic vision.

The Labour Party was perceived to be a party that historically enters government to repair and reform, not to shrink the state. Past Labour governments from the 1960s and the Blair era had transformative agendas. Labour should know its purpose and be prepared, it was suggested, when the country calls. Progressive realism

was advocated by one speaker, which is meeting the world as it is, but striving to improve it.

SYSTEMS THINKING

A major theme was the failure to understand modern governance as systems-based, rather than hierarchical. Examples from healthcare (eg elderly patients staying too long in hospitals owing to lack of social care) illustrate how complex systems require integrated solutions. The government was trying to manage 21st-century challenges with 20th-century tools and mindsets.

There is disillusionment with the short-termism and instability in government. There was also a call for better talent management, likening politics to football: you don't always get the players you want, but you must make the best of what you have. Mark Carney, the current Canadian Prime Minister, was cited as an example of principled, strategic leadership.

The UK was seen as stuck in outdated systems, from housing to governance. There was a call for new institutions, new economic models, and a rethink of how public services are structured and funded.

DEMOGRAPHIC DYNAMICS

Even politicians who are broadly disliked or distrusted (eg Boris Johnson or Jeremy Corbyn) were acknowledged

for having something that resonates with specific demographics. Corbyn was noted as the only recent left-wing figure to mobilise young people effectively, for example.

A significant gap between older and younger generations was highlighted. Older generations benefit from affordable housing, stable pensions and free healthcare. Younger people face barriers to home ownership and economic security, creating a sense of unfairness and disillusionment.

BUSINESS AND INTERNATIONAL INVESTMENT

Business leaders expressed their frustration with political short-termism. There was a desire for clear, long-term plans to attract private and foreign investment. The government was seen as not fully understanding the constraints it places on innovation and investment.

The conversation touched on international cooperation, referencing NATO and the need for new global institutions. There is a concern about geopolitical instability, particularly in the US and China and the UK's role in shaping a new global order.

The discussion ended with a note of cautious optimism. The UK was at a critical juncture, it was remarked, and needed to rethink how it governs, invests and partners. Next year was seen as pivotal for growth,

“The bit we struggle to cover off sometimes is how we interface with government and how we get the best deal and the best result for logistics. So I think that’s why everyone around this table has been so interested in your insights and experiences.”

investment and reform – but only if the government is willing to remove structural barriers and embrace new ways of working.

CLOSING REMARKS

Green wrapped up the discussion by thanking guest speaker John McTernan for his significant contribution.

“The bit we struggle to cover off sometimes is how we interface with government and how we get the best deal and the best result for logistics,” he said, “So I think that’s why everyone around this table has been so interested in your insights and experiences.”

John McTernan would welcome logistics businesses getting in touch with him, to seek his political and public affairs advice. He can be contacted via john.mcternan@bursonglobal.com ■



POLICY WIN

Multiple road and rail upgrades announced

On 8 July government announced that over 50 road and rail upgrades will progress, backed by £92 billion in funding.

This includes five major road schemes in the north of England and Midlands that have been long-standing priorities for Logistics UK. The M54 to M6 link road in Staffordshire will cut journey times and connect key economic hubs, while the M60/M62/M66 Simister Island project in Greater Manchester will also go ahead. The long-awaited A66 Northern Trans-Pennine route will finally proceed, creating a vital national and international economic corridor.

The announcement also covered £24 billion for motorways, trunk roads and local roads, plus major rail enhancements including the Midlands Rail Hub.

Logistics UK highlighted these priority routes in its UK Logistics Network report, published last year, and outlined how these improvements should ease congestion and improve journey time reliability.

With 80% of UK freight travelling on roads at some point on its journey to the end user, an efficient national logistics network is critical to enable business to drive growth across the whole economy and ensure that the right goods are in the right place at the right time.

Logistics UK will continue to call for investment in better maintenance of existing strategic and local infrastructure to improve reliability, capacity and safety, which will in turn help to unlock the UK's productivity. ■



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As an Executive Member, you have complimentary access to a number of our flagship events and conferences, including Supply Chain Resilience, Delivering Decarbonisation, Digital Transformation in Logistics and Logistics Finance Forum, as well as our celebratory black-tie Logistics Awards event.

You can also benefit from access to a variety of exclusive networking opportunities with your industry counterparts at frequent roundtables, advisory boards, drinks receptions, breakfasts and dinners. ■

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The latest episode of *Leading on Logistics* focuses on the highly topical subject of Trump, trade and tariffs. Mike Young quizzes Nichola Mallon, Head of Trade Policy, Logistics UK, and Antonella Teodoro, Senior Transport Consultant, MDS Transmodal on the latest twists and turns of Trump's ever-changing tariff regime.

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[www.logistics.org.uk/lunch0910](https://logistics.org.uk/lunch0910)

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DIGITAL TRANSFORMATION IN LOGISTICS 2025

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[www.logistics.org.uk/dtil25](https://logistics.org.uk/dtil25)

5 NOVEMBER 2025 | DINNER

ARE OUR ENERGY NETWORKS READY FOR FLEET ELECTRIFICATION?

This dinner discussion will explore the readiness of the UK's electricity grid and wider energy infrastructure to support the transition of commercial fleets.

<https://logistics.org.uk/dinner0511>

19 NOVEMBER 2025 | DINNER

SHAPING POLICY POSITIONS FOR THE ROAD AHEAD

This dinner will examine how the logistics industry can shape and respond to decarbonisation policy while influencing its future direction.

<https://logistics.org.uk/dinner1911>

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DELIVERING DECARBONISATION

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[www.logistics.org.uk/dd25](https://logistics.org.uk/dd25)

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