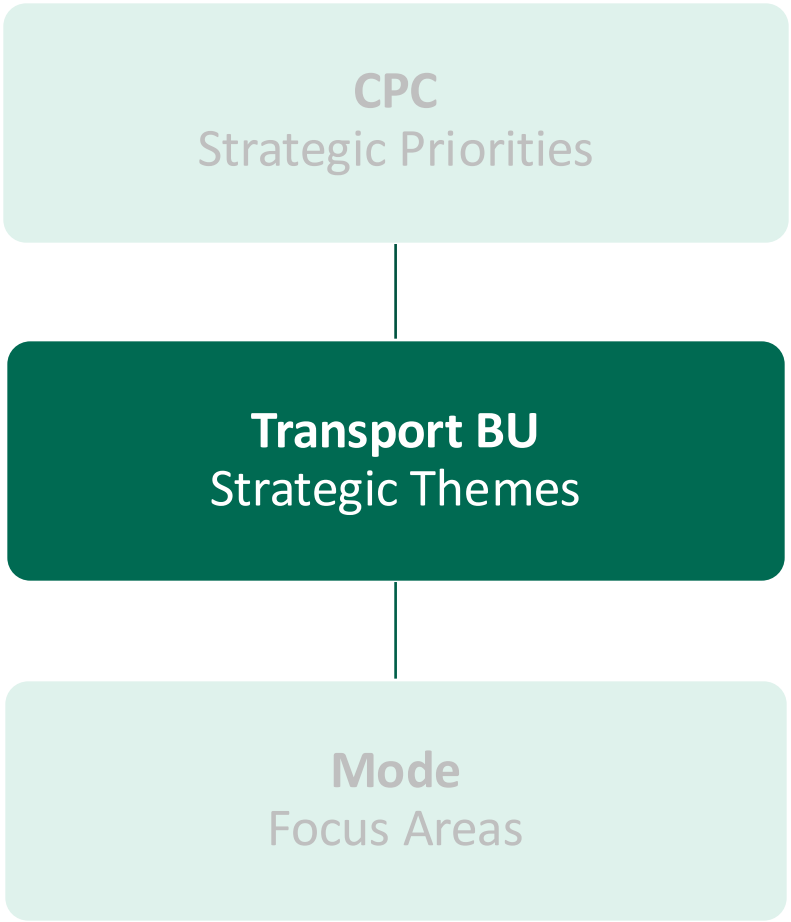
STRATEGIC THEMES

Taxonomy and Definition



Thematic pillars that represent the next 3-5 years of Transport BU's work

- Represent either sector-specific or cross-cutting across modes or likely a combination of both
- Support multiple strategic ambitions
- Serve as a bridge between high-level organisational priorities and the detailed focus areas within each mode.

STRATEGIC THEMES

Defining each theme for the Transport Business Unit

- *Themes may operate individually or in combination*
- *Themes is composed of outcomes, and subjects*
- *Technologies including Data and Digital embedded across all, as a supporting infrastructure*

1. Autonomy
Integration and strengthening connectivity of infrastructure, and service development for uncrewed vehicles

2. People Experience
Improving accessibility, inclusivity, safety, and reliability for passengers, the public, and the workforce.

3. Hubs and Clusters
Infrastructure enabling intermodal connections and integration with place and places.

4. Decarbonisation
Transition to decarbonisation through clean fuels, electrification, and material changes to reduce embedded carbon across the lifecycle.

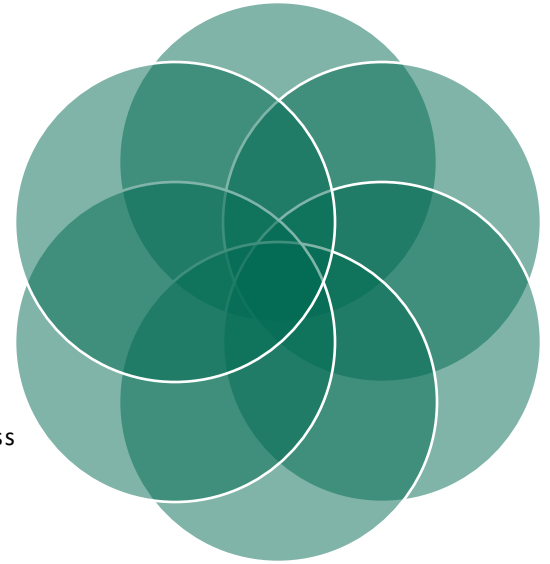
5. Planning and Operation
Enhancing logistics, asset management, and cybersecurity via data sharing, automation, and journey coordination for greater resilience and efficiency.

6. Industry
Strategically convening the sector, fostering thought leadership and demand aggregation in transport and other relatable sectors, discovering new themes / challenges / lifestyle

NEEDS to refine term

Autonomy
- Autonomous Vehicles including automobiles, drones, vessels and more
- Integration of AV and supporting infrastructure

Hubs and Clusters
- Intermodal connection
- Placemaking & Local Growth Hubs
- Testing and assurance centres
- Housing Sovereign / National and Critical capabilities and infrastructure (e.g., future fuels, advanced communications)



People Experience
- Passenger
- Public
- Safety and reliability
- Accessibility and inclusivity

Decarbonisation
- Clean Fuels
- Electrification
- Embedded carbon reduction across lifecycle
- Vehicles and Vessels

Planning & Operation
- Systems integration and international interoperability
- Workforce skills
- Logistic management
- Asset maintenance & optimisation
- Automation
- Cybersecurity
- Data sharing
- Digitalisation of systems
- Situational Awareness (e.g., Dashboard, monitoring)
- Improving resiliency, efficiency
- Safety of assets

Industry
- Strategic convening
- Future of transport systems
- Engagements via, white paper, foresight, evidence-based infographics and events

STRATEGIC THEMES – KEY FOCUS

From Summit / bridging themes to 'So what are we going to do about it'

Key questions

TRANSPORT

Harnessing the power of data to improve our transport systems

Data is helping to drive more efficient and more responsive transport systems. From smarter ticketing to predictive maintenance and integrated journey planning, this session explores how the UK can better harness and move transport data to unlock efficiency, support decarbonisation, and improve passenger and freight experiences.

Provocations can include:

- What should come first, the physical or digital transport infrastructure?
- How can we improve the transition from testbed to adoption for new technologies/systems in transport?
- How do we overcome data fragmentation across transport modes, and UK regions?
- How can you encourage collaborative data sharing? Or what are the barriers to data sharing and how might they be overcome?

Roundtables – Initial Ideas

- Roundtable on Integrated Transport Strategy?
- Economic benefit of getting more disabled people using transport modes? (following on from **Transport regulators: how do we enable market growth and scale autonomy?** CAA , Office of Road and Rail (ORR), British Standards Institution (BSI), Maritime and Coastguard Agency (MCA) stop hiding behind safety and think instead about increasing efficiency to truly innovate
- Scaling innovation with Arms Length Bodies (ALBs): moving from testbed to adoption, can tie with IPEC
- Scaling electrification: energy security, disruption with under-road infrastructure, Building Information Management (BIM), Connected Autonomous Plant (CAP)
- Resilience of transport: climate, CRedo, data and digital resilience, energy security

TRANSPORT

Combining track and train innovation: how nationalisation could lead to rail devolution

The formation of Great British Railways (GBR) marks a transformative moment for UK rail. From track ownership to service delivery, this session explores how a new national body for rail will lead to greater devolved decision-making power for local government.

Provocations can include:

- What are the challenges in balancing national strategy with local autonomy?
- What does regional control of rail services look like in practice?
- Risks of fragmentation vs benefits of localised control
- How will local authorities procure, purchase and operate rail infrastructure?

Transport: increasing operational flexibility via energy autonomy

From offshore wind creating energy independence for maritime, to the electrification of rail, to moving freight via eTrucks, this session explores how the integration of new technologies and expanded infrastructure will allow the UK to meet net zero goals whilst also creating a more efficient transport network.

Provocations could include:

- How can we scale the energy supply / UK grid fast enough to meet transport energy demands?
- How can transport, energy and planning industries remain aligned?
- How can disruption be minimised? (e.g. under-road infrastructure for electric vehicles)
- How can transport support the gov's Clean Energy Industries Sector Plan (part of industrial strategy)

TRANSPORT

How do we fuel the future of the shipping industry?

This session explores the transformative potential of alternative fuels, the necessity of decarbonisation, and the economic opportunities tied to a revitalised and sustainable shipping industry.

Provocations could include:

- What is the future of the fuel landscape and its

Are cars still the future of UK transport?

As the UK faces a pivotal moment in its transport evolution, this session explores whether shifting away from car dependency is truly desirable - or even feasible.

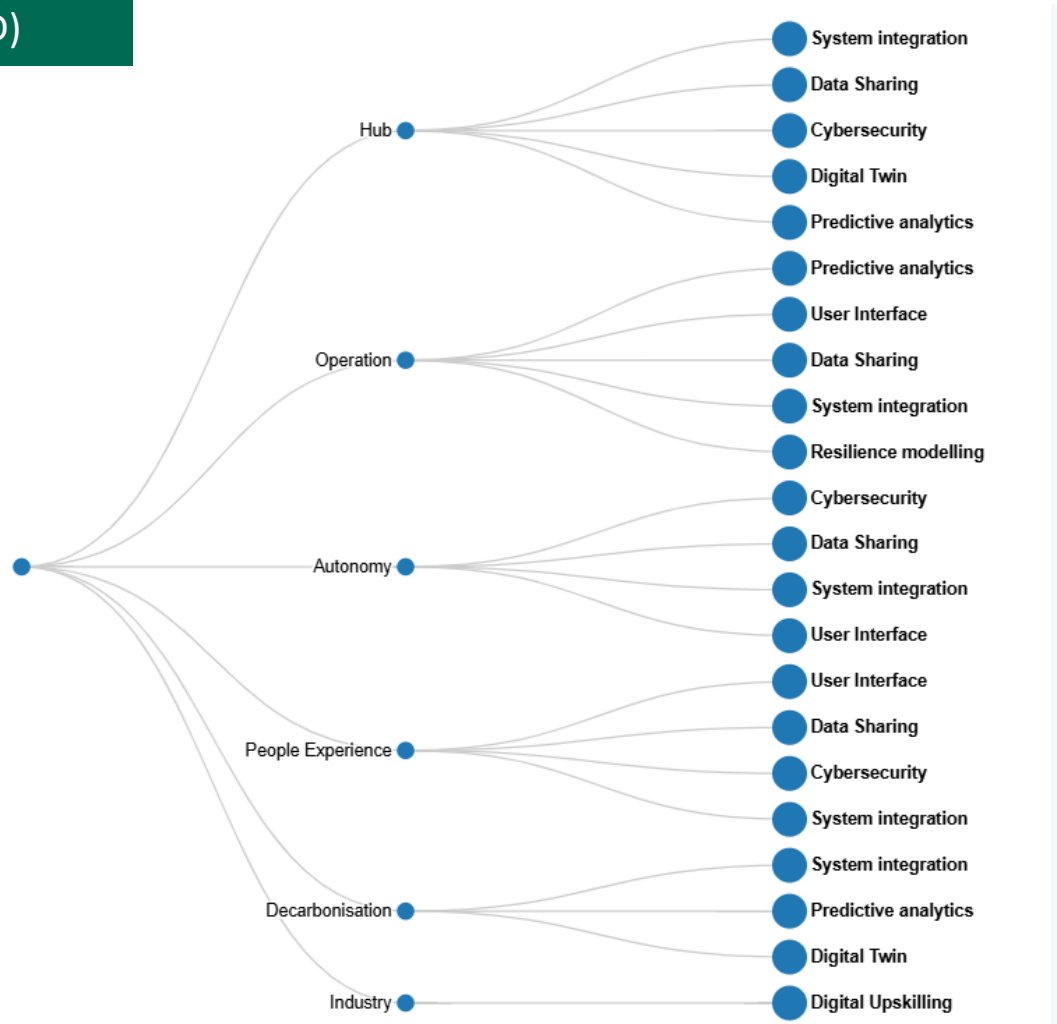
Provocations could include:

- Equity and accessibility: who benefits and who loses from car-reduction strategies?

STRATEGIC THEMES

Data and Digital Technology embedded across all the themes, as a supporting technology.

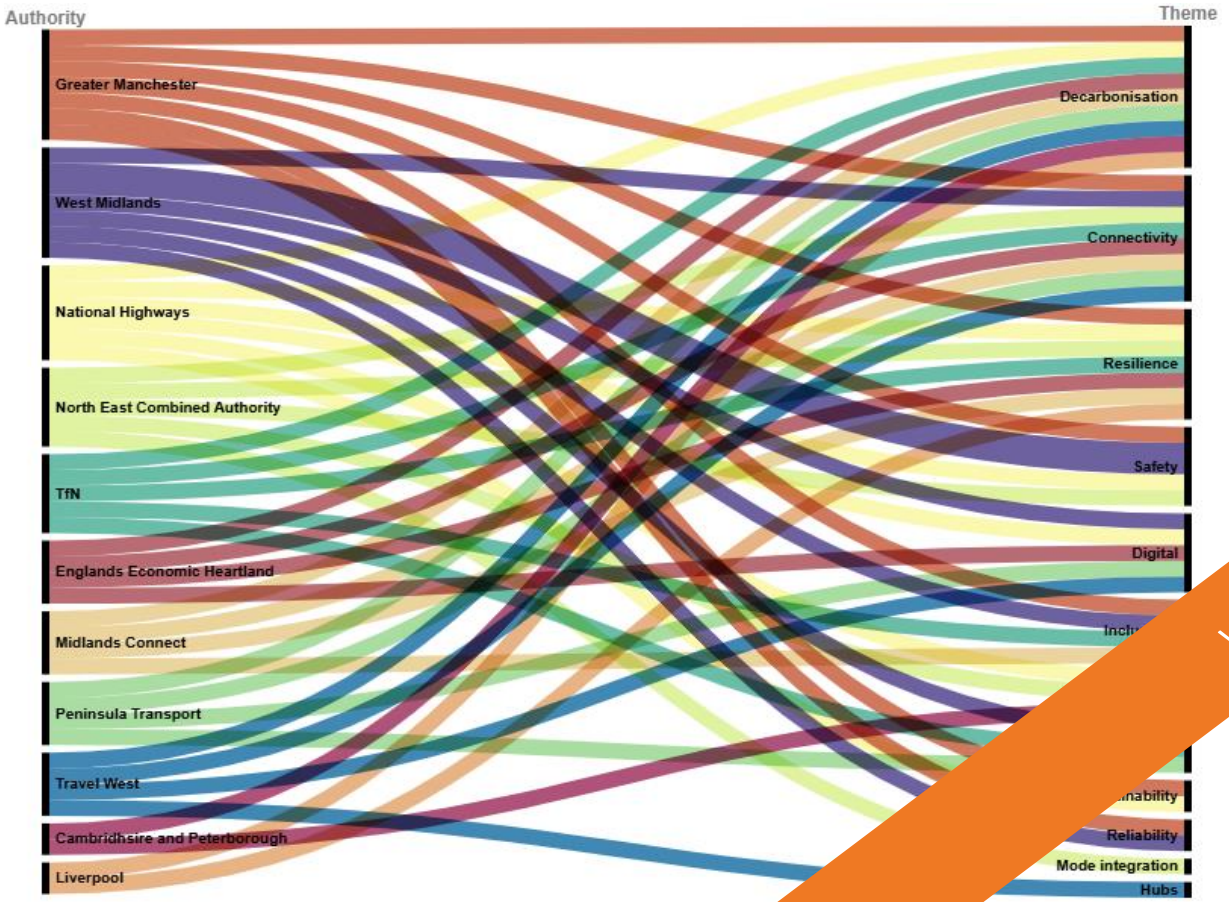
With Data and Digital Tech (DD)



DRIVER

WORKING IN PROGRESS – following with 'Engagement plan'

National – Regional – Industry Stakeholder - CPC



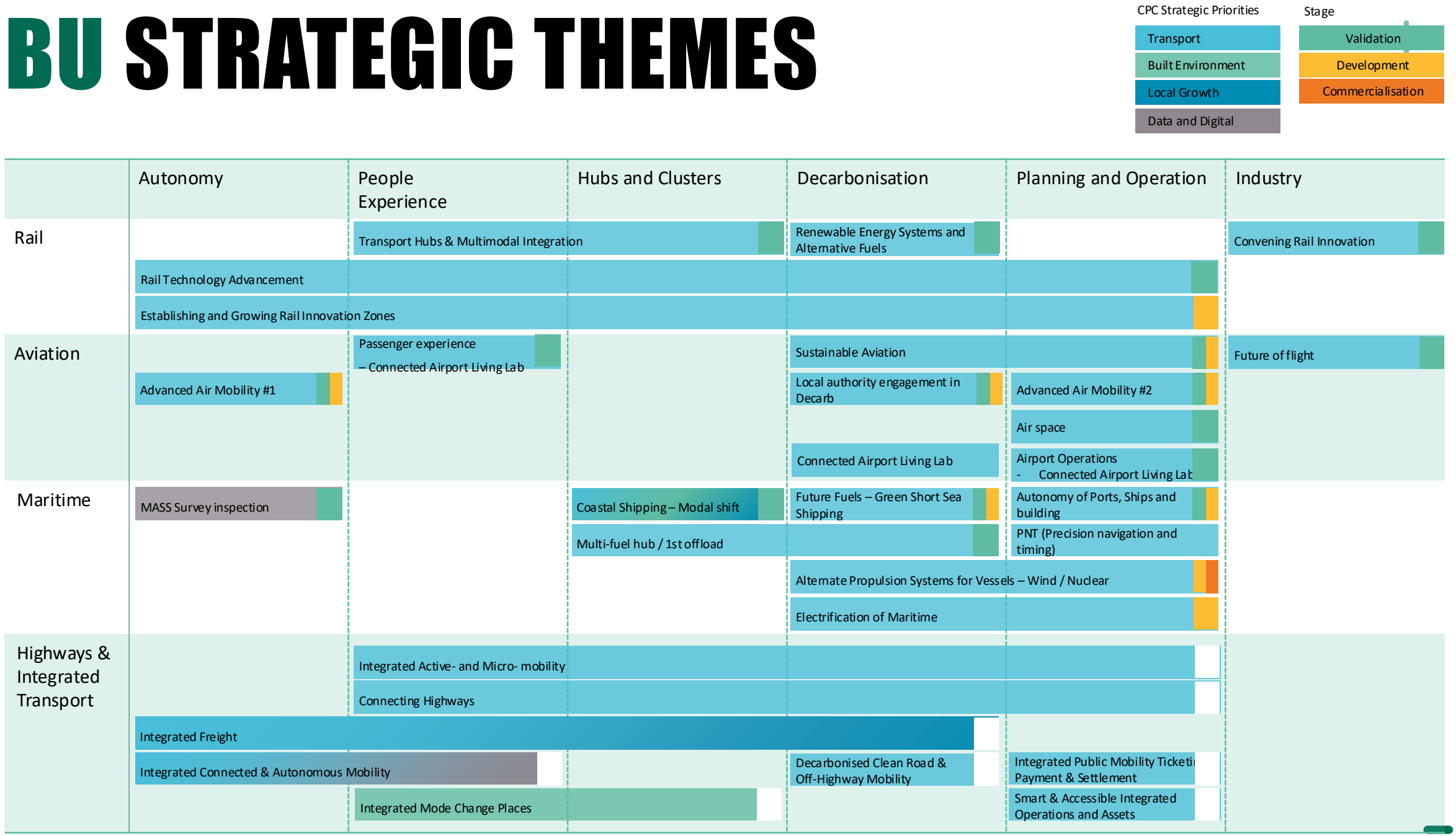
WORKING IN PROGRESS ; Stakeholders

External Strategies can be aligned with outcomes not objectives.

Need to remind that CPC is in a position of suggesting future areas of innovation, not merely responding to the existing innovation.

*Need to add Bristol, Glasgow, 12 Freeport in UK (8 of them are in England, and Scotland) ; Liverpool / Northeast/middle land ; Philly S ; linking the authorities.

BU STRATEGIC THEMES



Capturing raised points to address, aware and tackle

GAPS CROSS-OPPORTUNITIES

Who will own and deliver these opportunities?

Although there is recognition for this type of work. However, each BU has its target and priorities of focus.

How to recognise and coordinate these opportunities?

If we agree that this type of work is necessary to focus on and will benefit the Business, how can we support BU and mode/directorates to deliver this with confidence? Structural support could include the measure of target, coordinating resources, recognition of different capabilities and their growth.

RAIL FOCUS AREA

CPC Strategic Priorities
- Transport
- Built Environment
- Local Growth
- Data and Digital

Stage
- Validation
- Development
- Commercialisation

Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning & Operation	Industry

Transport Hubs & Multimodal Integration
Unlocking rail potential and creating multimodal transport hubs that integrate seamlessly with other transport modes

Grant - Station Innovation zone : Passenger experience and people experience and placemaking)

Renewable Energy Systems and Alternative Fuels
Understanding barriers and enabling pathways for clean energy transition across rail operations and infrastructure

Grant – Station Innovation zone (Digital twin for energy efficiency

Convening Rail Innovation
Building the UK rail innovation ecosystem through strategic coordination, capability development, and international positioning

Grant – Rail advisory group

Rail Technology Advancement
Collaborative development of AI and digital technologies to optimise operations, enhance safety, and build sector-wide innovation capability

Grant – Station Innovation zone (passenger experience)

Establishing and Growing Rail Innovation Zones
Bridging the gap between technology development and operational deployment within rail's complex, safety-critical environment
- Enhancing the efficiency, safety, and inclusivity of transport hubs.
- Rail-specific digital twin for energy efficiency
- Creation of a procurement support product
- Rail & Placemaking study

Grant – Station Innovation Zone at Bristol Temple Meads

AVIATION FOCUS AREAS

CPC Strategic Priorities :

- Transport
- Built Environment
- Local Growth
- Data and Digital

Stage in 25/26

- Validation
- Development
- Commercialisation

*Orange represents the shared focus areas with **Maritime**

Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Industry
Advanced Air Mobility • EVTOLs (UAM (Urban Air Mobility e.g., air taxi), RAM Uncrewed Aircraft (Drones) XXX	Passenger experience • Airports as a driver for Economic Growth • Seamless travel • Experiences Accessibility & Inclusion ; Data sharing for the passenger experience and inclusion / Coping with declining and aging population, accessibility for disabled and injured users to neurodiversity, age, and pregnancy • Surface access and multimodal Infrastructure • Engagement with passenger (IOT, AI) Grant - Neurodiversity and inclusion (CALL, Glasgow) Public engagement in Decarb (2026/27) - Increase public knowledge in Decarbonation Grant - Hydrogen Public Engagement	XXX	Sustainable Aviation • Monitoring of sustainability programme initiatives • Alternative fuels (sustainable aviation fuel, hydrogen liquid, gases) • Zero -emission flight operations and airports • Electrification and battery (IUK's interest) • End-of-Life Airframes & E-Waste Grant - Ground Support Equipment Demonstrator Grant – Hydrogen end to end operation context Local authority engagement in Decarb (2025/26) - Engage with freeport Grant - Hydrogen Public Engagement	Advanced Air Mobility • Vertiports and EVTOLs • UAM, RAM • Uncrewed Aircraft (Drones) Air space Modernisation • Focus on advanced air mobility operations • Uncrewed Traffic Management (UTM) Airport Operations • Automation • Efficient operation	Future of flight • Thought leadership

Establishing and developing airport Living Labs

Bridging the gap between technology development and operational deployment within aviation's complex, safety-critical environment

MARITIME FOCUS AREAS

CPC Strategic Priorities :

- Transport
- Built Environment
- Local Growth
- Data and Digital

Stage

- Validation
- Development
- Commercialisation

*Orange represents the shared focus areas with **Aviation**

Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Industry

Marine Autonomous Subsurface Ship (MASS) Survey inspection
Systems and Enabling Infrastructure and use cases development for sea surveys of critical infrastructure in deep-sea environments to maintain and secure undersea cables and pipelines.

Workforce (less priority)
- Safey & Security (DD)
- Local Growth
- Next Generation

Coastal Shipping – Modal shift
Diverting goods entering the country on to vessels to be taken around coastline to ports of entry with less congestion or closer to point of demand.

Grant - Coastal Shipping Corridors

Future Fuels – Green Short Sea Shipping
Adoption of NZ fuel supply systems to meet demand for clean propulsion and mobility

Grant - Green Shipping Corridors
Grant - Future Fuels Demand Aggregation

Autonomy of Ports, Ships
- Physical and digital system Infrastructure for clean fuel, efficiency and safety (AI, ML)

Grant - Transport Accelerator: Maritime

Need to confirm

Multi-fuel hub / 1st offload
- Future fuels hub for overseas energy import and distribution across the UK
- Coastal shipping
- Electric hydrolyse (for shore and offshore) / wind farm / turbine / hub
- SNR (Small battery Nuclear Reactor)

Positioning, Navigation and Timing (PNT)
Use case / positioning of Future of UK Navigation & PNT Systems in post-Brexit (space tech . Critical infrastructure)

Alternate Propulsion Systems for Vessels – Wind
Technologies harnessing wind-assisted propulsion to reduce fuel consumption in sea vessels

Alternate Propulsion Systems for Vessels – Nuclear
- SNR ; hydrolyse the fuel / electricity, (navy vessel)

Electrification of Maritime
- Shore power systems
- Electrification of Ferry system (CR&D)

INTEGRATED TRANSPORT FOCUS AREAS

*Orange represents the shared focus areas with **Highways**

+Mark the stage (the team is working on it)

CPC Strategic Priorities :
- Transport
- Built Environment
- Local Growth
- Data and Digital

Stage
- Validation
- Development
- Commercialisation

Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Industry

Integrated Active- and Micro- mobility
- Modal Shift Enablement
- Inclusive Design and Persona
- Freight and Public Transport Synergy
- Legal and Regulatory Enablement for Micromobility

Type of fund / Project name:

Integrated Freight
- Transportation and Logistics Efficiency
- Skills for Future Freight
- Zero-Emission and resilient Freight

Type of fund / Project name:

Integrated Mode Change Places
- Universal Accessibility
- Safety and Security
- Community and Economic Activation

Type of fund / Project name:

Smart & Accessible Integrated Operations and Assets
- Social Inclusion via Shared Fleets
- Neighbourhood Trials for Mode Shift:
- Dynamic Accessibility Signals:
- Climate Resilience
- Understanding of CAMs & EVs and recalibration of the transport ecosystem:
- Journey time resilience and reduced disruption
- Noise reduction across transport modes

Type of fund / Project name:

Integrated Connected & Autonomous Mobility
- Accessibility by Design
- Infrastructure Readiness:
- CAM Regulatory Integration:
- Off-highway and construction vehicle autonomy

Decarbonised Clean Road & Off-Highway Mobility
- Lifecycle Emissions Reduction
- Reduction in Point-of-use Greenhouse Gas Emissions

Integrated Public Mobility Ticketing, Payment & Settlement
- Cross-Boundary Seamlessness
- Fair Fares and Social Equity
- Low-Friction Multimodal Journeys

WIP : Need to mark the stage

HIGHWAYS FOCUS AREAS

CPC Strategic Priorities :

- Transport
- Built Environment
- Local Growth
- Data and Digital

Stage

- Validation
- Development
- Commercialisation

*Orange text represents the shared focus areas with **Integrated Transport**

Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Industry

Integrated Active- and Micro- mobility
- **Kerbside, vehicle and Interchange Integration**

Connected Highways
- Road and Workforce Safer Operations
- Accident and Harm Reduction on Highways and Local Roads – Towards Zero Deaths
- Road and workforce automation and maintenance solutions for efficiency

Integrated Freight
- Transportation and Logistics Efficiency
- Skills for Future Freight
- Zero-Emission and resilient Freight

Smart & Accessible Integrated Operations and Assets
- **Cost-efficient use of materials and reduced maintenance frequency**
- **Climate Resilience**
- **Understanding of CAMs & EVs and recalibration of the transport ecosystem:**
- **Journey time resilience and reduced disruption**
- **Noise reduction across transport modes**

Integrated Connected & Autonomous Mobility
- CAM for Congestion and Disruption Management
- Safe Integration with Legacy Systems
- Accessibility by Design
- Infrastructure Readiness:
- CAM Regulatory Integration:
- Off-highway and construction vehicle autonomy

Decarbonised Clean Road & Off-Highway Mobility
- Lifecycle Emissions Reduction
- Reduction in Point-of-use Greenhouse Gas Emissions
- Alleviate road vehicle pollution

Mapping with mode and relevant stakeholders / This can be the starting point of workshop

EXAMPLES OF CROSS-OPPORTUNITIES

CPC Strategic Priorities : Transport | Local Growth | Built Environment | Data and Digital

Transport across Modes

Shifting Workforce (e.g., Track Safety, Aging workforce)
- Decarbonisation
- Safe Transport

Safe, Accessible and Usable Public Transport (e.g., Transportation for blind people, Women and girls)
- Inclusive Transport

Energy import and distribution (e.g., Import from abroad and distribution across the nation)
- Decarbonisation

Connect Autonomous Plant (e.g., Heavy plant machinery)
- Decarbonisation
- Efficient& Safe Transport

Standardisation and Consistency across the modes (e.g., across active travel and micro-mobility)
- Efficient Transport

Transport with BELG and D&D

BIM to support infrastructure construction (e.g., asset data review)
- Decarbonisation
- Sustainable life cycle of buildings / infrastructure

Hub and Cluster development (e.g., multi modal shift, Future fuel hub, Integrated development of Freeport)
- Decarbonisation
- Efficient Transport
- Connected Places
- Local innovation

Seamless Travel for destination (e.g., in tourism / hospital appointment, School accessibility)
- Efficient Transport
- Connected Places

Low Carbon Energy Generation (e.g., solar panel)
- Decarbonisation
- Sustainable life cycle of buildings / infrastructure

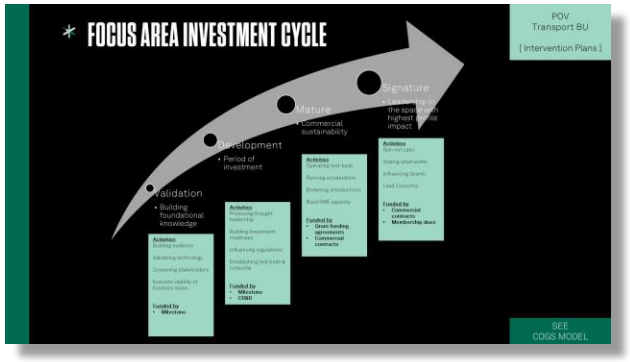
CReDO (e.g., data sharing for resilience planning and investment)
- Transport
- Transport
- Data and Digital

ANNEX - STAGE

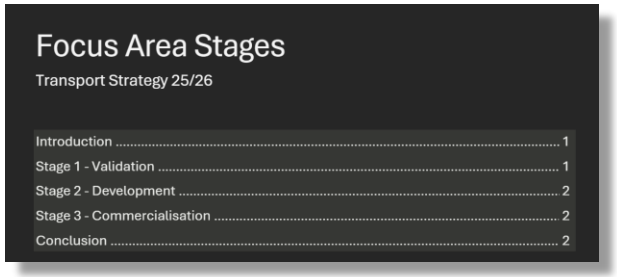
1. Annual Objectives

- Specific, measurable objectives aligned to strategic ambitions
- Reflect current year's priorities and context

How do we win?



Cycles for developing Focus Areas



Description of objectives, activities, and checkpoints for developing Focus Areas

From Transport Strategy

What do we intend to accomplish this year?

Validate

Exploring new branches of innovation that grow from mature markets

- **Technical reports** that build evidence for challenges & innovative solutions
- **Business cases** evaluating the viability of interventions
- **Market insights** gained by convening cross-sector

Develop

Invest and create assets that support innovation that we intend to commercialise

- **People** are asset, and we commercialise the experience they gain through project delivery
- **Ideas** are assets, and we commercialise playbooks, frameworks, and strategic insights
- **Products** are assets; data bases, software, digital sandboxes
- **Consortia** are assets, and we commercialise their capacity, capability, and credibility
- **Innovation Zones** (trials and demonstrators) are assets, we commercialise testbeds, audiences, and insights

Commercialise

Generate revenues from assets and service offerings that contribute to (and extend) our impact

- **Fees** for professional services, access to trailing environments, participation in communities of practice, learning and development, exclusive publications, events

Objectives are to align with one or more stages **[priorities]**, with bullet points associated with CPC Logic model **[measurable alignment]**. This allows us to succeed at every stage, while heading towards commercialisation **[4:1 Revenue to Core Grant Funding]**

OVERVIEW OF OUTPUTS

Ecosystem Strategies review

- Review and align with external strategies
- Domains to develop specific strategies

Annual Delivery plan

- Co-developed with internal and external stakeholders
- Developed with domain leads
- External engagement and review cycle

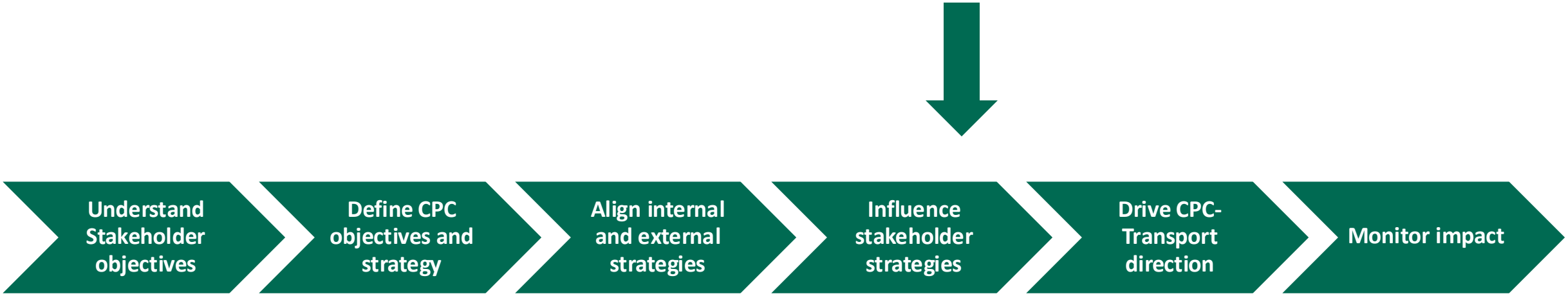
Multi-year strategy

- Identify where and who we will engage
- What we will create
- Impacts and outcomes
- 3-5 year ambitions

Position papers and reports

- Thought leadership
- Identification of new innovations
- Value spaces and opportunities

CURRENT PROCESS



- Engage with stakeholders
- Track and highlight key strategies, projects and funding opportunities
- Share insights

- Connect CPC org priorities to transport themes and focus areas
- Align to national, regional and internal strategies

- Identify overlaps, gaps and opportunities
- Align Domains to stakeholder initiatives
- Allocate funds and delivery plans
- Build internal capabilities

- Validate gaps in stakeholder strategies.
- Create position papers and evidence for information and inspiration.
- Engage stakeholders to incorporate CPC insights into their plans.

- Develop multi-year initiatives and annual delivery plans.
- Clarify assets, service offerings, and market plans.
- Pursue external revenue aligned with strategic goals.
- Provide quarterly updates and respond to emerging opportunities.

- M&E frameworks aligned to impact
- Align to IUK KPIs

ANNUAL PROCESS

Q1

- Evaluate progress
- Begin Delivery
- Fine-tune position papers

Q2

- Generate new intelligence
- Assess gaps

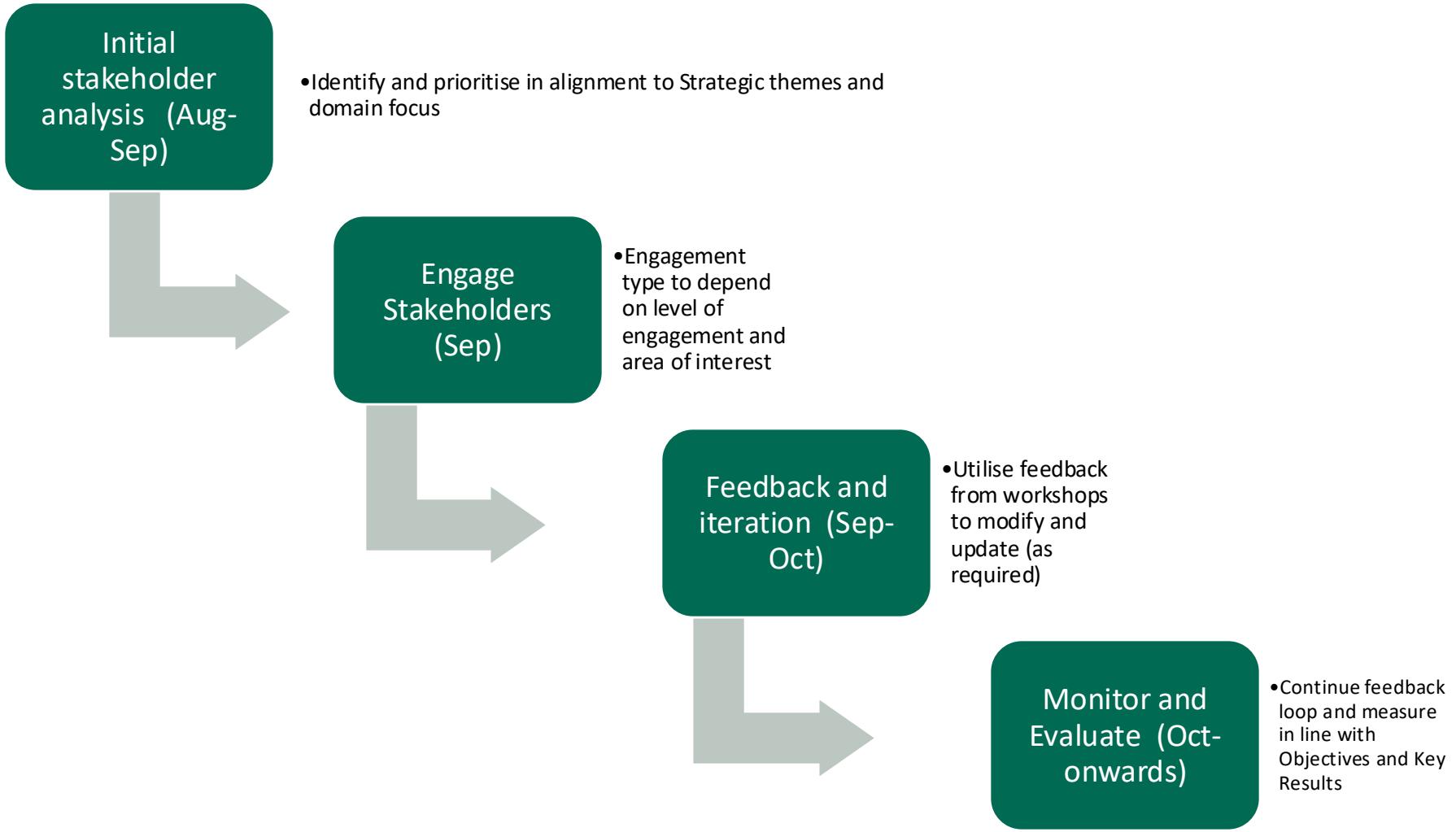
Q3

- Disseminate insights
- Set new targets
- Finalise plans

Q4

- Risk assessment
- Integrate into business planning
- Prepare for next cycle

ENGAGEMENT PROCESS



Innovation area: Transport

System priorities

- Accountability around aims, objectives and responsibilities.
- Co-ordination and collaboration across the sector and bringing organisations together.
- Focus on longer term Growth (2050) to enable flex and resilience to change in government priorities.
- Route optimisation (with particular focus around new developments and towns)
- Transport operation efficiency (HS2 bridges for instance, knock on impacts)
- Innovation finance providing an appropriate framework that supports navigating the 'valley of death' and onwards commercialisation
- Data Security and Resilience (cyber, climate and physical)

Shared barriers or blockers

- Financial targets of organisations and behaviours that are driven by them.
- Current economic climate is challenging
- Co-ordination across industry – providing the strategy and communications to maximise on opportunities
- Policies & Regulations can be a factor in unlocking or preventing opportunities.
- **Note -** IUK has not received core budget allocation, outcomes expected by March 2026.

Existing areas of activity (what and with who – e.g. is it driving SME growth or engaging businesses)

1. Distinct areas of focus

IUK

- IUK Examples of current managed programmes – currently IUK has limited core funding available
- DBT managed programmes (Drive 35, ATI, CCAV, BIP)
- Future Flight - may have more of a defence focus in the future and consideration around dual use of drones. Additionally, a regional angle may be fortuitous for commercialisation opportunities

CPC

Overall focus on Transport Decarbonisation and safe, efficient and inclusive transport.
Identifying challenges in multi-modal travel, the end-to-end journey and differences between areas and regions.
Key areas of focus included:

- Integrated freight (e.g. Transport and logistics efficiency, skills for future freight, zero emission and resilient freight)
- Connected and Autonomous Mobility (i.e. Evolve-AD)
- Links across infrastructure – joining up the transport system.
- Accessibility and inclusion (i.e. National centre for accessible transport)

2. Complementary areas

There was a strong alignment in complementary areas that they were occupied very similar areas of interest

- DfT managed programmes (Uk Shore, ZEHID, FOAK Rail, TRIG)
- Cross council alignment, joint competitions and collaborations – EPSRC, ESRC, NERC
- Links across industry and academia
- Accelerator programmes

★ 3. Areas of overlap (assumed as overlap between organisations)

- Transport Accessibility should be instilled as a fundamental throughout.
- Competitions/ funding in areas of overlap. There needs to be a pipeline of exploitation built, to enable momentum to support growth and commercialisation.
- Active Travel/ Micromobility was identified as an area of continual opportunity for influence.
- Building Resilience – this is applicable for any area and is solution agnostic (i.e. cyber, climate or physical).
- CPC add value through their competitions to IUK overall objectives (core as well as managed activities)
- Safety of vulnerable groups, with an opportunity to build on momentum around transport safety for women and girls.

4. High priority gaps

- Inter-modal hubs/ Transport infrastructure / subsurface links to Credo?
- Multi-modal travel and accountability (accountability often ends at the boundary of the transport mode)
- Future fuels/ multi-modal – looking across future opportunities and cross sectoral leaning.
- Integrated infrastructure, services and operations
- Autonomous plant
- Public transport (buses)
- Defence (mobility dual uses)
- Transport supply chains
- Connected Freight / multimodal freight
- Local growth - Manchester Underground system

£ 5. Where we are using core funding

IUK

- 25/26 Quantum for Transport
- 26/27 AI and Digital Priority for Net Zero 26/27
- 26/27 Hydrogen for Aviation

CPC

- Aviation - Living labs/ accessible aviation, future fuels
- Rail - Station innovation Zone, Transport Safety of Women and Girls.
- Maritime – Future fuels, Coastal shipping
- Integrated Transport and Highways – Integrated ticketing

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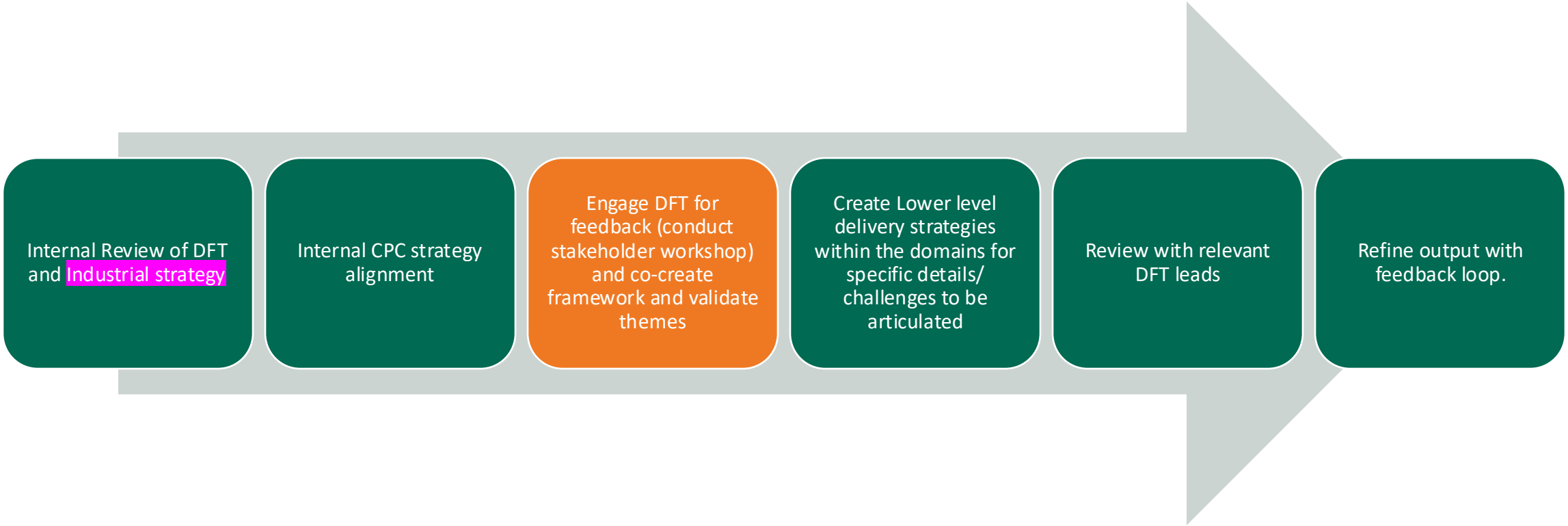
DFT CO-CREATION PROCESS



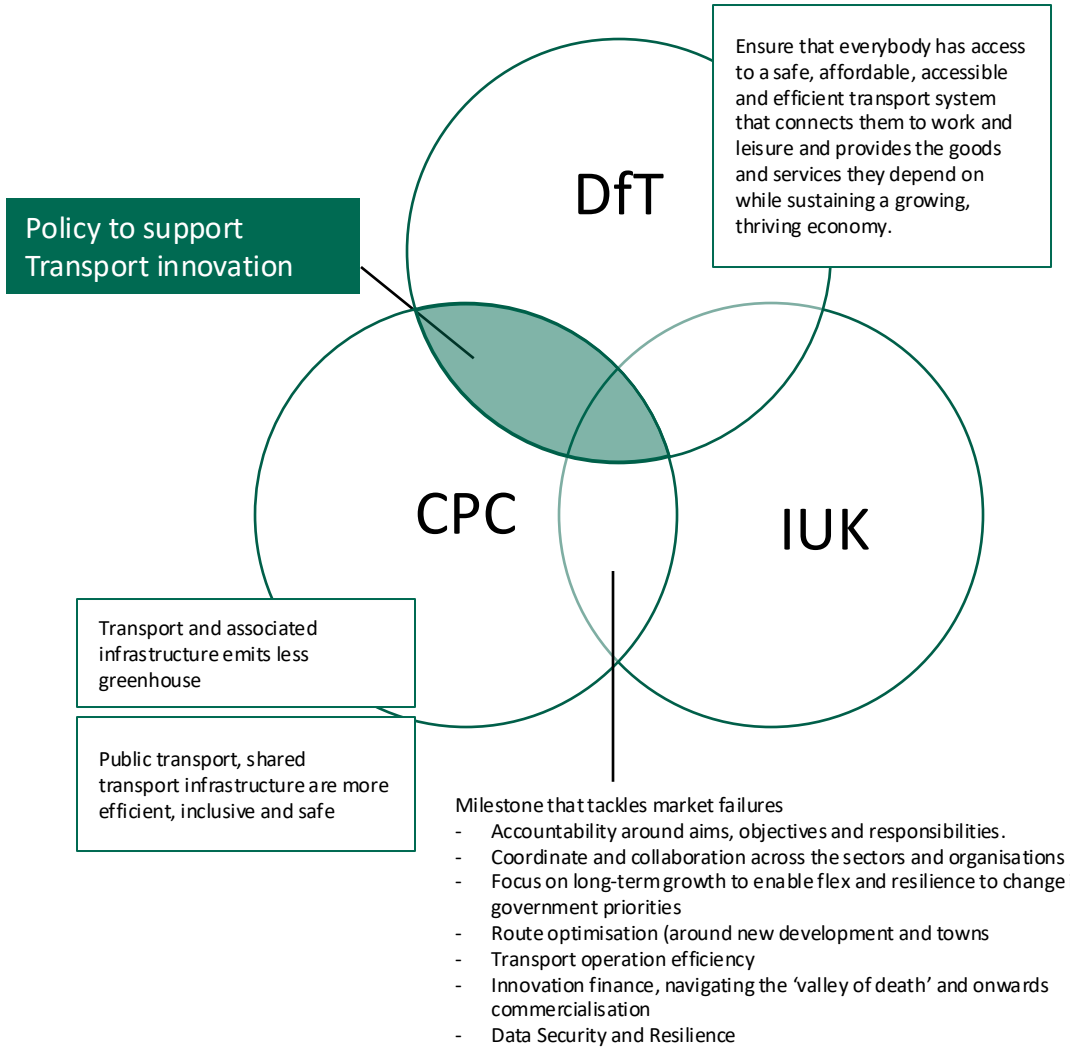
DFT CO-CREATION OVERVIEW

Date and Time	Monday 24th November, 1:45 – 4:15pm (2.5hr)
Format	In-person, Interactive
Host by	CPC Transport Strategic Portfolio and Engagement team
DfT Attendees	(Total 25 approx. – Waiting for the final list) Sci-tech, Data & Digital, NSSR, Future and Technology, Aviation (Decarb), Aviation (Future Flight), Rail, Maritime, Freight /Road
CPC Attendees	(TBC – at least 2 people from each mode) Maritime, Aviation, Rail, Integrated Transport and Highways
Driving question	How might transport act as an enabler of the Industrial Strategy, through proactive policy and innovation leadership?
Objectives	• Share view on the Industrial Strategy and build strategic alignment • Identify the existing gaps and define potential future deliveries
Key activities	• Review the Industrial strategy and map alignment • Gap analysis and potential strategic delivery development
Expected output	• Alignment map of DfT and CPC and a documentation report (not for public) • List of joint opportunities
Next step after the session	Lower-level delivery strategies within the themes for specific details/ challenges to be articulated

AGENDA

Key Activity	Guiding Questions	Outcome	Role
Welcome (5min)	N/A	Opening and context setting	Opening by Engagement and Strategic Portfolio team (TBD)
Industrial Strategy Review (15 min)	Why Industrial Strategy and how CPC has reviewed?	Scene setting by sharing CPC view of the Industrial Strategy and the logic of the interactive workshop	Strategic Portfolio team (TBD)
Interactive session 1 : Alignment mapping (60 min)	Where can transport act as a lever of the Industrial Strategy?	Aligning current innovation focus and policy goals with the Industrial Strategy (both from CPC and DfT)	- General instruction and moderation by Strategic Portfolio team (Juhee) - Group facilitation (lead by Mode) - Group documentation (lead by Mode) - Participate (DfT)
Break (15min)			
Interactive session 2 : Gap identification (50 min)	How can we address the gap?	Identification of key gaps and potential strategic delivery development	- General instruction and moderation by Strategic Portfolio team (Juhee) - Group facilitation (lead by Mode) - Group documentation (lead by Mode) - Participate (DfT)
Insights and Next step (5min)	What insights have reinforced what you already know, and what were the new findings?	Synthesis of insights and agreement of next steps	Strategic Portfolio team (TBD)

FOCUS OF THIS WORKSHOP



Contribute to

Industrial Strategy

To deliver strong, secure and sustainable economic growth to boost living standards for working people in every part of the UK through :

- National productivity
- Economic security and resilience
- Environmental goal
- Netzero transition

By focusing on:

- Enable business to be easier and simpler with long-term investment
- Targeted action in 8 sectors
- Targeting the places and clusters across the UK that support those sectors
- Partnership between state and business

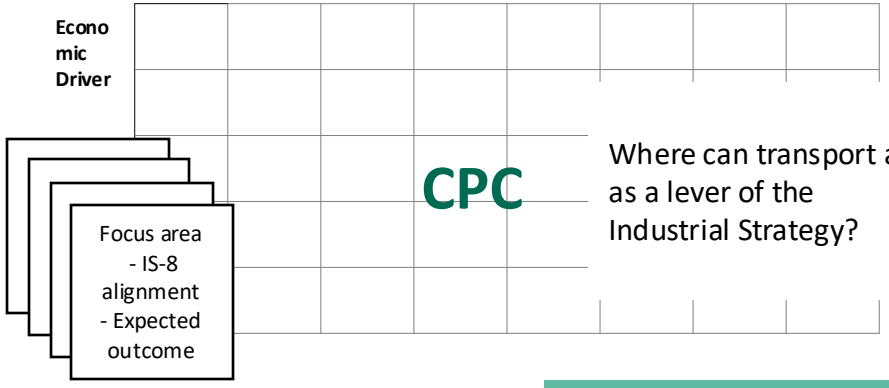
ACTIVITY OVERVIEW

Where can transport act as a lever of Industrial Strategy?

Why	How/What

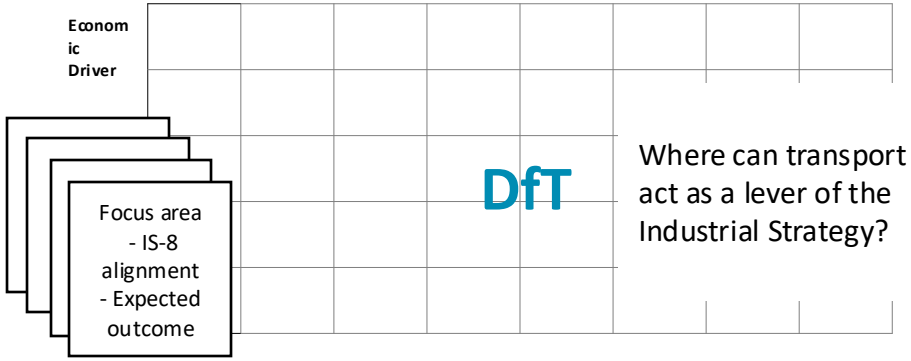
Contributes to the Industrial Strategy

1. From CPC– Prepared



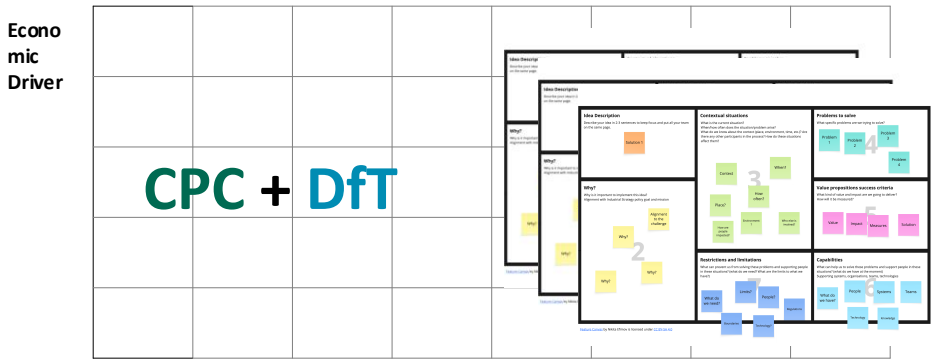
Where can transport act as a lever of the Industrial Strategy?

2. From DfT– Group activity



Where can transport act as a lever of the Industrial Strategy?

3. Across– Group



How can we address the gap together?

1- ALIGNMENT MAPPING

*This framework is based on Industrial Strategy Impact pathway model

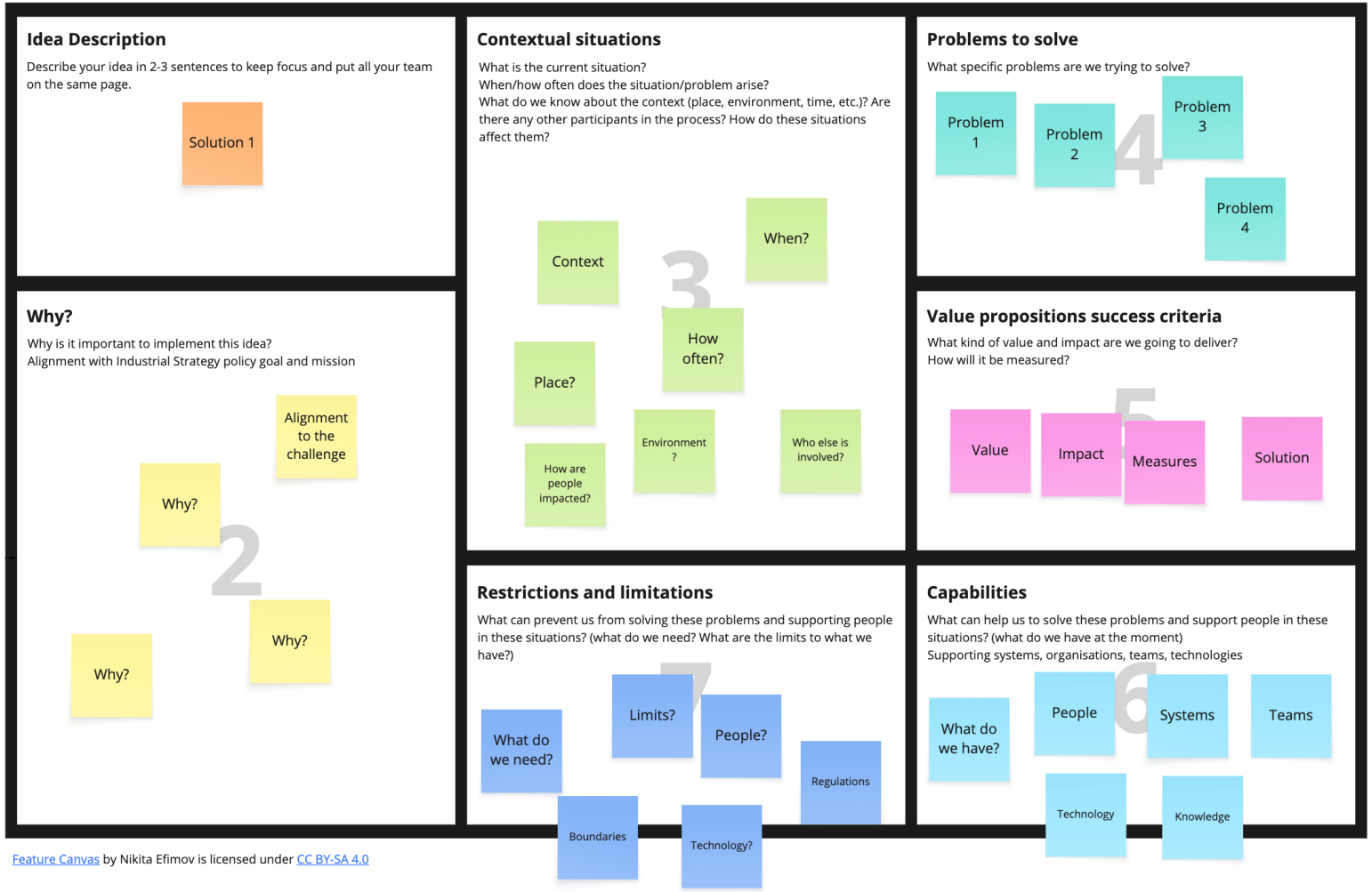
IS-8

Economic Driver	Advanced Manufacturing	Clean Energy Industries	Creative Industries	Defence	Digital and Technologies	Financial Services	Life Sciences	Professional and Business Services
Business - Investment in IS-8 - Support tech, diffusion and innovation adoption - Support supply chain								
Institution - Strategic Vision - Procurement - Policy								
Market - Enabling IS-8 sector start-ups to enter, scale up and exit								
People - Skills and the skills system for IS-8								
Places _ Targeted city regions and clusters' investment, access to resources - Development of Investible sites								

2- SOLUTION DEVELOPMENT CANVAS

How can we address the gaps?

Capture and develop the details of the missing areas



FOCUS AREA & GROUPING

Focus Area

Divide the themes/groups by Mode. Make sure that Cross cutting themes are distributed, not overlapped across the mode and highlight the Industrial Strategy.

Group by Mode

* Need to have a Data and Digital focus. This team can possibly join with Integrated Transport.

Process

1. Identify areas relevant to transport (DfT) in the Industrial Strategy
2. Highlight the areas that are relevant to CPC Transport Impact Priorities
3. Gather thoughts and sense check with mode leads

LIST OF DFT CONTACT

Sci-tech - nathan.hurdsfield@dft.gov.uk, mike.pittman@dft.gov.uk, annette.pass@dft.gov.uk

Data & Digital - tom.pond@dft.gov.uk, george.economides@dft.gov.uk, sam.rose@dft.gov.uk

NSSR - rob.crook@dft.gov.uk, paul.redfern@dft.gov.uk, mari.durban@dft.gov.uk, Alastair.McIntosh@dft.gov.uk, Tom.Salter@dft.gov.uk,

Future and technology - asher.lawrence-cole@dft.gov.uk, james.tichler@dft.gov.uk

Aviation (Decarb)- greg.easter@dft.gov.uk, kate.drury@dft.gov.uk

Aviation (Future Flight) - ben.jones1@dft.gov.uk, sofia.stayte@dft.gov.uk

Rail - rebecca.evans@dft.gov.uk

Maritime – Ask to Mark and Richard?

Freight / Road – Ask to Marcel? And HIT?

The names are in order of seniority from left to right (most senior)

NEXT STEP

With DfT

- Agree with the format of the sessions with Strategy team and Liz
- Secure a date with DfT (November / early December)
- Identify who should be involved (both from DfT and CPC) and send calendar invite

With Mode Leads

- Share the workshop plan
- Review and iterate the contents with mode leads

Strategic Portfolio

- Review Industrial Strategy and highlight Transport
- Produce workshop materials
- Coordinate and communicate with Mode leads

PREPARATION PLAN

Week 1

Logistics:

- As soon as the date confirms with DfT, secure the date with Mode leads

Production:

- Establish a format to review and use for the workshop
- Surface the initial Industrial Strategy review
- Draft materials to engage

Week 2

Logistics:

- Secure room, tech, furniture coordination, budget? (admin)
- Confirm DfT participants
- Role coordination (facilitation, note taking)

Production :

- Coordinate with mode leads (email and 45min sessions)
  - Introduce the co-creation plan
  - Review the Industrial Strategy
  - Capture the focus area to discuss
- Design materials for conversation capture (e.g., simple template)
- Draft of slide deck for the session
- Facilitation guide pack

Week 3

Logistics :

- Final check with DfT attendees (through Liz)
- (If budget can be secured) Print the materials
  - (If there is no budget) : flip chart
- Coordinate the final review with Mode leads

Production :

- Synthesise the focus area
- Finalise the slide deck for the session

Delivery

[TBD] 24th November OR January

Role needed :

- Opener
- Lead facilitator
- In each group
  - Facilitator for the group (mode leads)
  - Note taker

Utilise the tool to capture the outputs in structure (gaps and its context)

DFT CO-CREATION OVERVIEW

Driving question	How might transport act as an enabler of the Industrial Strategy, through proactive policy and innovation leadership?
Objectives	• Share view on Industrial Strategy • Build strategic alignment in delivering Industrial Strategy • Identify the existing gaps and define potential future deliveries
DfT Invites (total 25)	Sci-tech, Data & Digital, NSSR, Future and Technology Aviation (Decarb), Aviation (Future Flight), Rail, Maritime, Freight /Road
CPC Participants	(needs discussion) Mode leads / Marketing / Transport MD / Operation / Strategic Portfolio team
Host by	Transport Strategic Portfolio team
Duration	2.5hrs, in-person on the Monday 24th November
Key activities	• Review Industrial strategy • Shared visioning and As-is, To Be mapping • Gap analysis
Expected output	• Innovation System map and Innovation opportunity report (not for public) • List of joint opportunities
Next step after the session	Lower-level delivery strategies within the themes for specific details/ challenges to be articulated

AGENDA

Key Activity	Guiding Questions	Outcome
Welcome (5mins)	N/A	Opening and context setting
Present Industrial Strategy Review (15 mins)	What elements of the industrial Strategy are most relevant to transport	Scene setting and shared understanding of the Industrial Strategy
Introduce Key focus areas to discuss (15 min)	Where can transport act as a lever of Industrial Strategy?	Introduction to key discussion themes and alignment of focus areas
As is and To be mapping (60 min)	What does the current landscape (As-Is) look like and how would change can be defined (To-be)) toward the strategic goals?	Definition of current and future landscape of each themes
Break (15min)		
Gap identification and prioritisation (45 min)	What are missing between A(As-is) to B(To-be)? what to prioritise?	Identification of key gaps between A and B, prioritisation
Insights and Next step (5mins)	What insights have reinforced what you already know, and what were the new findings?	Synthesis of insights and agreement of next steps

Should be Customer - perspective

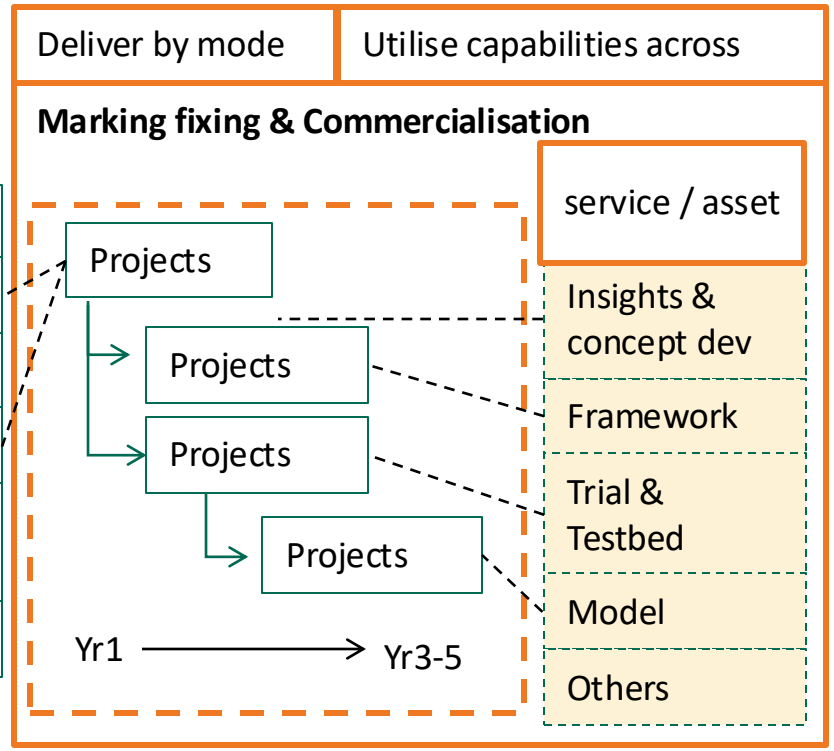
for discussion

STRATEGY NARRATIVES

UK Transport Meta Driver	CPC Impact priorities (I.P.)	**Barriers of Transport I.P.**	Opportunities **(Strategic themes)**	Multi-year delivery

How CPC Transport BU address market failure and deliver the impact (Transport BU Strategy)

Commitment to decarbonisation and sustainability	Transport and associated infrastructure emits less greenhouse	High capital costs & Finance gaps	Automation
Technology as an enabler		Technology readiness	People experience
Devolution		Fragmented governance and planning	Hubs and Clusters
Private investment	Public transport, shared transport infrastructure are more efficient, inclusive and safe	Limited market incentives and infrastructure	Decarbonisation
Economic resilience		Accessibility and Inclusion gap	Planning & Operation
Global positioning		Fragmented data systems and lack of interoperability	Industry



ON GOING PROCESS

Aim :

- Analyse the current projects dedicated to each theme
- Understand the type of challenges CPC is tackling (types of market failure)
- Understand the types of services CPC is providing to tackle the challenges

Project List

List of Innovation services (+ Descriptions)

Description of Market Failure

Outputs :

- Proportion of projects delivering the themes / services / funding scale / delivery time
- Challenges / market failures CPC tackles
- Types of services CPC provides

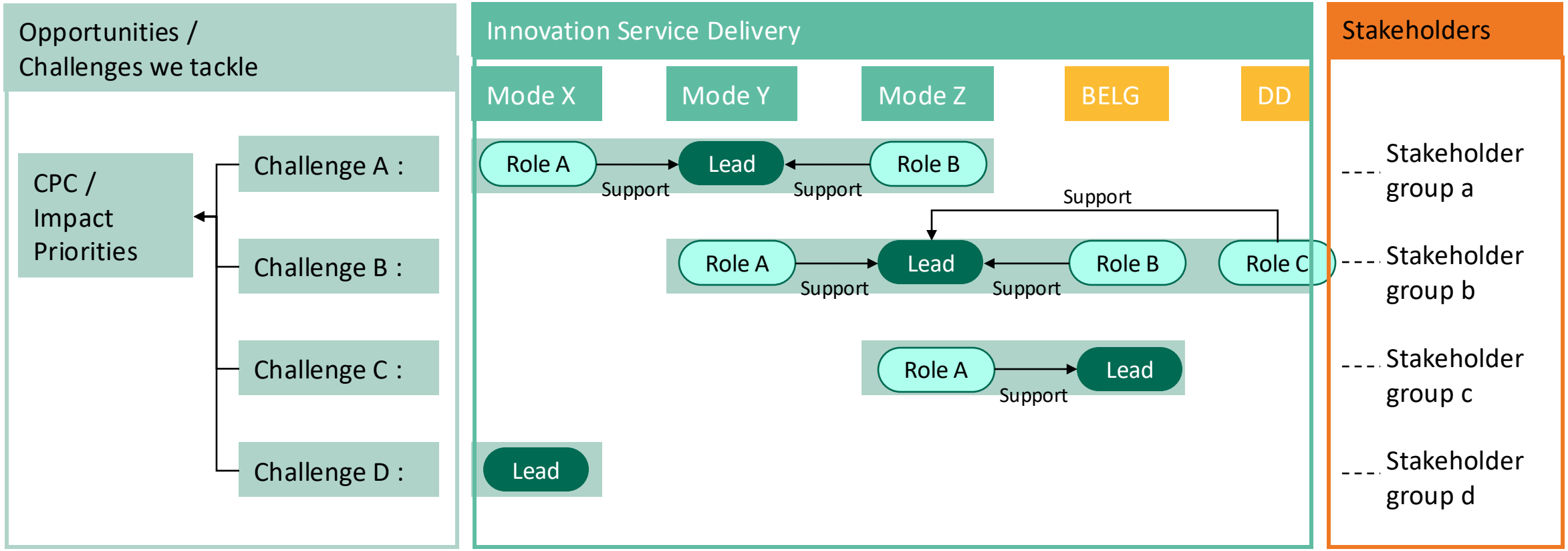
Missing :

- Champion case of asset development in last 3 years
- Detailed Capabilities of delivery

ProjectName	Territory	Status	StatusReason	Summary	Challenge/Opporunity	Logic model Challenge Type	Type of market failure	Transport Challenge Type	Strategic Themes	Mode - Focus Area	Expected outputs	Link to proposal
NECA - Optimising Bus Service with a Data Driven Approach	Transport	Active	Active	Our aim is to help NECA optimise bus services and create new community led transport solutions in a way that is responsive to local needs, financially sustainable, and aligned with long-term transport policy goals. Our approach will seek to integrate new DRT services with existing public transport services based on an analytical and scientific procedure.	Bus services across the North-East face pressure from declining ridership and changing travel patterns particularly in rural and underserved areas. Traditional planning approaches often depend on fragmented datasets, making it difficult to respond effectively to dynamic local needs or assess the true impact of service changes. This proposal outlines how a data-driven approach along with insights from stakeholder groups can help address these challenges.	Grow Demand : Buyers do not commission enough R&D nor fully understand how innovations could address challenges. Innovations coming forward are not tailored to real world problems.	Information failure	Fragmented data systems and lack of interoperability	Planning and Operation	HIT - Smart & Accessible Integrated Operations and Assets	Evaluation framework	Proposal NECA - Optimising Bus Services with a Data Driven Approach_v2.docx
DfT - TRIG FY 23/24 October Launch	Transport	Active	Active	TRIG offers small grants to encourage start-ups to experiment and focus on transport challenges and technologies.	early-stage thinking needed to create successful proof of concepts to pave the way for de-risking technology, products, and service commercialisation.	Strengthen Supply : Suppliers struggle to secure investment due to weak business models and investment cases	Market power	Technology readiness	Future Thinking / Industry	Need discussion	Innovation competition	DfT TRIG 2023 Proforma.docx
IUK - Milestone FY25/26 - Rail	Transport	Active	Active	The Rail Milestone outlines a comprehensive set of activities embedded within the broader FY25/26 multi-sector transport programme. Key initiatives include the expansion of the Station Innovation Zone (SIZ) at Bristol Temple Meads,	development of a rail-specific digital twin for energy efficiency, and creation of a procurement support product to help SMEs navigate Network Rail's commercial pathways.	Convene : Buyers and sellers of innovation do not share enough information and interact enough which makes testing and trialling in live environments difficult	Information failure	Gaps in demand requirement and supply chain capabilities	Hubs and Clusters	Rail- Rail Technology Advancement	Innovation competition	Rail Milestone Second Level Plan - v1.docx
NTCE - EvolvAD Extension	Transport	Active	Active	The Catapult will work with Nissan to conduct an analysis of cities across the UK to identify the top candidates for trialling the first set of autonomous taxi services	This project now intends to build on that success, by identifying locations within the UK that would be suitable for live trials of a taxi type service, using the Nissan CAM technologies.	Convene : Buyers and sellers of innovation do not share enough information and interact enough which makes testing and trialling in live environments difficult	Information failure	Technology readiness	Autonomy	HIT - Integrated Connected & Autonomous Mobility	Testbed/trial development	https://connectedplaces.sharepoint.com/:w:/r/sites/Transport/Shared%20Documents/Oper
IUK - Rail Milestone - Station Innovation Zone 24/25	Transport	Active	Active	repeating?								
Transport (Aviation) Security Innovation Cluster Programme (ASIP)	Transport	Active	Active	improved aviation security (AvSec) at UK airports where the technology and associated software will be owned by industry.	Set the ambition for future policy and technical requirements, seeking to "pull through" industry solutions and feedback to iterate the approach.	Convene : Current policy and regulation can hamper R&D and discourage investment	Information failure	Fragmented governance and planning	Planning and Operation	Aviation - Airport Operations	Regulartory Roadmap development	GFA - Final Project Proposal - ASIP Aviation Security Innovation Programme v1.7.docx
HS2 Accelerator Cohort 6-8 2023	Transport	Active	Active									HS2 Accelerator Cohorts 6-8 Proposal.docx

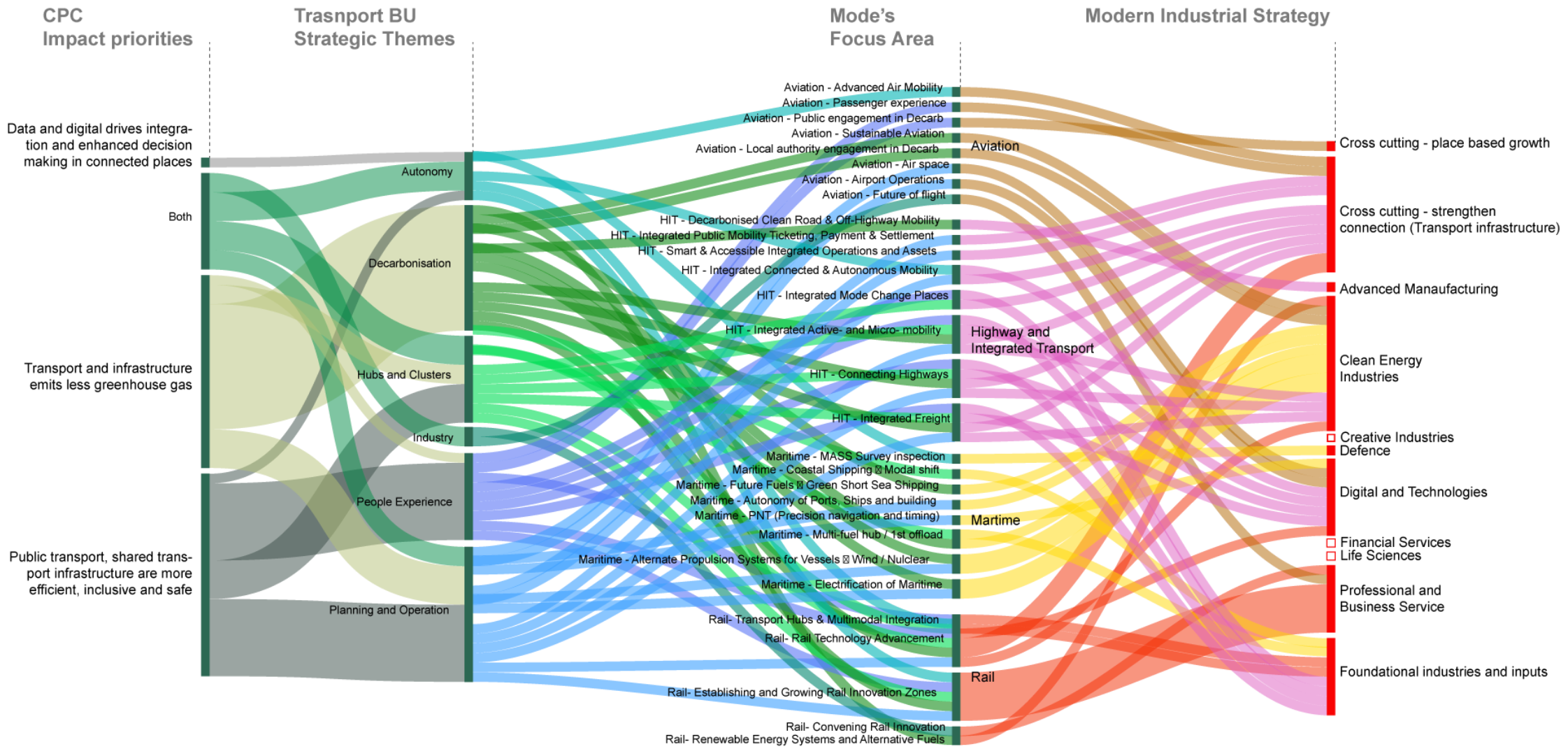
RATIONALE

Joint delivery



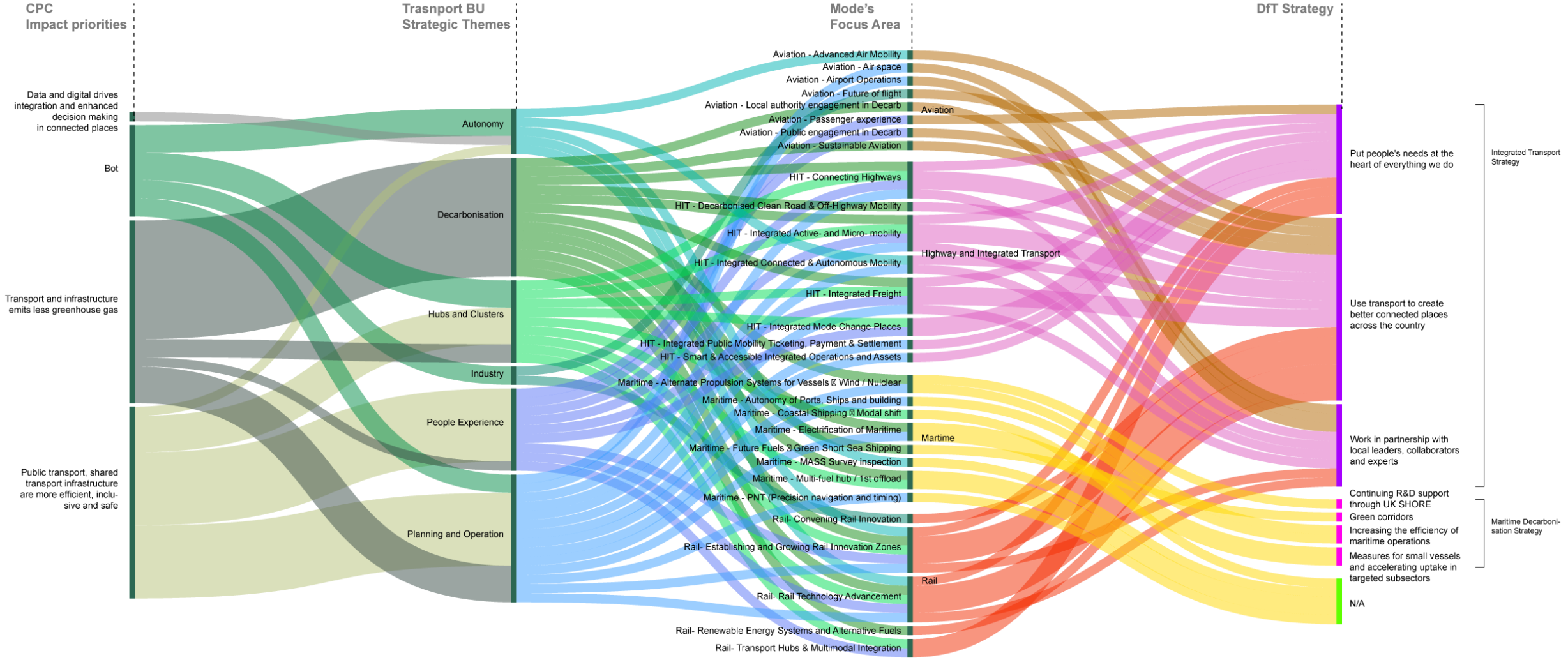
DELIVERY OF NATIONAL PRIORITIES

What We are Committing to – Industrial Strategy



DELIVERY OF NATIONAL PRIORITIES

What We are Committing to - DfT



INNOVATION OPPORTUNITIES

What We are Solving

1. Autonomy
Integration and strengthening connectivity of infrastructure, and service development for uncrewed vehicles

2. People Experience
Improving accessibility, inclusivity, safety, and reliability for passengers, the public, and the workforce.

3. Hubs and Clusters
Infrastructure enabling intermodal connections and integration with place and places.

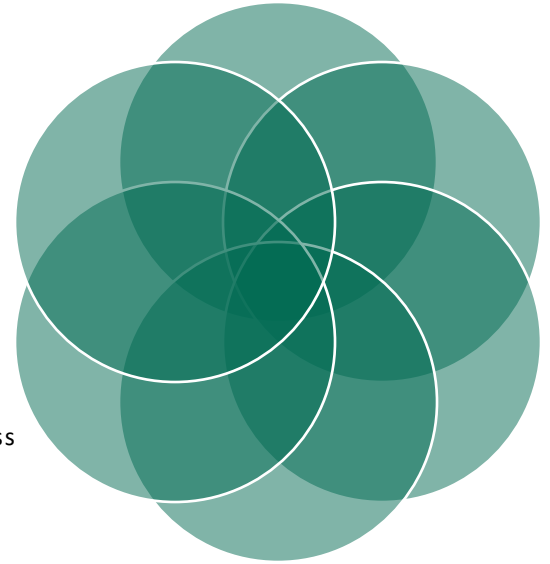
4. Decarbonisation
Transition to decarbonisation through clean fuels, electrification, and material changes to reduce embedded carbon across the lifecycle.

5. Planning and Operation
Enhancing logistics, asset management, and cybersecurity via data sharing, automation, and journey coordination for greater resilience and efficiency.

6. Industry
Strategically convening the sector, fostering thought leadership and demand aggregation in transport and other relatable sectors, discovering new themes / challenges / lifestyle

Autonomy
- Autonomous Vehicles including automobiles, drones, vessels and more
- Integration of AV and supporting infrastructure

Hubs and Clusters
- Intermodal connection
- Placemaking & Local Growth Hubs
- Testing and assurance centres
- Housing Sovereign / National and Critical capabilities and infrastructure (e.g., future fuels, advanced communications)



People Experience
- Passenger
- Public
- Safety and reliability
- Accessibility and inclusivity

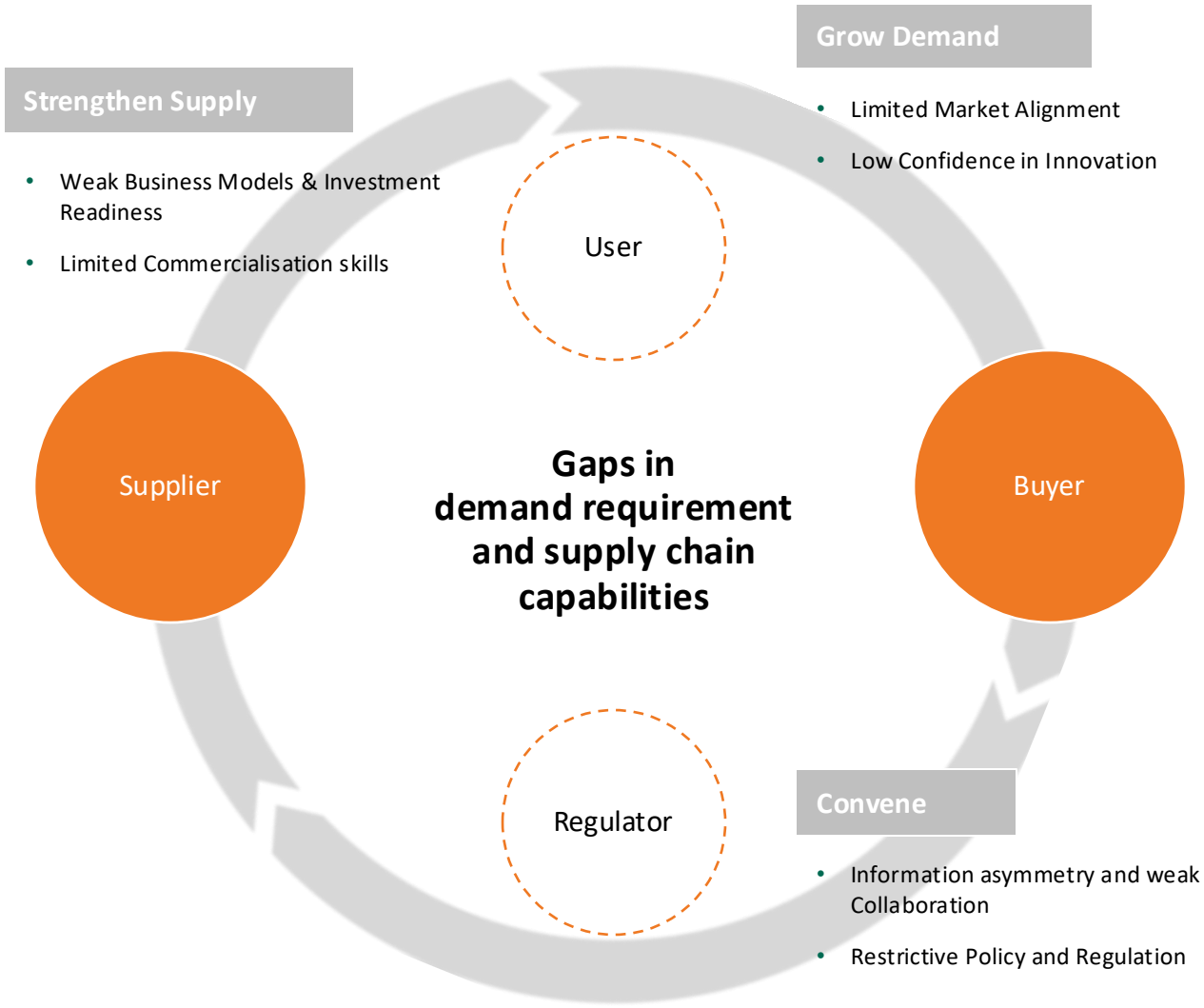
Decarbonisation
- Clean Fuels
- Electrification
- Embedded carbon reduction across lifecycle
- Vehicles and Vessels

Planning & Operation
- Systems integration and international interoperability
- Workforce skills
- Logistic management
- Asset maintenance & optimisation
- Automation
- Cybersecurity
- Data sharing
- Digitalisation of systems
- Situational Awareness (e.g., Dashboard, monitoring)
- Improving resiliency, efficiency
- Safety of assets

Industry
- Strategic convening
- Future of transport systems
- Engagements via, white paper, foresight, evidence-based infographics and events

BARRIERS TO GROWING INNOVATION

What We are Solving



*Analysis based on the challenges/opportunities in Transport projects' proposals : :Link to the source

Capacity to procure
Fragmented governance and planning
Understanding possibilities of emerging supply capabilities
Fragmented data systems and lack of interoperability
Fragmented governance and planning

Develop and scale solutions
Technology and business readiness
Understanding demand requirement in deploying solutions

User's need and perception on new technology
Accessibility and Inclusion gap
Cognitive barrier in emerging innovation

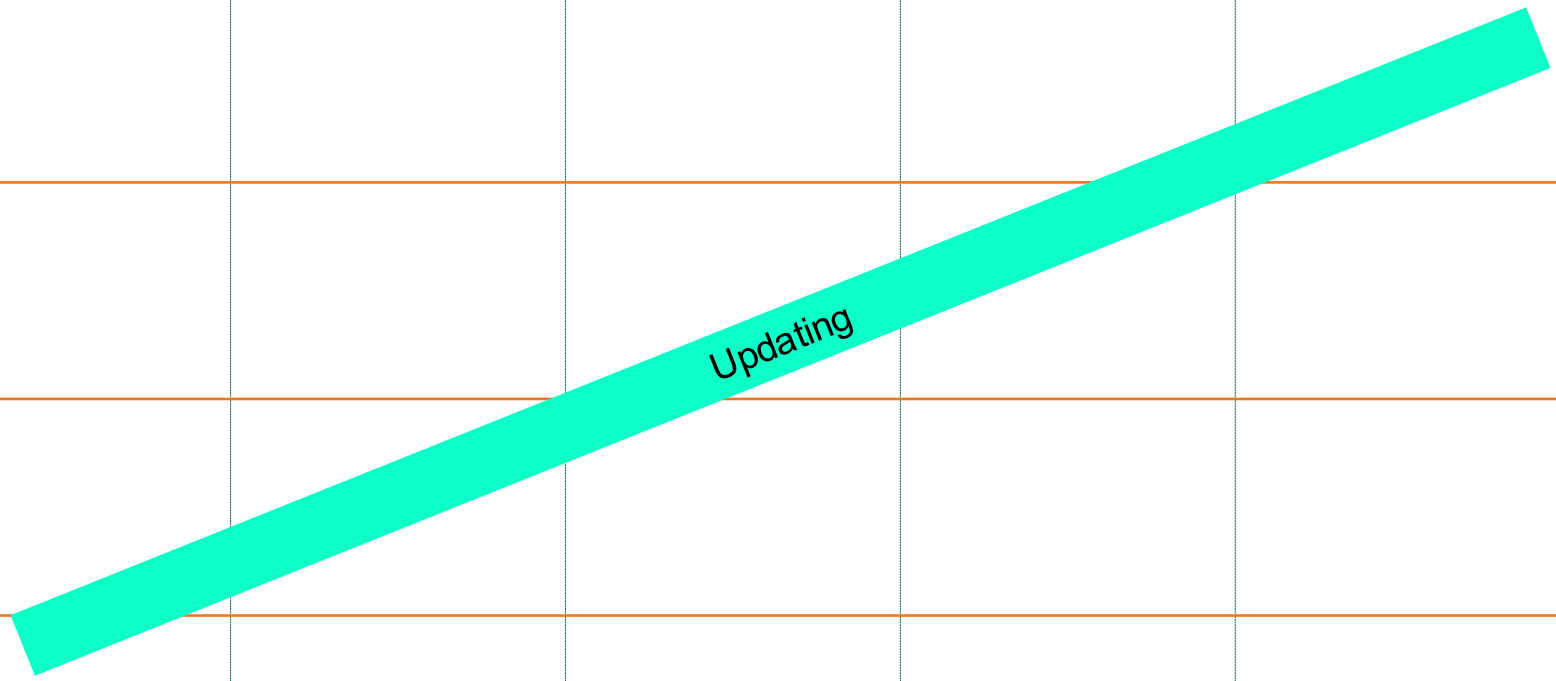
Evidence to make decision
Gaps in risk measures and demands to estimate investment needs
Navigate Policy complexity in implementing technology
Evidence to demonstrate economic & social impact of emerging solutions

/Quantification needed? / Cross checking and Validating

BARRIERS TO GROWING INNOVATION

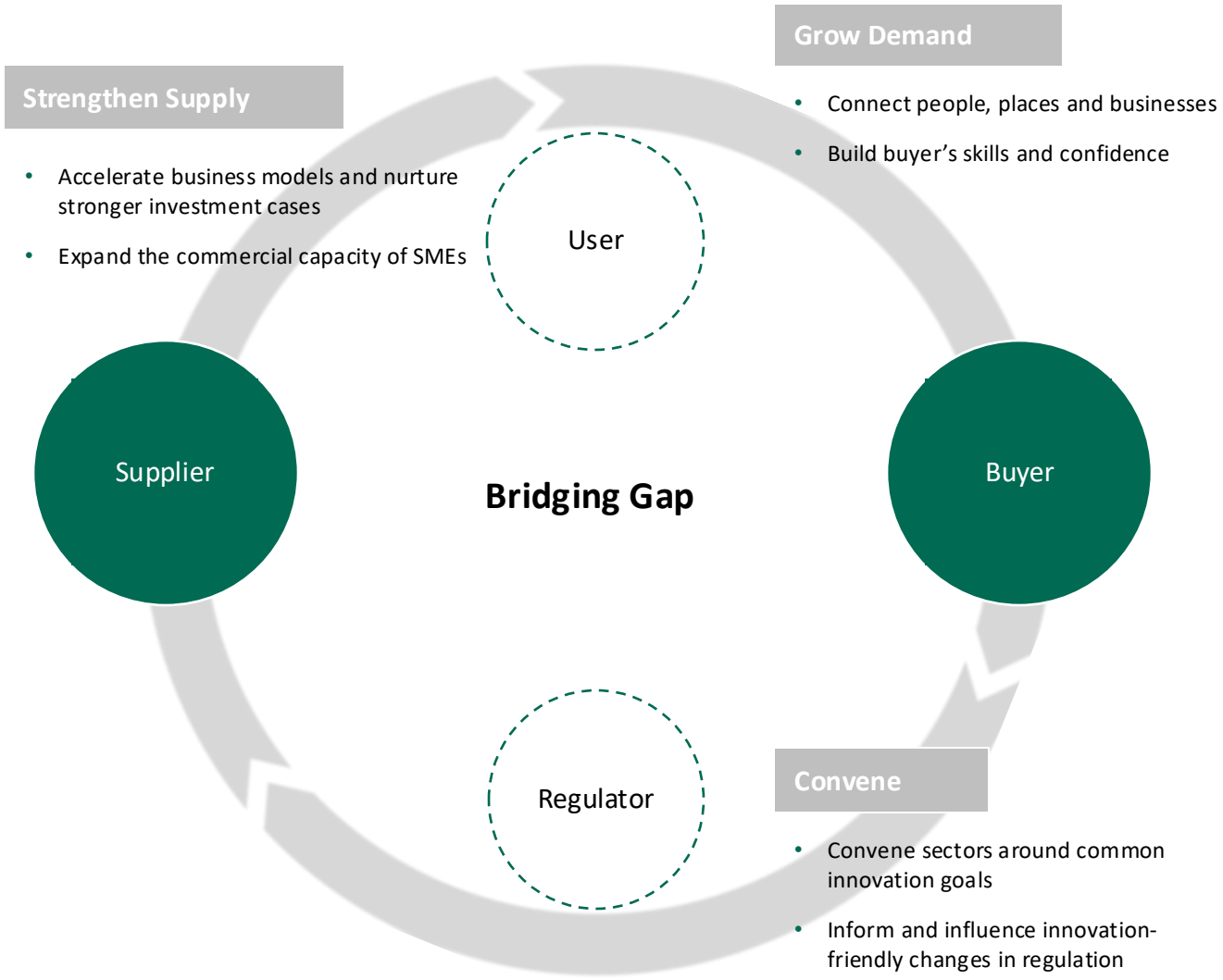
What We are Solving

Barriers	Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Industry
Capacity to procure						
Develop and scale solutions						
User's need and perception on new technology						
Evidence to make decision						



STRATEGIC LEVERS

How We are Solving



Develop and Scale Innovation Capacity
Digital Innovation Framework
Engagement Model
Regulatory Roadmap

Test & Develop Emerging Solutions
Feasibility Test & Validate Proof of Concept
Accelerator programme
Testing Process
TestBed Development
Use Case development

Capture User's Demand Requirement
Service blueprints
Evaluation Framework

Demonstrate Impact with Evidence
Interdependence modelling

*Analysis based on the deliverables of Transport projects' proposals : Link to the source

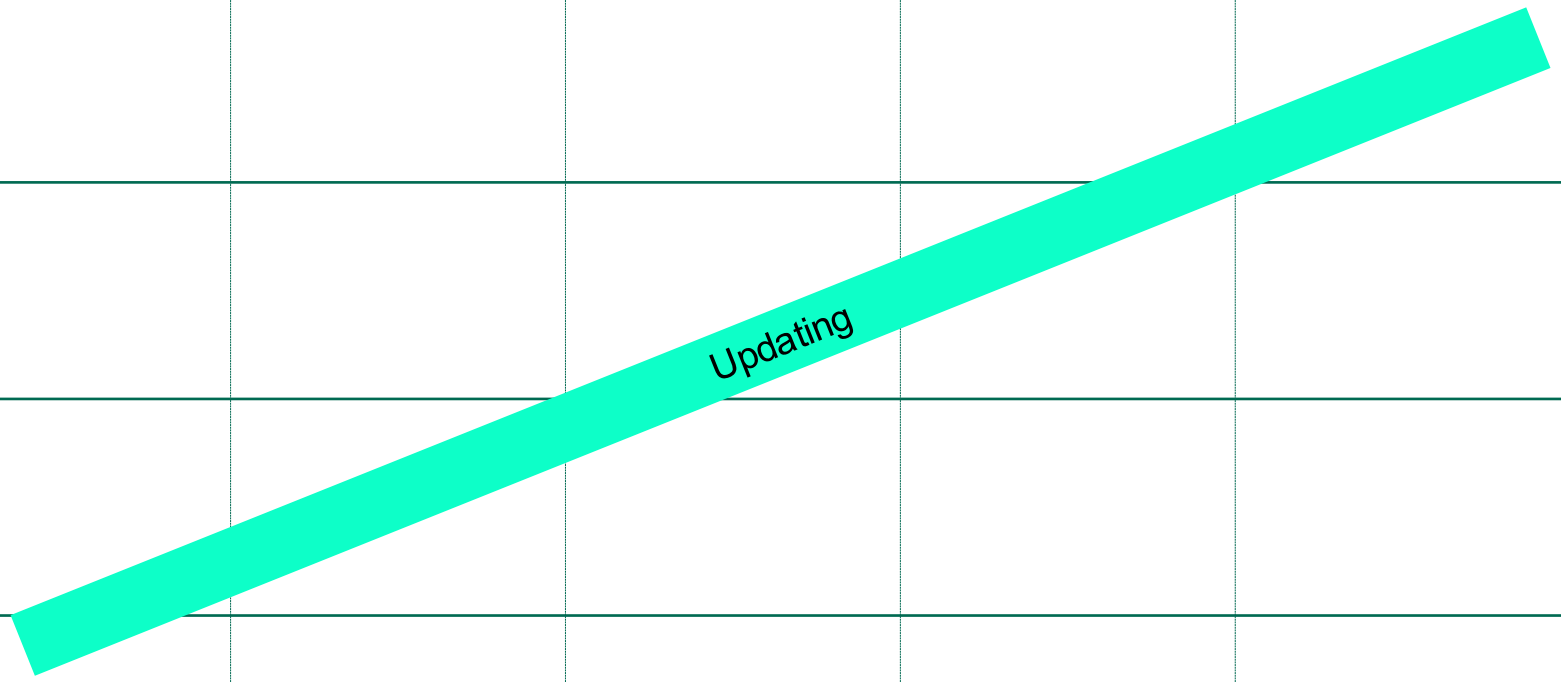
Innovation Service / Quantification needed*

STRATEGIC LEVERS

How We are Solving

Grow Demand Convene Strengthen Supply

Opportunities / Innovation Levers	Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Industry
Develop and Scale Innovation Capacity						
Test & Develop Emerging Solutions						
Capture User's Demand Requirement						
Demonstrate Impact with Evidence						



With whom are we solving

GROWING INNOVATION

Who We are Collaborating with

Stakeholder list by challenges and projects?

Transport Multi-year themes

CPC / Impact Priorities

Challenge A :

Challenge B :

Challenge C :

Challenge D :

Stakeholders

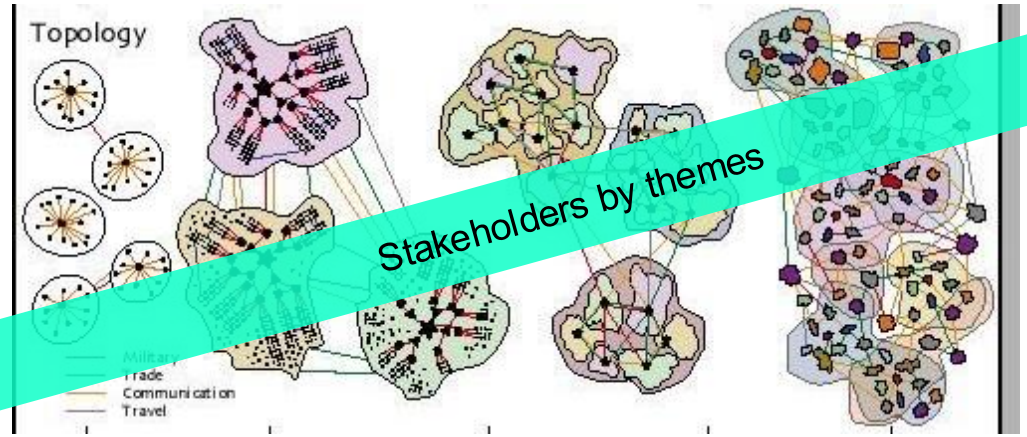
Stakeholder group a

Stakeholder group b

Stakeholder group c

Stakeholder group d

Landscape of Stakeholders by challenges | opportunities



Stakeholders by themes

CASE STUDIES

....

Examples of delivered innovation services

Annex

ENGAGEMENT PLAN

Why an Engagement matters for Transport BU Strategy

- Proactively identify and suggest strategic innovation areas to the stakeholders, rather than reacting to external prompts.
- Surface innovation priorities across mode teams and the wider BU to approach stakeholders collectively and cohesively, avoiding siloed or overlapping engagement.

From

Client :
Could you do X,Y,Z for us?

To

CPC :
I heard you are working on X,Y, Z. We'd like to propose a,b,c, that aligns with your strategy.

BENEFITS & NEEDS

Short term

- Response to stakeholders' requests and engagements with **cross-over capabilities**
  (e.g., asset data review, solar panel energy generation)

Mid term

- **Join the opportunities** to a comprehensive approach
  (e.g., platform development, hub)
- **Be prepared** for the coming year and **allocate the right resources**

Long term

- **Develop assets** and drive **commercialisation**

TRANSPORT STAKEHOLDER OVERVIEW

Strategic themes and their following stakeholders

Key Stakeholders / Type of Engagement

- Decision makers (policy)
  - DfT
  - Government Agency
- Procurement
  - Local Authorities
- Operators
- Asset Owners
  - National Highways
  - Airports / Stations / Ports
- Insight holders / Partners
  - Academics
  - Professional Institutions

Strategic Themes

- Autonomy
- People Experience
- Hubs and Clusters
- Decarbonisation
- Planning and Operation
- Industry

Mode

- Rail
- Aviation
- Maritime
- Integrated Transport
- Highways

STAKEHOLDERS

Need to validate the stakeholders that can benefit from Transport Strategy engagement

Cross check with Excel sheet and below engagement plan

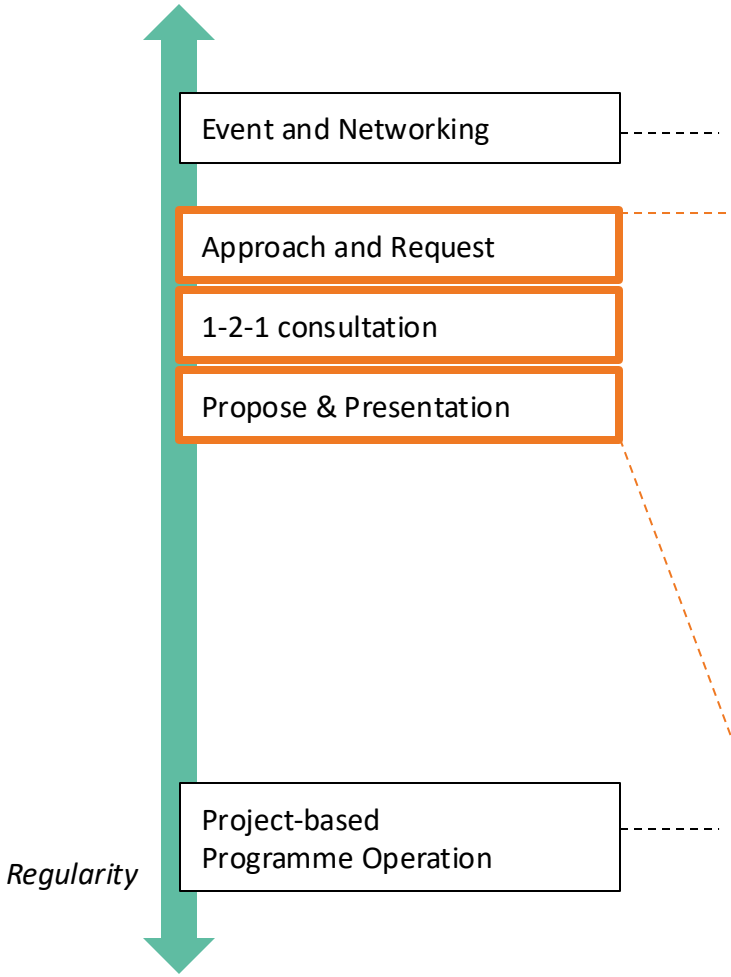
Type in relation to CPC	Key Stakeholder List *(not exhaustive)*		
	Rail	**Aviation/ Maritime**	**HIT**
Funders / Sponsors			
Innovation Agency	IUK		
	Motability Foundation		
	GBRx	NPL, European Space Agency, Horizon Europe	
Asset owner, Station / Ports / Airports	NR, HS2	Liverpool | Peel port	NH
Asset Operator / Service provider	Bristol Temple Meads Station	Glasgow airport, Devon port Plymouth, Crown Estate	
Procure opportunities and Policy influence			
Regulator / Government agencies body	DfT (Decarb, Science, Innovation and Technology / UK SHORE)		
		DBT, MoD	
Combined / Strategic Transport Authority	TfL	MCA, CAA, NSO	Liverpool CA, Transport for West Midlands
Local and Regional Transport Body			GMCA
Partner / Consortium			
SME, Academic	Tech developer / Academic / Industrial researcher		
Professional Institution / Industry Group	ncat		
	RSSB	Future of Flight Industry Group, Maritime UK, ATI, Maritime UK South West	ITS group
Supply chain Supplier			
User Group			

ENGAGEMENT TYPES

Sense check needed

Existing

Proposal



Activity	Purpose	Format	Frequency	RACI role
Innovation Showcases	Share CPC capabilities and pilot outcomes	Events/Webinars/CPC Summit	Twice yearly or only Summit but with mode specific themes.	Inform
Surveys & Consultations	Gather feedback and priorities	Online tools	As required by the strategy team or BU MD	Consult
Stakeholder Workshops	Co-create strategy frameworks, present CPC strategic themes for discussion and validation. Quartelry refinemend and progress updates.	In-person/virtual	Quarterly	Consult
Roundtable Discussions	Deep dives into sector-specific challenges. Theme validation and blockers for the implementation.	Thematic sessions	Quarterly or every two monhts	Consult
Bilateral Meetings	Build strategic partnerships	Direct engagement	Ongoing	Consult / Inform
Joint Working Groups	Develop cross-sector action plans	Multi-stakeholder	Project-based	Responsible / Accountable

TYPES OF ENGAGEMENT SS

Rail 2025-2026

Decarbonisation

Autonomy

Host workshops with National Rail, HS2, and Train Operating Companies on decarbonisation and autonomy.

Hubs and data integration

Planning and operation

Engage DfT and GBR (NR) on planning and data integration. Roundtable Discussions

Hubs and data integration

Autonomy

Innovation showcase at the trial sites at partner stations and National rail sites

People and experience

Gathering user feedback through focus group sessions

Stakeholder forums (under DfT leadership to inform next year CPC strategy

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT SS

Rail 2025-2028

Decarbonisation

Autonomy

Hubs and data integration

Planning and operation

Integrate digital twins for rail assets trough DfT, and Network Rail funding and industry co funding, Co-develop clean energy hubs at major stations.

Co- development of the UK wide transportation system resilience strategies with rail, road, maritime and aviation stakeholders (quarterly meeting set up by transport BU expert)

People and experience

Continuous engagement with the users of the rail system and feedback mechanisms implemented with a process and operational improvement in place depending on feedback

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

Rail 2025-2026

Host workshops with National Rail, HS2, and Train Operating Companies on decarbonisation and autonomy blockers.

Workshop with CPC experts and the team (start of the financial year) to map and score the innovation priorities. Bilateral meetings with NR innovation team to understand their priorities and future innovation development (once a moth).

Visits to the client offices and sites by technical staff, to understand the everyday issues on the operational side to be able have the understanding of client needs and issues.

Engage DfT and GBR (NR) on planning and data integration on network and hubs. Roundtable Discussions.

CPC leadership and GBR leadership meeting to discuss the GBR strategy and CPC strategic themes

Innovation showcase at the trial sites at partner stations and National Rai sites

Gathering user feedback through focus group sessions

Workshops with rail stations to map the willingness and readiness for innovation cluster (hub) development. Stage 2 of engagement – planning to set up station innovation zones.

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

Rail 2025-2028

Integrate digital twins for rail assets trough DfT, and Network rail funding and industry co funding,

Engagement with DfT, NR(GBR) and rail stations to Co-develop clean energy hubs at major stations.

Co- development of the UK wide transportation system resilience strategies with rail, road, maritime and aviation stakeholders (quarterly meeting set up by transport BU expert).

Bilateral quarterly meetings with DfT to scope the GBR innovation needs (examples of themes: efficient operations, decarbonisation transition pathways).

Continuous engagement with the users of the rail system and feedback mechanisms implemented with a process and operational improvement in place depending on feedback

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

Maritime 2025-2026

UK Shore and Maritime Ports collaboration on the green maritime corridors future ZEVI opportunities

Engage Maritime UK, MoD, DSIT, maritime and Coastguard Agency for dialogue on autonomy, digitalisation, positioning and communication technologies. Workshops to develop frameworks and roadmaps.

Discussions with ports to understand the willingness to test and implement the innovation.

Engage selected ports of Liverpool and Plymouth to plan innovation showcases for FY 26/27 selected technologies as per above workshops and potential UK Shore funding (potential project engagement if successful, however findings could be used for the international opportunities e.g. Singapore).

Industry (logistics, container vessel operating companies) feedback at focus groups.

Meetings with Liverpool and Plymouth harbour to continue the collaboration and engagement. (cadence to be provided by Mark W)

Continuous engagement with Crown Estate regarding the establishment centre of the autonomy. Leading to below the work in the next slide.

Engagement of the MoD regarding the autonomy implementation in Plymouth and training of staff in usage of the new technologies such as autonomy, new fuels, automation data and digital technologies. Potential to run accelerators with the accelerator team.

- Workshops
- Roundtable discussions
- Innovation showcases
- Surveys and consultations
- Bilateral meetings
- Joint working groups

TYPES OF ENGAGEMENT

Maritime 2025-2026

Organisation	Purpose	Outputs
UK Shore Maritime Ports	Green maritime corridors future ZEVI opportunities	
Maritime UK MoD DSIT Maritime and Coastguard Agency	Autonomy, digitalisation, positioning and communication technologies	Workshops to develop frameworks and roadmaps.
Ports	to understand the willingness to test and implement the innovation	
Liverpool and Plymouth	to plan innovation showcases for FY 26/27 selected technologies as per above workshops and potential UK Shore funding (potential project engagement if successful, however findings could be used for the international opportunities e.g. Singapore).	potential UK Shore funding (potential project engagement if successful, however findings could be used for the international opportunities e.g. Singapore).
	to continue the collaboration and engagement. (cadence to be provided by Mark W)	
Industry (logistics, container vessel operating companies) feedback at focus groups		

- Workshops
- Roundtable discussions
- Innovation showcases
- Surveys and consultations
- Bilateral meetings
- Joint working groups

TYPES OF ENGAGEMENT

Maritime 2025-2028

Scaling of clean freight corridors, clean fuel hubs and increased autonomy of port operations and vessel operations. Internal workshops within transport BU and external maritime focused with ports already engaged and UK Shore.

Workshops (twice per year) with DfT, Maritime UK, MoD to validate the CPC maritime strategy.

Formalise Maritime UK, MoD, DSIT, maritime and Coastguard Agency partnerships for decarbonisation, autonomy and resilient maritime systems innovation.

Showcases of the autonomous maritime technology supported by the Crown Estate and MOD.

Continuous engagement with the users of the maritime logistics through joint working groups and projects. Leveraging CPC DT Hub (for digital technologies) communities and transport business unit connections.

Continuous engagement with the users of the maritime logistics through joint working groups and projects. Leveraging CPC DT Hub (for digital technologies) communities and transport business unit connections.

Engage with NPL to support development of physical environment to test for assuring system of the autonomous vehicles.

- Workshops
- Roundtable discussions
- Innovation showcases
- Surveys and consultations
- Bilateral meetings
- Joint working groups

TYPES OF ENGAGEMENT

Aviation 2025-2026

Launch joint working groups with UK airports and CAA on clean air traffic and passenger experience.

CPC innovation showcases of the living lab work.

Stakeholder workshops with airports to understand the challenges of the decarbonisation and autonomy, leveraging the living lab experience.

Workshops with airports to map the willingness to collaborate and set up living labs at the airport. Prioritisation of the airports willing to collaborate.

Living lab SME feedback and surveys. User and airport staff feedback.

Bilateral meeting with DBT on innovation funding for aviation decarbonisation (new director for maritime and aviation to arrange).

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

Airport 2025-2028

Implement smart airport systems at the partner airports leveraging the living lab work and experience. Advance aircraft autonomy and clean fuel adoption. DfT, CAA and partner airports.

Intermodal hub interchange testing (physical and digital infrastructure). Working with cross sector stakeholders of national rail and regional transport authority.

Autonomous technology acceptance surveys. Fuel dependent taxation models testing with users through surveys and consultations.

Engage CAA for the sandbox trials of the BVLOS operations in urban environment, AI use in aviation and clean fuels systems (delivery, storage, fuelling, handling, supply chain) testing in aviation.

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

Highways 2025-2026

Stakeholder workshop with NH and DfT and Regional Transport Authorities to validate the Integrated transport and highways transportation strategic themes and blockers for innovation implementation.

Bilateral monthly meetings with key stakeholders DfT, NH to discuss the future opportunities, technology advancements and transport innovation ecosystem (DfT 'Seeing the future' pillar, CPC needs to lead on it).

Workshops with Regional Transport Authorities to develop Regional Transport Authority mapping for innovation cluster development.

Bilateral meetings with NH to discuss the framework themes and propose potential opportunities. Re-engagement with NH in a more focused way. (dare I say CPC1.0 way when we had a dedicated salesperson Gemma B)

Partner with TfL, National Highways, and ITS UK on autonomous vehicles, and transport data integration.

Partner with TfL and local authorities to trial data driven or AI-based customer sentiment tools and accessibility platforms

Work with BELG BU to identify the Regional Transport Authorities willing to collaborate and set up innovation testbeds/clusters.

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

Highways 2025-2028

Collaborate through (quarterly)roundtable discussions with ITS UK and DfT on Mobility-as-a-Service and autonomous vehicle modelling.

Scale successful hubs nationally with Network Rail and Regional Transport Authorities; embed CPC's innovation procurement model.

Publish joint white papers and reports with TfL and DfT on inclusive transport design and behavioural insights.

Integrate micromobility into regional transport planning using CPC's demand modelling tools. BELG, DfT, Regional Transport Authorities as testbeds.

Launch a national MaaS sandbox with ITS UK and DfT to test integrated transport services.

Bilateral meetings with NH at the start of financial year to discuss the framework projects and ideas

Workshops with DfT to validate the CPC yearly strategy

Workshops

Roundtable discussions

Innovation showcases

Surveys and consultations

Bilateral meetings

Joint working groups

TYPES OF ENGAGEMENT

DfT

Type of engagement

- Joint Working Groups: Monthly innovation steering meetings with DfT.
- Innovation Demonstrators: Showcase projects at DfT-hosted events or DfT supported events.
- Policy Labs: Co-design regulatory sandboxes for emerging tech (DfT support needed).
- Data Collaboratives: Share insights from AAI (is it implemented? tested?) and digital twins.
- SME Support: Align TRIG and accelerator cohorts with DfT priorities.

Themes for engagement

- RoundTable with DfT on the decarbonisation priorities for each mode. Easiest to decarbonise modes or vehicle types within a mode (e.g. private as opposed to heavy 40t)
- Co develop the decarbonisation innovation roadmap.
- Assess monitor and evaluate the freight innovation fund and reshape as per learnings (scale up the trials and tech with the same or lower funding).
- Decarbonisation taskforce of DfT and CPC?
- What happened to Amenity Accessibility Index (AAI) developed by CPC https://cp.catapult.org.uk/project/a-pathway-to-decarbonised-growth-using-data-to-lead-development/? Is it possible to implement it, test it? Can it be incorporated into any DfT toolkits or planning toolkits?
- Launch regional innovation hubs with Regional transport authorities and DfT? (this goes into 5 year engagement)
- National transport decarbonisation accelerator?

RAIL STAKEHOLDER OVERVIEW

Strategic themes and their following stakeholders

	Autonomy	**People Experience**	**Hubs and Clusters**	**Decarbonisation**	Planning and Operation	Futures / Convening Industry
GRBx	Relevant Focus Areas					
HS2		Rail Technology Advancement Rail- Transport Hubs & Multimodal Integration		Rail Technology Advancement		
Network Rail						
TfL						
Bristol Temple Meads Station						
DfT						

AVIATION STAKEHOLDER OVERVIEW

Strategic themes and their following stakeholders

	Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Futures / Convening Industry
	Relevant Focus Areas					

MARITIME STAKEHOLDER OVERVIEW

Strategic themes and their following stakeholders

	Autonomy	**People Experience**	**Hubs and Clusters**	**Decarbonisation**	Planning and Operation	Futures / Convening Industry
	Relevant Focus Areas					

HIT STAKEHOLDER OVERVIEW

Strategic themes and their following stakeholders

	Autonomy	People Experience	Hubs and Clusters	Decarbonisation	Planning and Operation	Futures / Convening Industry
	Relevant Focus Areas					

TRANSPORT STAKEHOLDER OVERVIEW

Strategic themes and their following stakeholders

- Strategic themes and Tier 1 stakeholder map