CATAPULT Connected Places

i3P

i3P: Annual Review 2025-26

How UK Infrastructure Solved Big Problems Together

March 2026

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What is i3P?

About i3P

i3P is the UK's cross-industry innovation partnership where major clients, contractors, suppliers and consultants work together to deliver practical solutions to shared delivery challenges.

i3P exists to:

- Address sector-wide problems once, with shared solutions
- Build aligned standards and methods across programmes
- Accelerate adoption of proven innovations
- Improve productivity, carbon, safety and value across UK infrastructure

Members include major clients (HS2, National Highways, Environment Agency, National Grid), Tier 1 contractors, concrete producers, technology firms and consultants.

Why i3P matters:

Infrastructure programmes face common challenges: fragmented specifications, inconsistent technology integration, slow productivity gains, escalating carbon requirements, limited reuse, and slow diffusion of proven solutions.

i3P creates value by:

- Bringing clients together behind a single problem definition
- Creating consistent expectations for contractors and suppliers
- Developing joint tools, standards and adoption pathways
- Generating evidence that de-risks deployment on live programmes
- Aligning procurement, delivery and supply chains around shared needs

i3P is the only place where the UK's biggest delivery bodies coordinate innovation at system level.

i3P's structure is designed for reliability, pace and scalability – turning ideas into sector-wide impact.

Client Group (CG)

Sets strategic direction, confirms priorities and approves new collaborative projects to ensure alignment with national infrastructure objectives and the emerging National Infrastructure System Transformation Authority (NISTA) pipeline

Delivery Leadership Group (DLG)

Maintains a regular delivery rhythm, enabling cross-programme visibility, coordinated problem-solving and early action on risks, while ensuring discovery work leads to real-world

Communities of Practice (CoPs)

Member-led groups that translate priorities into practical tools, shared frameworks and adoption pathways, covering Circular Economy, Low-Carbon Technology and Health, Safety and wellbeing

Secretariat (Connected Places Catapult)

Provides stable, structured programme management, governance, communications and member support – ensuring consistency, continuity and delivery pace across all i3P activity and connecting members into wider Connected Places Catapult programmes, innovation pipelines and external funding

Client Members:

AWE, Department for Transport, national highways, HS2, nationalgrid, Sizewell C, NetworkRail, NDL, Tideway, Environment Agency

Supply Chain Members:

ARUP, bam, Balfour Beatty, COSTAIN, expedition, GRAHAM, Jacobs, MOTT MACDONALD, MURPHY

Impact at a Glance

In 2025/26, i3P delivered tangible, programme-level impact through joint work with:

- Major clients (**HS2, National Highways, Environment Agency, National Grid**),
- Tier 1 contractors (**Balfour Beatty VINCI, Costain, BAM Nuttall, Skanska, Graham**) and;
- Leading suppliers and technology innovators (**VERIFI, Cloud Cycle, Command Alkon, Tarmac, Cemex, Aggregate Industries, Breedon, Heidelberg Materials**).

The work focused on real, system-level challenges and delivered measurable improvements across productivity, carbon and health, safety and wellbeing, while also driving significant cost savings. Over the year, we also established a new Monitoring and Maintenance theme, which will be fully mobilised in FY 26/27.

Productivity

3× performance uplift

identified on a major HS2 contract using the structured technology governance model developed through ETRIE, co-delivered with HS2 and BAM Nuttall.

Faster concrete pours

and better truck utilisation enabled through digital maturity data and automated slump measurement deployed with Balfour Beatty VINCI and leading concrete suppliers.

Carbon and Circularity

35-40% lower-carbon concrete pathway

building on HS2's proof of concept and i3P dissemination, with 2025/26 supporting faster adoption through greater client and contractor alignment.

Standardised Pre-Demolition Audit Method

adopted across members, enabling earlier, higher-value reuse of materials such as steel, aggregates and secondary products – developed with HS2, National Grid, Environment Agency, Balfour Beatty, Costain, BAM Nuttall, Skanska, and Keltbray.

Health, Safety and Wellbeing

80-90% reduction in plant–person interface exposure

potential as manual slump testing is replaced with digital monitoring on HS2, delivered with Balfour Beatty VINCI and multiple technology partners.

Authored the psychological safety chapter

for the National Grid Innovation Playbook, published August 2025.

Cost

£400m+ efficiency opportunity

identified through clearer technology governance, scope definition and cost traceability via ETRIE.

Circa 5% cement savings

enabled by real-time digital monitoring and maturity-based optimisation across supplier fleets.

Lower waste, fewer rejected loads and fewer delays

through connected data, consistent digital workflows and improved batching quality.

What We Achieved in 2024/25

Executive Summary

In 2024/25, we strengthened the foundations needed for i3P to accelerate delivery and adoption across the sector:

- **Established the new i3P Secretariat within Connected Places Catapult:** moving from KTN to a more stable, strategically aligned home with stronger programme management, clearer governance rhythms and better integration with national innovation activity.
- **Launched the new i3P digital platform (Feb/March 2024):** improving visibility of activity, member onboarding and access to tools, learning legacy and project outputs.
- **Standardised the Learning Legacy approach:** ensuring project insights were captured consistently and surfaced earlier to support replication and adoption.
- **Delivered high-value engagement events:** including the i3P Forum and member roadshows, strengthening insight across client and supply-chain.
- **Reset Communities of Practice:** clarifying their scope, value, and role in driving practical delivery across circularity, low-carbon materials and HSW.
- **Approved a new wave of collaborative projects:** including Calcined Clay, ETRIE and PDA Guidance, building a strong project pipeline for 2025/26.

This work set the foundations for a faster more coordinated, more impactful year in 2025/26.

What We Set Out To Do in 2025/26

1. **Turn high-potential ideas into funded, multi-client projects**
   Create a strong project pipeline, secure client sponsorship, and mobilise real delivery teams (not discussion forums).
2. **Improve adoption of proven innovations**
   Move digital tools, carbon solutions and circularity practices beyond isolated trials and into consistent use across programmes.
3. **Strengthen alignment between major clients and Tier 1s**
   Build shared positions on challenges, priorities and technical requirements, reducing fragmentation and duplication.
4. **Build stable, consistent governance across CLG, DLG and CoPs**
   Establish clear rhythms, transparent decision-making and structured delivery oversigh.
5. **Improve access to tools, guidance and insight**
   Make learning legacy, project outputs and member resources easier to find, reuse and embed across organisations.

This was the foundation for the year: clear direction, clear roles and clear expectations.

Delivery Against the Mandate

Executive Summary

By the end of 2025/26, i3P had delivered against every commitment set at the start of the year:

1 Turn ideas into collaborative projects — Delivered

Four major cross-client projects were mobilised and advanced:

- ETRIE (technology as a delivery engine)
- PDA Guidance (standardised circularity method)
- Calcined Clay (low-carbon cement alternative)
- Digital Monitoring of Fresh Concrete (Follow-On From 2023/24)

Each with clear sponsors, delivery plans and outputs.

2 Improve adoption — Delivered

- Digital monitoring of fresh concrete progressed from HS2 proof-of-concept into a sector-ready methodology, backed by suppliers and standards bodies.
- CoPs shifted from discussion to shaping practical adoption pathways (eg. For calcined clay and Pre-Demolition Audit Guidance).

3 Strengthen alignment — Delivered

- Alignment increased across major clients through the Connected Places Catapult Summit, i3P Forum, CoP workshops and “Talks With…” sessions.
- Clients set clearer priorities; contractors and suppliers gained clearer expectations.

4 Build stable governance — Delivered

- The DLG established a consistent delivery rhythm, improving oversight, prioritisation and follow-through.
- The new Secretariat strengthened programme management and day-to-day coordination.

5 Improve access to tools and evidence — Delivered

- The new i3P digital platform launched, enabling easier access to project outputs, learning legacy and working groups.
- Learning legacy was standardised and surfaced earlier for member reuse.
- Outcome: In 2025/26, we built greater coordination across programmes, enabling more joined-up, high-value delivery and helping turn intent into measurable impact.

Our Collaborative Project Portfolio

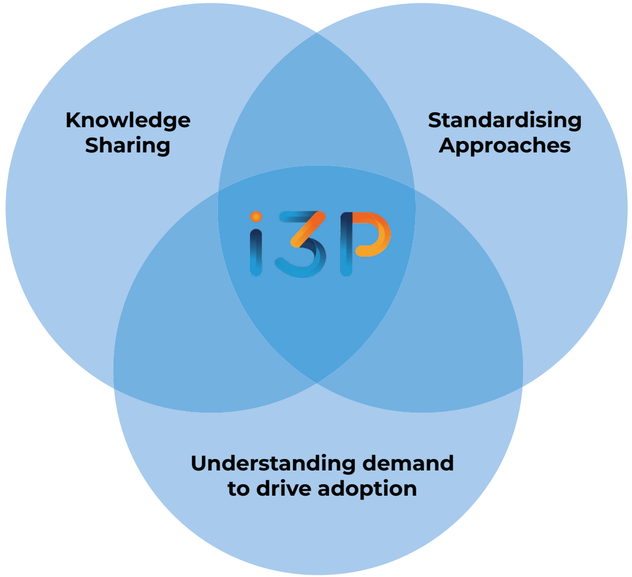
Projects

This year, i3P delivered four breakthrough, client-sponsored innovation projects – each proving how cross-industry collaboration can unlock measurable improvements in carbon, productivity, safety, quality and cost:

- **Decarbonising concrete at scale through the Calcined Clay Challenge** – progressing towards wider adoption, with 2025/26 centred on initial client and contractor alignment, including an i3P-funded dissemination event with the Institution of Civil Engineers, translating HS2 learning into reusable approaches and preparing the ground for i3P-supported rollout in 2026/27.
- **Setting a new UK standard for circular demolition with Pre-Demolition Audit Guidance** – co-developed with clients, contractors and specialists to give projects early material insight and unlock major reuse and carbon savings.
- **Transforming technology delivery through ETRIE** proven with HS2 and BAM to deliver a 3× performance uplift, £400m+ cost-efficiency opportunities, and a repeatable model now being explored by National Highways, National Grid and DfT.
- **Revolutionising concrete pours with Digital Monitoring of Fresh Concrete** – building on the 2023/24 HS2 proof of concept with Balfour Beatty VINCI, 2025/26 focused on i3P-led engagement with major clients and contractors to codify learning into practical guidance, frameworks, and tools – creating a repeatable, adoption-ready approach that reduces risk, waste and carbon.

Across all four projects, i3P provided:

- **Targeted innovation support** to accelerate solutions into delivery.
- **Cross-client alignment** to create shared methods, tools and demand signals.
- **A consistent rhythm of collaboration, problem-solving and knowledge-sharing** through the Delivery Leadership Group (DLG).



Together, these projects show how i3P converts big challenges into practical, scalable, industry-ready solutions – giving members a unique platform to shape the future of UK infrastructure.

ETRIE: Technology as an Engine of Delivery Performance

Projects

Challenge

Major programmes often reduce ‘technology’ to basic IT and device mobilisation. As a result, critical operational systems – planning, logistics, commercial, safety – remain fragmented, poorly governed and disconnected from decisions. The data that could drive productivity, efficiency and certainty is trapped, under-used, or lost entirely at project close.

What We Delivered

- **Partnered directly with HS2 and BAM** – to design and test a structured, accountable technology-delivery model inside a live major programme.
- **Secured executive sponsorship** – from HS2’s Client Delivery Lead and BAM’s CIO, ensuring shared ownership and real delivery traction.
- **Ran targeted briefings** – (with HS2 and BAM) covering governance, data architecture, cost transparency, supplier management and IT exit planning.
- **Built a reusable methodology** – for civil engineering projects, capturing principles, processes and templates for technology mobilisation, data integration and innovation enablement – developed with expert architects and data specialists from the EKFB programme.
- **Piloted the approach on HS2 Rail Systems** – validating the method and showing how clear technology ownership, data flows and integration improve performance in real project conditions.
- **Enabled future adoption across i3P** – engaging HS2, National Highways, National Grid and DfT (via the Transport Research Innovation Board) to explore trials, evaluate benefits and shape how the method is applied to new major programmes.
- **Created a pathway for project-wide innovation** – showing how structured technology foundations unlock automation, real-time insight and faster deployment of digital solutions such as computer vision, connected worker tools and predictive analytics – all previously proven on EKFB.

Measured Impact:

3× performance uplift compared with other major contractors on the HS2 Main Works Civil Contract programme.

£400m+ potential cost-efficiency gains unlocked, through better governance, clearer data flows and integrated systems.

Strong demand signalled from major client organisations – including HS2, National Highways, National Grid and DfT/ TRIB – for further trials and adoption.

Outcome:

A proven, repeatable and scalable model showing what happens when technology is treated as a delivery engine, not a cost centre.

The result: higher productivity, lower cost, clearer data, faster mobilisation and better programme certainty. A blueprint any infrastructure client can adopt to deliver smarter, faster and more confidently from day one.

Digital Monitoring of Fresh Concrete

Projects

Challenge

Digital monitoring of fresh concrete has historically been limited to isolated trials, leaving most programmes reliant on manual slump tests – slow, labour-intensive, inconsistent and hazardous. This results in plant–person interface risks, wasted material, slower pours, unpredictable quality and fragmented data across sites.

What We Delivered

- **Advanced from the 2023/24 HS2 trials delivered with Balfour Beatty Vinci** – expanding proof-of-concept work into a full industry methodology and adoption pathway.
- **Scaled a proven HS2 BBV innovation** – the digital slump test and turned it into an industry-wide methodology and adoption pathway.
- **Brought together the full concrete ecosystem** – in one i3P working group:Balfour Beatty Vinci (Technical Lead), Saint-Gobain/VERIFI, Cloud Cycle, Command Alkon, Concrete Watcher, Tarmac, Aggregate Industries, Cemex, Heidelberg Materials, Breedon, Extrudakerb, plus HS2, National Highways, East West Rail, Environment Agency, NDA, SCS, Ferrovial, Graham, Costain and BAM.
- **Co-created an industry Technical Guidance Note (TGN)** – defining standard digital workflows, data models and end-to-end methodology for maturity and consistency monitoring.
- **Secured endorsement and sector alignment** – from BSI, ICE, Concrete Society and CIRIA, enabling a route from guidance to a formal future standard.
- **Built a repeatable adoption playbook** – with templates, benefits case and a dissemination plan to support client-led rollout across major programmes.

Measured Impact:

80–90% reduction in plant–person interface exposure by eliminating manual slump testing.

>90% reduction in manual sampling and associated waste.

~5% cement savings through real-time maturity-based mix optimisation.

Faster pour turnarounds, reduced rejections and smarter truck utilisation, boosting site productivity. (Impacts validated through the HS2 BBV full-scale trials and wider technology provider datasets.)

Outcome:

A proven, scalable digital solution – co-designed by clients, contractors, suppliers, tech innovators and standards bodies – that improves safety, carbon, productivity, quality and programme certainty.A clear adoption pathway is now in place, backed by national stakeholders and ready for deployment across the wider UK infrastructure portfolio.

Pre-Demolition Audit Guidance

Projects

Challenge

Most major programmes still demolish without a structured pre-demolition audit, leaving teams unclear about the materials, quantities and reuse potential within existing assets.
This leads to:

- Missed opportunities to reuse or recover high-value materials.
- Higher waste, higher carbon and avoidable cost.
- Inconsistent practice across clients and contractors.
- Limited learning and no shared circularity standard.

Without early material insight, projects cannot plan reuse, reduce embodied carbon, or embed circular-economy practice at scale.

What We Delivered

- **Direct engagement with major i3P clients and contractors** – including HS2, Environment Agency, National Grid, Balfour Beatty, Costain, BAM, Skanska, Keltbray and the Infrastructure & Projects Authority – through structured interviews to map current practice, identify gaps, and capture real project needs.
- **Industry-ready PDA guidance and templates** – built from a comprehensive review of UK, EU and international standards and member case studies.
- **A consistent audit framework** – defining when to audit, what data to collect (volume, tonnage, area), and how to evaluate reuse and recycling routes – including closed-loop options.
- **Practical circularity guidance** – linking material inventories to design decisions, procurement, WLCA inputs, reuse pathways and project-level targets.
- **Clear definition of roles** – across clients, consultants and demolition contractors to ensure audits are undertaken competently and early enough to influence design.
- **A client-aligned, repeatable approach** – shaped with the i3P Circular Economy Community of Practice to support consistent adoption across major programmes.

Measured Impact:

Significant increase in high-value material reuse, reducing waste and embodied carbon across major projects.

Consistent demolition and audit practice across clients, enabling benchmarking, shared learning and aggregated insights.

Better commercial outcomes through earlier material visibility, reduced disposal costs, lower transport impacts and fewer rejected materials.

Stronger system-level circularity, supported by a recognised, sector-standard methodology that aligns PDA outputs with wider processes such as WLCA, SWMPs and asset management and wider technology provider datasets.)

Outcome:

A practical, standardised and scalable PDA method that gives clients early, quantified material insight; unlocks reuse at programme level; reduces carbon, waste and cost and establishes a shared UK infrastructure standard for circular demolition practice.

Calcine Clay: Scaling Low-Carbon Concrete

Projects

Challenge

The UK construction sector urgently needs lower-carbon cement alternatives. Calcined clay offers 35-40% carbon reduction, but adoption is held back by technical uncertainty, inconsistent standards, commercial risk and fragmented demand across major programmes. This slows decarbonisation and keeps clients dependent on high-carbon cement sources.

What We Delivered

- **Coordinated cross-programme engagement through engagement with major i3P clients and contractors** – including HS2, National Highways, Environment Agency, Costain, Balfour Beatty, BAM, Graham, PA Consulting – to align understanding of performance, standards and barriers to adoption.
- **Structured member mobilisation and support** – through actively secured letters of support from both client organisations and supply-chain partners, creating a united view of the opportunity and reducing perceived adoption risk.
- **Industry-ready guidance and technical alignment** – supported the Calcined Clay project team with technical discussions, evidence consolidation and early standardisation thinking, enabling clearer specification routes and shared expectations across the supply chain.
- **Dissemination and rollout preparation** – Provided hands-on planning and delivery support for the ICE dissemination event, helping industry stakeholders understand requirements for UK-scale deployment and shaping next-stage action planning.
- **Ongoing participation in project governance** – Joined all Calcined Clay meetings as the i3P conduit – aligning updates across the DLG, client group and delivery partners, and supporting planning for future phases such as UK kiln development.

Measured Impact:

Up to 35-40% embodied-carbon reduction on major concrete works, accelerating progress toward net-zero materials.

A coordinated, comparable evidence base that reduces technical and commercial uncertainty for clients and contractors, enabling quicker adoption across programmes.

Clearer, aggregated demand enabling material producers to invest confidently in UK-based calcined-clay production and supply capability.

Consistent routes to specification and compliance, improving market readiness and reducing the cost and risk of early trials.

Stronger supply-chain alignment, supporting the long-term transition from high-carbon cement to low-carbon alternatives at national scale and wider technology provider datasets.)

Outcome:

We now have strong evidence that the UK sector is ready to use around 82,000 tonnes of calcined clay every year. Clients and suppliers are working to the same expectations, and there is a practical, agreed plan for rolling it out nationally. Major programmes now have a real, immediately usable route to switch to lower-carbon concrete.

Tangible Value Delivered in 2025/26

Productivity

ETRIE: Delivered with HS2 and BAM Nuttall

3× performance uplift

achieved on a major HS2 contract by implementing a clear, structured technology-delivery model co-developed by HS2 and BAM Nuttall.

Improved delivery flow as roles, responsibilities, integration points and technology scopes were clarified and aligned across client and contractor teams.

Digital Monitoring of Fresh Concrete: Delivered with Balfour Beatty VINCI and Major Concrete Suppliers

Building on the full-scale HS2 trials initiated in 2023/24, the project was expanded into the adoption phase with Balfour Beatty VINCI, VERIFI (Saint-Gobain), Cloud Cycle, Command Alkon, Concrete Watcher, Tarmac, Cemex, Aggregate Industries, Breedon and Heidelberg Materials to create a sector-ready digital approach.

Faster concrete pours

and significantly improved truck utilisation were enabled through real-time maturity data and automated measurement.

Reduced rework and fewer delays were identified through consistent digital workflows and connected quality data across suppliers and site teams.

Carbon and Circularity

Provided letters of support from the membership to HS2, National Highways, the Environment Agency and Tier 1 contractors

Identified that 35-40% carbon reduction

is achievable as a viable option within concrete packages through evidence developed with HS2, National Highways, the Environment Agency and Tier 1 contractors, including Costain, Balfour Beatty, BAM Nuttall and Graham.

Pre-Demolition Audit Guidance: Delivered with HS2, National Grid, Environment Agency and Major Contractors

Earlier, clearer material mapping using a practical, consistent PDA methodology developed with HS2, National Grid, Environment Agency, Balfour Beatty, Costain, BAM Nuttall, Skanska, Keltbray, and the Infrastructure and Projects Authority.

A process to enable higher material recovery, reduced embodied carbon and reduced reliance on virgin aggregates, steel and secondary products.

Tangible Value Delivered in 2025/26 (continued)

Value for Members

Health, Safety and Wellbeing

Digital Monitoring of Fresh Concrete: Delivered with Balfour Beatty VINCI and Technology Providers

Identified the opportunity for 80-90% reduction in plant–person interface exposure

by replacing manual slump testing at the truck chute with automated digital measurement.

Significant reduction in manual handling and site exposure

as physical sampling and on-site slump tests are no longer required.

Better quality visibility through continuous digital monitoring

reducing late-stage interventions that previously required reactive, high-risk site activity.

ETRIE: Delivered with HS2 and BAM Nuttall

Fewer operational risks driven by clearer technology ownership

fewer ad-hoc workarounds and cleaner integration between systems and site operations.

Psychological Safety CoP

Authored the Psychological Safety chapter for the National Grid Innovation Playbook, published August 2025 – providing sector-wide guidance on creating safer, more open project environments.

Cost

ETRIE: Delivered with HS2 and BAM Nuttall

£400m+ efficiency opportunity identified by mapping and correcting fragmented technology scopes, duplicated services, unclear budgets and hidden lifecycle costs.

Digital Monitoring of Fresh Concrete – Delivered with Balfour Beatty VINCI and Suppliers.

~5% cement savings enabled by real-time maturity data and improved batching consistency.

Fewer rejected loads, lower waste disposal costs and smoother logistics due to consistent digital quality records and early identification of issues.

Pre-Demolition Audit Guidance: Delivered with HS2, National Grid, Environment Agency and Contractors

Lower demolition and waste-handling costs through early material visibility, better planning and clearer reuse routes.

Member Engagement Activities at A Glance

Member Activity

Engagement across the network increased significantly this year, strengthening collaboration, accelerating delivery, and sharpening priorities.

- **Connected Places Catapult Summit:** i3P led a full-day innovation stream, showcasing sector-wide progress on productivity, carbon reduction, digital concrete monitoring and earthworks performance, reinforcing the need for coordinated, system-level action.
- **i3P Forum:** Brought client and supply-chain leaders together to align around systems thinking, whole-life value and cross-programme barriers, shaping the next phase of collective action.
- **CoP Reset Workshop:** Reset direction across Circular Economy, Low-Carbon Technology Adoption and Health, Safety & Wellbeing, shifting them from broad conversation to high-value delivery with clearer scope and client sponsorship.
- **“i3P Talks With…” Series:** Six targeted sessions with EDF, HS2, Mott MacDonald, Jacobs, Amentum and Graham, sharing practical delivery challenges and solutions – from robotics and AI to low-carbon materials and productivity-driven collaboration.
- **Adoption of the New Digital Platform:** The new i3P platform launch last year improved visibility of all project activity, enabled smoother onboarding and made tools, templates and learning legacy easier to find and reuse across.

Outcome:
A more active, connected and informed membership – directly accelerating delivery and adoption across projects.

Key Lessons from 2025/26

Key Lessons

Early joint action by clients creates scalable impact
Shared challenges (earthworks, carbon, digital monitoring, circularity) benefit from early alignment and intervention.

1

2

Strong sponsorship accelerates delivery
Where client leadership was clear - digital concrete monitoring, calcined clay, CoP reset - delivery moved faster and adoption improved.

Clear governance and rhythm improve consistency
A stable Secretariat and stronger Delivery Leadership Group (DLG) cadence improved coordination, follow-through and reliability.

3

4

Adoption requires structured pathways, not just pilots
Innovations must include guidance, templates and processes to support uptake across projects.

Real-world demonstrators drive confidence
Digital concrete and calcined clay trials showed that tangible examples unlock faster uptake across member organisations.

5

6

Shared data strengthens alignment
Events like the Connected Places Catapult Summit, i3P Forum and “Talks With…” reinforced how data and case studies accelerate alignment and reduce duplication.

Innovation must be embedded in delivery
Fragmented delivery, unclear responsibilities and siloed planning still limit progress – innovation must be integrated into core delivery, not managed separately.

7

A Year Where Collaboration Turned Into Impact

Closing Summary

Practical Innovations Delivered

i3P members jointly produced high-value, sector-ready solutions across productivity, carbon, circularity, safety and data quality – Including ETRIE, Calcined Clay, Pre-Demolition Audit Guidance and Digital Monitoring of Fresh Concrete.

Stronger Cross-Client Alignment

The i3P Forum, Summit, Communities of Practice, Client Group and Delivery Leadership Group created a more unified view of shared priorities, clearer expectations, and stronger joint ownership across major clients and Tier 1s.

Clearer Governance & Delivery Rhythm

With the Secretariat fully embedded at Connected Places Catapult, and the DLG operating a stable cadence, i3P now has consistent oversight, structured planning and reliable follow-through, ensuring ideas translate into real delivery.

Sector-Ready Solutions Proven in Practice

Members demonstrated the ability to turn discovery into delivery:

- **Calcined Clay – Low-Carbon Concrete at Scale:** Secured stronger member commitment to support HS2, National Highways and the Environment Agency in delivering a viable 30-40% carbon-reduction pathway, underpinned by an 82,000-tonne early demand signal.
- **Digital Monitoring of Fresh Concrete – Safer, Faster, Smarter:** Advanced from 2023/24 HS2 trials with Balfour Beatty VINCI and leading suppliers into a sector-ready digital method delivering major safety, productivity and quality gains.
- **PDA Guidance – A Practical Route to Circular Demolition:** Co-developed with HS2, National Grid and the Environment Agency to create a consistent, easy-to-apply audit method enabling earlier material visibility and higher reuse.
- **ETRIE – Technology as an engine of delivery:** Structured with HS2 and BAM Nuttall to improve technology delivery, achieving a 3× performance uplift and identifying £400m+ in efficiency opportunity.

A Strong Platform for 2026/27

i3P now operates as **the UK's collaborative engine for infrastructure innovatio**n, with the governance, alignment and delivery capability to amplify impact further in the year ahead.

Thank You

Please do get in touch

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Infrastructure Industry Innovation Partnership (i3P)