

DECEMBER 2025/JANUARY 2026

FOCUS

2026

**WHAT'S IN
STORE FOR
2026?**



**SUSTAINABLE
TRANSPORT**

**WILL WAYMO
WORK?**

**PREPARING FOR
THE CYBER AND
RESILIENCE ACT**

**BUDGET 2025
COMMENTARY**



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Looking ahead in 2026

As we look forward to 2026, it's important to reflect on the last 12 months, review what we have achieved so far, and ensure we have a clear road map for the future. Our purpose is simple. We exist to provide public benefit by setting standards and advancing education, CPD and best practice across transport, logistics and supply chain networks.



We inform policy and guidance, and we promote sustainable and efficient practices that positively impact communities and the wider economy. We are the only Chartered Body that brings together all modes of transport, enabling an integrated approach to problem solving with knowledge sharing and collaboration key to finding solutions.

Throughout 2025, the Institute has hosted a series of national and regional events spanning the full breadth of our network. Notably, our annual conference brought together industry leaders to explore major themes from AI and automation to sustainability, decarbonisation and cyber security.

We have also been delighted to welcome both new company partnerships and individual members to our community this year. Our community represents a shared commitment to professional excellence, continuous learning and sustainable innovation. We're also thrilled

to be launching our brand-new website in 2026, designed to give members easier access to resources, insights and opportunities.

As an Awarding Organisation, CILT(UK) has issued more than 2,500 professional credentials this year, marking another strong period of achievement. We've welcomed several new learning partners, reflecting the rising demand for high-quality, industry-recognised qualifications.

Through thought leadership, expert commentary and policy engagement, CILT(UK) has continued to influence key conversations, shaping transport and logistics. Our experts have provided insights on issues such as fuel duty changes, bus franchising, Heathrow expansion, Sustainable Aviation Fuel (SAF) and the forthcoming British Railways Bill.

As we look ahead to 2026, CILT(UK) remains committed to empowering professionals through collaboration,

learning and leadership driving a smarter, more sustainable and connected future for all.

Artificial Intelligence will move beyond experimentation to become integral in predictive maintenance, network optimisation, and dynamic pricing. Large language models will assist in complex decision-making and anomaly detection.

Increasing customer expectations and legislative changes will compel operators across the modes to focus on enhanced service quality, accessibility, sustainability, and data-driven integration

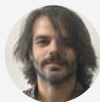
Geopolitical volatility and evolving trade patterns will continue to pressure supply chains. Environmental pressures – from water levels to emissions reduction – will shape operational decisions. Global trade will diversify, not deglobalise, creating new complexities and opportunities.

Let's embrace these changes and make 2026 a year of progress. ☺

Helen Hardy FCILT
Interim Chief Executive, CILT(UK).

THIS MONTH'S CONTRIBUTORS

14



DR WILLIAM PAYRE

Assistant Professor in Transport Design and Human Factors, Coventry University.

William is an Assistant Professor in Transport Design and Human Factors at the National Transport Design Centre at Coventry University (CU). He has been working extensively in transportation research with both the academia and the industry.

17



LUCY HAYWARD-SPEIGHT

Head of Transport Policy (Environment and Logistics), TfL.

Lucy has 20 years' experience, including 10 years in consultancy and now more recently at Transport for London where she leads on London's transport policy relating to the environment. Lucy covers air quality, carbon, electric vehicle infrastructure and climate change.

30



KARINE BARTLE

Project Director, Turner & Townsend.

Karine is an experienced logistics professional, with a track record in delivering successful projects for a range of blue-chip clients. Projects completed range from strategic and operational studies, design of new logistics networks, logistics procurement and implementation management.

34



MARTIN WILLMOR

CEO for UK and Ireland, DHL Supply Chain.

Over the past twenty years, Martin's experience in logistics has spanned several industries both internationally and in the UK, covering global forwarding, international supply chain and supply chain management. Martin recently joined DHL as its new CEO for UK and Ireland.

CONTENTS

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The World in 2026

In our annual special feature, 'The World in 2026,' we asked over 30 senior executives in the transport and logistics sector to share their predictions for the coming year. This collection of insights offers a diverse range of perspectives on the key trends, challenges, and opportunities that will shape our industry in the near future.

In addition to this, I had the opportunity to interview DHL Supply Chain's new CEO, I also sat down with Whistl's CEO to talk about the company's recent developments and future objectives.

Sustainability is a major focus in this issue, with a closer look at TfL's ambitious goals for the

coming year and the steps they're taking to achieve them. We also examine the potential impact of the forthcoming Cyber and Resilience Act, offering guidance on how companies can prepare for this new regulatory framework.

Our mission is to keep you informed about the issues affecting our sector, providing the insights you need to make strategic decisions and stay ahead of the curve. We hope this edition of the magazine serves as a valuable resource as you navigate the complexities of the transport and logistics landscape in 2026.

Mel Stark – Editor.

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THE WORLD IN 2026

41 WHAT'S IN STORE FOR 2026?

SPECIAL
FEATURE

We asked supply chain and transport leaders their predictions for next year, here's what they said

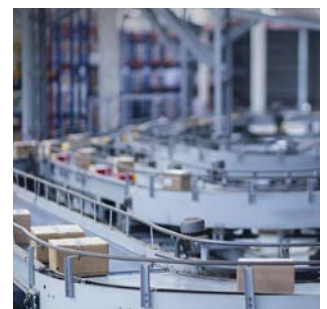
OPERATIONS AND SUPPLY CHAIN MANAGEMENT

57 FOREWORD



What a difference a year makes

58 SUPPLY CHAIN



For fun and pleasure

60 WHERE IS LEAN NOW?

An overview

FOCUS FEATURES

14 THE ROAD TO AUTONOMY



Waymo comes to London

17 SUSTAINABLE TRANSPORT

TfL's priorities for 2026

20 THE INTERVIEW



In an exclusive interview, Ian Keilty, Whistl's newly appointed CEO, shares his strategies for driving growth in the company's key business units, the critical role of collaboration in weathering market disruptions, and why he believes Whistl's early leadership in sustainability will be a game-changer.

24 CYBER AND RESILIENCE ACT



Are you ready?

26 CHINA'S EVOLUTION

China's evolving role in global supply chains

30 BUILDING BRITAIN'S TRANSPORT



The New Town programme

34 MEET DHL'S NEW CEO

A new chapter

36 SELF-HEALING SUPPLY CHAINS



Building digital systems that evolve

38 ROAD HAULAGE COLLABORATION

A key challenge

REGULAR FEATURES

3 MESSAGE FROM HELEN HARDY

Looking ahead to 2026

6 NEWS

News from the worlds of logistics and transport

10 POLICY WATCH



EV road tax, Heathrow and Rail Reform

56 FORTHCOMING COURSES

Find out the dates for our forthcoming courses and qualifications

61 WHAT'S ON

List of CILT's Regional, Sector and Corporate events

64 COMMUNITIES



News from around the UK

68 MEMBER RECOGNITION

List of members who are celebrating their membership anniversary

70 MEMBER ELECTIONS

We recognise those members who have been elected to new grades



Mel Stark

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LOGISTICS & TRANSPORT FOCUS

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FROM THE WORLDS OF LOGISTICS AND TRANSPORT

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Institute news

CILT(UK) to host Women in Supply Chain event

Join CILT(UK) for an empowering event celebrating women's career journeys across the logistics and supply chain sector. Hear from inspiring speakers as they share insights on leadership, resilience, and progress. Through panels and networking opportunities, we'll explore key themes such as mentorship, confidence building, and creating inclusive workplaces. Designed for women at every career stage, as well as HR, L&D, and DEI professionals, this event offers practical guidance, shared experiences, and a call to action for greater gender equity.

CILT(UK) Women in Supply Chain event – book today

CEVA – EMG, Unit 11 Wilders Way, East Midlands DE74 2XL
Thursday 5th March
8:30am to 3pm

To book, email: forums@ciltuk.org.uk 



Eaton Business School receives CILTUK) degree accreditation

Eaton Business School (EBS) is a globally recognised institution offering flexible, accredited online programs for working professionals. Among its flagship programs, the Executive MBA in Supply Chain and Logistics Management stands out with accreditation from the Chartered Institute of Logistics and Transport (CILT). This recognition ensures the program meets international industry standards, providing learners with advanced managerial knowledge and globally transferable skills to excel in logistics, supply chain, and operations management roles worldwide. ☹



Obituary: Jim Summerfield



Jim Summerfield, who was a dedicated and loyal Branch Manager of Clockwork Removals and Edwards Trade Storage for 13 years suddenly and tragically passed away on the 16th of October 2025.

Jim had a long and successful career within Warehouse management, for which he gained an excellent reputation within the Removals and Storage industry, going on to achieve membership with the Chartered Institute of Logistics and Transport. Jim was synonymous with Edwards Trade Storage and over time he grew a deep respect from not only his peers but clients too.

Jim was a professional, caring and 'nothing was ever a bother' man that we all came to respect. He was the most kind-hearted and genuine person that anyone could ever work with. Even when Jim was extremely busy, he always took the time to 'chew the fat' with his friends and colleagues, ending the chat with 'I'm here if you need me'.

Out of work, Jim was a loving husband to Lyndsay and dedicated father to Archie. Jim enjoyed sharing stories from family holidays where, as a qualified PADI diver, he would go diving in some of the most wonderful places throughout the world. When he wasn't travelling, Jim always enjoyed a nice, cold pint of Guinness.

Jim will be sorely missed and never forgotten by those who knew him personally and professionally. ☹

Obituary: Ian Dallison

Ian Dallison OBE passed away on 23rd September 2025 aged 98. He was born and grew up in Portsmouth, attending Portsmouth Grammar School, and was commissioned Captain in the Royal Engineers just after WW2. From 1961 until retirement, he worked as Inland Transport Manager for British Steel, initially in Wales and subsequently in London. He was awarded OBE in 1985 for his position as President of the Freight Transport Association, which post he held for two years. On retirement in 1992 Ian moved to Yarmouth. He is survived by three children. Ian was a Fellow of CILT(UK). ☹



Industry newsflash



CONSULTATION OPENS ON OXFORD STREET PEDESTRIANISATION SCHEME

The Mayor of London and Transport for London have launched an eight-week consultation on detailed plans to pedestrianise a major section of Oxford Street, following earlier public support for the concept. The proposals would ban all traffic, including buses, taxis, private hire vehicles, cycles, scooters and pedicabs, from the street between Orchard Street and Great Portland Street. Emergency services would retain access at all times, and delivery vehicles could use the street between midnight and 7am. This represents a significant change from the current arrangement, where general traffic is already prohibited between 7am and 7pm Monday to Saturday, but buses and taxis can still use the road.

HEATHROW EXPANSION PLANS MOVE FORWARD WITH 2035 TARGET

The government has confirmed that Heathrow Airport Limited's proposal will form the basis for expanding Britain's busiest airport with a third runway, aiming for operations to begin by 2035. Transport Secretary Heidi Alexander announced the decision on 25 November, stating that HAL's scheme offers 'the most deliverable option' among competing proposals such as the Arora Group. The chosen proposal will now inform a review of the Airports National Policy Statement, the planning framework required for expansion approval. Amendments to this policy will be consulted on next summer, with a final planning decision expected by 2029.

RAIL FARES TO BE FROZEN FOR FIRST TIME IN 30 YEARS

The government has announced a freeze on regulated rail fares for the first time since the mid-1990s. The freeze will apply to all regulated fares across England, including season tickets, peak return fares for commuters, and off-peak returns between major cities. More than a billion passenger journeys are expected to benefit from the decision. Commuters on busier and more expensive routes stand to make the largest savings. Those travelling three days per week using flexible season tickets could save £315 annually on the Milton Keynes to London route, £173 on Woking to London, and £57 on Bradford to Leeds. Chancellor Rachel Reeves and Transport Secretary Heidi Alexander said the move aims to ease pressure on household finances, noting that transport costs account for 14 percent of household spending. The government also suggests the freeze will help limit inflation by holding down a significant component of everyday costs.



TFL CONFIRMS CONGESTION CHARGE REFORMS

The Mayor of London and Transport for London have confirmed a package of changes to the Congestion Charging Scheme designed to prevent around 2,200 additional vehicles entering the zone each weekday, a rise that would otherwise increase congestion and air pollution. The measures aim to keep the scheme effective while continuing to support London's transition to cleaner vehicles. From 2 January 2026, the daily charge will rise from £15 to £18, its first increase since 2020. The Cleaner Vehicle Discount, originally due to end in December 2025, will be replaced by a new tiered discount system available via Auto Pay. Electric vans, HGVs and quadricycles will receive a 50 per cent discount, while electric cars will receive 25 per cent, with reduced discounts applying from March 2030.

WHAT'S IN FEBRUARY'S FOCUS

Aviation special

- + Sustainable aviation fuels and decarbonisation
- + Passenger experience re-imagined
- + Airport infrastructure developments

RAILWAY ACHIEVES MILESTONE WITH FIRST UK LOW-CARBON TRACK RENEWAL

A section of railway line in south London has become the first in the UK to be renewed using a combination of sustainable materials, achieving a 63% reduction in carbon emissions. The 1,150-yard stretch between Honor Oak Park and Forest Hill was completed using green steel rail, low-carbon concrete sleepers, recycled ballast and renewable biofuel, avoiding 581 tonnes of CO₂ emissions – equivalent to the annual output of around 200 UK households.



ALEX HYNES NAMED AS NEW CEO OF DFT OPERATOR

Alex Hynes has been appointed as the new Chief Executive of Department for Transport Operator Limited (DFTO) to lead the next phase in the transition to Great British Railways. DFTO is the government body which is bringing all currently privately-owned train operators into public ownership ahead of the creation of Great British Railways. With significant experience in both the rail industry and Department for Transport, his appointment will support the government's mission to bring together track and train – delivering a better service for passengers. Before joining the civil service, Alex held senior positions at both ScotRail and Network Rail Scotland between 2017 and 2024. This followed his extensive career as Managing Director of Northern before the operator transferred into public ownership in 2020, delivering their best ever customer satisfaction scores and record levels of employee engagement.

AMAZON DEPLOYS RECORD ELECTRIC TRUCK FLEET ACROSS UK

Amazon has begun rolling out 160 electric heavy-goods vehicles (eHGVs) across Britain following what the company describes as a record-breaking order placed in January 2025. The deployment represents the largest number of eHGVs in Amazon's global transportation network. The 40-tonne Mercedes-Benz eActros 600 trucks can travel over 310 miles on a single charge and carry up to 22 metric tonnes per journey. Amazon has installed fast charging points at its UK facilities capable of charging the vehicles from 20 to 80% battery capacity in just over an hour. The electric fleet is expected to transport more than 300 million products annually, covering distances equivalent to over 450 trips around the world on UK roads. The trucks will operate between Amazon's fulfilment centres, sort centres, and delivery stations, run by the company's carrier partners.



EV road tax falls short



CILT(UK) has welcomed the Government's recognition that the UK must modernise how it funds its transport system, but warns that the proposed 3p-per-mile road tax for electric vehicles (EVs) must form part of a coherent, long-term national strategy – not a standalone measure.

"A pay-per-mile charge for EVs is a logical step as fuel duty revenues decrease, but it is not a strategy on its own," said Daniel Parker-Klein, Director of Policy and Communications for CILT(UK), "The UK needs a clear, integrated plan for how we fund roads, rail, and wider mobility – one that is fair, future-proof and aligned with decarbonisation goals."

CILT(UK) emphasises that the UK must urgently address how it pays for its transport network as fuel duty declines, EV uptake grows and the regressive nature of Vehicle Excise Duty becomes more apparent. Long-term certainty is essential

for logistics, public transport operators and motorists alike.

The government currently generates £28 billion annually (2023/24) from fuel duty on petrol and diesel vehicles – some of which is used to repair and improve our roads. The shift is intended to plug the widening fiscal gap as more drivers switch away from petrol and diesel vehicles.

The Chancellor announced a 3p-per-mile charge for EVs – around £250 per year for the average driver – alongside a lower rate for hybrids, framing the move as a matter of fairness given petrol and diesel drivers pay roughly £600 a year in fuel duty, with the scheme to be implemented after consultation and expected to begin in 2028.

CILT(UK) emphasises that electric vehicle per-mile charging must be integrated into a single, long-term system, creating a stable and technology-neutral tax model to replace fuel duty and Vehicle Excise Duty over time.

CILT(UK) also stresses that logistics operators need clarity and predictability, as the freight sector – still predominantly diesel-powered – requires clear signals to guide investment in vehicles, infrastructure and decarbonisation. Ensuring fairness for rural communities is essential. These areas often involve longer travel distances and limited modal choice, so any charging framework must avoid disproportionate impacts on rural households and businesses.

The Institute notes that early action is preferable to delay, enabling a smoother transition while EV uptake remains moderate. "We need to move beyond short-term fixes," added Daniel. "This Budget should mark the start of an honest, national conversation about how we pay for the transport networks the economy and society rely on." ☹



CILT(UK) calls for robust analysis at Heathrow

The Government has now chosen Heathrow Airport Ltd.'s £33 billion plan for a third runway, following a formal decision announced by Transport Secretary Heidi Alexander. According to the proposal, the runway and related infrastructure would be entirely privately financed, with no public money required, although the plan includes re-routing part of the busy M25 motorway.

While this appears to be an important step, CILT(UK) stresses that selection is not yet final: detailed design, consultation, a fit for purpose regulatory system, from the perspective of the airport's users, and meaningful scrutiny are a long way from being completed, if indeed started in some cases. It is therefore more important than ever that the evaluation is robust and realistic, reflecting how much the aviation system has changed since earlier analyses.

Key points for CILT(UK):

- **The case for Heathrow expansion is no longer as clear-cut, given that other UK and London-area airports are adding capacity, where this is complemented by network developments.**

- **There are a number of material differences between the market and operating environment set out in the Airport Commission's report both between 2015 and now and perhaps more importantly for the future. There is a need for this to be recognised.**
- **Increasingly, travellers from UK regions can connect to international markets without having to route through Heathrow, which expansion alone will not necessarily change.**
- **The Government's evaluation criteria, set out by the Secretary of State, need to be applied objectively – based on good evidence, not optimistic and unrealistic forecasts.**
- **Any go-ahead should not come at the expense of other approved airport projects in the UK, especially given environmental commitments.**
- **There is a strong need for a Comprehensive Impact Assessment, with assumptions demonstrably realistic about traffic, costs, demand and environmental impacts.**

- **For the proposed increase in aircraft movements (ATMs), CILT UK insists on clarifying how runway or operational constraints might limit the actual number of new slots that can be delivered.**

Chris Tarry, Chair of the CILT(UK) Aviation Policy Group, said: "We acknowledge the Government's decision, but we must not rush. The actual final form of the proposed expansion must stand up to proper scrutiny – not just politically, but economically, operationally and environmentally.

"All voices must be heard – airlines, regional airports, local communities, cargo interests – in a process that is genuine and transparent. A future Heathrow needs to be affordable for users, sustainable, deliverable, where there are demonstrable benefits the UK as a whole."

CILT(UK) also calls for consistent national aviation policy, especially on surface access, slot allocation, and cargo operations, so that Heathrow's expansion complements rather than undermines broader UK airport development.

In conclusion, while the Government's move is welcome progress, the Institute reiterates that the path ahead must be rigorous and inclusive if expansion is to deliver long-term benefits for passengers, the industry and the economy. ☹

Government's rail reform vision announcement must deliver 'clarity and co-operation'

The Institute welcomes the Government's plans to simplify and improve the rail system of Great Britain through Great British Railways (GBR), but says success will rely on clear leadership, accountability, and strong collaboration across the industry.

CILT(UK) recognises the urgent need for reform, given ongoing fragmentation, declining passenger confidence, and high taxpayer subsidy levels. The Institute supports the principle of a more integrated and customer-focused railway – bringing track and train closer together under one guiding mind – provided that innovation, local responsiveness, and competition are preserved.

Freight users, in particular, need to benefit from a joined-up, efficient network that enables greater capacity, reliability, and greener supply chains.

Anna-Jane Hunter, Chair at CILT(UK), who has extensive experience leading teams within Network Rail, Train Operating Companies, and multi-agency industry groups, said: "CILT(UK) welcomes the Government's ambition to simplify and improve the rail system in Great Britain. The success of Great British Railways will depend on achieving a balance between national coordination and local responsiveness, while preserving opportunities for innovation and competition.

"There should also be a strong focus on balancing the needs of both freight customers and passengers, ensuring that each group is consulted, treated fairly, and well supported. This balance will help ensure that freight capacity and investment decisions fully reflect the growing demand for sustainable logistics. CILT(UK) stands ready to work with Government and industry partners to help make this vision a success."

In supporting the direction of rail reform, CILT(UK) notes that several elements of the

Government's proposals align with its long-standing policy positions, including:

- **Greater integration of infrastructure and operations to improve planning, train performance and accountability.**
- **Simplified fares and ticketing to support seamless multimodal journeys.**
- **A clear, long-term national strategy for rail that offers stability for freight and investment. This should include a published freight growth target – supporting the shift from road to rail.**
- **Alignment of reforms with the UK's sustainability and net-zero objectives.**
- **An integrated rail system for Great Britain that ensures devolved administrations, both national and regional, work together under a coherent framework and as part of a coherent network, rather than as separate entities. This will help create a truly unified and effective rail system serving all parts of Great Britain.**

Anna-Jane added: "CILT(UK) supports the principle of rail reform aimed at delivering a simpler, more reliable, and better-value railway for both passengers and freight customers alike. The Institute believes that success will depend on clear governance, partnerships with devolved and private-sector stakeholders, and a sustained commitment to innovation, skills, and economic growth including the importance of freight services within such commitments. But as always, the devil is in the detail – ensuring effective implementation will be key to realising the Government's ambitions."

As an evidence-led professional body, CILT(UK) also identifies several areas where further clarity is required before the reforms can be fully endorsed, including:

- **Governance and accountability: How GBR will be held to account for performance, customer satisfaction, and value for money.**

- **Devolution:** Clarity on how GBR will work with devolved administrations, city regions, and local transport authorities.
- **Freight:** The current plan lacks sufficient detail on how rail freight will be integrated within the new structure. A clear, strategic plan is needed to ensure freight growth is embedded in GBR's remit and that non-passenger services can use the new network effectively and efficiently. Freight is a critical enabler of the UK economy, supporting supply chains, reducing road congestion, and contributing to net-zero objectives.
- **Transition risks:** Managing the shift to a single organisation carefully to avoid disruption and any impact on safety.
- **Industry innovation:** Ensuring integration does not stifle innovation or commercial initiative from operators.
- **Skills and workforce:** Addressing skills shortages in areas such as digital signalling and decarbonisation through proactive workforce planning and professional development.

CILT(UK) recommends that Government and GBR ensure:

- **Transparent performance frameworks with published KPIs on reliability, efficiency, and satisfaction.**
- **Statutory advisory roles for regional, local, and freight partners.**
- **Open data and ticketing platforms to enable third-party innovation and customer choice.**
- **Freight growth, economic resilience, and sustainability targets embedded within GBR's duties.**
- **Professional standards, training, and workforce development built into organisational design.**
- **Continuous consultation with industry throughout the transition period.**

Anna-Jane concluded: "CILT(UK) is well placed to play a leading role in helping to shape the next phase of rail reform. With its cross-sector expertise, independent voice, and strong links to both freight and passenger communities, the Institute can help government and industry deliver a rail system that is integrated, accountable, and future-ready. By working collaboratively with Great British Railways, devolved authorities, and private partners, CILT(UK) can ensure that this project achieves its full potential – creating a railway that drives innovation, supports economic growth, and meets the needs of all users." ☹



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for individuals**

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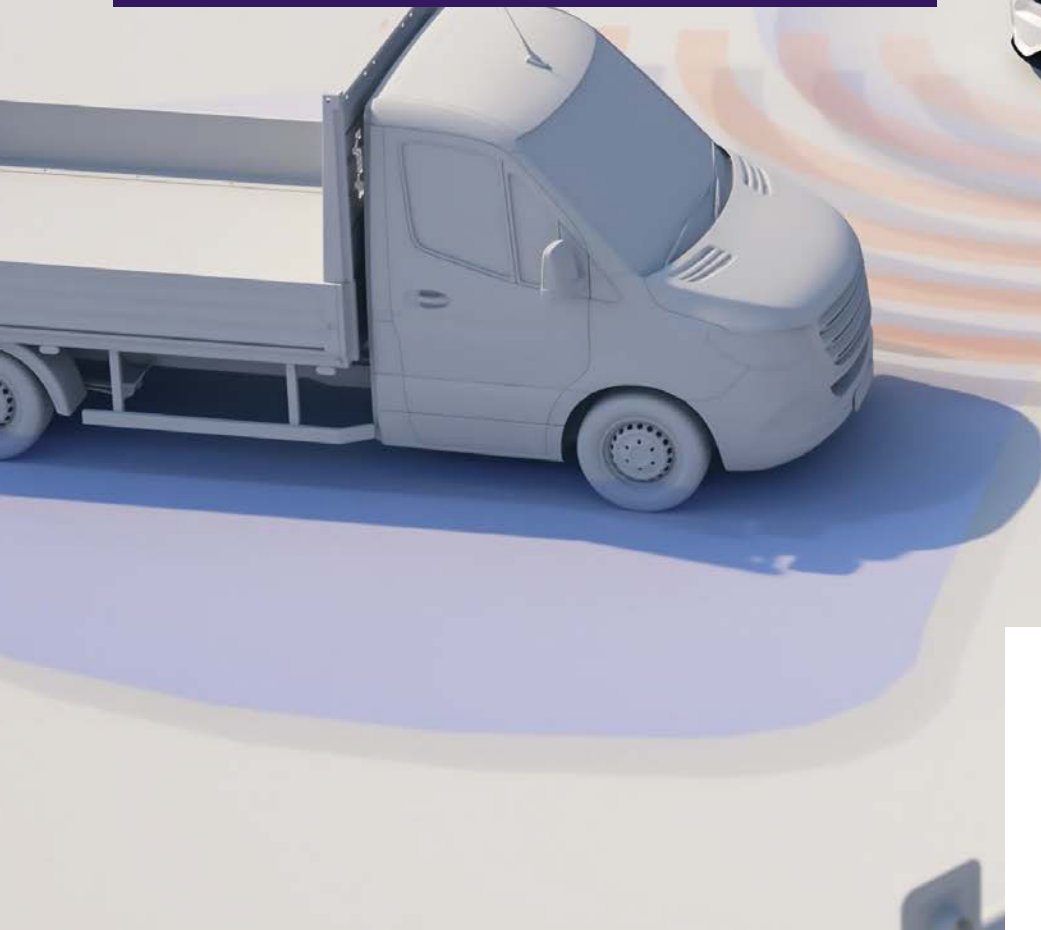


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The road to autonomy



As Waymo prepares to bring its autonomous ride-hailing service to London, we take an in-depth look at the regulatory hurdles and technological adaptations required to navigate the complex streets of the UK capital.

In the US, Waymo's all-electric Jaguar I-PACE vehicles equipped with the Waymo Driver already provide hundreds of thousands of fully autonomous rides weekly





London's transport technology is about to undergo a seismic shift. Waymo, the autonomous vehicle pioneer that has logged over 100 million fully autonomous miles in the US, announced in October its intention to launch the commercial ride-hailing service in the UK capital in 2026.

The company will work with fleet operations partner Moove to establish its service in London. In the US, Waymo's all-electric Jaguar I-PACE vehicles equipped with the Waymo Driver already provide hundreds of thousands of fully autonomous rides weekly. Waymo reports that its technology operates some of the safest vehicles on the road. However, London's transport ecosystem differs drastically from the sprawling, multilane roads of Los Angeles, and successful integration for Waymo will ride on its ability to navigate these.

Secretary of State for Transport Heidi Alexander says she's delighted to hear about Waymo's arrival. She believes boosting the AV industry will increase accessible transport options alongside bringing jobs, investment, and opportunities to the UK.

"Cutting edge investment like this will help us deliver our mission to be world-leaders in new technology and spearhead national renewal that delivers real change in our communities."

The regulatory pathway

Operating without a human driver behind the wheel, Waymo's service represents a practical test of the UK's regulatory framework established under the Automated Vehicles Act 2024. The legislation established a comprehensive safety framework designed to ensure automated vehicles meet or exceed the standard of human drivers before they can operate on British roads.

The journey to London's streets requires passage through a dual-track approval process. At the international level, vehicles must achieve type approval under UN regulations being developed through the UN Economic Commission for Europe. Domestically, the Automated Vehicles Act introduces Authorised Self-Driving Entities (ASDEs) – companies responsible for the behaviour of vehicles when operating autonomously. These entities face ongoing obligations to maintain safety and legal compliance, backed by a robust regulatory scheme that monitors performance post-deployment.

Dr William Payre, Assistant Professor in Transport Design and Human Factors at Coventry University's National Transport Design Centre, has been following the developments. "I liked that the legislation was a step forward and anticipating, not reacting, what was about to happen with automated vehicles," he says. His research focuses on road user behaviour and attitudes towards automated vehicles, particularly around trust and acceptance.

The government's Statement of Safety Principles, currently subject to consultation, will define the benchmark against which automated vehicles are assessed. This statement must secure that authorised automated vehicles achieve safety levels "equivalent to, or higher than, that of careful and competent human drivers" – a standard deliberately set above the average driver who may be competent but not always careful.

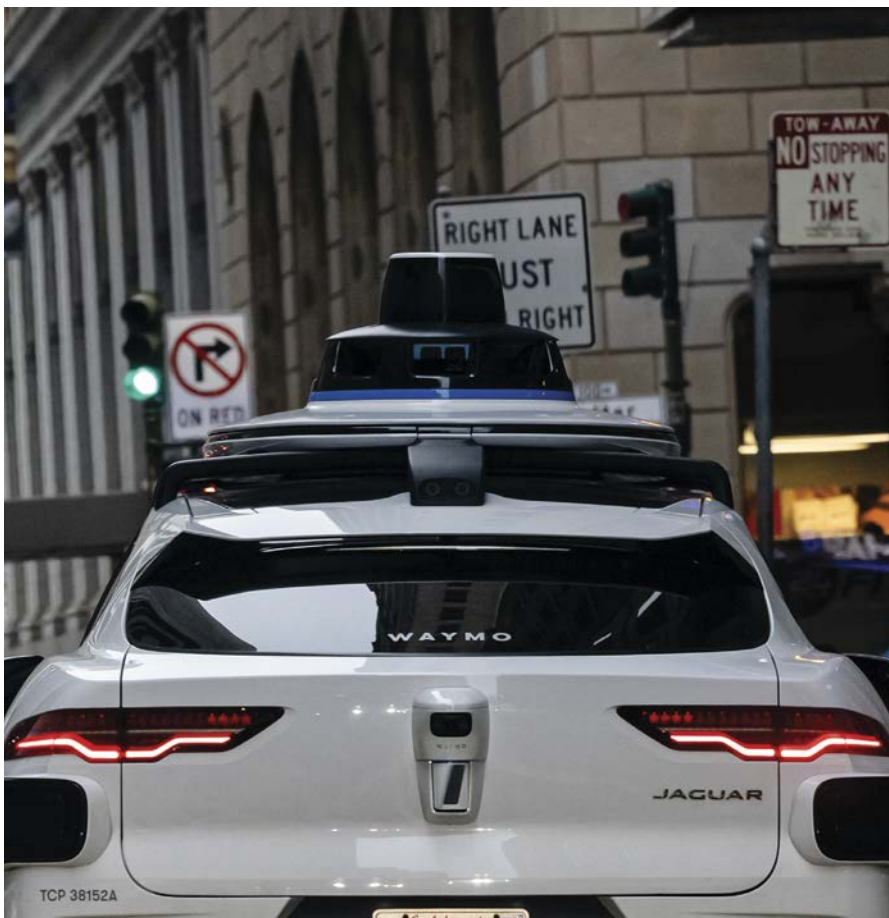
London's unique challenges

London presents distinctive challenges that set it apart from Waymo's existing operational environments. Dr William explains the difference. "It's easier for an automated car in a residential area in the US to operate than London because it's more predictable than London." He points to the capital's historical development as a key factor. "London hasn't been designed around cars. It's been designed around completely different architecture and set of needs hundreds of years ago. It's not purpose-built for traffic."

The implications for autonomous operations are significant. "It will be interesting to see what will happen in a city with a different road layout, with significantly more pedestrians, bikes, e-scooters, different types of mobility and public transport," Dr William observes. He points out the road geometry – including narrower streets and different junction designs – along with the higher number of pedestrian crossings creates a more complex environment than the grid-pattern cities where Waymo has proven its technology.

Economic and strategic implications

For the UK's transport sector, Waymo's entry carries broader implications. The government estimates the autonomous



Waymo's London deployment will offer a case study in how emerging technologies integrate with existing transport systems

vehicle market could be worth £42 billion by 2035, supporting 38,000 new jobs. Beyond manufacturing, opportunities span software development, fleet management, maintenance operations, and the creation of new service models.

London and Oxford already host Waymo's first international engineering hubs, focusing on large-scale closed-loop simulation – which it considers a gold standard development method for autonomous driving technology. The company's partnership with Jaguar Land Rover brings a British manufacturing dimension to the deployment. However, questions remain about how autonomous ride-hailing will affect existing taxi and private hire operations, and whether the technology will complement or compete with public transport provision.

The autonomous vehicle market could be worth £42 billion by 2035.

Winning public trust

Waymo's 2026 timeline is ambitious, but achievable given the regulatory groundwork now in place. Public trust in autonomous systems (particularly in urban environments) and the success of its social integration is harder to predict, and will be built through demonstrated safety performance and transparent operation.

The London deployment will offer a case study in how emerging technologies integrate with existing transport systems. The lessons learned – on safety assurance, operational models, regulatory compliance, and public acceptance – will inform not only passenger autonomous vehicles but potentially autonomous freight operations in the future.

London presents distinctive challenges that set it apart from Waymo's existing operational environments



Sustainable transport

Focus speaks with Lucy Hayward-Speight, Head of Transport Policy (Environment and Logistics) at TfL about how the authority is working to reduce emissions, expand electric vehicle infrastructure and support the logistics and transport sectors in 2026.

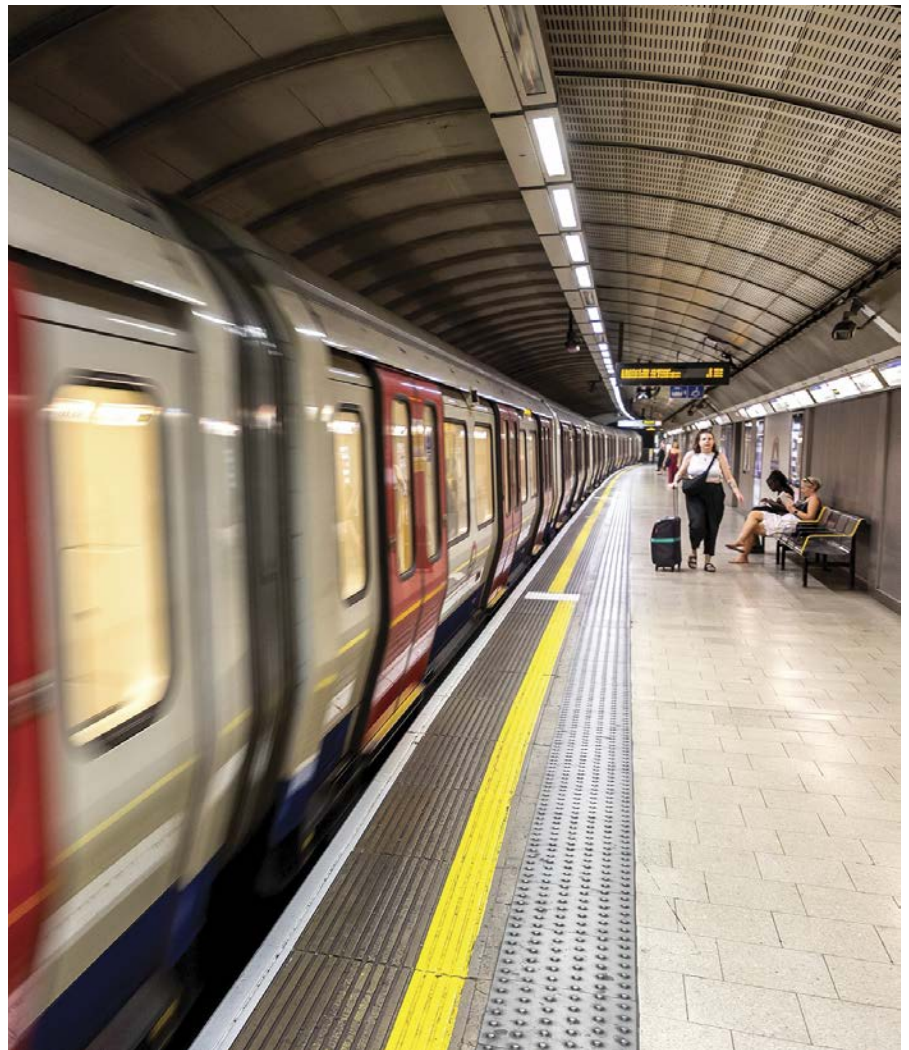
What are TfL's key priorities for reducing transport emissions in London in 2026, and how do you see these aligning with the UK's broader net-zero trajectory?

Controlling and reducing vehicle emissions is vital for protecting air quality and mitigating climate change. Vehicles emit various pollutants, including nitrogen oxides (NO_x) and particulate matter (PM), which adversely affect those with respiratory illnesses, as well as contribute to higher risk of cancers and cardiovascular diseases.

London has made significant progress in recent years. In 2024, for the first time, London met the government's Air Quality Standards, the first city in the UK to achieve legal limits of NO₂, despite having the highest population. However, there's still work to do to meet the World Health Organisation's latest guidelines and the Mayor's aspiration for Net Zero by 2030 – a goal that's loftier than the UK 2050 target.

A key priority for 2026 is promoting and supporting the electrification of high-mileage road users, such as commercial fleets, specifically targeted in our newly updated Electric Vehicle Infrastructure Strategy. We're undertaking public charge point pricing research to better understand factors that influence cost and identify potential solutions. Results will be shared with London boroughs by spring 2026. We'll also publish new guidance outlining charging requirements for commercial vehicles, ensuring infrastructure suits vehicles like e-sprinters, and sharing data on potential charging locations for electric HGVs.

Our latest forecasting shows London needs up to 51,000 public charge points by 2030. We are supporting this with rolling out rapid charge points on our own road network, and our property arm, Places for London, has entered a partnership with Fastned to develop ultra-rapid charging hubs across



The reliability of our network is fundamental to Londoners' quality of life. In many cases, the drive towards cleaner transport also allows us to modernise our network.



London. There will be an initial five hubs and prospects of expanding to 25 sites by decade's end.

Another priority is looking into the health implications and impact of non-exhaust emissions, primarily from tyre and brake wear, which are poorly understood. By 2030, we expect that 90% of PM emissions from London's road transport will come from non-exhaust emissions. To try and address this, there will be increased regulation of non-exhaust emissions through the Euro 7 standard coming into force in November 2026, which will be the first global standard for brake dust and use of microplastics in tires.

What are TfL's milestones for 2026 in working towards making London a zero-carbon city by 2030?

Taking action is important, but so is measuring success. TfL is the largest user of electricity in London, and uses around 1.6TWh of electricity annually. We've committed to reduce emissions from direct and indirect sources by 90 per cent by 2030, targets which will be validated by the Science Based Target initiative, in line with the Paris Agreement.

One milestone for 2026 is purchasing up to 10 per cent of our electricity from renewable sources, with wider ambition for 100 per cent renewable supply by 2030. This will be delivered through

new Power Purchase Agreements, such as our June announcement with EDF Renewables for a new solar facility in Longfield, Essex.

How are you balancing environmental goals with operational resilience for 2026?

The reliability of our network is fundamental to Londoners' quality of life. In many cases, the drive towards cleaner transport also allows us to modernise our network. This year we introduced 54 brand-new DLR trains, improving sustainable transport in east London while increasing capacity and reliability.

Our electric bus fleet grew to 2,500 strong this year, and we're targeting 100% electric by 2030. TfL's investment in zero-emission buses has helped create around 3,000 jobs in green technology across the UK, supporting economic growth and driving activity in new and emerging sectors with 30% of TfL suppliers operating in low carbon industries.

What's the one initiative for 2026 that will have the most tangible impact on transport professionals working in London?

In 2026 we'll be working with industry professionals to co-develop a London logistics plan. We want to remove barriers to operating in London to

unlock logistics as an engine for green growth. Logistics professionals have told us that operating in London is difficult and stressful due to competition for kerbside space, lack of industrial land availability and regulatory barriers. In this initial stage of consultation and formulating a plan to take into 2026 and beyond, it's important that transport professionals share their insights and expertise with us so we can unlock the sector's potential in London.



**CILT(UK)
Institute Annual
Lunch 2026**

Lucy Hayward-Speight, Head of Transport Policy (Environment and Logistics) at TfL is the keynote speaker at CILT(UK)'s Institute Annual Lunch in London on 12th December. Our Institute Annual Lunch is a festive afternoon of reflection, insight, and connection. Together we'll look back on the defining themes and hottest topics of 2025 while gaining a first glimpse into the opportunities and challenges shaping 2026. Open to all members, this is a unique chance to round off the year in style – expanding your network, sharing perspectives, and setting the stage for the year ahead over festive lunch.

www.ciltuk.org.uk

A man with a grey beard and white shirt is speaking at a conference. In the background, another man in a high-visibility vest is visible. The man in the foreground is looking towards the camera with a slight smile.

“We've got economic turbulence, sustainability pressures, new technologies shaking up the market, and a carrier landscape that seems to evolve by the day.”

Ian Keilty

In an exclusive interview, Ian Keilty, Whistl's newly appointed CEO, shares his strategies for driving growth in the company's key business units, the critical role of collaboration in weathering market disruptions, and why he believes Whistl's early leadership in sustainability will be a game-changer.

As you step into the CEO role at Whistl, what is your vision for the company and how do you plan to build upon its 20-year track record of success?

Whistl has four key business units, and we're in a strong position across the board. In mail, we are the market leader, so my focus is on maintaining that position. For marketing and direct mail we're in a similar place, it's about continuing to grow despite market challenges. Together, we've got a clear mission to keep volumes up and costs down so that everyone still gets those much-needed personal touches from things like birthday and Christmas cards from their loved ones!

Our newest area is fulfilment – providing e-commerce services for retailers and B2B customers. We've got an impressive 1.5 million sq ft of warehouse space and some fantastic clients, but not enough market awareness. Changing that is a key priority for me. We need to get out there and show people what we can do.

In parcels, we've carved out a strong position in collection and sortation. With all the changes happening among carriers, there's both risk and opportunity. Just as Whistl grew its mail business by capitalising on market disruption, I believe we can do the same in parcels through collaboration and smart investments in technology.

Looking ahead to 2026, what major shifts do you anticipate in consumer behaviour and expectations that may change the logistics and fulfilment landscape? How is Whistl preparing to meet those evolving needs?

With the current economic backdrop, many consumers will be looking to trim delivery

costs, and options like parcel lockers could hit 30% share. At the same time, those who do opt for home delivery will expect a more premium experience – precise time slots, real-time tracking, and rapid delivery.

To help our customers navigate this divergence, we're investing heavily in our carrier management platform. Because of our scale, we can partner closely with the major carriers to develop innovative solutions and stay ahead of the curve.

For our fulfilment clients, we're focused on providing a seamless e-commerce experience from start to finish. The name of the game is flexibility and precision – giving consumers what they want, when they want it, at the right price. Our job is to make that easy for the brands and retailers we work with.

Sustainability is becoming a key differentiator for logistics providers. What is Whistl's long-term strategy to minimise its environmental footprint and what milestones do you aim to achieve by 2026?

I've been blown away by Whistl's commitment to sustainability. We've got a cracking ESG report that really raises the bar, and we were early adopters of science-based carbon reduction targets. By 2030, we're aiming to slash our absolute carbon footprint by 42% – and even more in relative terms as the business grows.

One of the things I'm most proud of is our carbon-reduction offering. We built a detailed carbon calculator and now we're helping big brands like Sky and NatWest reduce their footprint for just a small premium. I think that's going to really take off by 2026 and beyond.

IAN KEILTY

CEO,
Whistl.

CAREER

Ian joined Whistl from Wincanton where he became Chief Operating Officer in 2020. Prior to joining Wincanton, Ian built up extensive experience in supply chain as an Executive for Brakes Group, Booker Group, Iceland Stores and Mars. He holds an MBA from London Business School and a degree in Engineering from the University of Durham. Ian is married with two children.

Honestly, I think we're a bit ahead of the curve in the industry, and that's exactly where I want us to be. For me, it's not just about doing the right thing – it's also a huge commercial opportunity. If we can help our customers make greener choices across mail, parcels and fulfilment, that's a win-win.

Rapid advances in AI and automation are transforming logistics. How is Whistl leveraging those technologies and what further adoptions do you envision next year?

We're already highly automated in mail and parcels, which gives us a real efficiency edge. The next step is bringing that same approach to our fulfilment warehouses.

In terms of AI, right now we're focused on optimising our own internal processes, things like demand forecasting and network planning. We've brought in some top talent →



to drive that forward, and once we've proven the value, we'll look to apply AI to more customer-facing tools, like real-time carrier selection.

It's an exciting space, but we're also conscious of moving at the right pace. There are some areas where human expertise is still absolutely crucial. A great example is our account managers – they have this knack for finding creative solutions, like when to consolidate a bulky parcel into a large letter format for last mile delivery. That kind of intuition is still hard to replicate with AI.

Ultimately, I think the sweet spot is marrying cutting-edge technology with deep industry know-how. We're laying the groundwork now to be at the forefront of that wave.

The past year has seen supply chain disruptions impact virtually every sector. How can logistics providers build greater resilience and agility to weather future 'black swan' events?

I've been banging the drum about collaboration and partnership my entire career, and I think that's essential for resilience. It's baked into Whistl's DNA – we have these deep, strategic relationships with the major carriers, and that really saw us through the ups and downs of the pandemic.

We're also fortunate to have a diverse business mix. When the lockdowns hit, our marketing volumes took a hit, but our fulfilment operation was going gangbusters with the e-commerce boom.

Going forward, we're doubling down on those carrier partnerships – really working hand-in-glove to co-develop solutions. We're also investing in flexible technology so we can pivot quickly as market conditions change.

The reality is, you can't predict every shock or disruption. But you can absolutely build resilience into your operating model, and that's a daily focus for us.

As you look out to 2026, what do you see as the greatest challenges facing the logistics industry and how is Whistl positioned to navigate those headwinds?

The next few years certainly won't be dull! We've got economic turbulence, sustainability pressures, new technologies shaking up the market, and a carrier landscape that seems to evolve by the day.

But I've always been a glass-half-full kind of person, and I think Whistl is uniquely positioned to turn those challenges into opportunities. We've got this beautifully diversified business that provides a lot of stability and cross-pollination of ideas. We're investing in cutting-edge digital capabilities to boost our efficiency and agility. And we've staked out an early lead on sustainability, which I think will be a huge differentiator with customers.

So while I wouldn't say I'm looking forward to the next big disruption, I am very confident that we have the right strategy, the right assets, and above all, the right people to come out ahead. Whenever there's change, there's opportunity – and we're ready to seize it. ☹️



“I’ve been banging the drum about collaboration and partnership my entire career, and I think that’s essential for resilience.”

Ian Keilty

Cyber and Resilience Act ready

The UK rail industry faces growing cyber threat as new legislation demands urgent action. *Focus* finds out more.



Britain's railways are emerging as a prime target for cyber criminals, with the convergence of ageing infrastructure and digital systems creating security vulnerabilities across the network.

New government legislation threatens tougher penalties for operators failing to protect essential services, as recent incidents demonstrate the sector's exposure to sophisticated attacks capable of paralysing transport links and endangering passenger safety.

The UK's Cyber and Resilience Bill is expected to tighten oversight of train operators, infrastructure managers, and suppliers. Building on existing NIS Regulations, the legislation introduces enhanced enforcement mechanisms, mandatory coordination with the National Cyber Security Centre, and stricter supply chain security requirements.

Safety-critical systems under threat

Railway operational technology presents its own set of challenges for cybersecurity professionals. Unlike conventional IT networks, rail systems prioritise continuous availability and passenger safety above all else, meaning even brief disruptions can have a severe impact.

"While a cyber-attack on office systems may result in lost data, an attack on railway operational technology could threaten human safety and paralyse critical infrastructure," said David Muse, Chief Technical Architect at Petards Rail.

The problem is compounded by outdated equipment. Whilst corporate IT systems receive regular security updates, safety-critical railway technology often operates for years without patches due to lengthy certification processes. This creates exploitable gaps that sophisticated attackers can leverage.

Industry responds to growing threat

The Rail Safety and Standards Board has introduced comprehensive guidance on cyber assurance for software-based railway control systems, whilst international standard IEC 63542 provides a framework for securing rolling stock, signalling, and infrastructure.

The Office of Rail and Road has conducted risk assessments identifying the most vulnerable systems that pose

the highest safety risks if compromised. These include digital interlockings, train control platforms, and remote diagnostics.

Industry collaboration is accelerating through the Rail Cyber Security Working Group and government-backed intelligence-sharing platforms, enabling operators to exchange threat data and defensive strategies.

However, experts warn that fragmented approaches remain problematic.

"Achieving robust cybersecurity requires collaboration across the entire fleet lifecycle," David explained.

"Manufacturers, operators, and rolling stock companies must work together, sharing threat models and conducting integrated security testing to identify system-level vulnerabilities before attackers do."

Network connectivity expands attack surface

The expansion of connected technologies, including predictive maintenance systems, remote diagnostics, and real-time passenger information, continues to broaden potential attack vectors across the network.

Protecting increasingly interconnected systems demands both technical controls and organisational resilience. David commented, "Operators need the capability to recover from incidents rapidly whilst maintaining safe service delivery under pressure."

With rail digitalisation accelerating and threats becoming more sophisticated, the sector faces mounting pressure to give more urgent attention to cyber vulnerabilities before a major incident forces change.

David Muse,
Chief Technical
Architect, Petards
Rail



China's evolving role in global supply chains is forcing companies to navigate an increasingly complex landscape. As AI and technology transform volatility into a competitive advantage, striking the right balance between adaptability and predictability is the key to thriving in an uncertain future.

China's evolution



This is a pivotal moment for supply chain management. China's central role, while still critical, is evolving, and companies are now looking to a more diversified and flexible future. Success will hinge on a dual approach: leveraging powerful technology like AI for predictive logistics and investing in strategic human talent to navigate an increasingly complex landscape. The profession has been elevated from a niche function to a critical strategic and political necessity.

Navigating geopolitical complexity

The globalisation of supply chains was long driven by a singular economic imperative - maximising profitability through overseas manufacturing. This model, however, is no longer viable in isolation. Today, economic decisions must be made in conjunction with political considerations, a significant departure from past practices. Modern supply chains, whether in technology or automotive industries, are now deeply entangled with geopolitical dynamics. Decisions regarding the location of suppliers, assembly plants, and warehouses carry a new level of geopolitical risk. The volatility caused by these factors have now become a bigger concern, as evidenced by the aforementioned disruptions like those in the Red Sea.

Despite significant efforts to diversify, China remains a central and unavoidable hub for most global supply chains, accounting for nearly 30% of the world's manufacturing output. Its deep integration across industries, from electronics to machinery, makes it a foundational player. Furthermore, many companies have 'hidden' exposure in their lower-tier suppliers, which are often concentrated in China, even if their final assembly takes place elsewhere. While alternative hubs like Vietnam are gaining prominence, their supply chains are still heavily reliant on China. The future of supply chains will likely involve a more diversified routing through smaller ports and a shifting balance between countries. However, the most profound changes will occur not in where goods originate, but in how their movements are managed.

Global events have propelled supply chains into the public consciousness

China remains a central and unavoidable hub for most global supply chains.

The role of technology and talent in the future

The future of supply chain management will be defined by its ability to navigate increasing volatility and uncertainty. This is where technology, particularly automation and artificial intelligence (AI), is already proving transformative. AI-powered platforms are enabling hyper-accurate demand forecasting by analysing vast datasets, from social media trends to economic indicators. This technology can significantly reduce overstocking, minimise obsolescence, and optimise freight movements. In addition, AI is automating repetitive tasks in logistics, such as container tracking and documentation, which enhances efficiency and levels the playing field for providers.

Ultimately, mastering this complex and volatile landscape will depend on a combination of strategic foresight and human expertise. While technology provides the tools, it is supply chain professionals with a true global mindset who will transform volatility into a competitive advantage. The ability to distil complex global issues into clear, credible solutions will be paramount for companies and their partners. The future of supply chains is not about avoiding uncertainty but about becoming comfortable with it, leveraging talent and technology to unlock new opportunities.

The evolving landscape of global supply chains

For decades, the profession of supply chain management was often misunderstood or overlooked. Those in the field frequently found that attempts to explain their work were met with disinterest, as the discipline was widely seen as a niche and unglamorous. However, this perception has undergone a dramatic transformation. Global events have propelled supply chains into the public consciousness, elevating their strategic importance from a functional task to a critical

business and political imperative. This shift is now reflected across academia and the corporate world, signalling a new era for the profession.

This change is particularly evident in higher education. A generation ago, university courses dedicated to supply chain management were rare. The concepts were typically embedded within broader logistics or operations management programs. Today, nearly every major university offers specialised undergraduate and postgraduate degrees in global supply chain management. These curricula now incorporate advanced topics such as AI, blockchain, sustainability, and the profound impact of geopolitics on global trade. This academic evolution underscores the growing recognition that supply chain expertise is a cornerstone of global competitiveness. The corporate world reflects this trend, with a significant increase in demand for supply chain professionals at the highest levels. According to Russell Reynolds Associates, supply chain expertise accounted for nearly 14% of its total board search mandates in 2022, a clear indicator of the profession's rising influence.

Embracing a true global mindset

In conclusion, the global supply chain has undergone a fundamental transformation, permanently moving past the era of singular profit maximisation to confront complex geopolitical realities. While core manufacturing hubs like China remain influential, the future of global trade is defined by the strategic management of movement and risk, rather than simply the location of origin. This evolving imperative necessitates the seamless integration of cutting-edge technology, such as AI for hyper-accurate forecasting, and the cultivation of human talent equipped with a true global mindset. By embracing volatility and uncertainty as permanent features of the landscape, the elevated field of supply chain management has secured its place as a critical business and political function, ready to convert complexity into a decisive competitive edge.

Carl Williams
Managing Director for
Asia Pacific region,
Unipart.





transaid

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*All figures 1 April '24 - 31 March '25, versus previous 12 months.



Members of the CILT(UK) Construction Logistics Forum have been exploring how logistics lesson learnt from major infrastructure projects can shape the successful delivery of the Government's New Town Programme.

Building Britain's future

As the UK embarks on its most ambitious New Town construction programme in decades, the spotlight turns to a critical but often overlooked enabler: logistics. From post-war developments to today's climate conscious communities, the success of large-scale infrastructure has consistently depended on the effective coordination of materials, people, equipment, and tools. With 12 new towns planned under the government's 'Build Baby Build' initiative, the relevance of logistics lessons, drawn from decades of rail, road, and regeneration projects, is more vital

than ever. The challenge now is to reinterpret these insights to meet the demand of modern town building, where speed, safety, sustainability, and social cohesion are not just goals, but essential outcomes.

Lesson one

Logistics must be embedded from the outset – One of the most consistent lessons is that logistics cannot be an afterthought. In past, projects delays and cost overruns have often stemmed from fragmented planning, where logistics was treated as a reactive function rather than a

strategic pillar. Successful new town initiatives must begin with logistics at the core, integrating project objectives such as safety, sustainability and community into construction logistics plans, vehicle routes, delivery sequencing, and workforce movements at the earliest project design stages.

Practical considerations:

- **Develop a robust Construction Logistics Strategy (CLS) and embed this within the heart of the project to ensure efficient movement of people, materials, equipment, and plant in line with construction requirements**



In today's climate aware landscape, logistics is focussed on being safe and sustainable.

- Secure commitment from the project delivery team to adopt and implement the CLS as a central part of project execution

Lesson two

Embrace technology to drive integration and success –

Technology is no longer a support function, it's a strategic enabler. Digital tools such as Building Information Modelling (BIM) integrated with End-to-End logistics systems can reshape how planners and project managers think about delivery. These tools enable teams to simulate entire construction

workflows, anticipate bottlenecks before they occur, and optimise the movement of materials, equipment, and personnel with remarkable precision. Gone are the days when logistics was simply about coordinating trucks and cranes, today it's about harnessing data to make smarter decisions, using predictive analytics to stay ahead of disruptions whilst ensuring that every element of the supply chain is aligned with the broader project timeline. This level of integration not only improves efficiency but also enhances safety, reduces waste, and supports

sustainability goals. The right systems, whether for people logistics or material delivery, must be dynamic, real-time, and capable of adapting to change without requiring a complete overhaul.

Practical considerations:

- Define what must be monitored, measured, and tracked to maintain full visibility of resource movements, and integrate these needs into construction plans from the outset
- Establish controls that help delivery teams meet commitments, while allowing flexibility as the project evolves



One of the most consistent lessons is that logistics cannot be an afterthought

- Choose the right digital solutions and weigh the benefits of off-the-shelf tools versus custom-built systems, prioritising speed, scalability, and adaptability
- Automate routine tasks, use technology to streamline repetitive logistics operations and improve efficiency

Lesson three

Governance and collaboration are crucial – Large infrastructure projects have shown that logistics thrives under clear governance. When roles are ambiguous or sponsorship is weak, coordination suffers. New town construction demands multi-agency collaboration between local councils, developers, transport authorities, and utility providers. The most effective logistics strategies emerge when these stakeholders share a unified vision and operate under transparent frameworks. This lesson is particularly relevant in the context of regional development, where logistics must align with broader goals like economic growth, environmental stewardship, and community wellbeing.

Practical considerations:

- Establish a central logistics governance body or steering group to oversee coordination, decision-making, and accountability

- Identify and understand constraints from regulatory requirements and physical site limitations
- Establish a Code of Construction Practice (CoCP) to promote transparency and accountability, giving stakeholders a clear framework to monitor and engage with the development process
- Proactively define, monitor and track key logistics metrics on efficiency, safety and sustainability

Lesson four

Flexibility beats rigidity – Infrastructure history teaches us that rigidity is the enemy of progress. From unforeseen ground conditions to supply chain disruptions, adaptability is essential. Logistics must be resilient and able to pivot in response to real-time challenges without derailing the entire project.

Practical considerations:

- Prioritise intelligent, automated systems that focus on detection and rapid response capabilities rather than relying heavily on manual operations
- Evaluate the business case for construction logistics hubs, consolidation centres, and vehicle holding areas to enhance operational flexibility

- Consider entrance and exit plazas to support safety and security checks for all incoming and outgoing resource, including personnel and materials

Lesson five

New ways of constructing requires new logistics – The rise of Modern Methods of Construction (MMC), such as modular building, off-site fabrication, and precision manufacturing is transforming the logistics landscape in construction. Unlike traditional construction, where materials arrive incrementally and are assembled on-site, MMC demands a highly coordinated supply chain that synchronises factory production with just-in-time (JIT) delivery to installation points. Logistics must now accommodate not only the physical movement of prefabricated units but also the digital flow of information that ensures each piece arrives in the right sequence, at the right time, and in the right condition. As MMC becomes more prevalent, logistics must evolve to be more proactive to ensure that innovation in construction is matched by innovation in resource delivery

Practical considerations:

- Embrace Modular Construction, JIT delivery models and dynamic scheduling. These approaches can reduce waste, improve safety, and allow for faster responses to changing conditions on the ground
- Leverage AI to create layouts that optimise the flow of materials and personnel. Maintain those principles throughout the project lifecycle
- Integrate haul routes with both permanent and temporary infrastructure

Lesson six

Develop the skills need to drive logistics – Delivering new towns efficiently will depend on skilled logistics professionals who can manage complex supply chains, digital systems, and cross-sector coordination. The construction industry faces a persistent skills gap, with many logistics roles filled by individuals without formal training. To meet modern demands, logistics must be recognised as a core discipline requiring investment in accredited training, digital fluency, and strategic planning. Elevating logistics skills will unlock faster, safer, and more sustainable construction and project delivery.

Practical considerations:

- For over a decade the CILT's Construction Logistics Forum has been working to bring formal and in-formal training to the industry. Group members have collaborated closely with CLoCS to develop their Construction Logistics Planning (CLP) and Site Access Traffic Marshall (SATM) training. See www.clocs.org.uk for more information
- Members have been instrumental in developing the content and standards for the Construction Logistics Apprenticeship. This scheme is available to new entrants to the profession, or those who are looking to formalise their construction logistics skills

Lesson seven

Safety & sustainability are non-negotiable – In today's climate aware landscape, logistics is focussed on being safe and sustainable. Lessons from infrastructure projects show that carbon-heavy supply chains and inefficient transport models are no longer acceptable. New towns must embrace the use of rail and waterways, low-emission vehicles, local sourcing, and circular construction practices. Safe and sustainable logistics isn't just good for the planet, it's good for budgets and public trust. It also reduces long-term costs and aligns with the values of the communities these towns aim to serve. But to build the most sustainable logistics models, we need to bring

logistics to the planning table early (see lesson 1 as we come full circle!)

Practical considerations:

- Understand local rail and waterway infrastructure. Where applicable engage with businesses who use them or have the skills to do so
- Thoughtfully select routes to site from the outset, that can safely support traffic demand and mitigate risk to surrounding communities
- Design access and egress that will safely support the predicted construction traffic
- Minimise onsite inventories and 'clutter' wherever possible
- Consider how compliance will be monitored and managed

Looking Ahead

As Britain builds its future, the logistics lessons of the past offer a roadmap for success. New towns are complex ecosystems, and their creation demands more than bricks and mortar, it requires collaboration, vision and control. By embedding logistics into the DNA of these developments, the UK can ensure that its new towns are not just built, but built well, on time, on budget, and with the people they serve at the heart of every decision.

Karine Bartle
Project Director,
Turner & Townsend.

Andy Brown
Project Director,
Clipfine.

Key takeaways for future new town projects

Start with logistics: Integrate logistics planning from the earliest design phase to align delivery with project goals and community needs.

Leverage technology: Use digital tools like BIM and end-to-end logistics systems to optimise workflows, enhance visibility, and improve control across the supply chain.

Build governance and collaboration: Establish clear roles and foster cross-sector partnerships to ensure coordinated and accountable delivery.

Plan for flexibility: Design logistics systems that can adapt to changing conditions, unexpected challenges, and evolving project requirements.

Anticipate new ways of building: Align logistics strategies with modern construction methods such as MMC, which require precise scheduling and off-site coordination.

Invest in skills and supply chains: Strengthen workforce capabilities and address material bottlenecks through targeted training and strategic supply chain development.

Build sustainability into the process: Embed environmental and social sustainability into logistics planning from the outset, ensuring long-term value for communities and ecosystems.

There are 12 new towns planned under the government's 'Build Baby Build' initiative





Meet DHL's CEO

In this exclusive feature, Martin Willmor, DHL Supply Chain's UK new CEO shares insights on digitisation, resilience amidst change, and his vision for leading the company into the future.

When Martin Willmor returned to DHL Supply Chain as CEO for UK and Ireland in October, he brought decades of logistics expertise and the invaluable perspective he gained from building a tech enterprise from the ground up.

After four years leading Digihaul, DHL's digital freight forwarding venture, Martin has rejoined the organisation with a fresh perspective on agility, resilience, and the pace of change required to thrive in today's logistics landscape.

"It's a revolution, not an evolution," he says. "We need to continually make steps to keep pace with the market and customer demands."

Building from the ground up

Martin's time at Digihaul was a deliberate departure from corporate logistics. Coming from a family background of entrepreneurs, he says he had always wanted to follow suit and lead the set-up of something novel.

"Digihaul is a very different business. It was more of a tech startup, really building the business from scratch," he explains. "There's a very different set of challenges with people, software and systems in terms of building from the ground up."

The experience tested him in new ways. "All the stories you hear are true, about waking up at three and four in the morning with ideas or problems," he admits. But moving through the various challenges of a startup cultivated a sharpened sense of creativity, and resilience.

"Resilience is probably the biggest thing I can bring back to DHL. An agile mindset and thinking about how we can move at pace," Martin says.

Martin says he has been welcomed back into the fold, noting that the team is passionate and very motivated to grow, moving forward.

"We just need to move quickly and accelerate," he says. "We're maintaining a key focus on growth with customers, but also internal growth of our people and our culture."

Vision for the future

Martin's approach to leadership is shaped by a diverse career. He's worked in 26 countries during his time at DHL, including a year living in China.

"Whether you're moving country or moving sector, it feels like a new start and gives you a release of energy," he reflects. "Those experiences of different cultures really help you adapt, because we live in a diverse society and an ever-changing world."

Resilience is probably the biggest thing I can bring back to DHL.

Technology sits at the heart of Martin's vision, but his approach is pragmatic rather than theoretical. DHL's accelerated digitalisation program is advancing proven solutions – assisted picking robots, autonomous AGVs – as the industry gains confidence in their reliability.

DHL is also making significant global investments in AI. "We're finding that robotics can deep dive the data set and provide answers to a lot of administration," Martin says. One example is using AI to handle tasks like tracking vehicle arrival times, freeing up colleagues for more valuable work while improving customer service.

On the e-commerce front, DHL is investing in fulfilment capabilities tailored to small and medium sellers.

"We've invested in a customs platform called EasiClear, which helps accelerate customs clearance and cross-border services, because we're seeing much more globalisation," Martin explains.

Sustainability and resilience

Looking towards the future, DHL Supply Chain is targeting its two largest carbon sources, transport and property, with integrated sustainability initiatives.

The 'Transport for Tomorrow' program is linking up the company's dedicated customer-managed, dedicated networks, and national transport systems to reduce empty running on roads. Multi-year budgets for HVO gas have been approved to accelerate the transition to sustainable fuels.

DHL is also refreshing its property portfolio with longer-term, strategic sites featuring carbon-neutral buildings equipped with solar panels.

"We're currently investing in our systems. Transport for Tomorrow will help us give our customers a better service and experience, and reduce our impact on the environment," Martin says.

At the crux of every new initiative is operational resilience. In the UK and Ireland, DHL has navigated considerable disruption including supply chain challenges, economic uncertainty, and government legislation changes. Martin says these experiences have built a strong and adaptable operation today.

"Things that probably three years ago you'd be really worried about are now part of that change agenda," he reflects. "We're pretty robust as a business to deal with those things now."

Martin Willmor,
CEO for UK and
Ireland, DHL
Supply Chain



As disruption becomes the norm, supply chain leaders should be building digital systems that evolve with the industry, or risk watching competitors pull ahead with AI-powered agility.

Self-healing supply chains

Evidence of disruption surrounds the sector. The Panama Canal, a critical artery of global trade, now operates at reduced capacity due to dropping water levels, forcing vessels to reroute halfway around the world at considerable expense and delay. Geopolitical tensions continue to disrupt traditional supply routes and impact trade stability. Meanwhile, digital technology is expanding at a rate many organisations are struggling to keep up with or implement strategically.

Steven Timberlake, Vice President of Sales for Northern Europe at Infios, speaks to Focus and paints a vivid picture of the challenges facing supply chain leaders today.

"We are not going to live in a world that is any more certain than it currently is," he states. "Disruption and uncertainty are prerequisites that organisations are starting to incorporate into their supply chain strategies."

Steven says the rush to adopt AI is exposing fundamental weaknesses in data infrastructure. "Businesses that haven't got the fundamental building blocks in place like clean master data won't be able to adopt any form of new technology in a meaningful way," he warns.

Infios's modular approach to supply chain execution reflects a broader industry trend away from monolithic systems that require complete replacement. Instead, organisations are increasingly seeking solutions that can be deployed incrementally, integrated with existing infrastructure, and scaled as needed.

It's this flexibility that Steven says is becoming non-negotiable in an era where business models are in flux. As an example, he raises two comparable businesses selling similar products and delivering comparable customer experiences – but only one was successful in driving future growth.

"The successful organisation understood that their supply chain was at the centre of their business model, and because they'd invested in highly adaptable solutions, they didn't have to rip out the whole system. They could just reconfigure it to be more competitive and drive that growth."

For executives wondering where to invest, Steven says the answer lies in flexible systems that can accommodate business models which don't exist yet.



"We're going to get to a future where your customer-facing AI platforms actually have integrated shopping as well as fulfilment capabilities on the backend," he suggests, pointing to entirely new e-commerce channels emerging from AI platforms in the future.

Looking ahead to next year, Steven believes that intelligent supply chain execution technology will advance at unprecedented rates. "We're going to see increasingly large leaps in this type of technology," he notes. "We could be looking at jobs and talent that are required in some of these spaces that we haven't even defined yet as an industry, or as a society."

At the heart of this transformation lies agentic AI – autonomous systems capable of making real-time decisions with minimal human intervention. Steven describes emerging applications: AI systems that reroute delivery fleets when roads close unexpectedly, or warehouse management systems with AI-driven scenario planning capabilities that can serve up operational options for decision-makers – whether they're oriented around adjusting labour schedules, reconfiguring storage zones or responding to demand surges – in the face of changing business conditions.

Supply chain technology which supports autonomous decision making will be instrumental in producing what Steven calls self-healing supply chains, capable of proactively responding to disruption. He says this vision of autonomous operations will unfold gradually, with organisations moving at different speeds based on their maturity and risk tolerance.

Some decisions – such as supply source diversification in response to geopolitical events – may remain human-led for the foreseeable future. But the trajectory is clear: supply chains are becoming increasingly intelligent and independent.

"Warehouse flexibility is evolving," he explains. "Can I position my goods in a warehouse two miles down the road on as-needs basis?" Some providers are already operating what he describes as an 'Airbnb model' for warehousing. Short-term, on-demand space that allows businesses to place inventory strategically without long-term commitments.

He predicts increased diversification across supply chains, with suppliers positioning inventory closer to end customers. Meeting these expectations requires sophisticated order systems capable of identifying the closest fulfilment node and determining optimal routing in real-time. "It isn't whether disruption will occur, but whether businesses have built supply chains resilient enough to absorb it," Steven emphasises.

Steven Timberlake,
Vice President of Sales
for Northern Europe,
Infios



The road haulage sector has long been at the sharp end of logistics, keeping economies moving while balancing thin margins with rising customer expectations. Yet one challenge persists across operators of all sizes: collaboration between hauliers.

Road haulage collaboration

For collaboration to become the norm in haulage, the sector needs more than just software

Despite a shared interest in efficiency, collaboration is often undermined by narrow margins, fluctuating demand and low levels of trust between competitors. While the benefits of working together are widely recognised, collaboration remains rare. Siloed operations, narrow margins, and a culture of self-reliance make cooperation difficult to achieve in practice.

Siloed operations and the efficiency trap

The road haulage industry has evolved around independent operators working within their own four walls. Each business optimises routes, loads and schedules using its own tools and judgement, but rarely beyond its own network. This approach made sense in a world of paper manifests and local relationships. Yet in today's fragmented and fast-moving market, it traps value inside organisational silos.

The result is a patchwork of isolated optimisations that fail to add up to system-level efficiency. Vehicles still run half empty, fuel is burned unnecessarily, and drivers spend time waiting for loads that could have been shared. When thousands of small decisions are made independently, the industry as a whole becomes less efficient, not more.

This siloed way of working is reinforced by tradition and by the absence of trusted mechanisms for collaboration. Many operators still rely on phone calls, emails and word-of-mouth coordination, efficient only within small, familiar circles. The broader market, however, remains opaque, making it hard for hauliers to identify shared opportunities or flex capacity collectively.

To move beyond this efficiency trap, the industry must find ways to connect those fragmented decisions, enabling optimisation across businesses, not just within them.

Margins and mistrust

Margins in haulage have always been tight. Rising fuel costs, driver shortages and unpredictable demand continue to add pressure. In such an environment, operators often take a defensive stance, protecting customers, routes and capacity as competitive advantages. The unintended consequence is inefficiency. Empty backhauls, underutilised fleets and duplicated effort erode already slim

profits. These inefficiencies are not the result of poor management but of an industry structure that rewards isolation. Each operator optimises for its own survival, yet collectively this behaviour destroys value. The cost is not only financial. Service reliability can also suffer when operators cannot flex capacity quickly to meet changes in demand.

Collaboration requires trust, and historically this has been in short supply. Sharing operational data, exposing available capacity or opening customer relationships can feel like giving away hard-won advantages. Without safeguards to ensure fairness and protect relationships, hauliers are understandably cautious. What is needed is a trusted framework that allows operators to collaborate on shared challenges without undermining their independence or profitability.

Technology as a facilitator

Technology alone cannot dismantle decades of entrenched habits, but it can provide the framework to make collaboration safe, fair and transparent.

The technological challenge lies not only in creating digital connections between operators, but in doing so with precision, speed and scale. Effective decision-making in logistics depends on the ability to process vast volumes of operational data – routes, loads, capacities, timings and costs, in near real time. Seamless integrations between different transport management systems, telematics platforms and data sources are critical. Until recently, the lack of interoperability and slow data exchange made cross-company optimisation nearly impossible. The emergence of modern algorithms, standardised data interfaces and cloud-based processing has changed this. For the first time, the industry has the tools to support collaborative load planning dynamically, without compromising performance or control.

The goal is not to centralise control but to enable distributed coordination, connecting independent operators without forcing them to surrender autonomy. In reality, logistics is a people-first industry, built on relationships, reputation and service. The next generation of solutions must recognise this. Technology should not be a substitute for trust but a facilitator

of it. A neutral, transparent platform can provide the safeguards hauliers need, ensuring that collaboration does not come at the cost of control. Alongside the technical foundations, organisational and governance challenges must also be addressed. Any collaborative platform must provide more than just data exchange; it must act as a trusted intermediary. Participants will inevitably share commercially sensitive information, not only about rates, but also about traffic flows, volumes and customer patterns. This demands strong data security, encryption, and clear trustee mechanisms that ensure information is used only for agreed purposes. Without such assurances, even the best technology will struggle to overcome the deep-rooted caution that characterises the industry. By setting clear rules of engagement and automating fair allocation, such platforms create an environment in which hauliers can confidently share capacity and data.

When both the technical and organisational foundations are in place, collaboration can deliver transformative benefits. Margins improve through better fleet utilisation and fewer wasted miles. Customers gain faster and more flexible service. Operators build resilience by pooling capacity and spreading risk, while the environmental impact is reduced. Crucially, these improvements do not accrue to one party at the expense of another. Instead, they expand the overall value available to the industry.

For collaboration to become the norm in haulage, the sector needs more than just software. It requires a change in mindset, recognising that cooperation does not mean compromise and that trust can be built through the right structures, supported by reliable technology and strong data governance. A people-first technology platform, designed with the realities of logistics in mind and with safeguards for all participants, could be the catalyst. By aligning commercial incentives with operational efficiency, the industry can move beyond defensive competition and embrace a future where everyone benefits: hauliers, customers and the communities they serve.

John Ingram CMLT
Associate Director,
FLOX.

INSTITUTE'S

Annual Lunch



Friday 12th December

HOUSE OF LORDS,
CHOLMONDELEY ROOM AND TERRACE

Our Institute Annual Lunch returns on 12 December at the House of Lords for a festive afternoon of reflection, insight, and connection. Together we'll look back on the defining themes and hottest topics of 2025 while gaining a first glimpse into the opportunities and challenges shaping 2026. Open to all members, this is a unique chance to round off the year in style—expanding your network, sharing perspectives, and setting the stage for the year ahead over festive lunch.

Lucy leads London's transport policy at TfL, shaping logistics and environmental schemes including ULEZ, LEZ, scrappage, taxi emissions, EV infrastructure and freight zero-emission strategy, following consultancy experience on environmental impacts of transport projects.



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For this special feature, we gathered insights from C-suite executives across transport, logistics, and supply chain to anticipate the challenges and opportunities of the coming year. Their predictions highlight the transformative potential of artificial intelligence and advanced automation, the imperative to embed sustainability into every facet of operations, and the critical importance of building resilience and agility in an era of disruption.

As the industry looks ahead to 2026, these leaders offer a glimpse of how logistics, supply chains and transport are poised to evolve, powered by data, driven by innovation, and aligned with ambitious ESG goals.

While each leader brings their unique perspective, clear themes emerge. The adoption of artificial intelligence and advanced automation is now a

strategic imperative, promising to reshape supply chains from end to end. Sustainability remains a core focus, as companies look ahead to more ambitious ESG goals and reporting frameworks. And resilience takes centre stage, with many professionals anticipating demand volatility, optimising stock levels, and designing more sustainable, lower-carbon transport solutions.

Their collective vision suggests 2026 will be a defining year for an industry in the midst of profound transformation. As digital innovations unlock new efficiencies, as sustainability moves from buzzword to business priority, and as flexibility becomes a key differentiator, the leaders who can navigate this complex landscape will position their organisations for long-term success. The insights that follow offer a roadmap for an industry on the cusp of a new era.

What's in store for 2026



Paul Farr



Managing Director
for Ground & Rail,
Northwest Europe,
CEVA Logistics

As we look ahead to 2026, the logistics and supply chain industry is preparing for one of its most transformative shifts in decades: the rapid rise of artificial intelligence-driven automation. While warehouses and transport networks may not look dramatically different from the outside, the way goods are tracked, stored and moved is being fundamentally reshaped by AI, robotics and data-powered decision-making. McKinsey estimates that AI adoption in supply chains could generate \$1.3–\$2 trillion annually, signalling that

automation will not simply enhance logistics – it will redefine how goods flow around the world.

AI-enabled robotics is also reshaping warehouse operations. Robots unload shipments, patrol facilities and work alongside employees to enhance efficiency and improve safety. Meanwhile, predictive analytics and machine learning help logistics providers anticipate demand, optimise stock levels and design more sustainable, lower-carbon transport solutions.

A new **Integrated National Transport Strategy for England** will be published soon. Billed as ‘a strategy which will set the high-level direction for how transport should be designed, built and operated... over the next 10 years,’ it has the potential to redefine the transport sector and boost sustainable social and economic development.

When the then Transport Secretary first announced the strategy, she referenced Dijon, France, where a modern tram network, brilliant buses (including park-and-ride), segregated bike lanes and large pedestrianised areas add up to a vision of integrated transport. Bus and tram journeys have increased there by a massive 40 per cent.

London’s transport system, Manchester’s Bee Network and Nottingham’s state-of-the-art trams

and buses show that such a vision can be achieved here, too. And Cornwall, with its multi-operator tickets and county-wide travel app, proves that integration is not just for urban areas.

But in too many places, transport is disjointed, patchy, and inaccessible to many. Unless sustainable transport works as an integrated system, where people can combine the best modes for seamless door-to-door journeys, then reliance on cars will persist, non-drivers will be left behind, and carbon emissions will remain high. So, an Integrated National Transport Strategy, which promises to put people’s needs first, is long overdue. The last attempt to put such a strategy into practice was 25 years ago, and wasn’t a total success! How much greater is the need now.

Ben Plowden

Chief Executive,
**Campaign for Better
Transport**

“A strategy which will set the high-level direction for how transport should be designed, built and operated.”

Ben Plowden





Paul Sainthouse FCILT

Managing Director,
Dawsons Group

In the bus and coach sector in 2026 I expect we will start seeing many questions being raised about future employment prospects, and the human elements of the sector in the future. Whilst AI and technology being viably able to replace humans in some functions might not happen in the year ahead, the employment choices people make, and employer investments delivered in development of people, must start to be impacted by the longevity of need for a human in that role. Who would want to start a multi-year apprenticeship for a job with only the same period of human operative need left, after all?

As a collective, next year I expect us to commence some heavy weight (and quite stimulating, or even scary) strategic thinking now about what the landscape of our profession looks like within the career life of many of us, and the key change milestones on that journey. If we choose to consider how we want to use our experience to steer that future direction, then the time for that is now – as if we wait, we might just find advanced software and huge servers quite quickly propose those things for you. But don't panic just yet – there's a good chance that it actually does that quite well.

Next year will see the logistics and supply chain industry move decisively into a brand new era of precision and autonomy. In large part, this will be powered by the advancement of artificial intelligence. The questions we should ask are no longer where AI has a role to play, or if it can be productive, but how deeply will it be embedded into everyday operations and decision making.

Clearly defined use cases will emerge as intelligent systems anticipate needs, optimise workflows, and manage complexity quietly in the background. Humans will remain in the loop – where their insight or approval truly adds value. This collaborative model between people and technology will make problem-solving faster, more accurate, and less reactive.

As AI maturity deepens, pre-built solutions will evolve into configurable platforms that allow organisations to shape bespoke, AI-enabled operations tailored to their unique challenges. Each proven use case will spark new ideas and innovations, as customers begin to imagine and create what's next.

The most forward-thinking companies won't just adopt AI – they'll design it. And as this transformation continues to unfold, logistics will look increasingly intelligent, resilient, and self-optimising: systems that learn continuously, adapt seamlessly, and empower humans to focus on higher-value, strategic work.

As this shift accelerates, the movement of goods and materials will become far more fluid, anticipatory, and adaptive than anything we've experienced to date. Instead of relying on static plans or reacting to delays, AI-driven systems will continuously orchestrate the best path for every shipment – adjusting routes, capacity, and timing in real time based on demand signals, constraints, and disruptions. Inventory will flow closer to customers before orders are even placed, transportation networks will balance themselves automatically to reduce waste and bottlenecks, and physical movements will align more tightly with actual demand. In practice, this means goods will move through networks with greater speed, fewer touches, and far higher reliability, marking a fundamental shift from traditional linear supply chains towards intelligent, self-tuning supply networks.



Richard Stewart

Executive Vice
President, Product &
Industry Strategy,
Infios

“As AI maturity deepens, pre-built solutions will evolve into configurable platforms.”

Richard Stewart



Paul Le Blond FCILT

Public Policies
Committee member,
CILT(UK)

In hope rather than confidence, will the Government grasp the nettle and set out a new airports policy that will enable the industry to grow sustainably? In October 2025, Secretary of State Heidi Alexander launched a review of the Airports National Policy Statement (ANPS) which had been approved by Parliament in 2018 and tested right up to the Supreme Court. Covid interrupted the implementation of the policy and other events have changed the environment, so a review is certainly required. But will it result in the same answer of a third full length runway at Heathrow plus making best use of other airports, or is more significant change likely?

CILT's view has been that the review should encompass the whole of the UK and should note that permission has now been granted for Stansted, Luton and Gatwick to expand, while other UK airports have been growing within their agreed limits. Demand has returned to pre-Covid levels, but unevenly. Plans have been published for a third runway

at Heathrow, but it is far from clear how they are to be funded, given the airlines' reluctance to contribute in advance to the very significant levels of capital expenditure. Conditions requiring a significant growth in public transport mode share will also require major spend on surface access improvements and it also unclear if these will be by the public or private sector.

The review of the ANPS will include seeking the advice of the Climate Change Committee who have previously called for such a review before any decisions are made on airport expansion. Developments in technology have shown that Sustainable Aviation Fuel (SAF) is more likely to provide the emissions reductions needed for net zero than other technologies, but again costs are a significant factor in implementation.

The review is expected to lead to a consultation in Summer 2026 and, hopefully, a new policy by the end of the year.



John Joseph Donovan

Owner & Founder,
JJX Logistics

The past few years have tested supply chains like never before – from new customs processes and geopolitical uncertainty to driver shortages and changing customer expectations.

Businesses now want logistics partners who can think on their feet, adapt

quickly, and deliver with absolute consistency. Looking ahead, I think the companies that will thrive are those that don't just talk about change but live it every day – the ones who stay close to their customers, understand their pressures, and deliver peace of mind as well as performance.



Tim MacDonald FCILT

Head of Logistics,
SSE

By 2026, the race to Net Zero will have reshaped the energy supply chain. With unprecedented demand for network materials and lengthening global lead times, the differentiator won't just be capacity, it will be orchestration: an end to end Sales & Operations Planning (S&OP) discipline, underpinned by digitised, collaborative forecasting.

Big data visibility has been unlocked from legacy BI, with automated

pipelines feeding Power BI summaries that highlight risks early – stock outs, supplier lateness, and purchase order slippage.

Crucially, availability is no longer a blunt metric: inventory depth is now measured against forward forecasts and supplier lead times, aligning decisions to real demand rather than static thresholds. In a world where electrons are the new oil, materials will move at the speed of shared information.



Graeme Doyle

Managing Partner,
**The Logistics
Partnership LLP**

Over the next 12 months, AI-driven planning, autonomous movements in controlled environments, digital twins and predictive maintenance will stop being pilots and start becoming operational tools. But the businesses that win won't be the ones with the most technology, they'll be the ones who pair it with workforce transition: reskilling drivers, warehouse operatives and planners into 'tech-enabled operators' and building genuine data capability across their teams.

At the same time, decarbonisation is no longer a future ambition, it's a

commercial requirement. UK regulation, clean air zones and customer pressure are accelerating the shift to electric and alternative-fuel fleets. This will influence not just vehicles, but network design, supplier selection and even employer brand.

By 2026, UK supply chains will be more digital, transparent and resilient. But whilst automation might move goods, people will still determine progress. I believe the competitive edge will come from how well the profession is able to blend technology with talent and not from choosing between them.

As we look toward 2026, the UK faces a defining moment in how it funds, manages and modernises its transport system. The Chancellor's announcement of a proposed per-mile charge for electric vehicles marks the first step toward a national road-pricing framework, an acknowledgement that declining fuel-duty revenues can no longer sustain the infrastructure on which our economy and society rely. Yet while a 3p-per-mile EV charge is logical, it is not a strategy in itself. What is now required is a clear, coherent and long-term funding model that works across all modes: freight, passenger transport, public transport, rail, maritime, aviation and active travel, and that supports inclusion rather than deepening regional disparities.

Alongside this, freezes on fuel duty and rail fares bring short-term relief but risk masking the urgent need for predictable investment pathways. Logistics operators who are still predominantly diesel-powered require clarity to make major fleet and infrastructure decisions. Meanwhile, the proposed business rates surcharge on large warehouses risks cascading through supply chains,

increasing costs in sectors already under significant pressure.

Any future charging system must be fair to the communities that have the least modal choice. Rural households, businesses and essential services often travel further by necessity; they must not shoulder a disproportionate burden as the fiscal landscape shifts. Long-term certainty is vital for maintaining mobility, economic stability and public trust.

On the global stage, the International Maritime Organisation's decision to defer its Net-Zero Framework to 2026, including carbon pricing for shipping, underscores how fragile international consensus can be. But it also presents an opportunity for the UK to lead, to maintain momentum, support industry readiness and champion innovation across our ports and maritime supply chains.

CILT (UK), through its policy groups, stands ready to shape these transitions, bringing evidence, insight and collective expertise to ensure the UK builds a fair, future-proof and resilient transport system for all.



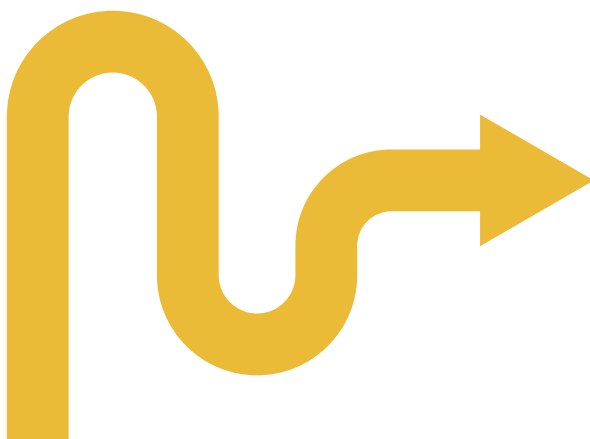
Sue Terpilowski FCILT OBE

Founder &
Managing Director,
**Image Line
Communications**

Chair, Public Policies
Committee, **CILT(UK)**

“As we look toward 2026, the UK faces a defining moment in how it funds, manages and modernises its transport system.”

Sue Terpilowski FCILT OBE





Gavin Parnell

Director,
SCCG

“Online sales are no longer surging exponentially, but they’ve settled at a permanently high share of retail.”

Gavin Parnell

Online sales are no longer surging exponentially, but they’ve settled at a permanently high share of retail. At the same time, ecommerce returns remain significant. The net effect is a stable but demanding mix of store, B2B and direct-to-consumer flows that has to be handled under one roof, every day, at sensible cost.

What’s new is how the market is choosing to respond. Rather than every retailer or brand designing its own bespoke facility, we’re seeing a shift towards speculative, ‘one-size-fits-most’ automated capacity from established and new-entrant 3PLs. Large shuttle, cube and AS/RS installations are being funded speculatively and offered as productised solutions: pre-engineered, shared-user platforms that can support a range of customers and SKUs without starting from a blank sheet each time.

That changes the movement of goods in three ways. First, it accelerates access to high-productivity ecommerce and omnichannel fulfilment for

mid-market businesses that could never justify the capex alone. Second, it concentrates volume into fewer, more capable nodes, increasing the importance of tightly scheduled trunking and secondary transport into and out of those hubs. Third, it pushes the industry towards more standardised processes and data interfaces, because the physical kit is no longer designed around a single anchor tenant.

For 3PLs, the skill shifts from simply filling sheds to designing and operating repeatable products, with commercial models that share risk sensibly. For users of logistics, the question becomes less ‘Should we automate?’ and more ‘Which standard platform do we plug into. And how do we design our network and inventory around it?’

In our view, that combination of mature omnichannel demand and productised, shared-user automation is one thing that will quietly begin to reshape UK warehousing and distribution in 2026.



Travis Erridge

Chief Executive
Officer and Co-founder,
TMX Transform

Growth in tech continues to define the direction of the logistics and supply chain industry. In 2025, the use of AI and ChatGPT proliferated significantly in retail and supply chain operations. Customer experience continues to drive all developments in supply chain and as we create more convenience and personalisation at the retail level, especially in the e-commerce space, aged infrastructure and poorly developed supply chain strategies will fall behind. The convergence of customer data platforms with supply chain technology will move operators towards fully connected predictive operations that significantly alter how goods move from production to shelf.

This evolution represents the shift from reactive to anticipatory supply chains. Customer Data Platforms are now being embedded throughout supply chain technology stacks, enabling predictive decision-making that responds to customer demands in real-time. Another area of impact to consider is data security. In 2025, we saw many companies impacted by data breaches either directly or through third parties. Because of this,

companies will be hyper-focused on data security in 2026, to ensure adequate contingency planning.

What elevates this transformation is how it’s driving decision-making across every operational layer – from production planning through to final delivery. Companies are leveraging data and personalisation to inform not just what customers want, but when and how they want it delivered. This predictive capability will continue to revolutionise inventory positioning, fulfilment strategies, and last-mile delivery in ways that were theoretical only a few years ago.

Geopolitical disruptions, particularly US tariff policies, continue reshaping trade flows and investment patterns. Labour challenges persist globally, while property markets are rebalancing after years of constraint, creating opportunities to strategically target industrial property. But underlying everything is how technology and automation continue to define both operations and customer experience, and it’s this which will cause the biggest wave in 2026.



Professor John Manners-Bell FCILT

Chief Executive, Ti

Next year will be the year in which the hype about AI finally becomes a reality.

In a stagnating economy, logistics and supply chain companies will need to look for ways in which they can cut costs and drive efficiencies whilst delivering real benefits to customers. AI will provide supply chain executives with the power to make better decisions whether recognising shipment delays, re-routing trucks to avoid congestion, providing demand forecasting capabilities to optimise inventory turns, enabling predictive maintenance of trucks or facilitating automation and robotics in the warehouse. For logistics managers, automated reporting will allow the analysis of data to identify which carriers are providing the best service levels, which freight lanes are costing more and – crucially – what should be done about it.

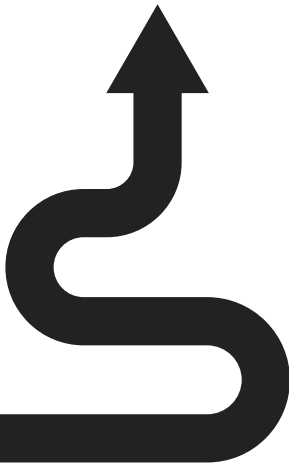
Benefits will result in the smarter use of transport assets which will not only reduce fuel and driver costs, but also minimise carbon emissions. In the warehouse, AI-enabled robotics will reduce the number of repetitive, manual tasks, allowing logistics operators to better leverage their technological capabilities. The upshot of this will be

a requirement for higher skilled operatives, capable of working within a high-tech environment.

Despite the opportunities, the weak economic environment will inevitably limit the rate of adoption. However, if the UK market is to remain a leader in the field, supply chain companies must prioritise investment in the technology, moving from pilot projects to transformative, full scale implementation.

Related to the AI phenomenon is the demand for hyperscale data centres. A government priority, the construction and maintenance of these facilities – effectively huge data warehouses – will provide many opportunities for logistics companies both at the commoditised end of the market – think movement and storage of building materials and cabling – as well as advanced solutions such as service parts logistics solutions to keep them running.

The UK supply chain and logistics industry has a massive opportunity in 2026 not only to benefit from the implementation of AI, but from the massive infrastructure needs of the new transformative technology.



Ian Dennis FCILT

Head of EV Fleet, Zenobe

By 2026, the biggest change impacting logistics and the wider supply chain will be the ramping up of commercial-vehicle electrification – driven by both market readiness and a mounting urgency for operators to act now.

Over the next 12 months, electric vans and medium-duty trucks will see a step-change in adoption, particularly within fleets that already operate EVs and at depot-based operations where overnight charging is viable. According to the Society of Motor Manufacturers and Traders (SMMT), new zero emission HGV uptake continues to rise, quadrupling by 341% in Q3 of 2025, reflecting Britain's position as Europe's second largest zero emission HGV

market by volume. With vehicle performance now widely recognised as suitable for the right duty cycles, more operators will begin electrifying whatever parts of their fleet they can immediately rather than waiting for the perfect conditions.

At the same time, infrastructure deployment at bus depots, through ZEHID programmes, and with support from organisations such as Transport Scotland, will make electrification increasingly practical at scale. This shift will redefine goods movement by creating a cleaner, quieter and more predictable logistics operation which is built around depot charging and energy-managed fleets.



Dan Myers

Managing Director - UK
and Ireland
XPO Logistics

The most transformative change in the logistics and supply chain industry will be the shift from volume driven growth to intelligence driven adaptation. In an environment where consumer demand remains subdued, employment and tax costs are rising, and macroeconomic headwinds pressurise margins, the winners will be those who adapt smartly today while investing for the long term.

In the UK context, operating costs are tightening across the board. According to recent commentary ahead of the December 2025 Budget, logistics firms are grappling with increased fuel duty exposure, higher employment related taxes and property cost pressures — all before a meaningful uptick in demand. This means the traditional growth model of “build more, move more” is no longer something which can be relied upon — things need to change.

Instead, data rich planning, modular automation, AI led decision making and digitally connected networks will redefine how goods move. Logistics

becomes less about chasing growth and more about making every move count — smarter loads, more intelligent nodes, smarter decisions. With the UK's logistics performance index slipping in global rankings over the last decade, reclaiming productivity through technology and process excellence is no longer optional; it's essential.

This transformation won't be easy. But it's precisely in these more challenging times that strategy beats reaction. Businesses that invest intelligently in new technologies, engage in strategic transitions rather than short term fixes, and keep one eye on the horizon while navigating the here and now will gain a clear advantage.

In essence: 2026 will be a year not of frenetic expansion—but of disciplined evolution. The movement of goods and materials will evolve from simple volume to value, velocity and visibility. Adaptation will mark success—those who lean in now and do the strategic heavy lifting will be the ones shaping tomorrow's logistics future.

Decarbonising logistics in global supply chains is becoming a strategic priority, and I'm seeing sustainability leads increasingly recognise just how critical this area is. Logistics represents around 8% of total global emissions and acts as the beating heart of many organisations, moving goods from origin to destination. That's why I'm working closely with logistics teams and the wider service provider community to find solutions that accelerate progress today.

For me, it's less about net zero and more about moving forward. Real change comes from collaboration within organisations, across industries, and even across verticals where we can rethink and reframe what best practice looks like.

I'm also conscious of the broader economic pressures we're facing, particularly for SMEs. In this environment, I believe the organisations that can commercialise sustainability and use decarbonisation to future-proof their business models will be the ones best positioned to succeed in 2026.

There's also a shift happening with consumers. As economic uncertainty grows, I expect people will start to make more considered decisions, especially around non-essential purchases. This reinforces the need for supply chains to become more efficient, resilient, and sustainable.

Overall, I see logistics decarbonisation as both a climate necessity and a commercial opportunity, driving a new, pragmatic era of progress.



Kelly Hobson

Managing Director,
Shape Tomorrow

Founder,
Sustainable Logistics LIVE





**Julian
Worth
FCILT**

**Chair, Rail
Freight Forum,
CILT(UK)**

Next year will be a seminal moment for the Rail industry, as the Railways Bill goes through Parliament and is subject to scrutiny by the Bill Committee and the Transport Select Committee. The process of establishing GBR is much more complex than simply recreating British Rail, as some believe. It's catering properly and fairly for the 30% of trains running on GBR's network that are not GBR services that adds the complexity.

Freight and devolved administrations must have access to paths on an equitable basis and at a reasonable price. For all the fine words in the documents accompanying the Bill, sadly the wording of the Bill itself requires GBR to accommodate its current and future passenger services plus its own maintenance activity before any other operators requirements. Further, GBR is empowered to levy higher charges if it

considers that an efficient operator is able to pay. These provisions create unacceptable risk for private sector investors looking to commit substantial sums to long term rail freight assets and infrastructure, which are vital for delivery of key Government objectives such as House Building, Productivity and Economic Growth. CILT will be proactive in working with Ministers and officials to secure the necessary changes to the Bill as presented.

Out in the real world, 2026 will also be an important year in re-equipping rail freight for the future. The launch into traffic of powerful Class 99 and 93 bi/trimode locomotives stands alongside the introduction of the Foster Yeoman Class 59s in 1986 and Class 66s by EWS in 2000 as a key moment in the evolution of rail freight.

“Businesses need to make sure their information is accurate, well-organised, and secure.”

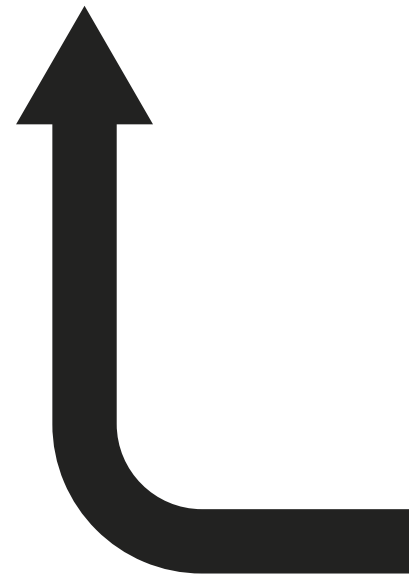
Stuart Simpson

First, companies need technology that's easy to change and works well with other systems. Using online, cloud-based platforms that can be built up in parts makes it easier to add new features and connect with other tools quickly. Second, many businesses rely on outdated technology and accrue 'technical debt'. For the year ahead, instead of replacing everything at once (which can cause problems), companies should update the most critical parts first and utilise APIs to facilitate communication between old and new systems. Managing people's reactions and making sure everyone is comfortable with these changes is just as important as the technology itself.

Third, new custom software lets companies build their systems using lots of smaller, specialised programs rather than one big package. This makes it easier to choose the best options for each task, automate routine jobs, and be more efficient. Artificial intelligence (AI) is now making custom solutions affordable for more businesses. Fourth,

good data quality is the foundation for using advanced technology like AI. Businesses need to make sure their information is accurate, well-organised, and secure. This means combining data from different sources, deciding who is responsible for it, and protecting it properly.

Finally, generative AI and genetic AI are helping the supply chain and logistics industry in many ways already, but there is so much more that can be done in 2026. Businesses are already using AI for automated prediction of customer demand and managing stock levels, providing intelligent customer service agents like helpful chatbots, spotting risks and problems in the supply chain as they happen so they can be fixed quickly, and enabling real-time, adaptive, in-cab route planning. As the logistics and supply chain industries continue to evolve, strategic adoption of these key technologies will be crucial for companies to gain efficiency and maintain a competitive edge in the years ahead.



**Stuart
Simpson**

**Client Director,
NashTech**



Martin Willmor

CEO
DHL Supply Chain
UK&I

As we move into 2026, we'll be seeing a continued emphasis on business resilience and adaptability, and how advanced technology can play a role in enabling this. The main shift we've seen across the industry this year is technology being embedded into day-to-day operations at scale. Digitalisation isn't new, but what is changing is the speed at which businesses are adopting and scaling it.

As businesses continue to grapple with volatility, they need systems that can predict, respond, and adapt in real time. AI-powered planning, real-time visibility platforms, and automation across warehouses and transport have moved into full operational deployment. If 2024 and 2025 were about building digital foundations, 2026 will be about scaling them, and the result will be a more agile flow of goods that moves in sync with changing market conditions.

Archival Garcia

CEO,
Fluent Cargo

AI is likely to replace most manual processes and dashboards in supply chain management and will become the new operating system. Interacting with AI is already more efficient than spreadsheets or reports, as asking layered questions yields better insights. Combining this with automated workflows enables faster, multi-app analysis and decisions.

As AI increasingly handles routine tracking, manual tasks and administrative functions, the human contribution in logistics will migrate toward strategy, relationship management, and complex problem-solving. As a result, the industry will need to evolve how it approaches talent management, and update methods used to identify talent, measure success, and train staff. AI's integration into the workforce will value the high performers who adopt this technology to innovate, but it will also highlight those who aren't using the technology to its full advantage.

Conversational AI is already creating waves in how logistics and freight customers are interacting with supply chain processes and accessing intelligence, and this is only going to grow in 2026. This isn't just about adding chatbots to existing systems – it represents a

transformation of how logistics and freight operators access timely, accurate information.

As supply chains continue to face increasing volatility from geopolitical tensions and market fluctuations, this technology will become essential for maintaining operational resilience. When decision-making windows grow increasingly smaller, the ability to access and act on live intelligence becomes a major competitive advantage for businesses moving freight. Operators will be able to respond to disruptions with confidence, supported by technology that follows human communication patterns.

In the near future, the most successful companies will be those that effectively combine artificial intelligence (AI) technologies with human-provided services. This integration will help create a consistent brand experience for customers.

The reasoning is that in the coming years, the majority of a company's customers will still be human, rather than AI. So having that human element and personal touch in customer interactions will remain important. Companies that can use AI to enhance and support human service, rather than fully replace it, will have an advantage.



John Hayward

Consultant,
Hatmill



The trends we continue to witness suggest the most transformative change shaping logistics and supply chains will be the accelerated integration of automation and AI-driven decision-making across networks. From automated goods-to-person systems to network modelling that reduces inventory risk and improves picking performance, we are witnessing initiatives demonstrating how automation has shifted from aspiration to necessity.

The next 12 months will see this trend continue to scale at pace. Labour shortages, cost pressures, and sustainability targets are driving organisations to adopt robotics, autonomous mobile solutions, and predictive analytics at pace. AI will

underpin dynamic routing, demand forecasting, and inventory planning, enabling supply chains to respond in real time to shocks such as tariff changes, geo-political tensions, and climate-related disruptions.

Further, these 'shocks' are becoming more common place and uncertainty is now a constant. Trade barriers, regulatory shifts, and global instability are upending supply chain strategies.

The winners will be those who embed resilience into their supply chains, using data led scenario modelling to anticipate disruption. These digital visibility tools will become essential, providing real-time tracking and predictive alerts to keep goods moving when the unexpected happens.

Seemingly like all industries, the most transformative change coming to the logistics and supply chain industry in 2026 will be the mainstream adoption of AI-driven, autonomous decision-making across the value chain. Not only in forecasting or routing, but in how entire logistics networks actually work, moment by moment. We'll see dynamic, self-optimising networks that respond to shifts the moment they happen:

rerouting freight, reallocating resources, and rebalancing loads automatically. Instead of relying on yesterday's data or manual decisions, supply chains will start to operate more like living systems, adapting instantly to the environment around them. When the weather shifts, a truck breaks down, or a crew runs short, the network won't pause for instructions. It'll adjust on its own and keep things moving.

Rocky Osborn



Chief Business Officer,
Innovecs

Cameron Jones

Chief Strategy &
Commercial Officer
SilverRail



Great British Railways will embark on its creative journey as the new digital retailer that the public will come to know and expect great things from as a direct consequence of the Railways Bill. As with any new start up, customers will be categorised, sales targets will be considered but unlike any other start up, GBR.com will carry with it another expectation from its Board of Investors, the UK Government and taxpayers, a reduction in the post Covid-19 government subsidy.

"The next 12 months will certainly be a year when the future is set."

Cameron Jones



Phil Read

CEO,
Varamis Rail

The shift toward more sustainable practises will be the most transformative change in the rail industry heading into 2026, driven by increasing regulatory pressure and technological advancements. With tighter rules around Scope 3 emissions and increasing public demand for renewable energy, rail operators will need to go beyond just simply cutting carbon: they'll be expected to build a fully circular, energy-efficient ecosystem.

Next year, we'll start to see more alternative systems like battery-electric

and hydrogen-powered trains make a real impact. As these technologies roll out, diesel locomotives will be phased out more than ever, especially as newer trains gain access to non-electrified routes. Artificial intelligence will also play a big role helping predict maintenance needs before failures happen and boosting scheduling efficiency. Together, these changes will highlight the rail sector's economic and environmental strengths, particularly in freight, reinforcing its place as the most energy-efficient form of mass transport.



Will Holiday- Jones

Head of Logistics
Cooksongold

As we look toward 2026, the biggest shift we'll see in logistics, is the move toward AI-driven, end-to-end autonomous decision-making. Up to now, AI has been something we dip into for forecasting or optimisation within automation. Over the next 12 months, it becomes the layer that quietly runs warehouse operations in real time, making decisions faster and more accurately than we've ever been able to.

By the end of 2026, warehousing will feel fundamentally different: still human-led where it matters, but powered by an AI that's constantly tuning the operation. For the first time, warehouses will run in continuous optimisation mode — and that's the shift that will genuinely redefine how goods move through the supply chain.

George Hobbs

Data Lead
VEV

As 2026 fast approaches, we're approaching an inflection point in the logistics sector, where interest turns into adoption, and where electrification becomes a strategic priority rather than a future ambition. While a full fleet transition is several years off, given long lead-times and ownership cycles, 2026 will be the year when the momentum becomes unmistakable.

We're expecting to see an increase in eHGV procurement, as more organisations are recognising the increasing TCO advantages, operational optimisation opportunities, and meaningful improvement in workplace experience. The business case is becoming compelling, with

the first wave of data from initiatives such as ZEHID demonstrating potential six-figure lifetime savings when operations are optimised. The quieter, cleaner vehicles are proving a powerful tool in improving workforce satisfaction and wellbeing, which is increasingly becoming a competitive edge for fleet operators to bring people on the electrification journey.

But 2026 won't just be about buying electric trucks, it will be about ensuring fleets are ready to make the most out of the eHGVs they acquire. Next year we will see many more fleets installing their first DC chargers, finalising their formal transition strategies and running eHGV pilots.



David
Bage



Operations Director,
IPP

My overall prediction is that we will see an acceleration in the digitisation of the logistics and supply chain industry, which will cover and change several aspects of how we do business.

Firstly, we will see predictive flows using AI. Initially we will need to manually assess and react to the information supplied, then move towards the automated actions suggested once we have confidence in the outcomes, as we know AI gets smarter.

Secondly, I predict we will see an increase in automated planning using improved algorithms and AI. Better and improved systems will help any business, but the adoption of AI tools within it will be the key 'big step'.

This will apply in several areas. The automated planning of our transport routes, which has the potential to deliver cost reductions and reduced CO₂ emissions, is a great example.

It will also give us the ability to quickly re-plan when something goes wrong, or even automate the planning of our network activities.

“Initially we will need to manually assess and react to the information supplied.”

David Bage

Stephen
Ashton

CEO,
Visku

Stuart
Tosh

COO
Visku

Cost Management will stay crucial, especially in response to rising national insurance and broader economic pressures. Businesses must manage costs strategically to stay competitive while navigating the cost-of-living impact on both operations and consumers.

Automation will continue to gain momentum. Accessible and scalable approaches, by avoiding the trap of viewing automation as purely large-scale robotics. Instead, small,

well-planned steps can integrate automation effectively, provided teams are prepared to work with it.

AI and ML present major opportunities but be cautious. Stuart believes 2026 will still be a developmental phase, with real impact coming later.

The key is not just adopting the tech, but upskilling managers to interpret and act on AI outputs. The future belongs to leaders who can align strong human teams with intelligent systems.





Tim Fawkes

UK Country Manager
Solvares Logistics

One of the trends that I see continuing into 2026 is greater integration collaboration between different technology specialists to provide best in class end-to-end solutions for customers.

AI will continue to play a prominent role in shaping the current and future industry with systems intelligently drawing data from external sources to enhance real time visibility in supply chains and to make solution

improvement suggestions. I believe that we are some way from generative AI and the hype around this may die down through 2026.

Cyber security will continue to play a more crucial and important role as cyber criminals increase sophistication and companies adopt smarter and more rigorous controls to avoid cyber-attacks and ensure business stability.



Michael Ostroumov

CEO,
Value Chain Lab

As we look towards 2026, it's tempting to search for a single breakthrough that will redefine logistics and supply chains over the next 12 months. But this is a highly conservative sector and sudden, foundational change is highly unlikely. What will shape the year ahead is not a dramatic technological leap, but the cumulative effect of dozens of small ones.

By this time next year, the industry may not look dramatically different. But it will run differently.

Incremental digital adoption will become a clear divider between those that adapt and those that don't, quietly reshaping how goods and materials move through steady, cumulative progress rather than headline-grabbing disruption.



Fliss O'Hara

Managing Director
Fulfilment,
Whistl

In 2026, I see the key trends impacting the logistics sector is the development and deployment of AI. Its expanding capability will add further value to decision making and operational efficiency. The role of robotics will also increase as it becomes an increasingly flexible, affordable and reliable tool. We will also see the impact of the need to become increasingly sustainable and reporting of how businesses perform

against their metrics and will they achieve their targets. The biggest challenge will continue to be cost and service. How can we provide the best possible service at the lowest cost possible, and technology is our biggest opportunity to support this.

My advice is to embrace data and technology but to use it wisely otherwise it could be a costly investment.



Professor Alan McKinnon

This is not so much a prediction as a recognition of a high-intensity low-probability (HILP) event that could seriously disrupt transport and logistics over the next year or so. This is the dark side of the lovely aurora borealis we have been observing over UK skies in recent months. Associated with the solar flares that cause these visual spectacles are coronal mass ejections (CMEs), clouds of high-energy magnetised particles blasted in our direction by the sun. Rather unusually, a cluster of three CMEs hit the earth between November 10 and 12 this year, causing possibly the largest solar 'super-storm' in over two decades.

Such events pose a significant risk to power grids, global navigation and positioning systems, communication networks and aviation, upon which transport systems and supply chains heavily rely.

Two CMEs in quick succession in 1989 caused power outages and communication breakdowns in North America, particularly Quebec. According to the Royal Academy of Engineering, six super-grid transformers in England and Wales could be damaged by 'geomagnetic disturbances' and take 'between weeks and months' to repair.



Returns policy advice for your retailers

In 2025, the total cost of online returns in the UK is expected to surpass £25 billion, putting immense financial and operational strain on retailers. With consumer behaviour evolving and return rates climbing, retailers must rethink their approach to managing returns before profitability is further eroded.

Customers want faster refunds, quicker collections or convenient drop-off locations, low cost or free options, tracking capabilities, and more, the list of expectations grows each year.

That's where logistics and supply chain partners come in. Be ready with insights to share about how they can adapt their returns policy to better manage their customers and reduce costs and, better still, offer them a returns solution that does it all for them.

So, what are some top tips you can pass on to your retailers?

Digitise your returns

Out with paper forms, in with returns portals. Digital systems give retailers real-time data on who is returning what, when, where, and why. That transparency allows for better stock management and faster refunds.

Offer live exchanges and refund to store credit

Encouraging customers to swap for a new size or accept gift cards keeps them shopping with the brand, rather than waiting weeks for a refund. Using innovations like this to save the sale can have a huge impact on a retailer's bottom line.

Drive footfall with free in-store returns

Retailers like New Look and Next incentivise customers to return in-store,



boosting footfall and the chance of additional purchases. For example, offering free in-store returns but charging for postal returns has doubled returns-related footfall for some brands.

Charge for returns

More retailers are now charging for returns. Our recent research found that only 22% of retailers offered completely free returns. While controversial at first, consumers – particularly younger shoppers and even serial returners – are increasingly willing to pay for seamless, convenient options.

Use your returns data

High return rates sometimes point to deeper issues: poor sizing guides, inaccurate product descriptions, or even inadequate packaging. Retailers can flag 'toxic products' with unusually high return rates and make smarter buying decisions in the future.

Offer multiple returns options

Customers want choice and flexibility. The more returns options retailers can offer the better. As a logistics partner, if you offer additional services, like home collection, make sure your retailers are aware of them and the benefits of offering choice to their shoppers.

Why you should start white-label ZigZag's returns solution today

Offering a white-label returns solution positions 3PLs, postal operators, and parcel carriers as value-adding partners to retailers. By providing a tool that enhances customer satisfaction, reduces costs, and offers actionable business insights, logistics providers can deepen their relationships with retailers.

In less than a month, our award-winning returns solution can be fully rebranded, integrated with your systems and ready to deploy. And because we are the experts in returns, with over 10 years of experience across 120+ countries, you won't have any nasty surprises, just happy customers.

Additionally, you have the flexibility to choose to include your own carriers and warehouses or select carriers from our network on a country-by-country basis, tailoring the service to meet your specific needs and preferences.

Stuart Hill, CEO, DHL eCommerce UK stated, "ZigZag's technology was the natural choice... as the most complete and competitive returns solution on the market. We look forward to continuing our partnership and further enhancing the returns journey for our customers."

Find out how to offer your retailers the perfect returns solution by visiting our website:

www.zigzag.global/white-label-partnerships

FORTHCOMING COURSES

For queries and to stay up to date with online courses, contact the relevant department.

CILT Awarding Organisation:
01536 740170 or ao@ciltuk.org.uk

PTRC Courses:
020 7348 1970 or info@ptrc-training.co.uk

01536 740166 | pd@ciltuk.org.uk | info@ciltuk.org.uk

CILT ONLINE COURSES

FUNDAMENTALS OF BUSINESS PLANNING SYSTEMS



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 2

SUPPLY CHAIN PRINCIPLES AND CONCEPTS



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 2.5

FUNDAMENTALS OF STAKEHOLDER MANAGEMENT



Location: e-Learning
Register:
ciltuk.nimble-elearning.com
CPD hours: 1.5

AWARDING ORGANISATION

AEO CERTIFIED PRACTITIONER



2 - 5 December
Centre: Morley Consulting Ltd
Location: Live Virtual Classroom
Booking: www.morley-consulting.co.uk
CPD hours: 22

LEARNING & DEVELOPMENT

TRANSPORT MANAGERS REFRESHER FOR ROAD HAULAGE

5- 12 January
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 10

CILT(UK) LEVEL 6 ADVANCED PROFESSIONAL DIPLOMA IN SUPPLY CHAIN NETWORKS

w/c 25 January
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk

CILT(UK) LEVEL 3 PRACTITIONER CERTIFICATE IN LOGISTICS, SUPPLY CHAIN AND OPERATIONS MANAGEMENT

3 February
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk

CILT(UK) LEVEL 5 PROFESSIONAL CERTIFICATE IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT

3 February
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

6 February (Virtual day)
23-27 February (In-person training week at Corby)
Centre: CILT(UK) Learning Centre
Location: Corby
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR PASSENGER TRANSPORT

3 March
14 April - Exam
(One day per week for approx 6 weeks)
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

5 March
14 April - Exam
(One day per week for approx 6 weeks)
Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
learningcentre@ciltuk.org.uk
CPD hours: 59

TRANSPORT MANAGERS CPC BLENDED LEARNING FOR ROAD HAULAGE

30 March (Virtual day)
20-24 April (In-person training week at Corby)
Centre: CILT(UK) Learning Centre
Location: Corby
Booking:
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CPD hours: 59

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CPD hours: Various

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Centre: CILT(UK) Learning Centre
Location: e-Learning
Booking:
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CPD hours: 40

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Booking:
learningcentre@ciltuk.org.uk
CPD hours: 40

FROM THE WORLDS OF OPERATIONS AND SUPPLY CHAIN MANAGEMENT



FOREWORD ADRIAN BOTHAM FCILT

What a difference a year makes!

As we begin to consider what the rapidly approaching 2026 year might have in store for all of us, it is worth taking a bit of time out to reflect on 2025 first.

This time last year

When I wrote this foreword at the end of 2024, I mentioned the workshop that the SC&OM forum ran at the 2024 CILT conference on the subject of 'Uses of AI in Supply Chain' and how we learned that everyone was interested in AI but hardly anyone was doing anything useful with it yet.

In contrast, when I chaired a 'Data and AI' panel at the 2025 CILT conference at Silverstone recently, we again explored its current uses and discovered that most of the initial applications of AI now involve general activities such as writing and coding assistance; image creation/editing; query construction and problem solving; research assistance and fact checking; meeting notes/summaries; etc.

Generalist activities such as these can be accomplished with popular software like ChatGPT, Microsoft Copilot, Google Bard/Gemini, Canva, Adobe and so on.

Usage and adoption

North America and Europe are the biggest users of these tools although Asia-Pacific is currently the fastest growing geographic region, and emerging markets are showing rapid growth too.

Within business and industry, AI is rapidly becoming a competitive necessity with 85% of Fortune 500 companies using AI tools and average productivity improvement of 25% being reported.

Industry-specific applications such as supply chain planning and warehouse management systems are increasingly including built-in AI customisations but adoption is being held up to some degree.

Challenges and concerns

Our conference panel explored some of the challenges of early AI adoption, which include unintended bias; inaccuracy and misinformation risks; job displacement concerns; GDPR and ethical issues.

Some of the concerns we discussed included cyber security issues; legal issues; becoming over-dependent on AI; loss of staff expertise and losing the uniqueness of human involvement.

These are particularly concerning for SC&OM because our business sector employs a lot of people and our human interactions can add a lot of value in our day-to-day business relationships to increase our attachment to the companies, brands, products and services that we choose.

Looking ahead to 2026 and beyond

What we are still not seeing much progress with yet is AI replacing these

manual, human activities, probably because of our concerns that still need to be addressed.

For noticeable, transformational progress to be made, the human/machine interface needs to become much more sophisticated. We also need the regulatory landscape to catch up, which requires industry bodies, international bodies and Governments to legislate differently.

Obvious examples are GDPR, copyright and privacy laws but we can expect to see new AI-specific laws emerging too. International co-ordination and global AI governance frameworks can also be expected.

The next wave of AI innovation

What we have seen from AI so far is just the beginning of what will be a fundamental transformation in the way humans interact with technology.

AI tools and platforms will continue advancing in sophistication, communicating and sharing data with each other much more and integrating more with humans too. Technologies like the Internet of Things, Augmented Reality and Virtual Reality will be crucial in achieving this human-AI collaborative intelligence. ☹

ADRIAN BOTHAM FCILT

Chair, Supply Chain & Operations Management Forum, CILT (UK). Managing Director, Servispart Consulting.

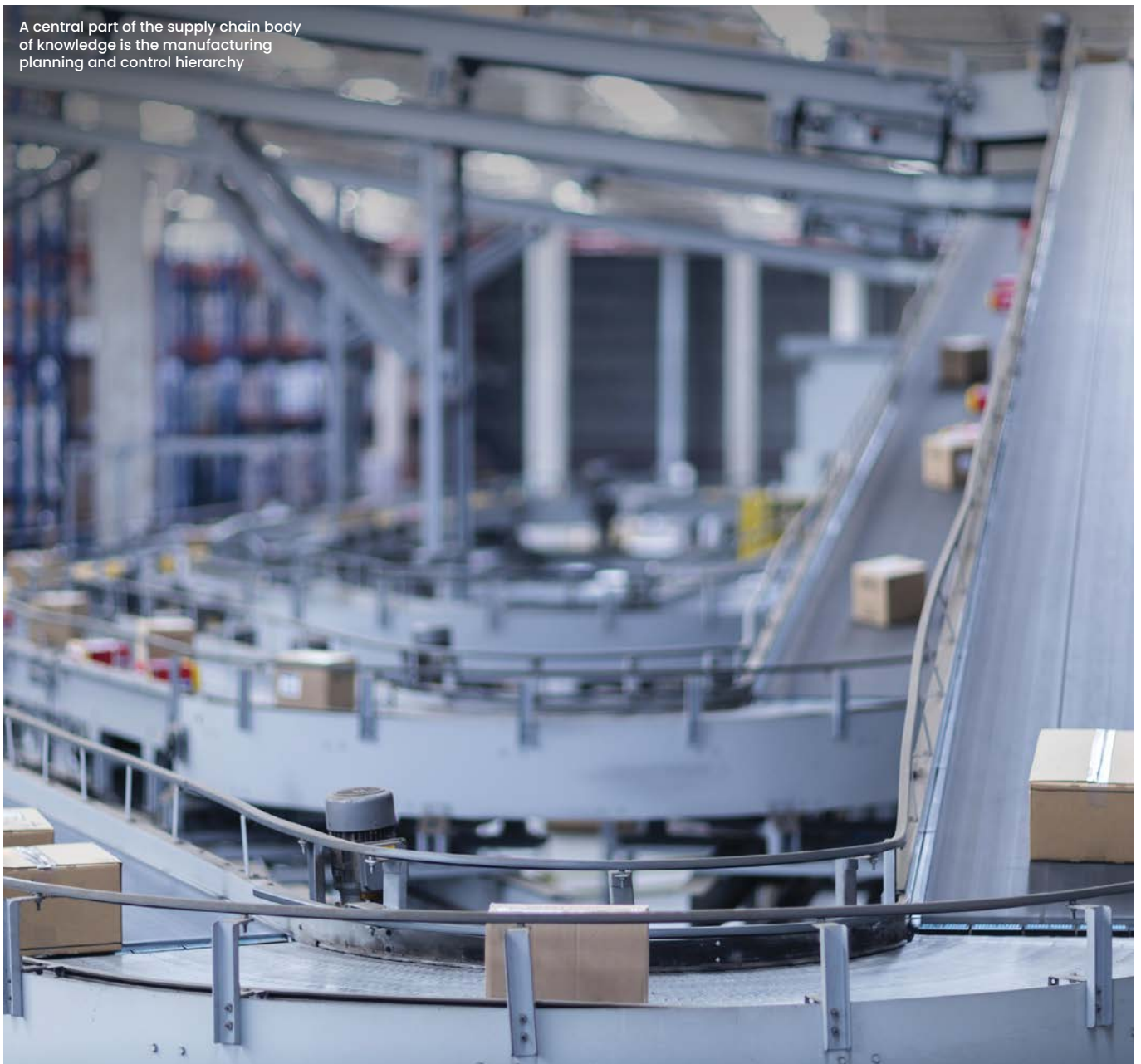
For fun and pleasure

Steve Manion discusses how computer games embody the principles of supply chain and operations management.

CONTRIBUTOR

Steve Manion FCILT

A central part of the supply chain body of knowledge is the manufacturing planning and control hierarchy



Supply chains are an important part of our everyday lives. From making sure that our shelves are adequately supplied with everything from food to electrical goods (don't forget the toilet paper), to delivering government services such as adult social care and collecting our refuse, supply chains are crucial in the 21st Century. And those in Supply Chain Management have striven to be more professional in our practices. But is it fun? Can running a supply chain be a source of pleasure.

The increasing sophistication of mobile phones means that increasingly complex games may be played on them.

The particular one I want to examine is Township:

"Welcome to Township, a thrilling city-building and farming game where you become the mayor of your own town!

Build houses, factories, and community buildings, grow crops on your farm, and decorate your town just the way you like. Take part in limited-time events, compete in exciting regattas, and earn exclusive prizes!"

Although the advertising blurb does not specifically mention supply chains, I have played the game and found that supply chain management practices such as those that form the Supply Chain body of knowledge can be used to help play the game.

A central part of the supply chain body of knowledge is the manufacturing planning and Control hierarchy.

Supply chain techniques that can be applied

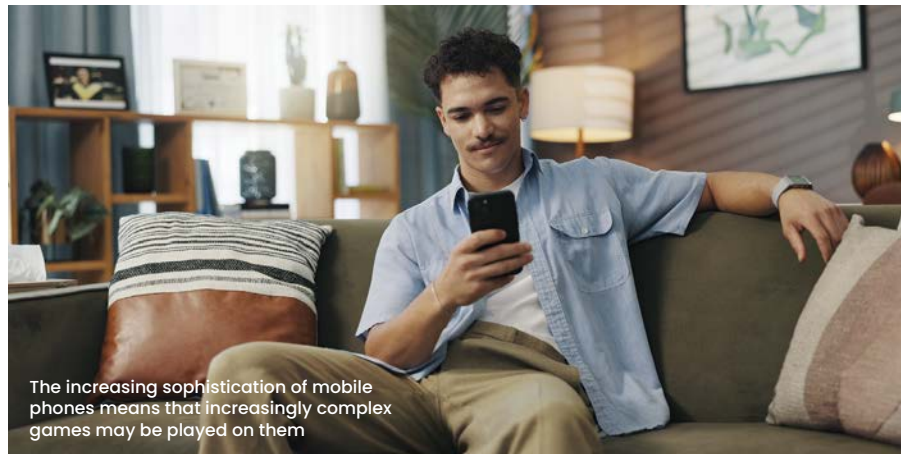
Forecasting

The game gives a 'Forecast' of items needed in the next planeload shipment although there are no quantities given. The player may then use judgement to determine how much of each item to prepare prior to the 'order' being placed.

Inventory management

There is a 'barn' for storing items with a finite storage capacity. The storage can be expanded incrementally as the player acquires certain items.

Types of inventory that may be stored include Cycle inventory based on the lot size the player needs to build of inventories of components; Safety inventory; and Speculative inventory holdings based on the forecast with



The increasing sophistication of mobile phones means that increasingly complex games may be played on them

enough to cover variation in demand during replenishment lead time.

Queue management

The time taken to process materials sometimes give rise to setting up substantial queues that can continue processing while the player engages in other activities – we all need to sleep, work, socialise – so there is that dimension too. Against this is the need to have agility to respond to orders received.

Capacity management

There is some limited ability to influence capacity as certain tasks have the ability to double or even triple capacity.

Backward scheduling

For time constrained orders, one needs to determine the lead time needed to process the finished goods as well as low level components.

Theory of constraints

It is possible to identify bottleneck work centres. The player can then make a decision on whether to increase capacity of them.

Bill of materials

Finished goods and lower level goods have pictorial representations of single level bills of materials. Customer orders can be for finished goods or for components.

Capital budgeting

There is a process to build additional capacity. Cash must be managed to enable one to add extra capacity and extra facilities.

Cash flow management

The need to manage finances is just as relevant to the game as in modern life.

In fact there are two sorts of cash.

There are Coins which are earned from fulfilling orders and there are Notes which can be earned by achieving tasks such as acquiring new buildings.

Customer Service

Allocation of finished goods to priority customers with time critical customer orders.

Scheduling

This includes queue management as one needs to avoid tying up queues. It's a matter of balancing agility and ability to process items even while not using the app.

Expediting

It is possible to expedite delivery of items albeit at additional cost.

Make or buy decisions

There may be opportunities from the marketplace and I have used this to purchase components that maybe had too long a lead time to meet time constrained orders.

Conclusion

In summary, this can be a rewarding game when one manages to fill the time constrained customer orders after coordinating a set of complex variables. Perhaps it can be used as a way of enticing younger people into the profession? I see it as a way of illustrating supply chain practices in a safe environment as well as providing fun. After all we should enjoy our profession even in our leisure times. ☹

Steve Manion FCILT

Managing Director,
Steve Manion Effective Training.

CONTRIBUTOR



Ketan Varia

Where lean is now

From the factory floor to the digital age.

Lean started as a simple but powerful mindset: create value, reduce waste, make things flow and don't overstress processes. But in today's world of automation, AI, and shifting economies, where does Lean fit?

Having spent over 30 years in industry, starting in manufacturing and then shifting to change management, I've seen Lean evolve, flourish, fade, and quietly embed itself in surprising places.

Lean gave rise to Agile and Six Sigma, but many organisations turned these into industries full of frameworks, jargon, and certificates. The spirit of improvement often got buried under process.

In the UK, manufacturing now accounts for less than 9% of GDP, down from around 25% in the 1970s (ONS, 2024). Whole regions that once thrived on industry have been hollowed out.

By contrast, India is seeing explosive growth, with its manufacturing sector projected to double from \$500B to \$1T by 2030 (McKinsey, 2023). China, Vietnam, and Japan continue to lead globally, powered by integrated systems and investment in excellence.

From my experience I have noticed that where Lean is embedded in culture, not as a programme but as a habit, manufacturing remains resilient. Ironically, the companies that do Lean best, like Toyota, don't talk about it much. They just do it. It is built into how people think and work.

In Japan, 'gemba' means the place where value is created. It used to mean the factory floor. Today, it might also mean your review of your dashboards, embedded technology as well as getting insight from lived real world experience.

Digital transformation isn't just improving processes; it's replacing or reimagining them. Today, Lean is just as likely to happen in a codebase or dashboard as on a shop floor. Predictive analytics, AI, and automation are eliminating waste and balancing work before a human ever sees it. For example, Siemens uses AI in production systems to auto-adjust processes in real time, delivering quality at scale with minimal human intervention.

Lean isn't just about cutting visible waste; it's also about balancing work and avoiding overload. Only when you see all three together can true flow emerge.

If you're thinking about Lean, don't wait for a big project. Start by practising it, anywhere. At home. In your team. In your community. Ask yourself:

- What do people really value here?
- What's getting in the way?
- Where is mental energy lost and where is there waste of work?
- How can we improve flow?
- What small bits of tech/investment could remove waste?

Lean is still relevant. It just looks different now. And once you start thinking Lean, you'll start seeing opportunities everywhere. ☹



Ketan Varia

Director,
Kinetik Solutions.

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1. Womack, James P., and Daniel T. Jones. *Lean Thinking: Banish Waste and Create Wealth in Your Corporation*. Simon & Schuster, 1996.
2. Office for National Statistics. *UK Manufacturing Data*. ONS, 2024.
3. McKinsey & Company. *India's Manufacturing Opportunity*. McKinsey & Company, 2023.
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5. Toyota Motor Corporation. *The Toyota Production System*. Toyota Global, n.d., <https://global.toyota/en/company/vision-and-philosophy/production-system/>.
6. World Economic Forum. *Advanced Manufacturing: A New Narrative*. World Economic Forum, 2023. www3.weforum.org/docs/WEF_Advanced_Manufacturing_A_New_Narrative_2023.pdf.

WHAT'S ON

- ✉ Nations, Regions & Groups
01536 740116
regions@ciltuk.org.uk
- ✉ Forums
01536 740140
forums@ciltuk.org.uk
- ✉ Events
01536 740148
events@ciltuk.org.uk

CILT Corporate

CILT Forums

CILT National

CILT Regional

CILT Association

DECEMBER

1st

NESTRANS AT 20 - VIRTUAL EVENT

18:00 - 19:00

Online**Speaker:** Paul Finch**Cost:** Members: Free

Non-members: £5 inc VAT

CPD hours: 1

9th

THE PADDLE-STEAMER WAVERLEY CELEBRATES 50 YEARS IN PRESERVATION

18:00 - 19:00

Online**Speaker:** Paul Semple**Cost:** Members: Free

Non-members: £5 inc VAT

CPD hours: 0.5

Full listings of
Associated events
can be found online:
ciltuk.org.uk/events

10th

JOURNEY TO ELECTRIFICATION

08:30 - 09:45

Online**Speaker:** Various**Cost:** Members: Free

Non-members: £5 inc VAT

CPD hours: 1**WEAK LINKS: HOW CYBER THREATS ARE BREAKING BRITAIN'S SUPPLY CHAINS**

18:00 - 19:30

Online**Speaker:** Susanna Whawell,
Director, Auxilium Auditing**Cost:** Members: Free

Non-members: Free

CPD hours: 1T

11th

THE STORY OF THE FIRST EVER ENEMY AIR ATTACK IN WORLD WAR 2 ON A TRAIN

17:30 - 19:00

Online**Speaker:** Graham Moore,
BSc(Eng), CEng, FIMechE, MAPM;
Retired Chartered Engineer &
Project Manager**Cost:** Members: Free

Non-members: £5 inc VAT

12th

CILT(UK) INSTITUTE ANNUAL LUNCH 2025

11:30 - 16:00

Location: House of Lords,
Cholmondeley Room & Terrace,
Parliament Square, London
SW1A 0PW**Speaker:** Various**Cost:** Members: £138 inc VAT,

Non-members: £174 inc VAT

15th

TVG COMMITTEE MEETING, CHRISTMAS SOCIAL & NETWORKING EVENT

19:00 - 21:00

Location: Pizza Express,
R11 Riverside Level, The Oracle,
Reading RG1 2AG**Cost:** Please note attendees will
be paying for themselves

16th

GOING UNDERGROUND - UNUSUAL BRICK STRUCTURES

17:30 - 19:00

Online**Speaker:** Adrian Backshall**Cost:** Members: Free

Non-members: £5 inc VAT

JANUARY

7th

THE ROCHESTER BRIDGES: PAST, PRESENT AND FUTURE

18:00 (to start 18:30) - 20:00

Online 18:30 - 20:00**Location:** DHA Planning, Eclipse
House, Eclipse Road, Maidstone,
Kent ME14 3EN & Online**Speaker:** Various**Cost:** Members: Free

Non-members: £5 inc VAT

CPD hours: 1

13th

VISIT TO THE INNOVATIVE FASTRACK NETWORK OPERATED BY GO AHEAD

11:00 - 15:00

Location: Fastrack Bus, Bluewater
Bus Station, Dartford Depot**Speaker:** Isobel Hedley-Jones,
Head of Fastrack; Shane Hymers,
Kent County Council**Cost:** Members: Free

Non-members: £5 inc VAT

CPD hours: 1

20th

AN UPDATE ON GREAT WESTERN RAILWAYS DEVELOPMENTS 2025-2026 AS GBR APPROACHES

18:00 (to start 18:30) - 20:00

Online 18:30 - 20:00**Location:** Firefly Lounge, Three
Guineas Pub, Reading Station,
Station Approach RG1 1LY & Online**Speaker:** Barry Milsom,
Programme Director, GWR**Cost:** Members: Free

Non-members: £5 inc VAT

CPD hours: 1



The Chartered
Institute of Logistics
and Transport

Featured Events 2026



Dates for Your Diary

26 January

LRN Call for Abstracts: Open

3 February

Awards for Excellence: Entries Open

10 April

LRN Call for Abstracts: Close

17 April

Awards for Excellence: Entries Close

**BOOKING
DETAILS HERE**
[CILTUK.ORG.UK/EVENTS](https://ciltuk.org.uk/events)



5 February

Transport and Logistics Safety Forum Conference

Location: National Memorial Arboretum

Join industry leaders and frontline experts for a one-day event on safety, wellbeing and resilience. Gain practical strategies to handle major incidents on the road, in the warehouse and beyond.

NEW
DATE



5 March

Women in Supply Chain: Pathways & Progress

Location: CEVA, East Midlands Gateway

Connect with women across all career stages, along with HR, L&D and DEI professionals, for a day of insight and inspiration. Leave equipped with actionable strategies and fresh motivation to advance gender equity in the supply chain sector.

NEW
FOR
2026



12 March

Transport Managers Conference

Location: Newark Showground

Join transport professionals, compliance specialists and industry leaders for a one-day conference exploring the evolving role of the Transport Manager. Discover practical insights and solutions to keep operations compliant, safe and efficient every day.

NEW
FOR
2026

CILT(UK) Transport
Manager Conference



14 May

Partnerships Day

Location: National Space Centre, Leicester

Gather with fellow Partners for an exclusive annual event focused on collaboration, networking and collective problem-solving. Hear from leading speakers and join panel discussions and roundtables designed to inspire shared progress.

INVITE
ONLY

11 June

Next Generation Conference

Location: John Lewis, Magna Park

Explore the future of logistics at this one-day event for graduates and early-career professionals. Discover how AI, innovation and emerging talent are shaping smarter, more sustainable supply chains.



15 July

Transport Practitioners Meeting

Location: Manchester Metropolitan University

Join transport planners, modellers and placemakers for this must-attend annual gathering. Experience two days of debate, networking and the latest thinking shaping the future of transport planning and design.



2-4 September

Logistics Research Network Conference

Location: Liverpool John Moores University

Gather with leading academics and industry experts for three days of insight, debate and collaboration at the Logistics Research Network Conference. Engage with over 100 sessions exploring cutting-edge research.

24 September

Annual Conference and Awards for Excellence

Location: East Midlands conference centre

Be part of CILT(UK)'s flagship conference, uniting senior professionals and emerging leaders from across logistics, transport and supply chain. Experience a day of strategic discussion, collaboration and inspiration, followed by an evening celebrating the outstanding achievements shaping the profession's future.



LONDON REGION

Bricks, Biomass and Beyond: Inside the Craft of H.G. Matthews Brickworks

The rolling hills of the Buckinghamshire countryside are not where you would expect to find the quiet but industrious site of H.G. Matthews Brickworks. To the casual observer, it is simply another rural enterprise. Yet behind the modest entrance lies one of Britain's most enduring family-run brick manufacturers – a company that has been hand-crafting bricks for over a century while carefully embracing new sustainable technologies to secure its future.

Members recently visited the site to see for themselves how H.G. Matthews has kept tradition alive while modernising its processes to remain competitive in a changing marketplace.

A century of family enterprise

The story of H.G. Matthews begins in 1923, when Henry George Matthews founded the brickworks. Following his death in 1957, the business passed to his four children. The two sons, both in their 20's, stepped up to lead the business. When Tim Matthews passed away in 1996, stewardship shifted again, this time to his three sons and his nephew, and his sons remain at the heart of the company today. Now, a fourth younger family generation is learning the craft and playing their part in carrying the family legacy forward.

This continuity of ownership and knowledge is part of what makes the brickworks so distinctive. While so many similar enterprises have disappeared, there were once over 23 brickworks within a seven-mile radius of the site, today only H.G. Matthews remains. The family has kept faith in its founding principles: producing quality bricks that meet the needs of Britain's historic and modern buildings alike.

From twelve to fifty: A growing workforce

In its early days, the brickworks employed just twelve people and relied on three



forklifts. Today, the operation has expanded to a 50-strong workforce with twelve forklifts in regular use. This growth reflects both the company's success and the continued demand for specialist bricks that can match historic structures.

Unlike many large-scale producers, H.G. Matthews still makes bricks by hand. The skill of hand-moulding allows for bespoke sizes and finishes, particularly valuable when repairing or extending older and listed buildings. Alongside hand production, the company also uses a vintage-looking moulding machine, a piece of equipment that looks nostalgic and practical whilst offering modern efficiency.

A simple visual quality control system has been introduced to the brick trays which shows traceability, size of bricks and the day the bricks were made. This improves flow through the whole manufacturing process.

Drying bricks the sustainable way

After moulding, each brick must be carefully dried before firing. This stage is critical: too much moisture left in the clay can cause cracking or failure in the kiln.

The site contains eight drying rooms, each capable of holding 15,000 bricks. It takes between four and five days for the bricks to dry, and great care is taken to control the process.

Since 2012, drying has been powered by biomass boilers. Low grade wood is sourced locally, chipped on site and transported via conveyor into redundant agricultural grain bins, from the H G Matthews farm, which have been repurposed as storage. Each boiler is paired with a 5,000-litre hot water tank, to patiently heat the drying rooms for five days.

The process is managed with precision: temperatures begin at around 20 degrees, ramping up to 50 degrees as humidity drops, ensuring the bricks dry evenly without cracking. The company has also invested in a new roof to shield unfired bricks from rain, a practical yet essential step in maintaining quality.

From a logistics and sustainability perspective, this approach is exemplary. By converting agricultural infrastructure into biomass facilities and sourcing wood locally, H.G. Matthews demonstrates how traditional industries can repurpose existing assets while reducing reliance on fossil fuels. This innovation has saved the

equivalent of 360,000 litres of diesel annually, significantly reducing the company's carbon footprint.

Into the kiln: The firing stage

If drying is a test of patience and control, firing is a test of heat and energy. At H.G. Matthews, the firing process takes place in kilns fuelled by kerosene. Fourteen burners, seven on each side, inject a mixture of oil and air into the base of the kiln. Flames rise through the bricks, gradually heating them to a peak of 1,100 degrees Celsius at the centre and 1,000 at the edges.

The firing process is as much an art as a science. Too much heat, the bricks can warp or shatter. Too little, and they may not mature properly. The firing cycle is carefully regulated, with about 5,000 litres of oil consumed per firing. Cooling then takes three days in summer or two in winter.

What is most striking is how firing determines colour. Depending on where a brick sits in the kiln, it may emerge with subtle variations: reddish tones at the edges and top; purples and browns at the centre and base. Sometimes 'kiss marks' are visible, where bricks have touched during firing. Far from being defects, these marks are celebrated as authentic signs of the handmade process.

For customers seeking bricks to match centuries-old walls or heritage properties, this natural variation is not only acceptable but desirable.

The company was also interested in how bricks could be produced by wood firing. In 2010, they were introduced by Dr Gerard Lynch to Colonial Williamsburg, a large living history museum in North America which had experience in this process, and are now able to offer bricks produced by this method. They built two new brick kilns for this purpose and one of these forms the backdrop to the group photograph.

Digging for clay

Of course, no brickworks can operate without clay. The H.G. Matthews site extends across 150 acres, with clay extracted from the family's own farmland. Fields used to grow barley and wheat are dug to depths of 20 to 30 feet, yielding clay of varying qualities. After 18 months, pits are refilled, and re-used for farming.

Not all clay is suitable for exterior bricks. Lower-grade material is instead used to create unfired blocks, together with chopped wheat straw grown on the farm, which can serve as internal walling solutions. This practice reduces waste and diversifies the product range.

Such careful stewardship of land highlights the balance the business must strike: extracting enough material to remain viable while preserving the long-term agricultural use of the farm.

Looking ahead: Solar power and beyond

Sustainability is not just a legacy issue but a forward-looking priority. Solar panels were installed on the roofs in 2021, helping to offset energy consumption and future-proof the business against rising fuel costs and carbon reduction targets.

Combined with biomass-powered drying, these measures demonstrate how a traditional manufacturing process can evolve within a low-carbon framework. While kerosene remains integral to firing today, H.G. Matthews is exploring alternatives and efficiencies that may one day reduce its reliance on oil.

Challenges of growth

Despite its longevity, the company is not without challenges. Something as simple as car parking illustrates the pressures of modern success: the workforce has grown and places pressure on the current car park.

Scaling up production while remaining true to craft values is another delicate balance. Demand for handmade and heritage bricks is steady, but the company must manage its resources carefully to ensure quality is never sacrificed for volume.

Lessons for logistics and transport

For CILT members, the visit to H.G. Matthews offered more than a glimpse into traditional brick-making. It revealed insights into how small and medium enterprises manage logistics, energy, and supply chains in highly specialised markets.

First, the repurposing of agricultural bins for biomass storage is a case study in circular thinking. Rather than investing in costly new infrastructure, the company

adapted what it already had. Second, the business demonstrates how local sourcing, whether of wood for biomass or clay from the farm, can shorten supply chains and reduce vulnerability to external shocks. Third, the careful sequencing of drying and firing stages underscores the importance of process control in ensuring reliability, quality and minimal waste.

In an era when many logistics conversations are about scale and automation, H.G. Matthews reminds us that resilience can also come from heritage, craft and a willingness to innovate within constraints.

A living tradition

What lingers most from the visit is the sense of continuity. From Henry George Matthews in 1923 to today's younger family members learning the trade, the brickworks embodies the interweaving of past and future.

The clay is dug from the same land, the bricks shaped by hand or simple machines, the kilns fired with heat and care. Yet around these constants, the business has innovated: biomass drying, new roofs, solar panels.

In an industry where so many competitors have vanished, H.G. Matthews stands as a living reminder of how tradition, logistics and sustainability can co-exist. For those of us in the transport and logistics profession, it is a story that resonates deeply: proof that even in the most established of industries, there is always room for evolution.

A surprise finale

As the visit drew to a close, our group was treated to an unexpected bonus. The owners invited us to their nearby farm where they house a remarkable personal collection of vintage machinery. Among the treasures were tractors from across the decades, classic cars, a restored bus and even the distinctive tractors once used by the RNLI to haul lifeboats across beaches.

It was a fitting finale to a day that had been about heritage, craft and the endurance of traditional skills. Just as the brickworks preserves techniques from the past while preparing for the future, so too does this collection remind us of the deep connections between industry, transport and community history. ■

SCOTTISH REGION

Visit to Sainsburys distribution depot

East Kilbride operator GXO Logistics is a spinoff from XPO that manages outsourced supply chains and warehousing and reverse logistics for blue-chip customers in over thirty countries.

GXO's corporate headquarters are located in Greenwich, Connecticut. Its customers include Apple, Nike, Boeing, Verizon, Whirlpool and Nestle.

In May 2022, GXO announced the acquisition of the UK-based retail logistics company, Clipper Logistics which distributes goods for Marks & Spencer and Morrisons, and specialises in life sciences and repairs. In April 2023, GXO declared a partnership with Sainsburys to manage fresh and frozen shipments at warehouse sites across the UK.

GXO's takeover offer of Wincanton PLC worth £762M was approved in April 2024. New technology in use at GXO sites includes collaborative robots, vision scanners, automated guided vehicles and goods-to-person robots.

GXO operates the Sainsburys distribution contract in succession to DHL. Opened in 1997, the campus at Langlands Park in East Kilbride is a 24/7 operation spanning 488,000 square feet that comprises ambient and chilled stores, a resources recycling unit and a vehicle maintenance one.

The Depot services 144 Stores in Scotland and Northern Ireland with 580 warehouse colleagues and 150 core drivers operated by Wincanton.

GXO's core values among its 182k staff worldwide are to be safe, be inclusive, make an impact, change the game and deliver results. A notice-board at East Kilbride proudly recognises the achievements of staff in volunteering among their local communities.

The Scottish Region are grateful to Alan Brown FCILT, Senior Manager for arranging the visit and to David Wilson CIManager for hosting it. Supply chain students who took part came from Glasgow Caledonian and Heriot-Watt Universities. ■



ENVIRONMENTAL & SUSTAINABILITY FORUM

Are you interested in how the defence sector talks about climate change and resilience?

Members of the CILT Environment and Sustainability (E&S) Forum Committee are featured in a new podcast series. E&S member Dr Sarah Ashbridge and co-host Lieutenant Colonel Ali Beard have created The Resilience Brief podcast as an educational tool for the defence sector.

In each episode, special guests help to explain the relationship between climate change and the resilience of defence operations, including E&S

member Brigadier Tim Symonds on the most recent episode which focused on the land domain.

The podcast is published by the International Military Council for Climate and Security (IMCCS) and is enabled by the sponsorship and partnership of Frazer-Nash and the NATO Climate Change and Security Centre of Excellence (CCASCOE). Key themes across the series include equipment, infrastructure logistics, supply chains, interoperability and organisational culture. To listen, search 'The Resilience Brief' on any major streaming service (e.g. Spotify or Apple Music) or play via the Council on Strategic Risks website. ■

GOLF FORUM

Era-ending autumn meeting

The CILT Golf Forum held its usual season-ending Autumn Meeting on Thursday 9th October 2025. This year, thanks to club member and event organiser, Mark Smith, we were able to enjoy an excellent new venue – Gog Magog Golf Club near Cambridge.

Weather-wise it was better than could have been expected for the time of year. The sun peeked through the clouds on occasions, but it felt decidedly autumnal on some of the more exposed holes.

Seventeen members and a solitary guest took to the fairways and, despite some of us finding the course a little long and the pristine greens somewhat tricky, it was a great day and there was general agreement that a return trip would be welcomed.

Although unable to play, event sponsor Adrian Malupa of Freight Process Solutions (freight forwarding and customs specialists), joined the party for liquid refreshment and a filling two-course meal.

Winners of the day's prizes were announced by Mark Smith and presented by 2025 Captain, Malcolm Maycock, as follows:

Longest Drive (5th Hole)

Mark Smith

Nearest the Pin in 3 (16th Hole)

John Winter

Nearest the Pin (17th Hole)

David Wilson

Member, 3rd Place

Keith Mellish (32 points, on count back from Paul Beaver)

Member Runner-Up

Bob Harper (34 points)

Winner

Mark Smith (38 points).

Members triumphing in the season-long competitions were announced by Paul Symes and presented with their trophies by Malcolm Maycock as below:

Singles Matchplay KO (ably organised by Derek Messenger) – **Peter Taylor** (R/U Garrett Emmerson)

John Swanson Smith Trophy (for the best 3 Stableford aggregate from 4 events) – **Bob Harper** (102 pts).



Malcolm Maycock then made a farewell speech as Captain and handed over to Eddie Cox for 2026. Eddie accepted the honour and outlined his aims for taking the Golf Society forward.

At this point in the proceedings our Chairman, Paul Symes, usually thanks the club, organiser and event sponsor for making the day a success and wishes the attendees a safe journey home. This he duly did.

He also noted that this event marked the end of 30th year of the Golf Society's existence. He acknowledged that much had changed over time, not least the recent alteration in our relationship with the CILT(UK). He welcomed such progress and in particular the opportunity to attract new members – who, he

hoped, would not just enjoy the benefits of membership, but actively participate in its running.

In conclusion he announced that, after 30 years at the helm, he felt it was a good time to relinquish the role of Chairman and that Cameron Grant had agreed to assume the mantle.

Responding to Paul's shock announcement, Cameron stated he found it impossible to express the gratitude of past and present members for the way that Paul has guided and nurtured the Golf Society in his own unique style. In proposing a toast to Paul, Cameron captured the emotion of the occasion by saying 'there are no words'.

And so a new era begins. ■

MEMBERSHIP RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary.

This list was compiled on 3rd October 2025 and includes those members who qualify up to 31st January 2026.

☞ 01536 740104 ☞ membership@ciltuk.org.uk ☞ www.ciltuk.org.uk/membership

5 YEARS 2020

John McEvoy CMILT	Craig Bowen CMILT
Polly Goldsmith CMILT	Georgina Finnigan CMILT
Anthony Franklin CMILT	Ahmed Abdelbaki CMILT
Phil Price CMILT	Anthony Hughes CMILT
Jameel Malik CMILT	Thimote Vico CMILT
Robert Stone CMILT	Phil Thornton CMILT
Carl Crysell CMILT	Eswaranathan Ehambaranathan CMILT
Christopher Menzies-White CMILT	Steven Heywood CMILT
Amy Roberts FCILT	Jessica Brown CMILT
Adrian Burns FCILT	James Yardley CMILT
Simon Hutchings FCILT	Trevor Haynes FCILT
Christopher Lownds MILT	Jonathan Waller FCILT
Bjorn Brunkow	Paul Keyworth FCILT
Christopher Goodchild	Neil Mongini FCILT
Filip Imramovsky CMILT	Mark Parker MILT

Nadine Law CMILT

"CILT can give members the tools and confidence to grow; professionally and personally. It's inspiring to see more women shaping the future of transport and logistics and being championed in these roles."



Nadine began her career in Local Government in 2008, joining the Sustainable Transport Team in 2013. Since then, she's worked across ASN and mainstream school transport, public transport marketing, ticketing, and infrastructure projects, as well as supporting active travel and engaging local groups through its Transport Forum. More recently, Nadine has focused on transport procurement and contract management.

Nadine is passionate about improving public transport and making it accessible for all. Completing the CILT Diploma in 2016 was a turning point, providing a strong foundation for her role, and she's since added, amongst others, a postgraduate qualification in Business Management with Logistics and Supply Chain at Edinburgh Napier University.

Vernon Baseley CMILT

"It's good to mark having been a member for thirty years. As my work developed an international dimension over the years, it has been heartening to see how much CILT is respected around the World. In countries where transport and logistics professionals are referred to as 'engineers', membership is an invaluable component of one's bona fides."



When he joined CIT in 1995, Vernon already had 12 years' experience as a rail operations manager with British Rail and was at that time seconded to SNCF. The majority of his time since has been in consultancy, including transaction support, regulation, due diligence, audit, and operational strategy. Most of his work has been in Britain, France and Belgium, having worked for all of their key rail sector players. In recent years, assignments have been in the Middle East. Vernon's past employers include Vossloh, Steer, and Jacobs: he is now Director of his own company, Rail Strategy Ltd.

10 YEARS 2015

Jamie Cooper CMILT	Francis Kwaku Awatu CMILT
Alexander Lee CMILT	Sarah Fish CMILT
Christopher Blake CMILT	Gerry Summers CMILT
Edmund Plowden CMILT	Katie Wilby CMILT
Craig Torrance CMILT	Hannah Gowlett CMILT
Samantha Leleu CMILT	Gary Buckell CMILT
Jonathon Maw CMILT	Nadine Law CMILT
William McGowan CMILT	Cliff Jones CMILT
Lewis Madden CMILT	Antti Linteri CMILT
Daniel Maxwell CMILT	Biju Raman CMILT
Sean Culey FCILT	Damian Alexander FCILT
Konstantinos Papadopoulos FCILT	Matthew Goggins FCILT
Iain Russell FCILT	Francesca Fozard MILT
John Dooley FCILT	Simon Dew MILT
Andrew Robinson FCILT	Adrian Peiris MILT
Gary Moreira CMILT	Jean Miller

20 YEARS 2005

Lucy Simpson CMILT Jaspreet Samra MILT
Panagiotis Angeloudis CMILT Gordon Pearson MILT
Simon Babes FCILT Hing Yan Tong CMILT
Philip Constable FCILT David Stoddart CMILT
Mathew Cottis FCILT Andrew Castledine CMILT
Paul Crutcher MILT

Daniel Maxwell CMILT

"Membership of CILT provides a vital bridge between my career in the military and civilian logistics best practice. It enables me, and my colleagues, to share expertise and learn from a broader professional community, ensuring our sector continues to innovate while maintaining the highest standards of delivery. This membership reinforces my commitment to professional excellence, collaboration, and lifelong learning."



With 17 years of experience in defence logistics, Daniel has led complex supply chain operations in both humanitarian and operational contexts. His career encompasses operational planning, military movement and mobility, and digital capability development, supported by an MSc in Logistics Management and an MBA in Strategic Management and Leadership. He currently serves as a Chartered Logistician and ambassador for professional bodies within the armed forces, while actively contributing to the growth and long-term impact of the Royal Logistics Corps Institute.

30 YEARS 1995

David Frankish FCILT Christian Schmidt CMILT
John Mangan FCILT Howard Mitchell CMILT
Ian Kennedy MILT Christopher Ramsey CMILT
Nikolaos Bintevinos MILT D LeGood FCILT
Richard Allison Christopher Evans MILT
Vernon Baseley CMILT Peter Higgins MILT
Philip Wingrove CMILT Richard Todd
Stuart Khan CMILT Hani Saleh
Mark West CMILT Simon Grayling

40 YEARS 1985

Christopher Bateson CMILT Ronald Clatworthy CMILT
David Johnson CMILT Ann Frye FCILT
Anthony Evans MILT Peter Batty FCILT
Michael Green CMILT Graham Fox FCILT
Nigel Hale CMILT Richard Pearson FCILT
Andrew Whitehead CMILT David Gillingwater FCILT
Julian Posner CMILT

50 YEARS 1975

Derek Spencer CMILT Andrew Oldfield CMILT
Denis Weller CMILT Ian Askew FCILT
David Prescott FCILT Tiong Chua FCILT
Martin Shrubsole FCILT

Jessica Brown CMILT

"Being a Chartered Member of CILT has been a vital part of my personal development in the field, having come to the world of logistics with an educational background in modern languages and finance."



Jessica has worked for almost 15 years in supply chain and logistics, specialising in automotive logistics for both inbound parts, and outbound vehicles. Her career has taken her across the region, leading large scale logistics engineering projects across the UK and continental Europe, based in both the UK and France. Jessica has a passion for strengthening diversity, equity and inclusion in the automotive logistics field, and lead this activity for Nissan UK's 800+ strong SCM and Logistics teams. Today, leading Nissan's inbound operations team, Jessica is pushing innovative sustainability in an increasingly disrupted logistics chain.

60 YEARS 1965

Peter Bradburn CMILT Alan Westwell FCILT
Stephen Lander CMILT Terence Bowker FCILT
Richard Bailey CMILT

MEMBER ELECTIONS

☞ 01536 740104 ☞ membership@ciltuk.org.uk ☞ www.ciltuk.org.uk/grades

The following members have been elected to **Institute Membership** and are now entitled to use the post-nominals **MILT**:

Mathews Kaubo, Chief Commercial Officer, Zambian Potato Company Ltd

Ibrahim Abdulla, Assistant Director Supply Chain Management, Mandera County Government

Charles Lambert, Senior AOG Operator, Kuehne + Nagel

Rebecca Shaw, Operations Coordinator, Tetley's Motor Services Ltd

Craig Knights, Supply Operations Supervisor, Shell UK

Paul Sandeman, Assistant Transport Manager, Branston Ltd

Claire Wombwell, Transport Manager, Myhill's Minibuses Ltd

Wayne Keating, Director, WAK Consultancy

Alex Curle, Senior Operation & Tender Analyst, World Fuel Services

Martin McDade, Logistics Manager, Wyllie Recycling Ltd

Oludare Odejayi, Senior Supply Chain Coordinator, Rugged Warehouse

Macauley Breen, Supply Chain Technical Lead, NHS Wales

Elliot Robert Fairbairn, Team Leader, BAE Systems

Justine Brown, Defence Equipment & Support

Andy Morris, Logistics Manager, N G Bailey

The following members have been elected to **Chartered Membership** and are now entitled to use the post-nominals **CMILT**:

Vicki Rushworth, Group Quality Manager, Reed Boardall Transport

Daryl Harris, Trials Management Officer, RAF

Adam Abubakar Ngileruma, Senior Procurement Specialist, University of Strathclyde

Sandra Asante, Procurement and Supply Chain Manager

Martin Gallagher, Principal Transport Planner, WSP UK Ltd

David Harvey, Senior Logistics Manager, Amazon Data Services Ireland Ltd

Hon Wai Yip, Material Management Specialist, Hong Kong Aircraft Engineering Company Ltd

Simon Park

Bradley Burton, Transport Manager, Tarmac Ltd

Musfir Muhammed, Procurement Business Partner, University Hospitals Sussex NHS Foundation Trust

Benjamin Larbi, General Manager, LMI Logistics Group

Ben Scull, People Coach, Ministry of Defence

Craig Axon, Inventory Manager (STS1), Civil Service

Nuraddeen Miko Usman, Director, Kaduna State University

Stefan Davchevski, Fleet Manager, CP Transportation Services Ltd

Serguey Livtchak, Transport Consultant/Senior Trainer, Crownwell Training

Manny Sousa Ferreira, Operations Duty Manager, Jason Edwards Travel

Sharon Bik Wah Li, Sharon Bik Wah Li, Metro Sourcing International Ltd

Megan Owers, Business Development Manager, Emons Group

Andrea Culley, Senior Consultant - Strategy & Supply Chain Transformation, Operational Delivery, Defence, Turner & Townsend

Bara Fadhil, Senior Manager Logistics & Distribution, De Beers UK Ltd

Matthew Johns, Integrated Transport Unit Operational Manager, Pembrokeshire County Council

Knut Heinemann, Supply Chain Programme Manager, Jaguar Land Rover

Simon Hill, Head of Commercial Revenue Projects, First Group plc

Neil Thorneycroft, Transport Manager, Amey Highways

Alberti Benson, Technical Director, WSP

Ben Amey, Principal Highways Development Management Officer, Wokingham Borough Council

Jack Waller, Senior Transport Planner, Atkins

Joanne Davidge, Supply Chain Contract Manager, Civil Service

Sami Bowler, Transport Consultant, Consult4Logistics Ltd

Umair Shah, Lecturer, C E C O S College

Nigel Millbank, Ops SNCO, Army

Robson Orchard

The following members have been elected to **Chartered Fellowship** and are now entitled to use the post-nominals **FCILT**:

Eivind Larsen, Senior Project Manager, ASMO

Paul Bedford, Head of Logistics and Security, Eiffage Génie Civil UK

Chris Chapman, Head of Fleet, Shawston International Ltd

Yuk Shing Liu, Principal, Civic Consultancy Ltd

Zaili Yang, Professor, Liverpool John Moores University

Tristan Blackie, Business Development & Account Director

Wing Commander Arun Aeri (Retired), Indian Air Force

Neil Ethell, Chief Operating Officer, DB Cargo UK Ltd

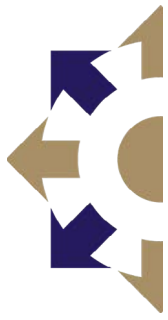
David Bruce, Senior Director Customer Engagement, DP World

Mick Crooke, General Manager, Tetley's Motor Services Ltd

Wayne Reidie, Director, Customer 1st (UK) Ltd

David Whiteley-Moore, MD, DM Motor Services Ltd

Michael Holmes, Director - Passenger Transit, WSP UK Ltd



CILT *Transport & Logistics* *Safety* Forum Conference

05/02/26 | National Memorial Arboretum

The Hidden Toll of Logistics & Transport

Behind every movement of goods is a workforce facing unseen challenges: stress, fatigue, isolation, trauma. Join us for an insightful day of practical workshops, actionable strategies, and real life speakers, as we uncover the realities behind the headlines.

Delegates will walk away with:

- **Actionable strategies** to strengthen operations, wellbeing, resilience and leadership skills, embedding a safer culture across your organisation and our profession
- **Insights from real incidents** and practical exercises to challenge your thinking and incident preparedness
- Your **exclusive copy of the NEW Trauma Guide**. A practical toolkit to help manage the immediate aftermath of incidents
- **Enhanced connections** and confidence through peer networking and problem-solving
- **3.5 CPD hours** from CILT(UK). Evidence your commitment to professional development and safer operations

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23rd Annual Transport Practitioners' Meeting

15 - 16 July 2026

Location: Manchester Metropolitan University

What is TPM?

TPM is the annual gathering for transport planners, highway engineers, and urban transport designers. Over two days, practitioners, policymakers, and academics present topical papers, sparking debates, networking, and sharing the latest ideas in the field. TPM is a must-attend event for transport professionals!

Why submit an abstract?

Presenting at TPM boosts both your personal and your company's profile. Attendees benefit from networking with peers, from graduates to directors, and local government decision-makers. TPM offers a fun, relaxed space to discuss trends, share ideas, and start new projects

What topics are people interested in?

Whether it's a tricky project, innovative method, research, or critique of the status quo, if it's relevant to transport professionals, it will resonate at TPM. The conference is about sharing knowledge with a wide audience from across the transport sector.

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- Kelly Flynn, Dorset County Council

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