

# The WINNERS

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September 16  
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AWARDS



2021



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# Welcome

## Putting rail at the heart of more journeys

### CHAIRMAN OF THE JUDGES: WELCOME TO NRA 2021

Welcome to the National Rail Awards 2021. It was great to be back at the *Grosvenor House Hotel* for what has become known as 'The Railway Oscars'. The *Grosvenor* has become our spiritual home for the past 20 years - apart from in 2020, when we had an enforced absence due to the COVID restrictions.

Last year's virtual ceremony was widely regarded as a success and a great result during lockdown. But nothing compares with the sheer exhilaration and emotion of a live event - applause, tears, congratulations and sometimes commiserations, as you share the event with your railway colleagues, makes the event at the *Grosvenor* so special.

The National Rail Awards has become the highlight of the year for most of us in the railway industry.

I've been lucky enough to be involved in the judging of the entries, and what a privilege it

has been. Truly inspirational companies and people doing amazing work in what has been a difficult and challenging year.

On occasions I've seen judges reach for the tissues, as tears well up as seemingly ordinary people talk through their stories. They are definitely not ordinary, and even the word extraordinary undersells their exploits. We are fortunate to be working with such talented people, but also in an industry that allows that talent (and sometimes sheer hard graft) to shine through.

It's been a record year for entries, showing that when the chips are down, our people and companies step up and make the impossible achievable.

Despite all the knockbacks from COVID, as an industry we are ready for the turnaround and more than ready to welcome back passengers returning from lockdown.

We also hear constantly about



and hopefully people on the outside recognise that there are fabulous companies and truly talented people working their socks off to make things better for all rail users.

For sure, politics come into play from time to time, but we're used to that. From what I've seen, if any rail sceptics came a little bit closer and see what you've achieved during lockdown, they would be as impressed as me.

It's been a remarkable year, and if I could give everyone an award, I would do. Unfortunately, I'm not allowed that privilege. But even if you didn't get on the stage at the *Grosvenor*, I've huge respect for all the entrants. And of course, there's always next year.

I really believe that what you are doing is making a real difference, and that every aspect of the railways is just getting better and better. Well done.

**CLIVE NICHOLLS**

problems with road freight and the shortage of drivers. There's a simple answer to that... switch more to rail. From what I've seen from our rail freight companies, they're more than ready.

For me, the National Rail Awards has always been about recognising your achievements and broadcasting them to a wider audience. Thankfully, we're well past the "wrong kind of leaves on the line" criticism,

### THE JUDGES

#### Clive Nicholls (Chairman)

Charles Belcher	Nina Lockwood
Ian Brown CBE	Heidi Mottram OBE
Paul Case (YRP)	Cliff Perry MBE
Michael Yat Kit Chung (YRP)	Lucy Prior MBE
Jim Cornell	Becky Radford (YRP)
Lucy D'Orsi QPM	Dr Malcolm Reed CBE
Dick Fearn	Nicola Shaw CBE
Shamit Gaiger	Anthony Smith
Chris Green	Iryna Terlecky
Carolyn Griffiths	Richard Wallace
Sir Michael Holden	Natasha Hanson
Stephen Joseph OBE	Adam Webster (YRP)
Denise Lennox	Rita Williams (YRP)

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# Major Project of the Year

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### WINNER

#### NETWORK RAIL - MIDLAND MAIN LINE ELECTRIFICATION

New overhead line electrification spanning 179km (111 miles) between Bedford, Kettering and Corby, seven new high-voltage sub-stations, 23km of new track with new electrified stabling facilities at Kettering, and 29 structures rebuilt or worked on to enable OLE clearance. That was the mammoth task of a £1.018 billion project to deliver shorter journey times and increase passenger and freight capacity into St Pancras.

In fact, this project was delivered under that original budget (at £1.008bn) and in time to support the huge timetable change for East Midlands Railway in May.

Despite the COVID-19 pandemic having an impact on time and costs, NRA judges said the project was managed well and the team were working six months ahead of schedule.



Safety on the project was also exemplary, with only minor incidents throughout and a particular emphasis on monitoring all sites to prevent trespass.

There were also plenty of opportunities for innovation, with a new design of foundation for the mast being used. This is a more lightweight system that enables between a quarter and a

third less steel to be used, with shorter piles and foundations. Of those piles, just 7% of them were concrete, and a new piling method cut down on the hours machinery needed to be running and people were working.

NRA judges said: “The project was delivered to time and to budget (just under), with excellent safety records.

“We were particularly

impressed with the systematic approach of the team and their level of collaboration across the different partners, but also with the local community.

“The project pioneered a new engineering methodology for installing the foundation of the mast that reduced both time, cost and carbon. Importantly, lessons learned are now rolled out to other projects.”

### HIGHLY COMMENDED

#### SCOTLAND'S RAILWAY & NETWORK RAIL - GLASGOW QUEEN STREET STATION REDEVELOPMENT

Glasgow Queen Street station is Scotland's third busiest station. Managed by ScotRail, 47,000 people pass through this station each day.

This major project was the final phase of the Edinburgh Glasgow Improvement Programme (EGIP), which encompassed a package of improvements, including electrification of the main line between Edinburgh and Glasgow via Falkirk.

The objective of the Queen Street £120 million redevelopment was to increase

capacity by lengthening platforms to accommodate longer electric trains. Coupled with this was a doubling in the size of the station concourse and improved step-free access.

The project was delivered on time in March 2020 and to budget, despite an increase in the scope to deliver more retail space for passengers and two extra lifts to improve step-free access... and despite a three-month pause owing to the pandemic!

Throughout the redevelopment, the project achieved what judges



describe as an excellent safety record.

Judges said: “The project was impressive, delivering substantial benefits including increased capacity, improved step-free access and, importantly, integrating the lower station with the higher station, meaning

customers did not need to exit the station, making it easier to reach connections.

“The panel was particularly impressed with the redevelopment as the project took place in a crowded built environment while the station remained fully operational.”



# THIS CAMERA WINS AWARDS



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## Sustainable Business Award

### WINNER AWE TECHNOLOGIES - THE SENTRY SITE MONITORING SYSTEM

The National Rail Awards judges were "blown away" by this entry and said that it was a clear winner.

The predecessor to this system (the Sentry Camera System) received highly commended status at the NRA in 2018. But the team behind it said that the plan was always to develop something far more capable - and that's exactly what they did.

Sentry is a camera-based system that captures images of a worksite, while also recording a host of other metrics - including temperature, pressure, humidity, dust levels and noise. Crucially, the images are captured at the exact same time as the other data, giving each piece of information context so that the cause of any issues can be determined.

The idea behind the system is to reduce environmental impact, while increasing the efficiency of construction sites, with some impressive outcomes:

- Real-time monitoring of staff



and vehicle movements on site allows more efficient deployment - reducing noise, dust and emissions (and therefore fuel use) - and can identify movements out of hours caused by animals or, indeed, trespassers.

- Noise and vibration monitoring protects communities living near construction sites (by alerting site management to spikes that require action, for example).

- Real-time remote monitoring has resulted in an 80% reduction in the need for management to visit sites.

Judges were particularly impressed with the productivity improvements that had been achieved at sites using the system. On the London Underground, there was a 10% efficiency gain from improved movement plans for machinery, while a week-long trial with HS2 shows that up to 35 million kg of carbon could be saved over a five-year period - amounting to £17 million in fuel and other savings.

The system is so successful that the company needs to employ more people to scale the

business... which is where one of the real sustainability gems can be seen. AWE Technologies donates 5% of its invoice value (not profit) to a Birmingham children's charity called *free@last*, which works with children living near Spaghetti Junction to provide mentoring and training. AWE will be looking to this charity in the first instance for its apprentices.

Judges said: "This is a highly replicable system which shows clear environmental and productivity benefits, and is a very worthy winner."

### HIGHLY COMMENDED

#### NETWORK RAIL, INVU CONSULTANTS, GOVIA THAMESLINK RAILWAY & BAM NUTTALL - DENMARK HILL STATION ENHANCEMENT PROJECT

Denmark Hill station is operated by Southern Railway (part of Govia Thameslink Railway) and is one of the busiest stations in south London, serving seven million passengers per year. It even remained busy during the pandemic, owing to its proximity to the Kings College and Maudsley hospitals.

This project was to create a second station entrance (to avoid long queues that passengers had

been enduring), provide new canopies over three platforms, and build a new cycle hub.

But the truly impressive part of this entry is the photovoltaic film that has been applied to the platform and entrance roofs (all 272 square metres of it). It is a UK first for the railway, and is expected to generate 36kW of electricity to meet the needs of the station itself and to feed the surplus back to the grid.



Judges said: "Sustainability also formed part of the overall approach to construction, including reuse of materials, use of sustainable materials (cement-free cement) and low-emission

plant. The team calculated that the low-emission plant has saved around 2.5 tonnes of CO<sub>2</sub>, equivalent to the carbon sequestered annually by 71m<sup>2</sup> of forest."





# Fit for the future

Scotland's Railway is committed to delivering a service that is safe, reliable, green, and clean.

Our job is to keep people moving and connected to business, leisure, and education while delivering a great customer experience.

We are fully committed to making rail more environmentally friendly and are working hard to help decarbonise the railway by 2035.

Electrification in Scotland increased by 25 percent between 2014 and 2019 through the Edinburgh-Glasgow, Stirling-Dunblane-Alloa and Shotts electrification schemes.

We now have all 70 of our brand-new Hitachi trains in passenger service and these longer, greener, faster trains are among the most reliable on the UK rail network.

Part of a £475m investment in new and upgraded trains, the Class 385s' introduction helped us reach the milestone of having 75 per cent of ScotRail's customers travelling on electric or zero emission trains.

And the advent of three ScotRail Highland Explorer carriages on the West Highland Line, aims to encourage people to ditch the car and use the train to get them out into the open air. The redesigned carriages boast space for 20 ordinary bikes, a limited number of tandem cycles and an e-bike charging socket – unique on a train in the UK.

We are also examining how new technologies for our trains, offices and worksites can help reduce our carbon footprint. This includes hybrid, battery-powered and hydrogen trains and solar-powered generators for our track maintenance works.

Now in the final stages, the £120m transformation of Glasgow Queen Street will revitalise Scotland's third-busiest station, delivering an expanded concourse almost double the size of the old station.

At Motherwell, ScotRail has teamed



up with North Lanarkshire Council, Strathclyde Partnership for Transport (SPT), and Transport Scotland to create a railway station that matches the dynamic and forward-looking development of the town. Once complete, the £14.5m project will deliver improved integration of transport services and infrastructure, and will transform the relationship between the station and the town centre.

And in Aberdeen, work is underway to make significant changes to the look and feel of the station, with enhancements in retail, improved access to the station, a new ticket office and new First Class Lounge.

The investment we are making in the North East – in the redevelopment of Aberdeen station, the construction of the new Kintore station, and in Inter7City trains connecting Scotland's seven cities – means it's an exciting time for train travel in this part of the country.

Scotland's Railway has played a critical role in helping Scotland emerge from the Coronavirus pandemic – providing safe transport for key workers, those who need to travel by train, and by supporting economic growth.

ScotRail's train presentation team has been at the heart of this operation, going above and beyond to keep Scotland's Railway clean during the pandemic.

From focussing cleaning on key customer touchpoints on trains like grab rails, door buttons, tables, arm rests, taps, toilets and sink surfaces to sourcing and distributing additional cleaning products across the country, while continual reviews and amendments to the timetables have helped with physical distancing.

Our staff have been working on the frontline throughout and will continue work around the clock to provide the best possible service as we progress along the road to recovery. However, the pandemic has changed way people across travel, so it's important for us to adapt with them.

ScotRail launched its first digital ticketing system – mTickets – as part of our plans towards greener and more sustainable travel. Customers can receive their tickets instantly, so they will be able to avoid queues and head straight for their trains, saving them time and helping provide a physically distanced and contactless journey.

And we are now in the process of designing new timetables to accommodate future levels of passenger demand whilst providing the taxpayer with best value for money.

All of this work will help ensure Scotland's Railway remains sustainable and fit for the future. ■

## Customer Service Excellence



### GREAT WESTERN RAILWAY - FLEET DEPOT CLEANERS

Cleanliness on the railways has always been an important factor in passenger satisfaction, but never more so than since the pandemic hit in 2020.

Giving passengers the confidence that their trains were clean and safe to travel on was (and still is) key to encouraging people to return to train travel.

Great Western Railway says that its cleaning team are its customer service heroes, directly driving passenger safety and satisfaction.

Most cleaning is done at night, sometimes in cold, wet and windy conditions and without regular contact with the wider business. During the past 18 months, the team has been under significantly increased pressure, adapting to rapidly evolving situations with the various lockdowns and restrictions, and making changes to their way of working to ensure both their own safety and that of others.

But the depot cleaning teams did not fold under the pressure -



GWR

in the words of GWR, they acted "boldly and bravely to do their job to the best of their ability".

GWR responded quickly at the start of the pandemic in 2020 to make the necessary changes to keep everyone safe, and the cleaning team rose to the challenge in several important ways:

- Being an energised workforce.
- The Sleeper team worked out

ways of getting the Sleeper back up and running and safe for customers and colleagues.

■ Sharing best practice and learnings, such as Reading depot sharing how to keep electro-static sprayer nozzles from blocking!

■ Sending cleaning supplies to other depots if stocks were low.

■ Sharing issues and concerns with empathy.

NRA judges said: "What was notable is that the team demonstrated co-operation across other areas, with contractors' station teams assisting where necessary and vice-versa. This passion and new way of working now looks to be embedded in the way this team will always work. Staff morale is up and the pride in delivery is there for all to see - a worthy winner!"

### HIGHLY COMMENDED

#### EAST MIDLANDS RAILWAY - TURNING CUSTOMER SERVICE FROM BASIC TO MEMORABLE

NRA judges said of this entry: "Data is all the rage. But often there is too much data, it is not clear what it is saying, and it doesn't really drive decision-making. However, East Midlands Railway, in its drive to embed customer feedback at the heart of its business, really has done it differently."

A new Customer Service Strategy is transforming customer satisfaction on the EMR network. Using an existing data platform,

EMR built a 'hopper' into which went all the customer data from the operator - comments, complaints, National Rail Passenger Survey data, and more. This provided clear, usable feedback that could be shared across the business.

All staff knew what passengers were saying about stations, particular services, the overall business, and more. No one was left in any doubt that the company was both listening and



EMR

acting on the feedback.

The result? An impressive increase in Net Promoter Score of 40 points, a customer satisfaction

score rise of 7%, more than 6,000 positive comments about the quality of the travel experience, and much more...



# Great Place to Work



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porterbrook 

### WINNER

#### PORTERBROOK

Since Mary Grant took over as CEO of Porterbrook in 2017, the rolling stock owner and asset management company's strategy has been transformed to focus on the needs of today's railway... and a big part of that was engaging, motivating and enthusing the workforce.

Porterbrook entered this category at last year's NRA. But while the judges were impressed, they said they wanted to see that this strategy didn't only come from the top but is embedded within the organisation. Porterbrook listened, and this year came back showing the judging panel exactly that.

Said the judges: "We found the evidence compelling in all aspects of their approach. Clear targets, clear actions linked to their vision and values, and their own charter written by staff for staff. They also know where they



want to go next - having now reached gold accreditation from Investors in People, they want to reach platinum... and have a three-year strategy to achieve that."

Judges were also impressed

by the company's handling of the pandemic. It believed that without focusing on family and allowing staff to feel that they could care for their families, it didn't think it would get anything else right. Rather than slowing

down productivity, this attitude led to the company meeting all its business targets for 2020!

And in staff surveys, an impressive 96% of staff said they feel Porterbrook is a great place to work.

### HIGHLY COMMENDED

#### SIEMENS MOBILITY

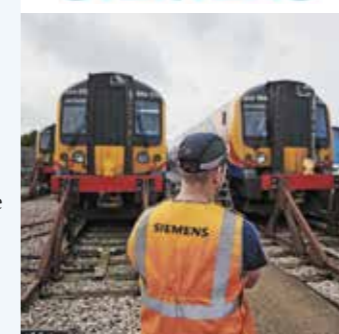
"This entry covered the ethos of the business and its valuation of its employees as a key asset and a rich stream of innovation for business improvement," said the judges.

A huge range of initiatives made this an impressive entry, including engagement, mental health and wellbeing, leadership with integrity, customer service and innovation.

The broad message was that Siemens Mobility wants to provide information and resources from which local managers (at 70 sites across the UK, ranging from one employee in Jersey to several hundred in others) could then select the right tools for them.

One particular story about

### SIEMENS



this really impressed the judges... a manager at Neville Hill train care depot in Leeds selected mindfulness as the right tool to help him lead his team. He employed an external consultant, structured weekly sessions for the team, and the response was positive - to the extent that members of staff said it was helping with family life as well as work life.

### SPECIAL MERIT AWARD

#### GREAT WESTERN RAILWAY

Diversity and inclusion are at the very core of Great Western Railway. As a large train operator with more than 5,000 staff, the responses to staff surveys really show this commitment.

In a recent survey, 8.1% of staff identified as LGBTQ+, compared with 2.2% in Office of National Statistics surveys of the population. Judges said this is a huge achievement, given that typical staff surveys have low declaration rates in relation to sexual orientation. Engagement was also higher from this community than from heterosexual members of staff.

Said the judges: "We heard about GWR's management of



training on micro-aggressions and banter, and also how they engaged informally through Yammer channels in relation to the toppling of the Edward Colston statue in Bristol last year.

"We also heard about their engagement with local community groups and reverse mentoring that was coming from this. We heard real sensitivity to LGBTQ+ issues around safety at home and mental health during the pandemic."



# Station of the Year - Small

# Station of the Year - Medium

## SMALL WINNER

### GRANGE-OVER-SANDS - NORTHERN

Grange-over-Sands, on the Furness Line, has "created a glorious travel experience and is the perfect example of a fully-functioning 'small' station", according to the NRA judges.

Described as "impeccably managed and presented by a loyal resident staff", this is the second time that the Cumbrian station has triumphed in this category, following a previous success in 2008.

Blessed with uninterrupted views from the northern edge of Morecambe Bay, the Edward Paley-designed 1860s station buildings cannot fail to impress



any users of this gateway station to the southern Lake District.

This is as a result of a deliberate decision by the Furness Railway Company to build a handsome two-platform station, hotel, ornamental gardens and promenade in what had been a small fishing village, before advertising it as a genteel holiday

resort for wealthy Victorians.

Firmly back in the present, the judges also praised the station for its strong community loyalty and for 'buzzing' with a real sense of local pride.

Meanwhile, the station facilities also benefited from a £200,000 investment from Northern and Network Rail in 2020 to refurbish

the toilets and resurface the car park.

Grange-over-Sands was used by some 158,000 passengers in 2019-20 and is served by local services to Lancaster and Barrow-in-Furness. Other longer distance services run to Preston, Manchester Airport and Carlisle via the Cumbrian Coast Line.

## MEDIUM WINNER



### EASTBOURNE - SOUTHERN

Eastbourne station is "a South Coast showpiece", according to the NRA judges.

Opened by the London, Brighton and South Coast Railway in 1849, the station has retained its historic character as a busy Southern terminus while also being skilfully modernised to provide "a bright atmosphere" and extensive retail facilities.

The present station buildings date back to 1886, when they were rebuilt with their distinctive canopy and lantern roof.

The station once had a locomotive shed, goods shed and extensive coal sidings, while its impressive 1882-built 108-lever

signal box closed in 2015, after control of signalling was moved to Three Bridges Rail Operating Centre.

The station is well located near to the town centre and seafront of this popular Victorian seaside resort.

A recent rise in passenger numbers to 3.6 million in 2019-20 reflects Eastbourne's renewed popularity as a tourist destination and the growing trend for 'staycations'.

Judges also praised the station's smart forecourt and gardens, its cleanliness, and the helpfulness of staff. "What more could one ask?" they added.



All services are now operated by Southern on the East Coastway Line. Trains reverse at Eastbourne to continue either eastwards to Bexhill, Hastings and Ashford International, or westwards to Lewes, Brighton and London Victoria.

Until the 1960s, longer-

distance trains also ran via Brighton to destinations including Birkenhead, Sheffield, Birmingham, Manchester and Glasgow.

Facilities include a ticket office, taxi rank, shops and cafes, a passenger lounge, bicycle storage and an NHS Health Centre.

## SMALL HIGHLY COMMENDED



### PITLOCHRY - SCOTRAIL

A previous NRA winner, Pitlochry has once again impressed the judges sufficiently to be recognised in this category.

Located some 28 miles north of Perth on the Highland Main Line, the two-platform station opened in 1863.

It welcomed more than 121,000 passengers in 2019-20, including many tourists, owing to the town's status as the southern gateway to the world-famous Cairngorms National Park.

The station has undergone a sympathetic restoration completed by Network Rail in 2014, while its platforms have

recently been extended as part of a £57 million enhancements programme along the route.

Facilities include a thriving book shop that is run by a team of 35 volunteers and which has raised almost £300,000 for charity.

The judges said: "Pitlochry is a recent Scottish Highland winner that has retained its sense of freshness and community involvement as a gateway to a lively Highland town. The buildings have been superbly restored and are supported by a very visible community pride and contribution."



## SMALL HIGHLY COMMENDED



### RIBBLEHEAD - NORTHERN

The fortunes of Ribblehead station have largely reflected those of the world-famous Settle-Carlisle Line itself.

Closed in 1970 at a time of heavy rationalisation, the station's reopening in 1986 came shortly before the line's eventual reprieve from closure and its subsequent renaissance as a key strategic and tourist route.

Designed in typical Midland Railway style and opened in 1876, Ribblehead station provides a convenient stopping point for those drawn to the magnificent 24-arch viaduct that bears the same name.

It is also popular with hikers scaling the Yorkshire Three Peaks, who can make use of a visitor centre, which doubles as a cafe, bookshop and information centre.

The station is now leased to the Settle & Carlisle Railway Trust, which restored the station building and reopened it to public use in 2000.

The NRA judges said: "Ribblehead is presented and maintained to the highest standards and is clearly well supported by both the Settle & Carlisle Trust and the Railway Heritage Trust."



## MEDIUM HIGHLY COMMENDED



### BERWICK-UPON-TWEED - LONDON NORTH EASTERN RAILWAY

Located 67 miles north of Newcastle, Berwick-upon-Tweed has the distinction of being England's most northerly station.

Situated just three miles from the Scottish border, its single island platform lies immediately north of the Royal Border Bridge.

Opened in 1846, the station was built following the controversial demolition of the Great Hall of Berwick Castle that had guarded the town during its frontier status.

In 2019-20, more than 1.25

million passengers used the station and the hourly services that link it with destinations including Edinburgh, Newcastle and London King's Cross.

Facilities include a waiting room, coffee shop, toilets and a First Class lounge.

The judges said: "Berwick-upon-Tweed is a handsome border station which has retained its character, thanks to an excellent refurbishment and well-kept facilities.

"It is well located in a dramatic setting and is supported by delightful staff who help to create a cheerful and helpful atmosphere."



## MEDIUM HIGHLY COMMENDED



### TAUNTON - GREAT WESTERN RAILWAY

Taunton is a new entry for being recognised in this awards category. According to the judges, it has earned its place thanks to a comprehensive refurbishment that has embraced the entire external environment, including the "previously forlorn" Great Western Hotel.

"This has transformed the station into a thriving, modern 21st century transport hub for a wide catchment area," they added.

Opened in 1842 on the main line between Paddington, Bristol Temple Meads and Penzance, Taunton once had an engine

shed and provided connections on branch lines to Minehead, Barnstaple and Chard. The station underwent major rebuilds in 1868 and 1932.

For the approximately 1.5 million passengers who use Taunton each year, Great Western Railway provides a typically hourly service between Paddington and Exeter, Plymouth and Penzance.

CrossCountry also operates an hourly service from Plymouth to Bristol, Birmingham and the North, while the Night Riviera Sleeper service also operates on the route.





# Station of the Year - Large

# Station of the Year - Major

## LARGE WINNER

### WAKEFIELD WESTGATE - LONDON NORTH EASTERN RAILWAY

Wakefield Westgate has reached the top ranks of Large Stations, after an extensive rebuild between 2009-13 that created "a bright, modern gateway to the town, complete with an attractive piazza and transport interchange".

NRA judges added: "This welcome transformation is well supported by excellent information systems, customer help points, welcoming staff and a range of retailing."

Opened in 1856, the station underwent a previous modernisation by British Rail



in 1967, when large parts of the original station were demolished and replaced with drab but functional facilities.

The latest rebuild formed part of Wakefield Council's Westgate Key Development Area scheme that included the construction of offices and leisure and retail outlets on the site of disused sidings. It was officially reopened

by then-Secretary of State for Transport Patrick McLoughlin in February 2014.

Wakefield Westgate has become a busy calling point for East Coast Main Line services between Leeds and London King's Cross.

CrossCountry runs trains from the South West and Birmingham to Newcastle and Edinburgh. The station is also served by local

stopping services between Leeds, Doncaster and Sheffield and East Midlands Railway services from Leeds to London St Pancras via Derby and Nottingham.

It was used by almost 2.5 million passengers in 2019-20. Facilities include a ticket office, information desk, taxi rank and a newsagent. Step-free access is available throughout.

## LARGE HIGHLY COMMENDED



### CAMBRIDGE - GREATER ANGLIA

As a previous winner of this category (in 2017), Cambridge station has been transformed through major investment and restored to its place as the gateway to a premier university city.

Opened in 1845, the station now has eight platforms following the construction of a new island platform in 2011.

It is also home to the third longest platform face in the UK (514 yards, after Colchester and Gloucester).

Further improvements have been carried out in the past

decade, including an expansion of the concourse with more ticket gates and machines and a larger ticket office. The façade has also been renovated and is tastefully adorned with college coats of arms.

The judges said: "The modernised station doubles as the gateway to the Silicon industry with rapidly expanding services to all points of the compass. It is supported by proactive staff, modern information systems and what must be Britain's largest multi-storey cycle park."



## LARGE HIGHLY COMMENDED



### NORTHAMPTON - LONDON NORTHWESTERN RAILWAY

Northampton station has changed dramatically in recent years following the opening of a new £20 million glass-fronted building in January 2015.

Opened in 1859 as Northampton Castle, the station was heavily remodelled in the mid-1960s as part of the electrification of the West Coast Main Line between London and Liverpool.

The Victorian station was replaced with new structures dubbed by locals as 'cowsheds', although by the turn of the century the size of the station had

become inadequate for the 2.5 million passengers using it each year. The latest redevelopment therefore included a new 2,500m<sup>2</sup> station building nearly twice the size of the old concourse.

The judges said: "Northampton is a delightful surprise which punches above its weight. It is an inspiring example of a local authority helping to fund the upgrade of its main station.

The result is a welcoming station complete with extensive customer facilities, massive car parking and an excellent ticket office and information system."



## MAJOR WINNER

### LONDON BRIDGE - NETWORK RAIL

London Bridge has finally emerged from its scaffolding as an iconic Major Station.

Built in 1836, the capital's oldest station has been transformed over the past ten years, with a 21st century makeover and rebuild as a key part of the government-sponsored £7 billion Thameslink Programme.

London Bridge was used by more than 63 million passengers in 2019-20, making it Britain's fourth busiest station.

The redesign has increased capacity by 65%, following the opening of a new concourse that is larger than the football pitch at



Wembley Stadium.

This opened in phases from August 2016, alongside two new entrances on Tooley Street and St Thomas Street and associated retail and leisure facilities.

The refurbished station was officially opened by HRH Prince William, Duke of Cambridge, on May 9 2018.

The judges said: "A huge project has transformed a confusing station into a smooth-running

interchange with remarkably little congestion and cutting-edge information systems. This well-run station has real 'wow factor' and excellent access to the new developments on all sides."

Network Rail worked closely with the local authority and heritage bodies to come up with a scheme that was sensitive to the station's historic fabric, and which fitted well within the surrounding area.

Although some original features could not be retained, including the Grade-2 listed trainshed above the terminating platforms, external brickwork has been restored on arches and the arch design has been replicated within the new part of the station.

The station is served by Southern, Southeastern and Thameslink services. It is also located on London Underground's Jubilee and Northern lines.

## MAJOR HIGHLY COMMENDED



### LONDON LIVERPOOL STREET - NETWORK RAIL

London Liverpool Street beat off stiff competition to be highly commended in this category, despite having had no major redevelopment for three decades.

Judges said that the redeveloped concourse, opened by Her Majesty the Queen in December 1991, retains its impact a generation later.

They added: "The station continues to combine the highest operational and customer service standards to this day, thanks to the professional delivery of complex train services by a skilled and helpful staff."

Used by some 66 million passengers in 2019-20, it is now Britain's third busiest station. It is the London terminus of the West Anglia and Great Eastern Main Lines and acts as a major interchange with London Underground's Central, Circle, Hammersmith & City and Metropolitan lines.

New underground platforms have also been built for Elizabeth Line services to soon provide direct connections to Reading and Heathrow Airport in the west and Shenfield and Abbey Wood to the east.



## MAJOR HIGHLY COMMENDED



### GLASGOW CENTRAL - NETWORK RAIL

Highly commended in this category in 2017, 2019 and 2020, Glasgow Central continues to hold its own against other major stations throughout the UK.

It is described by the judges as a station with character that (in normal times) "copes effortlessly" with large passenger flows.

As Scotland's busiest station (almost 32.5 million passengers in 2019-20), it was particularly commended for having clear signage, including COVID-19 flows, and for possessing an "overall sense of presence" that

is well supported by caring and helpful staff.

Glasgow Central is served mainly by ScotRail, although other operators running to the station include Caledonian Sleeper, TransPennine Express, CrossCountry, Avanti West Coast and LNER.

It remains a key part of the busy Strathclyde railway system, with its high-level platforms served by trains to Lanarkshire, Ayrshire and England, and its low-level platforms a key artery at the heart of the busiest commuter network outside London.





## WINNER

### ARRIVA RAIL LONDON - WEST ANGLIA FLEET EXTENSION

In 2020, passengers on Arriva Rail London's West Anglia Route were finally able to benefit from the entry into service of the operator's new Class 710 fleet.

Originally scheduled for 2018, the arrival of the trains from Bombardier's Avenra family had been beset with delays to achieving technical milestones, including software testing and certification.

The incremental nature of the delays made it impossible for ARL to bring in an interim fleet, and so the operator opted to extend the leases on its existing Class 315 and '317' fleets instead, to provide an uninterrupted service for passengers.

These lease extensions were complicated by a need to also extend associated depot access and maintenance supply agreements.

Another major challenge was



the need to demonstrate to the Department for Transport that all reasonable modifications were being made for the 30-year-old fleets to meet PRM-TSI compliance, once it became clear that the replacement '710s' would not be available ahead of the legal requirement to do so.

Due to limited stabling space within the ARL network, its fleet team also negotiated an agreement with Hanson and Hall

to provide necessary stabling, security and movement of trains from its Northampton facility.

As the new '710s' came 'online', the '317' fleet was exchanged out first, followed by the '315s'. The final unit went off-lease in October 2020, almost two years later than planned.

The judges said: "The trains were delivered late and resulted in the operator taking on serious and protracted commissioning

work, but passenger service was maintained in full as this process took place.

"This meant enhanced maintenance, permitting life extension and derogations from the DfT on vehicles booked for scrap. The result was a full service throughout the transformation, with passengers using clean reliable trains and subsequently, if later than planned, new trains."

## HIGHLY COMMENDED

### BALFOUR BEATTY - MPV SEASONAL TREATMENT

The running of seasonal railhead treatment trains to reduce passenger disruption from the effects of snow, ice and leaves on the line is an essential, although largely unsung, operation.

In 2019, Balfour Beatty was awarded a five-year, £65 million contract to maintain and operate Network Rail's fleet of 21 multi-purpose vehicles (MPVs) to perform this task across Network Rail's Southern, Central and Anglia routes.

This entry is based on effective maintenance and utilisation of the 20-year-old MPV fleet, which can typically cover some 300,000 miles over almost 2,000 shifts

in just ten weeks during the autumn.

Despite the intensity of this period, Balfour Beatty overcame the logistical and engineering challenges to ensure that 98.7% of planned shifts were performed during the 2020 autumn season.

Reliability was also high, with only 30 circuits affected by faults during the same period.

To address peaks in the workload, Balfour Beatty has also adopted a flexible approach by supplementing a core of 28 dedicated drivers with an agreement with third parties to supply a further 20 to cover peak operational times.



Balfour Beatty was also quick to develop innovative solutions to ensure contractual work could be completed from the start of the Coronavirus pandemic, which coincided with the 2020 weed spray season.

These solutions included the installation of bespoke screens

to separate staff working in train cabs, plus the installation of forward-facing cameras on each end of the MPVs.

This enabled machinery operators to sit in the trailing cab and away from the driver while still having effective control of treatment equipment.

## WINNER

### NETWORK RAIL - SAFETY TASK FORCE

Every day, 13,000 workers are out working on the track, carrying out 28 million maintenance schedule tasks every year.

Sadly, since July 2019, four trackworkers have died on duty. And Network Rail's Safety Task Force is determined to prevent this from happening again.

Back in the early days of railway operation, a man with a flag and horn would warn of approaching trains to allow track workers to move to safety. Unbelievably, this practice was still widespread, despite train speeds increasing from around 15mph to 125mph.

This practice of using an unassisted lookout (or red zone) working is now being eliminated from the network, while a partnership between

track workers and signalling teams is improving planning methods, track safety equipment and training to ensure risk is not transferred.

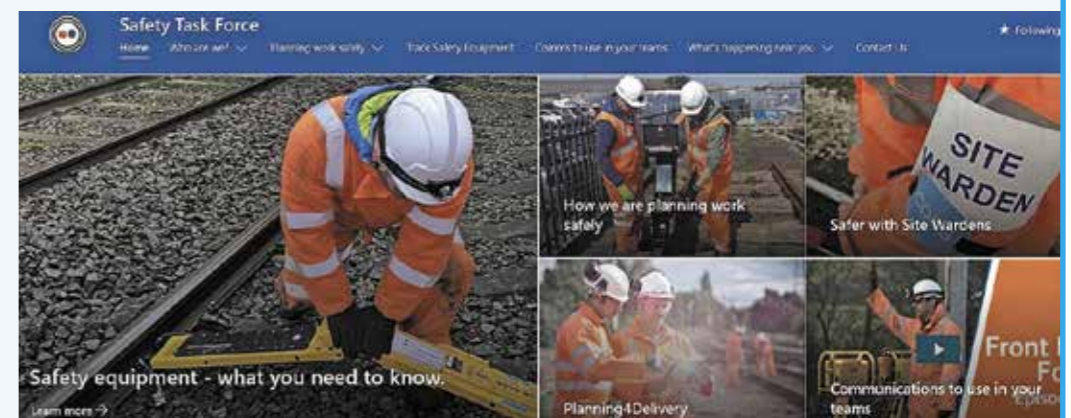
The new methods have resulted in an impressive increase of 1.3 million hours of work between near misses, a 148% reduction in the frequency of

near misses, and a 60% reduction in the use of unassisted lookouts.

Said the judges: "A really impressive entry which will sweep away Victorian operating practices and make a step-change in track worker safety."

"While providing lookouts with flags and horns may have been appropriate 100 years ago,

this is clearly not the case now in today's high-speed railway. A number of tragic accidents have exposed this, and Network Rail has set up and resourced a Task Force to eliminate red zone working and introduce improved planning methods, together with modern track safety equipment and training."



## HIGHLY COMMENDED

### NETWORK RAIL - COVID-19 VISORS

40,000 hardhat visors, delivered to frontline staff in just 16 days during the first lockdown in the spring of 2020, without disrupting the NHS supply chain. Does any more need to be said?

Network Rail examined the tasks that required staff to work less than two metres apart from one another, and concluded that it needed to develop alternative designs and manufacturing techniques for face masks and visors, creating an additional supply capability that would not disrupt the supply chain for traditional face masks needed for the NHS.

NR worked with Macpac (a plastics packaging company based in Stockport) to design and manufacture the new visors.

The result was an improved level of protection for frontline



staff working during the pandemic and who needed something more versatile than a standard single-use mask. The visors could be worn as a suitable alternative, giving full-face coverage and providing more comfort than a face mask.

There were also some roles

where a visor was more practical to use, such as working in a mobile elevating work platform. And the visors allowed staff to continue to wear safety glasses underneath.

Judges said: "Overall, the project, which received every encouragement from senior

management, showed Network Rail at its very best: it acted decisively and nimbly to deliver through industry partnership a critical item of PPE that allowed its workforce to continue to perform safely and efficiently. We sincerely hope that this will be the shape of things to come."





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**WINNER**

**GREAT WESTERN  
RAILWAY - EXETER  
TRAIN CARE DEPOT**

Before redevelopment plans were first conceived in 2011, Exeter depot was described as "a totally inadequate facility" which was in danger of closing altogether.

Built to service now-retired two-car Class 143 Pacers, the old shed could only accommodate a 40-metre-long set. If a longer set required work, a further two hours was needed to split it first.

Meanwhile, maintenance, train crew and other staff were all being housed in portable buildings that were no longer fit-for-purpose. Stores were kept in a collection of sheds and storage units that often made finding parts a difficult challenge.

All that is now happily a thing of the past, following construction of a new combined engineering and traincrew depot to which some 450 frontline and managerial staff have been transferred.



The new depot includes a three-road maintenance shed that comprises two five-car inspection/maintenance roads and a three-car heavy lift road.

Additionally, there are new offices and mess rooms, stabling sidings, and a new carriage washing plant.

A new link bridge from Exeter St David's station has also been built to provide access to the new depot.

According to GWR, the enhanced facilities and

co-location of greater numbers of staff has directly translated into improvements to the customer experience.

Service recovery during perturbation has also been aided by the provision of a 'West Fleet Hub' shared office which offers a strategic command room for colleagues from different teams.

The £50 million project was delivered to time and to budget, and although there was one RIDDOR, the overall safety record was good.

The judges said: "The new facility has transformed train maintenance and staff facilities. The project was managed by the train operator - a first for Great Western Railway - with significant co-operation coming from Network Rail.

"The operator ensured that there was excellent liaison with the local authority's Exeter Master Plan, and all staff involved together with traincrew have been provided with a 21st century working environment."

**HIGHLY COMMENDED**

**NETWORK RAIL, INVU  
CONSULTANTS, GOVIA  
THAMESLINK RAILWAY  
& BAM NUTTALL -  
DENMARK HILL STATION  
ENHANCEMENT**

Judges commended this project to increase capacity and throughflow at Denmark Hill, in south London, as "a good project delivered with enthusiasm".

The four-platform station had struggled to cope with the seven million passengers that use it each year, with crowd control measures frequently employed. Demand has also remained high during the pandemic, largely due to the proximity of two hospitals.



Delivered some five months early and below its £7.5 million budget, the project has provided an additional entrance to the station, new platform canopies with 'self-cleaning' roof panels, and a new footbridge and additional lifts.

Safety performance has also been impressive, with no lost time incidents recorded in 23,000 hours worked.

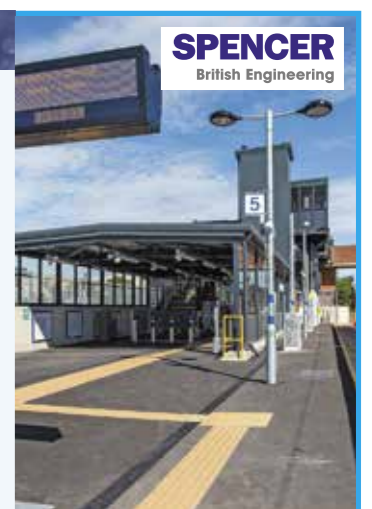
**HIGHLY COMMENDED**

**SPENCER GROUP -  
STEVENAGE TURNBACK  
FACILITY**

The provision of an additional platform at Stevenage plus associated track, overhead line equipment and signalling work has been designed to allow Hertford Loop services to be kept fully segregated from the East Coast Main Line.

Forming part of Network Rail's £1.2 billion East Coast Upgrade, the scope of the works included provision of a new bridge link with stairs and lift access to and from the new platform.

The project was delivered a year ahead of schedule,



despite the start of COVID-19 restrictions in March 2020.

The judges also said that there had been good evidence of co-operation and collaboration between NR and contractors.



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## Outstanding Teamwork

### WINNER

#### ATKINS, NETWORK RAIL, GREATER ANGLIA AND PARTNERS - CLACTON-ON-SEA RESIGNALLING PROJECT

The Victorian signalling equipment in operation at Clacton-on-Sea was in desperate need of replacement, so in January 2020 Network Rail engaged Atkins to replace it with a new system in just 12 months (half the time that it would usually take).

This meant it being one of the first projects to adopt the Project SPEED approach, which involved use of an early contractor instruction that released 10% of the contract value to Atkins prior to the contract being awarded, demonstrating trust and commitment from the outset of the project.

This enabled access requests to be made and materials to be procured earlier in the process, saving around six months and enabling the team to hit the ground running once the contract was awarded.

A collaborative strategy was put in place from the beginning

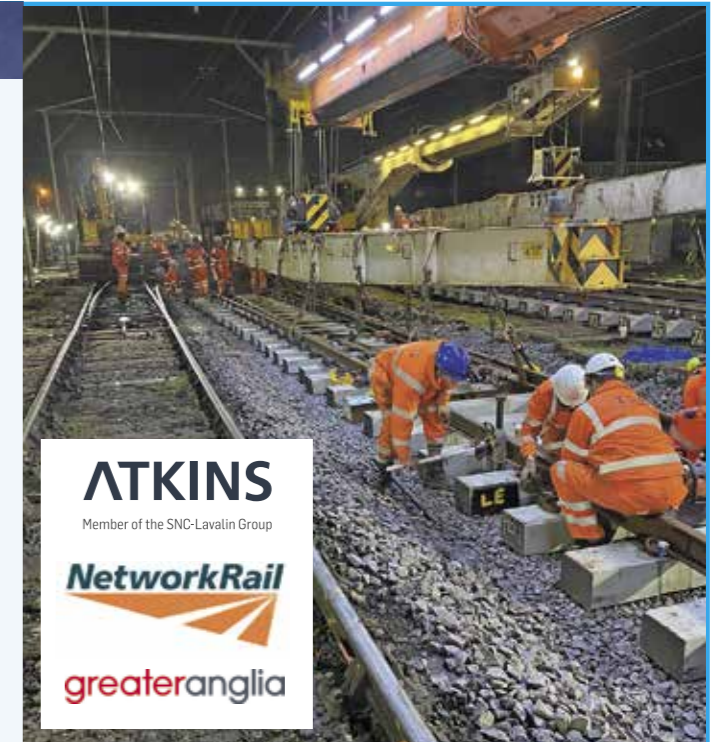
to ensure the large number of stakeholders were aligned to the project's goal.

But then, within weeks of the project starting, the COVID-19 pandemic took hold and 90% of the project team had to be relocated to work from home.

The team responded by developing safe site compounds and working arrangements despite many additional challenges, including industrial action. This was one of the few projects to begin close to the first lockdown and still be delivered safely to meet its February deadline this year while the country was in its third lockdown, demonstrating the team's determination to succeed.

This project became known as the one everyone wanted to work on, because of the behaviours and communication between industry partners to create a 'one team' approach.

NRA judges said: "This project



had an accelerated timescale due to rapidly declining asset condition, threatening line closure on the grounds of reduced signalling integrity. This aspect of the situation had a clear impact on the team function, for whom this was mission 'save Clacton' rather than another signalling project.

"It was clear that the team had been chosen on the basis of trust and an unusual degree of personal commitment.

"Add co-location, a clear and open communications strategy, and senior level support activated at key moments, and success was assured."

### HIGHLY COMMENDED

#### SCOTLAND'S RAILWAY AND NETWORK RAIL - GLASGOW QUEEN STREET STATION REDEVELOPMENT

The £120 million redevelopment of Glasgow Queen Street station was critical to the introduction of new electric Class 385s as part of the Edinburgh-Glasgow Improvement Programme (EGIP).

Lengthening four platforms by 26 metres each within the High Level of the station was vital for accommodating trains of up to eight carriages - and it had to be done by the December 2019 timetable change.

Collaboration between contractors and partners was key, because of the complexity of

the civil engineering project and achieving the task while keeping the station operational.

Judges said: "This substantial project involved considerable activity throughout a working station, open throughout.

"The team impressed the judges with several innovative and thorough aspects of planning, communications and stakeholder involvement. These included 'soft landing' walk throughs in the week prior to implementation, a Virtual Reality programme for passengers, and



a communications strategy that placed significant emphasis on the contributions of the frontline staff involved, effectively making

the station staff key team members. A safe project delivered on time and to budget despite the complications of COVID."



# Innovation of the Year



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## WINNER

### ONE BIG CIRCLE AND NETWORK RAIL'S SIGNALLING INNOVATIONS GROUP - AUTOMATED INTELLIGENT VIDEO REVIEW SYSTEM

When the first lockdown hit in March 2020, it became clear that monitoring the condition of railway assets would be more challenging without the ability to make cab rides, attend sites, or access hard drives in offices.

It was vital to find a way to remotely monitor assets and obtain up-to-date video data.

Signalling Innovations Group (SIG) and One Big Circle (OBC) stepped up their discussions around data access and quickly adopted an innovative approach to monitoring railway infrastructure remotely.

The new Automated Intelligent Video Review uses rapidly deployable tail lamp camera



housings and windscreen-mounted devices for use on 'in service' passenger and freight trains, and connection devices accessing cameras on Network Rail's Measurement fleet.

Data is then transmitted and made available online instantly via a secure system.

NRA judges recognised the clear innovation from bringing together a variety of data in a single platform that is accessible

to all those who need it. They were also impressed with the speed of the rollout, considering that the idea was only realised once the pandemic took hold.

They said: "This project was created out of crisis, but completed successfully in short order and with evidence of substantial cross-industry collaboration to make it happen.

"We established that there are significant benefits from AIVR

to users in terms of productivity and safety, but also from up-to-date and very detailed asset information being made routinely available at the push of a button.

"There were 4,107 active users of the system in May this year, and Network Rail has estimated that around five hours are saved for every hour spent accessing information, plus the costs of trackside access and protection."

## HIGHLY COMMENDED

### PORTERBROOK - FLEX

FLEX is the UK's first retrofitted train that delivers bi-mode and tri-mode capability through the repurposing of a Class 319 electric multiple unit. Providing operational flexibility and passenger benefits, the FLEX also delivers significant energy and carbon savings compared with manufacturing new-build or using diesel-only trains.

Porterbrook says the units can deliver a 90% reduction in NOx emissions when in diesel mode, compared with standard diesel multiple units. It can also support discontinuous electrification as well as operating beyond electrified sections.



FLEX has been sold to four customers and is in service in Wales.

NRA judges were impressed by the business rationale for the project: "There was no blueprint as nothing comparable had ever been attempted before. Overall, the panel felt that this was a very worthy entry, delivering considerable environmental benefits and offering reduced whole-life asset costs for TOCs."

## HIGHLY COMMENDED

### SOUTHEASTERN RAILWAY - SEAT FINDER

Seat Finder is a tool that takes daily passenger-weighting information from train services and displays it to customers in an easy-to-assimilate fashion, enabling passengers to make choices about which train to catch to assist social distancing.

While the concept of train weighing and displaying this information to customers is not new, this system collates a vast amount of daily data from individual units, identifying the correct service to allocate the data to, aggregating it for multiple unit formations, and feeding it into what the judges described as a



"superb website and app which is really easy to use".

It was developed quickly by an in-house expert team in response to the pandemic.

Judges said: "This was another example of innovation in response to a crisis - all the more impressive as it has been created and introduced entirely in-house and on a shoestring budget. A very impressive entry, and all achieved at speed."



# Freight & Logistics Achievement of the Year

Freightliner is delighted and proud to be the winner of the **Freight & Logistics Achievement of the Year** at the **National Rail Awards 2021!**

## WINNER

### FREIGHTLINER - TRAIN LENGTHENING

This year's winning entry from Freightliner arose in large part due to the pandemic, after the operator seized on a reduction in passenger services as an opportunity to run longer trains and trial new services.

The first part of the entry relates to the lengthening to 775 metres of Freightliner's three daily round-trip container trains between Southampton and Leeds, Birmingham and Manchester.

This enabled an additional 15-20 containers to be carried per train, giving a 20% productivity gain, and was partly enabled by Network Rail completing the lengthening of loops on the route northwards from Southampton via Banbury.

Freightliner estimates that using longer trains saves four million lorry miles per year and



9,000 tonnes of CO<sub>2</sub> emissions.

The second element is the successful trial of a 39-wagon 'jumbo' aggregates train for its customer Tarmac between Tunstead (Derbyshire) and Wembley Yard, where it is divided in two to serve depots at Paddington and Battersea.

At 3,840 tonnes, the 'jumbo' train represents a 60% increase

over normal payload. And the service is now being operated as a weekly trial with plans to increase to two trains per week.

But with passenger numbers now beginning to recover, NRA judges were also keen to understand the longer-term prospects for these operational innovations. Freightliner replied that it was working closely

with Network Rail to 'lock in' the gains achieved during the emergency timetable.

The judges said: "We conclude that the speed and effectiveness with which Freightliner has grasped the opportunity to plan and implement longer trainloads in two key sectors is a highly significant and potentially transformational achievement."

## HIGHLY COMMENDED

### NETWORK RAIL - SOUTHAMPTON FREIGHT TRAIN LENGTHENING SCHEME

This entry focuses on a three-mile section of track between Redbridge and Southampton, and its links to both Freightliner's Maritime Terminal and the Western Docks at Millbrook, which are served by DB Cargo and GB Railfreight.

The latter had been limited to maximum train lengths of around 630 metres, while Freightliner's limit was 600m.

Following an independent review of the late-running project and the appointment of a new leadership team, the full scheme was completed in February. A revised track layout



and improved signalling has enabled a 20% increase in rail freight from Southampton Port, while also delivering a reduction in delays to passenger trains.

Freightliner is now able to run 775-metre-long trains, while GB Rf and DB Cargo have the potential to lengthen trains to more than 800 metres.

Some 22 further freight paths from Southampton will be available from December, with the possibility of a further 120 being added by 2023.

## HIGHLY COMMENDED

### NETWORK RAIL AND BRETT AGGREGATES - NEWHAVEN PROJECT

This project encompassed the conversion of redundant Network Rail infrastructure assets and sidings owned by Newhaven Port Authority and which had been disused for 30 years.

With an objective to provide a railhead on the Seaford branch in Sussex for sea-dredged aggregates, the project rapidly moved from a concept sketch in December 2015 to completion in 2020.

Based on a masterplan prepared by consultant Intermodal, the work itself was carried out by NR's Brighton works delivery unit and



contractors employed by Brett Aggregates.

At the time of entry, the project was generating five trains per week, while additional paths were being secured for an expected eight to ten trains per week to run by June.

Judges said: "In concept, delivery and outcomes, this entry fully justifies recognition in both its own right and as an example of a 'can do' approach with potential for adoption elsewhere on the network."



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# Outstanding Personal Contribution (Frontline)

# Outstanding Personal Contribution (Management)

## FRONTLINE WINNER



### RIZWAN JAVED DUTY CUSTOMER EXPERIENCE MANAGER, MTR ELIZABETH LINE

Rizwan, who began his career on the railways in 2015, has risen to national prominence after making an estimated 29 life-saving interventions.

Based at Ealing Broadway, his incredible story has been elevated to a wide audience by an appearance on prime-time morning television in May and in the pages of several print and online publications, including *RAIL*.

Although modest in person, Rizwan is pleased with the amount of media attention he has received because of the platform it provides for suicide prevention.

That's because he credits his achievements in being equipped with the necessary skills to the bespoke course run by Samaritans for rail staff and British Transport Police officers.

After completing the course during his first week working on the platform, he was required to make his first intervention less than a month later.

"We're all built with the skills to talk and

listen, but I can see how suicide prevention can panic people," he told *RAIL* in June.

"That's why I'm so glad I did the course, which taught me that anything said [to a vulnerable person] is better than nothing. I would encourage any other operator or organisation in the rail industry to get involved, too."

Rizwan has also won widespread acclaim in the rail sector - including winning the Samaritans Lifesaver Award in 2018.

Meanwhile, the inspirational Londoner was the subject of a media campaign run by MyLondon this summer for him to be awarded an OBE or MBE.

More than 22,000 British Transport Police and rail staff have now completed the free-to-attend half-day Managing Suicidal Contacts course, and Javed urges all other frontline staff to do the same.

He adds: "I've been overwhelmed with the response, but I think the media attention



has definitely served its purpose to spread the message. I'll continue to do that whether there's an MBE or not."

## MANAGEMENT WINNER



### MARGARET (MAGGIE) HOEY GENERAL MANAGER, SCOTRAIL

Anybody who has recently been to Glasgow Queen Street will have seen at first-hand how the station has been transformed by a £120 million refurbishment programme that has included the construction of an impressive new glass-faced south façade.

Throughout that disruptive work, Maggie and her team were required to navigate almost 50,000 passengers a day through a changing layout, as the station remained open for the duration.

The judges were impressed by Maggie's level of commitment to the customer and her ability to focus the entire team on the best outcomes at every stage of the project.

This was demonstrated in several ways, including working with Network Rail to create timely briefs, updates and marketing information such as posters. This meant passengers and staff could be kept up-to-date on what was happening.

She also involved various groups of stakeholders, including the Royal Scottish

Institute for the Blind and the Deaf Society, to ensure that each and every customer had been accounted for in the design of the new station.

Maggie was also instrumental in facilitating a large number of visits to the work site and station tours by elected representatives, schools, colleges and universities, transport organisations and other interest groups.

Her colleagues said: "There is no doubt that this complex project could not have been completed as efficiently as it was without the dedication, understanding, cool-headedness and co-operation of Maggie Hoey."

The judges added: "Maggie is a superb example

of leadership, commitment and the benefits of putting the customer front and central in terms of the way we do things on the railway. She is a real champion of the passenger."



## FRONTLINE HIGHLY COMMENDED



### AMANDA GEVAUX AND NATHAN DOVE SHUNTER DRIVER AND PRODUCTION DELIVERY ENGINEER, SOUTHEASTERN RAILWAY

At 0540 on July 30 2020, Amanda and Nathan noticed a distressed female climbing on the footbridge adjacent to the level crossing at Gillingham station.

Amanda had already had a previous encounter with the woman, and knew to approach her with caution. But as she was trying to calm her down, the female climbed over the parapet and threatened to jump, causing Nathan and Amanda to physically restrain her until British Transport Police officers could attend.



Amanda recalled that she was "working on instinct" and how "if I had to do it again, I would".

The judges said: "We all felt that their selfless act and sheer strength of holding onto another human hanging from a bridge was worthy of a highly commended award."

## FRONTLINE HIGHLY COMMENDED



### ALFIE LYONS SIGNALLER, NETWORK RAIL

Alfie was nominated for an award by his route director at NR Anglia, for his work during the pandemic. This includes providing "tremendous" support and suggestions to local managers to put mitigations in place to protect his colleagues - such as thermometers at all locations, floor markings to facilitate social distancing, coveralls for mobile operations managers, and a trial of face shields at Cambridge Power Signal Box.

Alfie is an NR COVID-19 champion and has completed every risk assessment for all operations locations on the Anglia route.

Judges said: "He has shown forethought in terms of various



safety interventions, and consistently uses his initiative to think about what is best for the passenger and for his colleagues. He has a pragmatic approach, along with demonstrating adaptability and passion for doing the right thing."

## MANAGEMENT HIGHLY COMMENDED



### MARTIN DAVIS DRIVER STANDARDS MANAGER, GREAT WESTERN RAILWAY

Martin heads the team at Swindon satellite depot, where he is said to lead "with passion and vision".

His team say they have the utmost respect for him, as he continually strives on their behalf to make the depot a great place to work.

This includes instilling a culture where colleagues can share their issues and problems. Meanwhile, training and development opportunities are also provided on an ongoing basis, to keep them motivated and inspired and to cultivate a real 'can do' attitude.

The judges said: "We feel that Martin is doing more than the day job in terms of how he



approaches his role, and that he is a great role model for the future railway. He has built an environment where people are happy at work and act with respect for themselves and others."

## MANAGEMENT HIGHLY COMMENDED



### DAVID EVELEIGH DEPOT ENGINEERING MANAGER, GREAT WESTERN RAILWAY

Working with Network Rail and Oxford University, David has led the development of the OLERT system that monitors overhead line equipment (OLE) and identifies when these are degrading by using intelligent algorithms and image recognition technology.

The data is gathered from high-definition cameras, fitted to the roofs of Class 387s, which record the interaction between the pantograph and OLE.

The system is credited with maintaining electric train reliability and in eliminating the risk of de-wirement, which has the potential to bring the entire railway to a halt and cost the industry millions of pounds.



According to NR, David has become an example of best practice for alliance working by creating dynamic new relationships for the greater good of the railway.

"We felt that David's relationships with partners in the industry were fundamental in getting this innovative project off the ground," said the judges.



## WINNER



**DR ILLEANA ST CLAIRE CHIEF MEDICAL OFFICER, GOVIA THAMESLINK RAILWAY**

Dr St Claire had led the award-winning occupational health team at Govia Thameslink Railway for more than two years before she sadly died in September 2020.

A qualified specialist in occupational medicine, Illeana was originally from Bosnia (formerly Yugoslavia). She had sought refuge in the UK because of conflict in the Balkans.

Upon joining GTR in May 2018, she oversaw the development of GTR's occupational health strategy.

Among her most recent accomplishments was as a member of the operator's COVID-19 response team, for which she featured on weekly calls to brief managers and trade union representatives.

She delivered her briefings in her own unique style, which was described by a colleague as "a wonderful mixture of authority

and authenticity rivalling any media doctors I have ever seen".

Illeana also supported the Rail Delivery Group's COVID-19 response team, to deliver a consistent approach to risk management across the train operating company community.

Judges also heard how she led a proactive campaign in relation to drugs and alcohol. They were shown a short video that has been used to communicate the story of Eddie, a recovering alcoholic who claims to owe his life to the intervention of GTR staff in his rehabilitation.

Outside of the rail industry, she was an accredited appraiser and held many prestigious memberships, including a Fellow of the Faculty of Occupational Medicine.

The judges said: "It is absolutely clear that



Illeana made a huge impact on many lives and was a huge inspiration to anyone who met her, and even more so to those she worked with.

"We wanted to give her a posthumous Special Award in recognition of her service to the industry which, albeit short, has left a huge legacy."

## Outstanding Personal Contribution (Senior Management)

## WINNER

**ADELINE GINN MBE**

Adeline is well-known in the rail industry for her passion and determination to improve diversity on the railway, from the helm of Women in Rail.

Currently Legal and Marketing Director at CPMS - Egis, Adeline has campaigned for nearly a decade to improve the gender balance in what is an overwhelmingly male-dominated sector, and to improve the support and equal opportunities for women of all backgrounds, ethnicities, religions and sexual orientations within the sector.

Through her leadership, Women in Rail has been instrumental in increasing the importance of Equality, Diversity and Inclusion across the sector, with virtually all train operating companies and many other large rail companies now supporting the organisation.

Born in south west France, Adeline chose to study French law when she left school, but an exchange programme in the UK sparked an interest in English law. With a

keen enthusiasm for transport, she went on to study for a Masters degree in Aerospace and Maritime law in Canada, beginning to dip her toe into rail and road at the same time.

After working in private practice, she joined Angel Trains in 1999 as a legal counsel and was later promoted to General Counsel in 2009. After more than 20 years with Angel, she joined CPMS - Egis in March 2020.

Adeline founded Women in Rail in 2012 without any idea that it would become as influential and successful as it is. She wanted to give women working on the railway access to a comprehensive networking and professional support platform that would give them the opportunity to meet other women in rail, and to access programmes to guide them in their professional development.

Nine years later and the organisation has 5,000 members (including men and women) in a broad range of roles, plus around 100 volunteers running networking events and



workshops through eight regional divisions.

Adeline is stepping down from her role chairing the organisation later this year, but will remain closely involved.

NRA judges said: "Adeline deserves this award for her drive in creating a national network from nothing and making it something to which virtually the whole industry is giving a higher priority."

## WINNER

**ADRIAN SHOOTER CBE, CHAIRMAN, VIVARAIL**

The NRA Lifetime Achievement Award is a rare and special accolade reserved for individuals who have earned the highest recognition for both their extraordinary length of service and impact on the rail industry.

In fact, this year's winner is one of only a handful of recipients of such an award since the first ever NRA ceremony was held in 2000.

But given the impact that Adrian Shooter CBE has had since joining the sector some 51 years ago, it perhaps came as no surprise that the judging panel unanimously decided that he deserved nothing less.

Shooter's professional association with the railways began in 1970, when he joined British Rail as a mechanical engineering graduate trainee.

Over the next 24 years he would go on to hold a range of managerial roles in operations, engineering and marketing, where he gained a reputation for improving productivity and driving change.

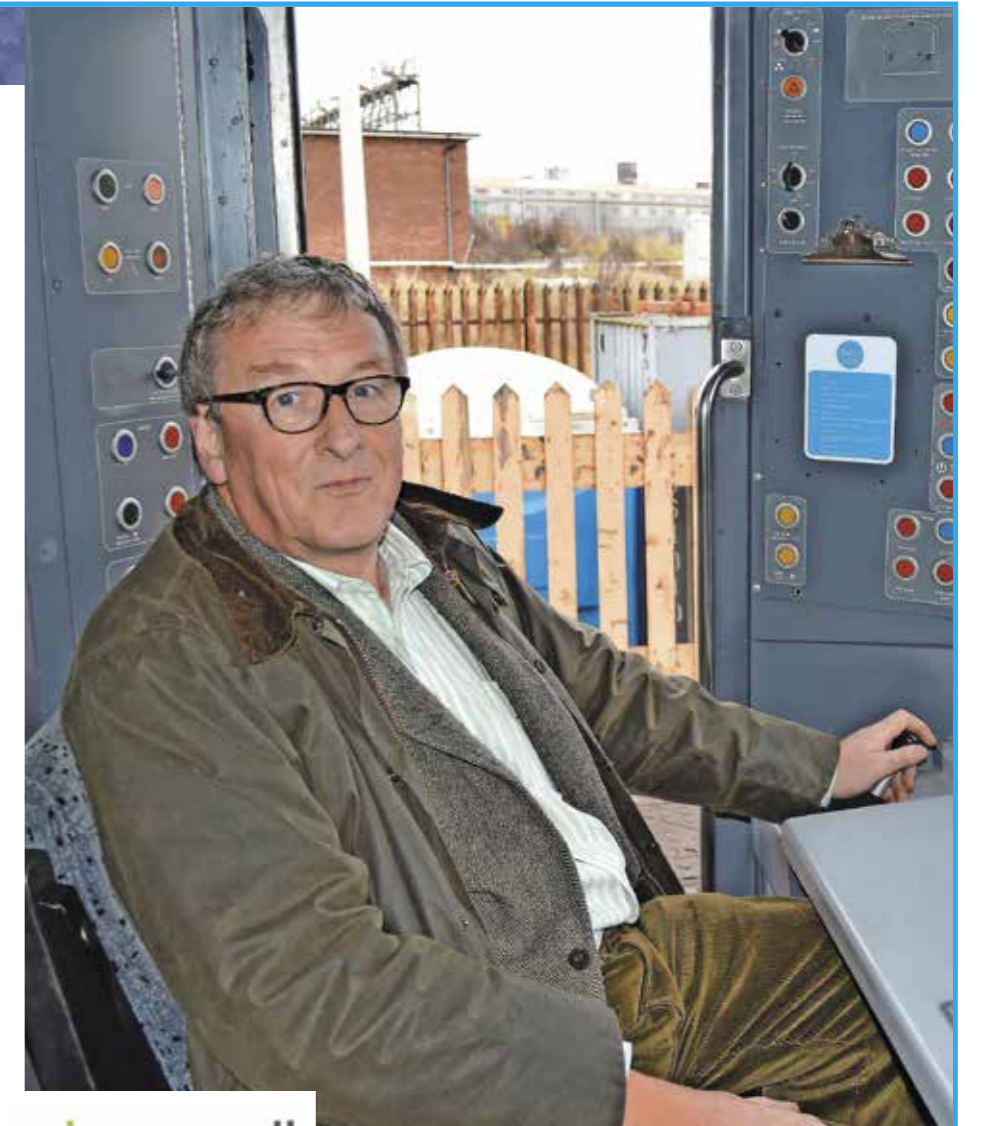
This was ably demonstrated by his involvement in exciting and innovative new projects, including the launches of the HST service on the East Coast Main Line and the express parcels company Red Star. He also had a spell running Britain's first Driver Only Operation main line as BR's Area Manager for the 'BedPan' London St Pancras-Bedford Thameslink route.

By the summer of 1994, and with BR on the brink of privatisation, Shooter became director of the Chiltern Trains Operating Unit - a shadow franchise that was being prepared to be tendered to the private sector.

As a leading proponent of privatisation, he seized the opportunity to lead a management buyout of it, when he set up the M40 Trains Ltd consortium. After unexpectedly beating off bids from much larger competitors, it took over the Chiltern franchise on an eight-year contract from July 1996.

A quarter of a century later and Shooter is now known as the man who boldly led Chiltern Railways into the new era of privatisation and established it as one of the best performing train operating companies on the network.

Under Shooter's leadership, suburban services from London Marylebone were rapidly improved and longer-distance travel to Birmingham Snow Hill was transformed



vivarail

on what had been a long-neglected second route from the capital to the West Midlands.

As well as procuring new rolling stock and refurbishing its inherited fleets of Class 165 Turbos, Chiltern Railways managed to secure a further 20-year franchise term from 2002 that committed it to delivering major infrastructure works alongside Network Rail in Project Evergreen.

The three-phased route upgrade meant that by 2011 a new 90-minute service could be launched to rival the fastest services being operated by Virgin Trains on the West Coast Main Line route.

By 2016, Chiltern Railways was also able to gain market share from Great Western Railway when it launched a new service from London to Oxford, via a new chord and upgraded section of track running from the Chiltern Main Line at Bicester.

Shooter eventually retired from Chiltern Railways in 2011, but has remained closely involved in the industry, including leading the Vivarail project to 'upcycle' more than 200 redundant ex-District Line vehicles acquired by the company from London Underground in November 2014.

Based until recently at Long Marston, Vivarail has developed diesel, electric, battery-powered and bi-mode variants of its refurbished 'D-Train' platform, with some units either already in service or soon to enter service with London Northwestern Railway, Transport for Wales and South Western Railway.

BBC presenter and NRA Co-host Huw Edwards said when presenting the award to Shooter: "Good things are made to happen, often against the toughest odds... and indeed, the tougher the odds the more he seems to relish the challenge to beat the odds stacked against success."





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## Outstanding Personal Contribution Frontline Finalists

- |   |  |   |
|---|--|---|
| <b>Danny Simpson</b><br>Service Team Leader<br>Northern                       | <b>Ben O'Day</b><br>Rail Enforcement<br>Officer Govia<br>Thameslink Railway    | <b>Donnie Pinder</b><br>Customer<br>Experience<br>Assistant MTR<br>Elizabeth Line                                       |
| <b>Paul Corrie</b><br>Quality Inspector<br>East Midlands Railway              | <b>Mike Hitchen</b><br>Dispatcher Northern                                     | <b>Dariusz Kunecki</b><br>Conductor ScotRail  |
| <b>Andrew Loxton</b><br>Supervisor Northern                                   | <b>Chris Summerfield</b><br>Customer Service<br>Advisor Transport for<br>Wales | <b>Kirsty Hargreaves</b><br>Retail Supervisor<br>Northern   |
| <b>Graeme Little</b><br>Project Manager<br>Network Rail                       | <b>Leanne Robinson</b><br>Customer Service<br>Assistant Northern               | <b>Andrew Hallisey</b><br>Customer Host<br>Arriva Rail London   |
| <b>Tom Wilkins</b><br>Customer Service<br>Ambassador<br>Great Western Railway | <b>Gavin Dicks</b><br>Chef LNER  | <b>Jacqui Hemmingway<br/>and Marc Scruton</b><br>Customer Service<br>Assistant and<br>Team Leader<br>Arriva Rail London |
| <b>Tom Smith</b><br>Track Maintenance<br>Engineer Network Rail                | <b>Tom Marshall</b><br>Technical Engineer<br>Chiltern Railways                 |   |

## Management Finalists

- |  |   |   |
|--|---|---|
| <b>Billy Vickers</b><br>Station Manager<br>TransPennine Express                          | <b>Bex Hartley</b><br>Project Manager<br>Great Western<br>Railway                           | <b>Nick Millington</b><br>Safety Task Force<br>Lead<br>Network Rail     |
| <b>Liesel Jeans</b><br>Risk Manager<br>Network Rail                                      | <b>Ryan Costello</b><br>Duty Control<br>Manager<br>Chiltern Railways                        | <b>Kirit Varsani</b><br>Group Station<br>Manager MTR<br>Elizabeth Line  |
| <b>Rich Holliday</b><br>Learning &<br>Development<br>Manager<br>TransPennine Express     | <b>David Hughes</b><br>Business<br>Continuity<br>Manager LNER                               | <b>Sultana Pasha</b><br>Safeguarding<br>Manager MTR<br>Elizabeth Line   |
| <b>Paul Walker</b><br>Senior Asset Engineer<br>Network Rail                              | <b>Keith Anderson</b><br>Head of Trains<br>and Stations,<br>North East<br>Northern          | <b>Vittorio Licata</b><br>Head of Resourcing<br>GB Railfreight          |
| <b>Rachel Jefferies</b><br>Senior CRM Manager<br>Great Western<br>Railway                | <b>Victoria Snell</b><br>Customer<br>Relations<br>Manager<br>TransPennine<br>Express        | <b>Karen Paton</b><br>Onboard Manager<br>Avanti West Coast              |
| <b>Saqib Akram</b><br>HR Systems & People<br>Insight Manager<br>Great Western<br>Railway | <b>Nicola Hand</b><br>Employee<br>Relations Services<br>Manager<br>Network Rail             | <b>Mick Goodman</b><br>Regional Operations<br>Manager<br>GB Railfreight |
| <b>Emma Sellers</b><br>Customer<br>Communications<br>Manager<br>Chiltern Railways        | <b>Charlotte Murray</b><br>Fire & Emergency<br>Planning Manager<br>Great Western<br>Railway | <b>Stuart Anderson</b><br>Head of Safety<br>GB Railfreight              |
| <b>Hassan Khalil</b><br>Performance<br>Manager Great<br>Western Railway                  |   | <b>Gemma Platt</b><br>HR Manager<br>GB Railfreight                      |
|  |   | <b>Simon Hutton</b><br>Conductor Team<br>Manager<br>Northern            |

# Passenger Operator of the Year



## SOUTHERN RAILWAY

Having been highly commended in 2020, Southern Railway has topped the category this year after impressing the judges with its complete transformation since being mired in high-profile industrial relations disputes in 2016-17.

Judges said that in the past 12 months, Southern had further improved across all key metrics, moving its operational performance up from a satisfactory to a very good level.

This was especially impressive given the complexity of its network and service offer across 400 route miles between central London and the South Coast.

Southern was also praised for its response to the pandemic and the way it engaged with stakeholders during lockdown to deliver a timetable that was flexible to the needs of schoolchildren and key workers.

One example included a request from the Metropolitan Police that some of its staff



needed to get to work earlier, resulting in the reintroduction of the 0450 Seaford-Brighton service.

Another example was a local parent contacting the operator to advise that her autistic son would struggle to get to school due to the emergency timetable. While Southern's timetabling team was unable to reintroduce a specific train due to staffing constraints, it did commit to funding a taxi between the two stations until the service could be reintroduced

later in the pandemic.

Southern was also the first train operating company to offer on-site, twice-weekly lateral flow tests to staff unable to work from home, as part of a government scheme to help curb the spread of COVID-19.

The judges said: "We found little to fault on either effort or achievement. It was also clear that MD Angie Doll has fully embraced the change in business environment which has occurred [because of COVID-19], and

recognises that the old world has gone forever and there is now a sustained fight for passengers."

This has been exemplified by the weekly calls she conducts with trade union officers and reps, which are described as a 'gamechanger' in spreading the message to staff that customers will need to be won back.

"It is clear that Southern has become a people-focused business with engagement and empowerment now the watchwords," the judges added.

## HIGHLY COMMENDED

### GREAT NORTHERN RAILWAY

As a fellow member of the Govia Thameslink Railway franchise, Great Northern can claim to share many of the same award-winning traits of leadership and approach as Southern.

And just like Southern, the judges felt that Great Northern had pulled itself away from a poor position within the last three to four years, although Southern's relative complexity and scale gave it the edge.

As well as achieving its strongest ever on-time performance in 2020 of 83.31% (a 16.06% increase since 2019), Great Northern's passengers rated it as the most improved

train operator in both the Autumn 2019 (+12 percentage points year-on-year) and Spring 2020 (+9 percentage points) National Rail Passenger Surveys.

Great Northern was also praised for its collaboration with Network Rail and other industry partners to minimise passenger disruption from the East Coast Upgrade and King's Cross remodelling programmes, as well as a six-month programme of track renewals, station redecoration and intense cleaning on the Northern City Line between Moorgate and Finsbury Park.

Since 2019, passengers have



also benefited from the increased performance, reliability and capacity offered by a new £240 million fleet of Class 717s which has now amassed more than 3.4 million miles.

Great Northern has also invested in all of its 54 stations between central London, King's Lynn, Cambridge and Peterborough, as part of a £15m Passenger Benefit Fund.





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