NOVEMBER 2026

# FOCUS

The Chartered Institute of Logistics and Transport

1926

# 100 Years

## CHARTERED

2026

**THE GBR ERA BEGINS**

**HEAR FROM RAIL DELIVERY GROUP'S CEO**

**RAIL FREIGHT UPDATE**

**CAN THE RAILWAY COPE WITH CLIMATE CHANGE?**

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The Chartered Institute of Logistics and Transport

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# A century of raising the bar

**On 16 November 1926, in a year when the General Strike had already brought the country to a standstill, the Institute of Transport was granted its Royal Charter. Our first examinations were held that same year. From the very start, our founders understood something we still believe: moving people and goods well is a profession, and a profession needs standards.**

This edition of *Focus* marks that centenary. One hundred years chartered: setting the standard, advancing our profession.

It is humbling to be President in this year. Our feature charting every President since 1919 includes people who organised the Dunkirk evacuation, helped plan D-Day, shaped London's transport network and set up the National Bus Company. But the real story of the Charter belongs to our members. They are the people who earned the letters after their names and went on to keep the country supplied, connected and moving.

Our Chief Executive, Helen Hardy, looks back on that century and explains why our sector matters more than ever to the UK's resilience, growth and path to Net Zero. We also revisit the Institute's part in the Channel Tunnel debate. It is a reminder that we have always had a voice on the big questions, and that we should keep using it.

The centenary is about the future as much as the past. Our Rising Star 2026, Sam Shirley, is a third-generation logistics professional whose mother was recognised by this Institute some 20 years ago. His story shows how a career in our profession can be passed on, built on and reinvented.

With Great British Railways arriving in 2027, we also bring you a rail special. Dan Mann, co-CEO of Rail Delivery Group, speaks exclusively to *Focus*, and Martin Fleetwood explains what renationalisation means for operators, freight and the workforce. Julian Worth charts rail freight's return to growth, and Suzanne Grant tells us how she keeps Merseyrail moving. We also take a hard look at whether our railway is ready for the climate it now faces.

Every career has a moment that stays with you: the qualification that made you believe in yourself, or the community that finally understood what you do and why it matters. I would love to hear yours, so please share your story at ciltuk.org.uk/centenary. And join me in congratulating this month's newly elected and long-serving members, who carry the Charter forward.

Here's to a century of raising the bar, led by people like you.

**LEON DANIELS OBE**
**President, CILT(UK)**

THIS MONTH'S CONTRIBUTORS

**30**

**JULIAN WORTH FCILT**

Chair, Rail Freight Forum, CILT(UK)

Julian Worth FCILT is a highly accomplished British rail logistics expert and policymaker with over 47 years of experience in the rail freight sector. He currently serves as the Chair of the Rail Freight Forum for CILT(UK), where he is a key voice on national transport policy, modal shift, and environmental strategy.

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**MARTIN FLEETWOOD FCILT**

Consultant, Infrastructure & Energy, Addleshaw Goddard

Martin is a projects lawyer with more than 20 years' experience in the transport sector, advising public and private clients from train operators, rolling stock lessors and manufacturers to the Department for Transport. He has worked on landmark rail projects including HS1, the London Underground PPP and the restructuring of Eurostar, as well as light rail schemes such as Nottingham Tram and Manchester Metrolink.

**40**

**DAVID HARKIN**

Weather Resilience and Climate Change Adaptation Strategy Manager, Network Rail

David Harkin is Weather Resilience and Climate Change Adaptation Strategy Manager at Network Rail (Scotland), where he leads the Adaptation Pathways Programme and published the five-year Climate Ready Plan in April 2024. He also co-chairs the Climate Ready Infrastructure Scotland forum, which he helped establish.

**44**

**SUZANNE GRANT**

Interim Managing Director, Merseyrail

Suzanne is Interim Managing Director of Merseyrail, leading the business through to April 2027. She joined Merseyrail as Marketing Manager in 2012 and has since held senior roles including Commercial Director, becoming Chief Commercial Officer and Deputy Managing Director in 2024.

# FOCUS

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## WELCOME

**Mel Stark**
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# A CENTURY ON, AND STILL MOVING

*Welcome to a very special edition of* Focus.

On 16 November 1926, the Institute of Transport was granted its Royal Charter, and this issue marks that centenary. It celebrates the people and the standards that have shaped our profession ever since. We chart every President since 1919: wartime organisers, D-Day planners and the architects of London's transport network. Chief Executive Helen Hardy reflects on 100 years chartered and what the next century should look like. We also revisit the Institute's voice in the Channel Tunnel debate, and meet Rising Star 2026 Sam Shirley, whose family story spans three generations of logistics.

Alongside the centenary, we bring you a rail special. With Great British Railways due in 2027, rail is going through its biggest shake-up in decades. Dan Mann, co-CEO of Rail Delivery Group, speaks exclusively to Focus about data, collaboration and what quality customer service really looks like. Martin Fleetwood, Chair of our Strategic Rail Policy Group, explains what renationalisation means for private operators, freight capacity and the workforce, and where the gaps in the plan remain.

After this summer's red-warning heatwave, we ask whether the railway is finally moving from firefighting to genuine climate resilience. And Suzanne Grant tells us how she keeps Merseyrail moving, and why rail careers rarely follow a straight line.

Taken together, these pieces show a sector that is changing fast but still depends on the professionalism our Charter was created to uphold. I hope you enjoy this landmark issue.

**MEL STARK**
**Editor**

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# FROM THE WORLDS OF LOGISTICS AND TRANSPORT

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## CILT(UK) leadership team hit the road to meet members up and down the country

CILT(UK) is taking its leadership team on the road, with a series of regional sessions designed to help our members express their views, understand what matters most and our future direction.

The sessions, launching in November in the East Midlands, will give members the opportunity to hear about CILT(UK)'s vision for the future, discuss opportunities and share their views on the Institute's priorities.

Helen explained: *"The roadshow will encourage open conversations about the challenges and opportunities facing the sector – while giving members a voice in shaping how CILT(UK) represents and supports the profession going forward.*

*"The roadshows reflects the Institute's commitment to listening to its membership and ensuring members' experiences and perspectives help inform its future direction."*

Feedback from the sessions will help inform how CILT(UK) continues to connect, represent and support the logistics, transport and supply chain community.

Further details, including how to attend each regional session, will be shared with members as arrangements are confirmed.

### Upcoming member sessions:

**East Midlands**
Monday 2 November 2026

**Scotland**
Tuesday 26 January 2027

**Central Southern (Reading)**
Thursday 18 February 2027

### Further sessions are being planned, with provisional dates for additional regions:

**London**
December 2026

**Cymru Wales**
March 2027

**South East**
April 2027

**East of England**
May 2027

**North West**
June 2027

# CILT (UK) welcomes Steve Cross as CILT International VP and Trustee

CILT(UK) is pleased to announce fellow and long-standing member, Steve Cross FCILT CEng, has been appointed International Vice President and Trustee of CILT International. He currently serves as a Trustee and Board Member of CILT(UK), alongside his new international responsibilities with CILT International.

With over 30 years as a member and almost two decades as a Fellow, Steve brings with him a broad range experience across transport, logistics, technology, entrepreneurship and business leadership to his new international role.

A Chartered Engineer and Chartered Logistician, Steve has built his career on the back of technology and transport – developing software solutions and supporting complex operations. His experience includes global freight management platforms and automated systems, including processing millions of UK customs declarations each month.

Steve co-founded a regional bus operator with his son Geoff which grew to become the third-largest bus company in the West Midlands. He also established a leading UK provider of AI-driven vehicle and driver safety systems. Alongside his commercial interests, Steve has held board and governance roles with housing and community organisations in Birmingham.

Steve explained: *"CILT(UK) has been central to my professional growth and career. And has played an important role to play in establishing and supporting global standards. As an international organisation our strength lies in nurturing communities where professionals can guide the next generation and build lasting networks. Members are our prime stakeholders, and I want to ensure we deliver real value while listening to members – all of which is essential to our future."*

CILT(UK) CEO, Helen Hardy, recently met with Steve at the CILT International Conference in Hong Kong, where they discussed his new role and future plans.

> *"As an international organisation our strength lies in nurturing communities where professionals can guide the next generation and build lasting networks."*
>
> Steve Cross FCILT

*Helen added: "Firstly, I would like to congratulate Steve on his appointment. Having worked alongside, through our board responsibilities, I have seen first-hand his commitment to the profession and the value he brings. It was a pleasure to discuss his new role and future plans recently. His breadth of experience and deep understanding of our community will be a tremendous asset as we continue to strengthen our international network."*

Steve's appointment further reinforces the connection between CILT(UK) and CILT International – creating opportunities for members to build a connected with global community across transport and logistics.

## UK CITY RATED AS ONE OF THE BEST IN THE WORLD FOR PUBLIC TRANSPORT

A city in the UK has been named in the top 5 best cities across the world for public transport – the only location in Great Britain to be shortlisted.

Global magazine, Time Out, has revealed the best cities across the world when it comes to public transport services in 2026, asking over 24,000 locals to rate the public transport where they live on a scale of one to five. To keep things global, Time Out only allowed each country one spot on the list, so only its top-scoring city made the cut.

The Scottish capital, Edinburgh, sits at number four on the Time Out list with a 92.4% approval from locals who rated its public transport systems. The city saw the fourth highest percentage of residents who rated their buses, trains and trams as 'good' or 'amazing'.

## TWO-LEGGED DELIVERY ROBOTS FOR FINAL MILE DELIVERIES TRIAL LAUNCHED

One of the UK's largest parcel delivery companies, Evri, has launched a trial of a two-legged delivery robot in Barnsley to assess how the technology can assist its final mile deliveries. Final mile deliveries are the last step of the supply chain and shipping process, when the goods are delivered directly the end customer's doorstep.

The robot can carry parcels weighing up to 15kg, travel at speeds of up to 6km/hr and navigate environments that present a challenge for traditional autonomous technologies, such as stairs, uneven surfaces and entering and exiting delivery vans. It can operate autonomously or be remotely monitored and is capable of both attended and unattended deliveries.

## NEXT ISSUE

**Looking ahead: 2027 trends**

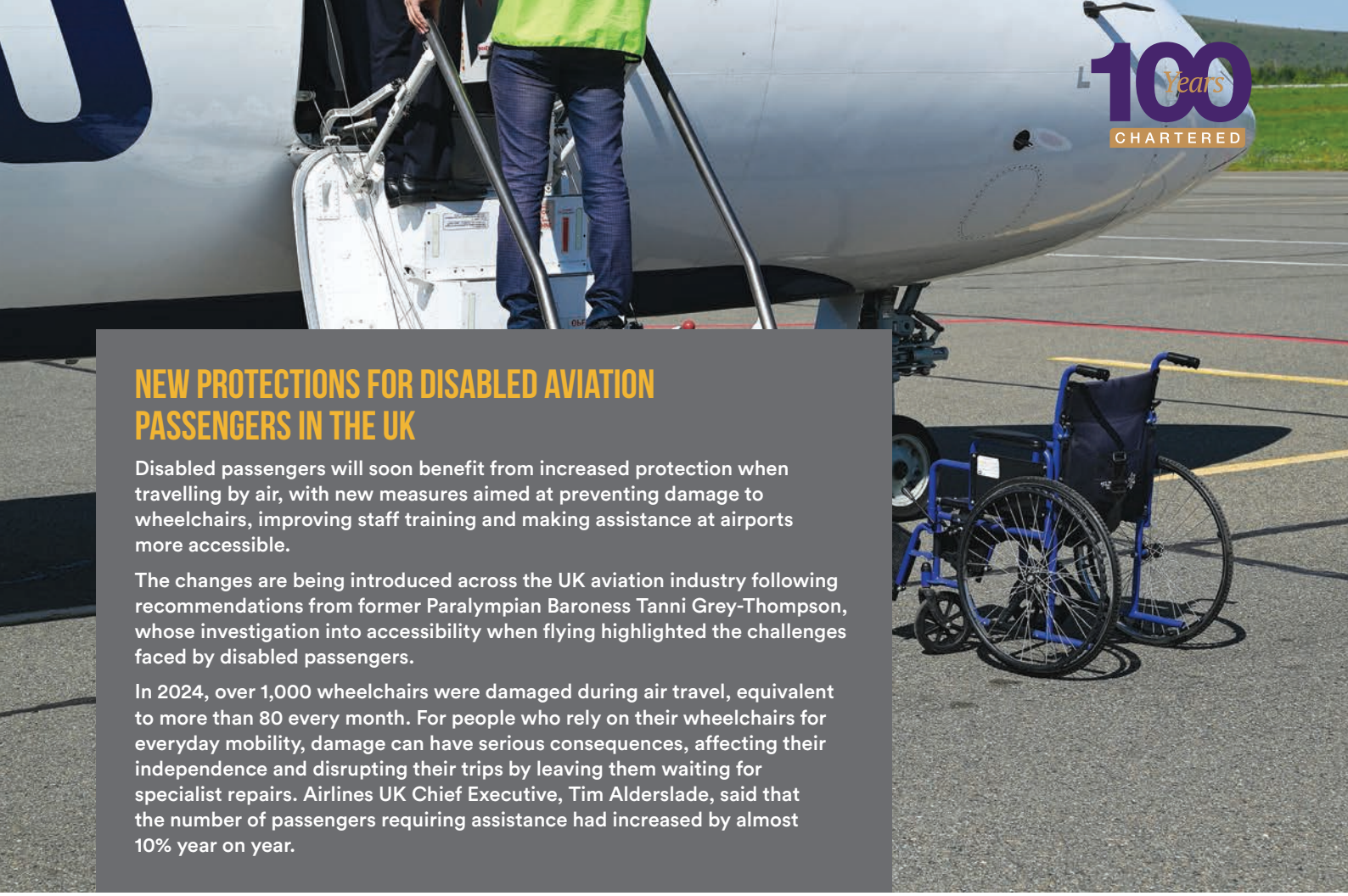
+

- Global trade dynamics: regions to watch
- Mergers and acquisitions outlook
- CEO predictions: what's keeping leaders awake at night
- Innovation pipeline: what's next?

## BIRMINGHAM AIRPORT UNVEILS £2 BILLION INVESTMENT WITH A GOAL OF 30 MILLION PASSENGERS

Birmingham Airport has announced a £2 billion draft Master Plan to take the airport to a capacity of 30 million passengers, generating an additional £3.6 billion gross value added for the West Midlands region and creating over 50,000 new jobs with 3,800 on site at the Airport.

Over the next 15 years, the draft Master Plan identifies how the airport can best utilise its existing runway capacity, alongside enhanced passenger facilities and improving surface access. The plan also looks at how the airport can deliver more for communities living closest to the Airport, as future growth is delivered responsibly and sustainably with proactive community engagement at its core.



## NEW PROTECTIONS FOR DISABLED AVIATION PASSENGERS IN THE UK

Disabled passengers will soon benefit from increased protection when travelling by air, with new measures aimed at preventing damage to wheelchairs, improving staff training and making assistance at airports more accessible.

The changes are being introduced across the UK aviation industry following recommendations from former Paralympian Baroness Tanni Grey-Thompson, whose investigation into accessibility when flying highlighted the challenges faced by disabled passengers.

In 2024, over 1,000 wheelchairs were damaged during air travel, equivalent to more than 80 every month. For people who rely on their wheelchairs for everyday mobility, damage can have serious consequences, affecting their independence and disrupting their trips by leaving them waiting for specialist repairs. Airlines UK Chief Executive, Tim Alderslade, said that the number of passengers requiring assistance had increased by almost 10% year on year.

## WILL DRIVERS SAVE ON FUEL FOLLOWING LAUNCH OF PRICES ON GOOGLE MAPS?

The government has announced that, from Thursday 8 October, drivers will be able to view real-time petrol and diesel prices to help them save on fuel.

The Fuel Finder scheme means that drivers can now check local fuel prices through Google Maps, which is used by 77% of Britain's adult population for general navigation, according to Ofcom.

This scheme comes at a time when the ongoing conflict in the Middle East has led to a steep incline in fuel prices, with the price of diesel recently topping £2 per litre for the first time. This scheme was created following a recommendation by the Competition and Markets Authority (CMA), with the Department for Energy Security and Net Zero claiming that the opportunity to compare prices could save households who own a car around £40 a year.

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/ ciltuk.org.uk/policy

# POLICY WATCH

# Homelessness puts new pressures on public transport

**As winter approaches, the public transport sector is calling for greater support for public transport staff dealing with the growing impact of homelessness across the network.**

For millions of people, public transport is simply a way to get to work, A to B or make their way home. But for people without a safe place to stay, a bus, a train or bus station can sometimes become a place to keep warm, find shelter or spend the night.

As homelessness continues to rise, the CILT(UK) is highlighting the additional and increasingly pressure the challenge is putting on public transport networks and frontline staff. Government figures estimate that 4,793 people were sleeping rough on a single night in England in autumn 2025 – the highest recorded under the current measurement approach.

Transport workers are among the first people to encounter someone who may be vulnerable. A bus driver may notice someone repeatedly sleeping on a bus. A station employee may find someone seeking warmth at night. Staff also encounter people who are distressed, unwell or unsure where they can access help.

Austin Birks, Chair of the Bus & Coach Forum, said: "*The impact can be particularly visible at transport hubs and on services operating late into the evening and overnight – for example night bus services. Drivers, station staff and other employees can find themselves dealing with vulnerable people who may be sleeping on services, remaining in stations or requiring assistance.*"

In London, bus drivers reported 3,229 rough sleepers to Transport for London during the final quarter of 2024/25 – 29% more than the previous year. For transport operators, this can mean

**People experiencing homelessness are not the problem. But the transport sector is feeling the pressure of a wider social issue – and our staff need to be properly supported.**

additional demands on frontline staff. However, CILT(UK) stresses that transport bosses must support their teams so they can better direct, signpost and support those sleeping rough in the best way possible.

Austin added: "*Anyone that's worked in public transport knows staff have every sympathy with those facing tough times and the impact is not as simple as it seems. Transport networks are increasingly being asked to respond to a wider social challenge and so many of our frontline workforce are facing challenges they are not trained or ready for.*"

Austin continued: "*The question is therefore not whether transport workers should solve homelessness – they cannot – but whether they are sufficiently supported when they encounter it. We have to be sensitive about this. People experiencing homelessness are not the problem. But the transport sector is feeling the pressure of a wider social issue – and our staff need to be properly supported.*

"*The objective is not to place another responsibility on already stretched frontline workers, but to ensure they have the training, guidance and support needed to respond safely and appropriately.*"

CILT(UK) want to make sure colleagues know how to recognise vulnerability, what to do and who they can contact. With winter approaching, now is the time to put that support in place.

As winter approaches, CILT(UK) believes the transport sector should be part of the conversation about how communities respond to homelessness – while recognising that the long-term solution lies beyond the transport network itself.

## **HELEN HARDY** CEO CILT(UK)

1926

# A CENTURY OF CHARTERED EXCELLENCE

**In November 2026, CILT(UK) will celebrate a remarkable milestone: 100 years since the Chartered Institute of Transport received its Royal Charter. It is a moment worth celebrating, but also one worth reflecting on.**

Our Institute was established in 1919, and in 1925 we put ourselves forward for Royal Charter. The application was submitted on 1 February 1925, and on 16 November 1926, the Charter was awarded, during a period of extraordinary social and political change, including the General Strike.

A century later, the world is changing just as rapidly. Yet one thing remains constant – the importance of transport, logistics and supply chains to the resilience, competitiveness and future of the UK.

Throughout our centenary year, we will be celebrating our history, recognising the contribution of our members and looking ahead to the challenges and opportunities which will shape the next 100 years. You may already have noticed some of this activity beginning to appear across our website and social media, and there is much more to come – through events, stories and opportunities for our members and the wider profession to get involved.

One of the themes we will be exploring is the importance of our sector to the future of the country. It is easy to think we simply look after the movement of goods and people from A to B. In reality, we help keep the country supplied, businesses trading, communities connected and the economy moving.

Our history demonstrates just how important this has always been. If we look back, we see our first examinations were held in 1926 – helping to establish professional standards at a time when transport and logistics was becoming increasingly important to economy. During WW2, Institute members held senior positions in organisations including the Ministry of War Transport, a helping to maintain supplies, manage shortages and keep vital supply chains moving – hugely important roles during one of the most challenging times of our country's history.

Sir Cyril Hurcomb, our President in 1935–36, was involved in supporting the Allied Merchant Fleet and maintaining the flow of food and raw materials to the UK. His example reminds us that what we do is not just an economic function. It is a matter of national resilience and strength.

Fast forward to today and Britain's transport and logistics landscape has changed and grown.

*Our centenary is an opportunity to celebrate and look back at some fascinating milestones.*

**HELEN HARDY**, CEO, CILT(UK)

The motorway network, the opening of the Channel Tunnel, advances in computing and automated warehousing, and the growth of global supply chains have all changed how goods move. In 1999, the Chartered Institute of Transport UK merged with the Institute of Logistics to become CILT(UK). We brought together matching areas of professional expertise at a time when the logistics profession itself was undergoing deep change. And today, that transformation is accelerating.

Logistics and transport sits at the heart of some of the biggest questions facing the UK: how we support economic growth, invest in infrastructure, achieve Net Zero, address skills shortages and build resilience into our supply chains.

That is why our mission remains as relevant today as it was in 1926. We continue to promote high standards, develop skills and knowledge, recognise professional achievement and continue to promote and grow our community of professionals who can adapt and meet the challenges ahead.

Our centenary is an opportunity to celebrate and look back at some fascinating milestones, but it is also an opportunity to ask an important question – what should the next 100 years look like?

Over the coming months, we will be sharing more of these stories. Look out across our website, social media channels and events for more about our history, our people, the changing world of logistics and transport – and the role CILT(UK) can play in shaping what comes next.

Most importantly, we advance the professionals who keep the world moving, ensuring the skills, expertise and leadership needed to support prosperity, resilience and progress for generations to come.

Our first century was about helping the country move forward. Our next must be about making sure it can continue to do so – sustainably, resiliently and with the skilled professionals needed to make it happen. I am proud of what CILT(UK), and its members have achieved in the past 100 years. And I am even more excited about what comes next.

**Here's to our first 100 years – and to the next century of moving the UK forward.**

100 Years CHARTERED

# KEEPING BRITAIN MOVING

The Chartered Institute of Logistics and Transport

**Nearly two centuries in the dreaming, six years in the digging – and the Institute had its say. As CILT(UK) marks 100 years of its Royal Charter, we revisit the Institute's part in the Channel Tunnel debate, and the Tunnel's role in UK trade today. A quarter of the value of all goods traded between the UK and the EU passes through the Channel Tunnel. Every ten minutes, around the clock, a LeShuttle Freight service leaves Folkestone or Coquelles, adding up to 1.2 million trucks a year.**

## A very long engineering conversation

The idea of a fixed link under the Channel is far older than the Institute itself. French engineer Albert Mathieu sketched a tunnel for horse-drawn carriages as early as 1802, and proposals came and went throughout the 19th century. Boring actually began in the early 1880s, before fears over national security halted the works. A later attempt in the 1970s was abandoned too, a victim of economic pressures.

The breakthrough came in the 1980s. The Treaty of Canterbury was signed in 1986, followed by the Channel Tunnel Act 1987. Section 40 of the Act required British Rail to consult on how international rail services would serve the whole of Great Britain – not just London and the South East.

This is where the Institute entered the debate – then the Chartered Institute of Transport, one of CILT(UK)'s forerunners. Its Channel Tunnel Panel, chaired by Jeremy Gotch, submitted a report to British Rail as part of the Section 40 consultations, making the case for how the link should connect with the wider transport network.

## Building the fixed link

Construction began in 1988. On the French side, tunnel boring machines were lowered into the vast Sangatte shaft to begin their journey under the seabed. Nearly 15,000 people worked on the project, which comprised of two rail tunnels and a central service tunnel. The finished Tunnel is 50.45km long. It opened on 6 May 1994.

## The freight artery

Around a quarter of the value of UK–EU goods trade moves through the Tunnel, according to an EY study for Getlink. That makes it one of the UK's most important trade gateways, linking the world's sixth-largest economy with the second-largest.

LeShuttle Freight carries 1.2 million trucks a year on a 35-minute crossing, 365 days a year. For time-critical and just-in-time supply chains, that speed and frequency matter as much as the volumes.

Passenger traffic runs alongside: 2.2 million cars and 8 million passengers on LeShuttle, plus 12 million Eurostar passengers a year – more than half a billion crossings since 1994.

Rail freight is the untapped opportunity. Around 400 trains and shuttles use the Tunnel each day, but the open-access infrastructure can handle up to 1,000. That headroom could shift more freight off the roads, if the services and terminals are there to use it.

Post-Brexit border checks have added complexity for hauliers and shippers, which makes the Tunnel's reliability all the more valuable. Its role now reaches beyond transport, too: it houses an electricity interconnector between the British and French grids.

## Keeping society moving

When our predecessors on the Channel Tunnel Panel put their case to British Rail in the late 1980s, the Tunnel was still a project on paper. Today it is woven into members' supply chains, and how to use its spare rail capacity remains a live question for the profession.

A century after the Royal Charter, it is a reminder of why the Institute's voice matters: the decisions that shape our networks are made long before the first train runs.

# THE NEXT GENERATION STEPS UP

**As the Institute marks the centenary of the Royal Charter, we look forward as much as back. Rising Star 2026 Sam Shirley, Operations Director at Shirley Transport Solutions, talks family legacy, starting from the warehouse floor, and why the next century of logistics must put people first.**

Few people embody the link between logistics past and future quite like Sam Shirley. His grandparents drove artics, his father was a founding member of Palletways, and his mother won an award for excellence from this Institute some 20 years ago. Yet a career in the industry was never the plan: Sam studied Aeronautical Engineering with an eye on the cockpit, before a detour through car sales led him back to the family trade, starting in the warehouse and behind the wheel.

From a spare-room start-up, Sam has built Shirley Transport Solutions into a multi-million-pound business that provides work to more than 2,500 hauliers a year. Recognised as Rising Star 2026, he reflects on what the profession should carry into its next hundred years, and what it should leave behind.

***Congratulations on winning Rising Star 2026. What did it mean to you, and what work do you think the judges were recognising?***

Thank you very much, I was genuinely humbled and honoured to go home with the award! It means so much to me, because as many people can attest, starting a business is a huge undertaking – and the road for us has been far from smooth. To receive this kind of recognition serves as a great validation of our efforts, but to receive a peer-based award from an institute as prestigious as CILT(UK) is high praise indeed. On a personal level, that affirmation extends far past my own ambition; it serves as tangible proof to show my wife Emily, my parents, and my family, who have supported me to this point, that they backed the right horse. I like to think it was these efforts, sacrifices and struggles that the judges were recognising.

Numerous generations of my family have been involved in logistics over the last several decades, from grandparents who were artic drivers, to my Dad being a founding member of Palletways, and my Mum innovating the first cardboard anti-stack device in the industry (herself winning an award for excellence from the Chartered Institute some 20 years ago). So this really is a full circle moment for me too.

***How did you get into logistics, and what has your path to Operations Director looked like? Was there a moment or a person that shaped it?***

I got into logistics in a somewhat unorthodox way. Growing up, I spent a lot of hours in the cab of a truck with my Dad, or helping in the warehouse or in the office on weekends and school holidays. But despite that, my school years were spent thinking I was going to be a pilot, as aviation and engineering also run in

the family. So I left school for University to study Aeronautical Engineering, thinking that would be a perfect springboard into either a graduate engineering role, or a commercial pilot licence.

When I left Uni, I was looking to secure either my first grad job, or to raise the funds needed for a commercial pilot licence, so I briefly turned my hand to a job in car sales for a national chain. I felt this would help me transition from education into the world of work, while also developing vital sales and negotiation skills that I thought would be essential for wherever my career would take me.

I ended up really liking the sales side of things but felt I just wasn't in the right industry. I wanted to explore a sales opening at the transport company my Dad had helped build, but unfortunately, my transport experience was lacking (beyond being the school holiday helper of course!), so I ended up taking a more grass-roots role in the warehouse and delivery driving, to learn the industry from the ground up.

After around a year, I then moved into the sales department where I was able to combine what I had learned at Uni, with my newly acquired sales skills, and transport knowledge to help drive the company to the most profitable two years it had ever seen.

The business was then sold, and I believe one of the defining moments of my career was feeling that my new employer wasn't able to offer the customer service levels I knew I could offer. So I decided to take the ultimate leap of faith and start my own business, which has since snowballed from being self-employed in a spare room, into the company that Shirley Transport Solutions is today. With myself now serving as Operations Director of a multi-million-pound enterprise, having a growing double-digit core team of local people, and providing thousands of dedicated jobs to over 2500 hauliers a year.

***As we mark the centenary, what does the profession of the past 100 years get right that the next generation should hold on to, and what should it leave behind?***

As we mark this centenary milestone, looking back at the last 100 years reveals, I believe, that the absolute core of logistics has always been about the dedication, trust, and human connection of the hard-working folk in this industry.

What the past generation got completely right, and what we should fiercely hold on to, is the foundational grit and adaptability required to keep supply chains moving, no matter the crisis. Whether it's navigating global market shifts or driver shortages, that 'get it done' attitude and commitment to reliability need holding onto, whether talking about today or tomorrow.

However, we need to leave behind the old-school, rigid mentality that logistics requires sacrificing a personal life to succeed. The industry, like many others, has historically overlooked the human cost of putting too much weight on one person's shoulders.

The next generation needs to carry forward that historic work ethic but pair it with a modern focus on team spirit, people's well-being, and also technological innovation. We need to show that we can adapt to the new technologies of the future, in a way that remembers the collaborative human element that makes our industry so special.

***Looking ahead to the next 100 years, what will define logistics? Think tech, people, sustainability, resilience. Where do you see the biggest change coming?***

Looking ahead, I think the next century of logistics will be defined by a delicate balance between technological advances in AI and cloud computing, and human-centric leadership.

Coming from an engineering background, I can see a version of the future where predictive AI, real-time tracking, and automated routing can eliminate supply chain blind spots. This tech should also drive the industry's sustainability goals, which could see us turning green logistics from a box-ticking exercise into highly efficient, zero-waste operations.

However, the real differentiator won't just be the tech we use, but how we support the people running it. As automation handles repetitive tasks, the human role will pivot toward strategic problem-solving. True industry resilience will belong to businesses that use technology to eliminate burnout, actively protect their team's mental health, and invest heavily in continuous professional development. Ultimately, the next century needs to belong to those businesses that will use cutting-edge tech to empower, rather than replace, our workforces. People first.

***What advice would you give someone just starting out who might be collecting this award in 10 years' time?***

The advice I would give to someone just starting out, who might be collecting this award in 10 years' time, would be: Trust the process. Be prepared to start somewhere at the grassroots level. Everyone has to begin somewhere, and there is absolutely nothing wrong with being at the bottom of the ladder you want to climb. Some days will be tough, and it's hard to keep pushing when you aren't necessarily seeing immediate reward for your efforts. But hard work will usually keep you pointed in the right direction; all you then have to do is keep moving forward.

The path I've ended up on hasn't been much of a straight line – I can't say that I've ended up doing what I thought I might be doing if you'd have asked me at 16. But I'm ultimately very happy with the journey I've been on (and that I'm on still), and grateful for where I am fortunate enough to be today.

# CILT(UK) PRESIDENTS

**Since the Institute of Transport was founded in 1919 – and granted its Royal Charter in November 1926 – more than 80 Presidents have led it. They include a wartime organiser of the Dunkirk evacuation, a D-Day planner, the architects of London's transport network and a member of the Royal Family. Focus charts every President to date, with 14 whose work changed how Britain moves highlighted.**

*"Here's to a century of raising the bar, led by people like you."*

**Leon Daniels OBE**, President, CILT(UK)

# 100 YEARS OF CILT(UK) PRESIDENTS

1919–20

SIR ERIC GEDDES

Sir Eric Geddes was the Institute's founding President, and his presidential address explored the relationship between transport and the State.

1920–21

LORD ASHFIELD

1921–22

SIR HENRY MAYBURY

1922–23

SIR SAM FAY

1923–24

SIR JOSEPH BROODBANK

1924–25

SIR LYNDEN MACASSEY

1925–26

SIR JOSEPH NALL

1926–27

ROBERT HOPE SELBIE

1927–28

ROGER SMITH

1928–29

AVM SIR SEFTON BRANCKER

As Director of Civil Aviation at the Air Ministry, AVM Sir Sefton Brancker championed aviation as the transport of the future.

1929–30

SIR JOSIAH STAMP

Sir Josiah Stamp improved the railways' cost efficiency and standards of service.

1930–31

SIR ARTHUR STANLEY

1931–32

FRANK PICK

Frank Pick helped to revolutionise London's passenger transport.

1932–33

SIR DAVID OWEN

1933–34

WILLIAM WHITELAW

1934–35

SIDNEY GARCKE

Sidney Garcke introduced one of the first provincial bus services, in Kent in 1908.

1935–36

SIR CYRIL HURCOMB

Sir Cyril Hurcomb was in charge of the new Ministry of Shipping, playing a vital role in the war effort by controlling the Allied Merchant Fleet and keeping food and raw materials reaching the UK. He was also involved in the legislation that led to the 1947 Transport Act.

1936–37

SIR ALFRED READ

1937–38

SIR ALEXANDER GIBB

1938–39

GILBERT SZLUMPER

Gilbert Szlumper organised the movement of the British Expeditionary Force to its embarkation ports in 1939. He went on to oversee the Dunkirk evacuation, one of the largest evacuations ever, in which 338,000 Allied soldiers were rescued by ship between 26 May and 4 June 1940.

1939–41

THEODORE THOMAS

1941–43

JOHN STORER NICHOLL

1943–44

SIR WILLIAM WOOD

1944–45

ROBERT KELSO

1945–46

SIR FREDERICK HANDLEY PAGE

1946–47

STUART PILCHER

1947–48

THOMAS ROYLE

1948–49

DAVID LAMB

1949–50

SIR OSBORNE MANCE

1950–51

JOHN SPENCER WILLS

1951–52

'ALEC' VALENTINE

'Alec' Valentine played a leading role in devising new urban railways for London.

# 100 YEARS OF CILT(UK) PRESIDENTS

1952–53

CHRISTOPHER BRUNNER

1953–54

SIR JOHN ELLIOT

1954–55

SIR GILMOUR JENKINS

1955–56

PETER MASEFIELD

1956–57

FRANCIS CAVE

1957–58

SIR REGINALD WILSON

Director of Finance at the Ministry of War Transport, Sir Reginald Wilson was responsible for the financial side of wartime shipping, the railway agreements and the running of the inland road haulage scheme.

1958–59

MAJ. GEN. GEORGE RUSSELL

1959–60

REGINALD GROUT

Reginald Grout assisted in the detailed planning of D-Day.

1960–61

KEITH GRAND

1961–62

JAMES AMOS

1962–63

ERNEST WHITAKER

1963–64

KEITH GRANVILLE

1964–65

FRANK LEMASS

1965–66

ALEXANDER DUNBAR

1966–67

'DICK' FARMER

1967–68

SIDNEY FINNIS

1968–69

'MICHAEL' CARLING

'Michael' Carling was responsible for setting up the National Bus Company, under Sir Reginald Wilson of the Transport Holding Company.

1969–70

ANTHONY BULL

1970–71

ROSS STAINTON

1971–72

DAN PETTIT

1972–73

DAVID MCKENNA

1973–74

DAVID HUNTER

1974–75

WILLIAM MORISON LITTLE

1975–76

MICHAEL ROBBINS

1976–77

MORRIS GIFFORD

1977–78

THOMAS BEAGLEY

1978–79

STEPHEN WHEATCROFT

1979–80

LIAM ST DEVLIN

1980–81

SIR JAMES DUNCAN

1981–82

JAMES DAVIS

1982–83

ROBERT REID

1983–84

LEN PAYNE

1984–85

SIR NORMAN PAYNE

1985–86

SIR KEITH STUART

1986–87

GEOFFREY MYERS

1987–88

ROBERT BROOK

1988–89

ALASTAIR PUGH

# 100 YEARS OF CILT(UK) PRESIDENTS

1990–91

PAUL CONLON

1991–93

ALAN HIBBLE

1993–95

HRH THE PRINCESS ROYAL

HRH The Princess Royal served as President of the Institute from 1993 to 1995

1995–97

STEWART MILNE

1997–99

DAVID QUARMBY

1999–2001

JOHN WELSBY

2001–04

RICHARD HUNT

2004–08

ALAN WALLER

2008–09

RICHARD BROWN

2009–10

GRAEME MCFAULL

2010–11

SIR MOIR LOCKHEAD

2011–12

SIR PETER HENDY

2012–13

GRAHAM INGLIS

2013–14

JIM STEER

2014–15

JIM SPITTLE

2015–16

BEVERLEY BELL

2016–17

WILL WHITEHORN

2017–19

ROBIN PROCTOR

2019–21

PAUL SAINTHOUSE

Paul Sainthouse was President in 2019, the centenary of the Institute's founding.

2021–22

STEVE GOODING

2023–

LEON DANIELS OBE

As Managing Director of Surface Transport at TfL, **Leon Daniels OBE** was responsible for £3.5bn of road, light rail and transport services, and delivered transport for the London 2012 Games. He has championed diversity, inclusion and the representation of young people at every level of the Institute.

*"Our first century was about helping the country move forward. Our next must be about making sure it can continue to do so – sustainably, resiliently and with the skilled professionals needed to make it happen."*

**HELEN HARDY**, CEO, CILT(UK)

*"Rail is part of the nation's fabric, connecting people to jobs, education, family and opportunities."*

# Dan Mann

*As Great British Railways moves to bring track, trains and stations together,* Focus *speaks exclusively to Dan Mann, co-CEO of Rail Delivery Group, about his journey from Railtrack graduate to industry leader, and how data, collaboration and customer insight are shaping a more reliable railway.*

***Can you talk us through your journey from graduate to co-CEO of Rail Delivery Group?***

I joined Railtrack's graduate programme in 2001 and quickly discovered a real passion for the operational side of the railway. Early roles as a signaller and in operational management gave me a first-hand understanding of how complex the network is and how much it depends on people working together to keep passengers moving safely and reliably.

I went on to work across Railtrack, Network Rail and train operators before joining the Rail Delivery Group (RDG) in 2012. Since then, I've had the opportunity to work on a range of industry-wide programmes covering operations, performance, engineering and workforce development, before joining the Executive Team in 2022 and becoming co-CEO alongside Ola Ogun this year.

What has kept me in the industry throughout my career is both how vital a connection rail is to modern life and the amazing people who work in rail. For me, rail is part of the nation's fabric – connecting people to jobs, education, family and opportunities. Being able to help shape its future is both a privilege and a responsibility.

***You've helped lead major industry-wide programmes, including the establishment of the Network Performance Board. What are some of the challenges you overcame to launch these projects?***

Industry-wide programmes are often about bringing together organisations with different priorities and perspectives around a common goal.

The Network Performance Board (NPB) is a good example. Performance is influenced by many different factors across train operators, Network Rail and the wider supply chain, so creating a forum with shared accountability was an important step. The challenge was less about creating a new body and more about creating the right culture of collaboration and transparency.

One of its key achievements has been creating a mechanism for operators and infrastructure managers to work together on the biggest causes of delays and cancellations, using shared performance data to identify priorities and agree collective action. Rather than organisations focusing solely on their own part of the railway, the emphasis is on understanding how issues affect the network as a whole and addressing them collaboratively.

I've learned that meaningful change happens when people are willing to share data and good practice, challenge assumptions and focus on outcomes rather than individual interests. The NPB has helped embed that culture and is now one of industry's strategic priorities for improving train service performance across the network.

***RDG's website describes improving performance and skills across the industry. What does that look like in practice?***

In practice, it means helping the industry work together to solve challenges that no single organisation can address alone.

On skills, a good example is the Traincrew Programme, which has brought operators together around a shared approach to recruitment, training and workforce planning. The programme has introduced common performance measures, developed tools such as the Traincrew Assurance Portal to improve workforce planning, and supported reforms including lowering the minimum age for train drivers to 18. Together, these changes have helped strengthen workforce resilience and reduce traincrew-related cancellations across the network.

More broadly, it means creating a sustainable pipeline of talent for the future while ensuring the railway has the skills and resources needed to better meet the changing needs of customers.

Ultimately, whether we're talking about performance, skills or workforce planning, the goal is the same: delivering a more reliable railway and a better experience for customers.

***Over your career, what are the major changes you've seen in rail operations?***

The biggest change has probably been the growing role of data and technology in day-to-day decision making.

When I started my career, we had far less visibility of network performance and resource availability than we do today. We can now analyse operational trends in much greater detail and use that information to make better decisions.

I've also seen a much stronger focus on customer outcomes. Performance metrics remain important, but there is increasing recognition that success should ultimately be measured through the experience customers have when using the railway, whether that's more reliable journeys, clearer information or better support when they travel.

The scale of industry collaboration has also increased significantly. Today there's much greater focus on organisations working together across the railway, and that is continuing as Great British Railways brings track, trains and stations together. The aim is a simpler, more joined-up railway that is easier to understand and use for customers.

***What have been the most significant improvements to UK rail, and how has it benefited customers?***

There have been significant improvements in safety, accessibility, journey information and technology over recent years, but one of the biggest changes is an increasing focus on making the railway easier to use from a customer's perspective.

Underpinning many of these changes is a much better understanding of customer needs. The Rail Customer Experience Survey (RCXS) has created a more joined-up way of listening to passengers across Great Britain, providing continuous insight into how customers experience the railway and where improvements are most needed. The survey is now being used across the industry to inform everything from timetable changes and station upgrades to rolling stock investment and fares and ticketing reforms. It is also helping operators measure the impact of improvements on the ground, including at major stations such as Euston, ensuring that decisions are increasingly guided by evidence from real customer experiences rather than assumptions.

Together, these developments are helping create a railway that is not only more responsive to customers' needs, but better equipped to identify problems, prioritise investment and deliver improvements where they will have the greatest benefit. The result is a railway that is increasingly able not only to listen to customers, but to turn that insight into practical improvements that make journeys simpler, more reliable and easier to navigate.

***What does quality customer service really look like in the rail industry?***

For me, quality customer service starts with reliability. Customers want trains to run when they're supposed to, arrive on time and provide confidence that they can complete their journey.

Reliability underpins almost every aspect of the customer experience, including accessibility. For customers who rely on assistance, a reliable and well-coordinated service can make the difference between travelling with confidence and not travelling at all. That's why initiatives such as Passenger Assist and Turn Up and Go, helping make rail travel more accessible and inclusive, are so important. 87% of customers are satisfied with the Passenger Assist process overall, but we know that when things don't go to plan, the impact on customers is significant and so we're working hard to try to improve their experience every day.

It's also about communication, particularly when things go wrong. Research, including RCXS survey results, shows that punctuality is the biggest driver of satisfaction, but when delays occur, customers place huge importance on how well they are informed and supported. Good customer service means making information clear, timely and useful.

One of the biggest opportunities we have with digitalisation is improving how people access information and navigate disruption. Through the industry's Smarter Information, Smarter Journeys programme, customer research showed that passengers often found traditional disruption messages too text-heavy and difficult to interpret. That insight helped drive innovations such as Visual Disruption Maps, short videos making it quicker and easier for customers to understand how disruption affects their journey and what options are available to them.

***Can you describe some of the biggest priorities in effectively managing rail operations at the moment?***

The industry is focused on workforce resilience, adapting to changing customer needs, improving customer information and preparing for the transition to Great British Railways.

Performance also remains a key priority. Customers rightly expect reliable services, and improving performance depends on the industry working together to address the issues that have the greatest impact on the network, from traincrew availability and timetable resilience to infrastructure performance and disruption management. Through the Network Performance Board and Performance Restoration Framework, we've created a more structured approach to sharing data, identifying risks and learning from what works across different parts of the railway.

We also have to manage increasingly complex challenges, including the impacts of extreme weather and the need to modernise systems and infrastructure while continuing to operate a busy railway every day. As the railway becomes more integrated, the ability to work collaboratively across organisational boundaries will become even more important.

***What does the rise of digital technology mean for railway operations, and its workforce?***

Behind the scenes, better data and digital tools are helping operators make more informed decisions on performance, resources and customer information. For the workforce, that creates opportunities to develop new skills in areas such as data, digital systems and technology-enabled

operations. But technology is most effective when it supports people to do their jobs better. Making data available to third parties via the Rail Data Marketplace is enabling innovation to happen. We've seen a cleaning company working closely with a train operator to use live train, platform and network data to support train cleaning operations. When an issue such as a blocked toilet is reported, the system identifies the train's location, the next suitable station and the exact point at which a cleaner can access the train. This has contributed to the train operator having the highest scores for cleanliness in the Rail Customer Experience survey. The goal is not technology for its own sake, but using it to deliver a more reliable railway and a better experience for customers.

For the workforce, that means new skills and opportunities. The railway will always need talented operational people, but there is growing demand for expertise in areas such as data, systems integration, digital operations and technology-enabled decision-making.

We're also seeing how digital innovation can simplify everyday tasks. The introduction of Apple Pay and Google Pay for Railcard purchases has made buying a Railcard quicker and more convenient, with digital wallets now accounting for more than half of all purchases.

***How do you see rail operations evolving over the next five years?***

I expect to see greater integration, better use of data and a stronger focus on the whole customer journey.

The move towards Great British Railways, bringing track, trains and stations together, presents an opportunity to create a more joined-up railway that is simpler to understand and easier to use. As the industry continues this transition, RDG's role is to help maintain momentum, support collaboration across the sector and ensure the focus remains on delivering better outcomes for customers.

I also think customer insight will play a bigger role in operational decisions. Over the past year, the Rail Customer Experience Survey has been embedded as a key evidence base for timetable changes, rolling stock investment, station upgrades and the fares, ticketing and retail programme. Helping the industry move beyond assumptions and understand customer priorities in much greater detail.

***What advice would you give to a new railway graduate starting today?***

Be curious and take opportunities you might not have planned for.

One of the great things about the railway is the breadth of careers it offers. My own career has included operational, strategic and leadership roles that I could never have predicted when I joined as a graduate.

I was recently reminded of this when a senior industry colleague spoke about her son being surprised to learn that rail offers careers in digital, data and engineering as well as more traditional operational roles. There are far more opportunities in this industry than many people realise.

I'd also encourage people to spend time understanding how different parts of the railway fit together. The industry is at its best when people collaborate across organisational boundaries.

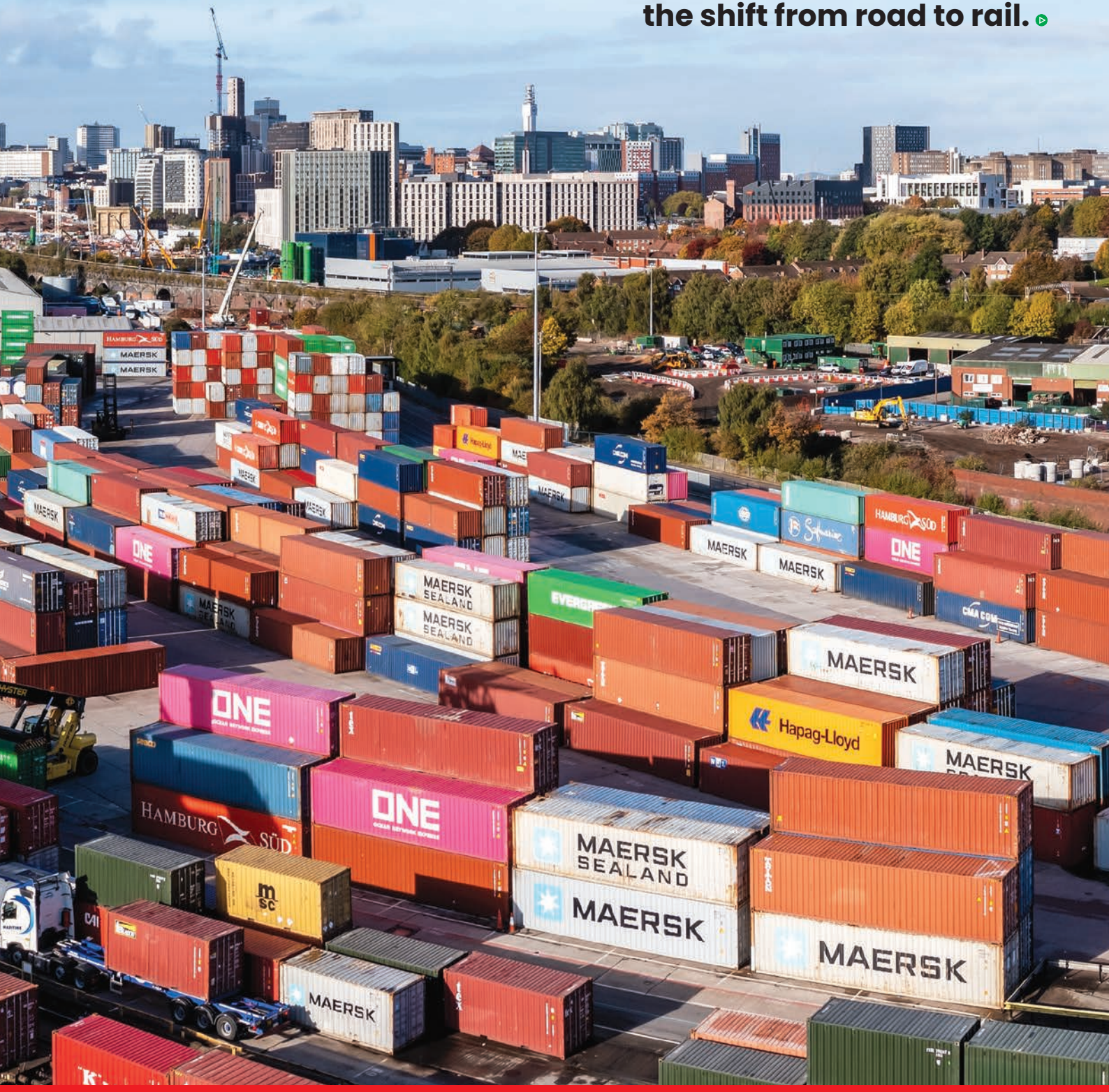
Finally, don't be afraid to challenge established thinking. Some of the most rewarding achievements in my career have come from working with people willing to ask whether there might be a better way of doing something. Ask 'why?' – that's how progress happens.

100 Years CHARTERED

# Back on track:
## rail freight gathers pace

Author: **JULIAN WORTH FCILT**
Chair, Rail Freight Forum, CILT(UK)

**After a disappointing 2025, rail freight volumes are up almost 6%, led by strong growth in intermodal and construction traffic. Julian Worth FCILT, CILT Rail Freight Forum, examines what's driving the shift from road to rail.**



Rail freight is in good heart as we near the end of 2026. After a disappointing year in 2025, growth has resumed and the first half of FY 2026/27 has seen a rise in volume of almost 6%. Growth has been particularly strong in the two largest sectors, Intermodal and Construction, which together now account for almost 80% of all rail freight in Britain.

Intermodal alone accounts for 45% of rail freight and involves the movement of Deep Sea containers arriving at the main container ports to inland distribution centres, together with the smaller but strategically important business of long-distance domestic trunking of consumer goods within the UK. Imports into the UK are rising as economic sentiment improves but rail intermodal is rising faster, indicating that rail is gaining market share of container movements, with over 8% growth on the previous year.

It is likely that high derv prices are playing a part in this modal shift, since diesel fuel accounts for a much larger proportion of a road haulier's costs than it does for a rail freight operator. Larger hauliers will have hedged their fuel price for some months ahead, but this expires sooner or later. Small hauliers rarely have the ability to hedge their fuel costs and are forced to pay what is currently charged. Either way, rail trunking becomes more attractive as road haulage rates rise to reflect very costly derv.

As well as an overall increase in rail container movements, there has been a noticeable difference across the three main container ports. London Gateway continues to power ahead and now typically sees 46 trains a day (23 in plus 23 out), impressive for a port that didn't exist 15 years ago. Felixstowe initially lost business to London Gateway, notably with the transfer of vessels in Maersk/Hapag-Lloyd's Gemini alliance but has since regained some business and now typically sees 60 trains a day (30 each way).

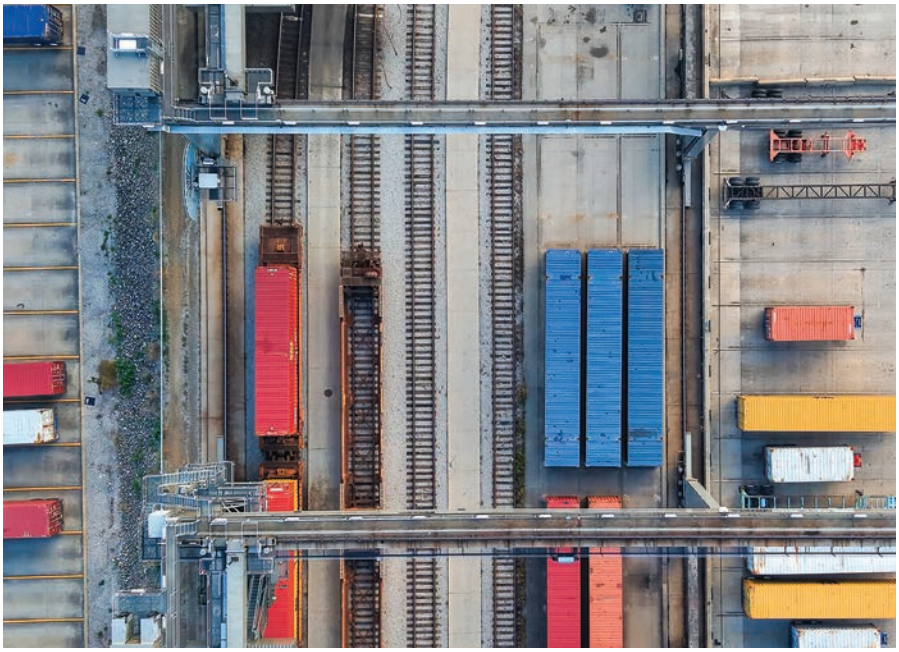
Conversely, Southampton has lost some vessel rotations to London Gateway and Felixstowe and rail intermodal volume has thus declined somewhat, by c.15% year on year) although there are still around 32 trains a day (16 each way). New high-capacity cranes are being installed at Southampton and this may allow the Solent port to regain some volume.

London Gateway continues to expand rapidly and DP World will be commissioning Berths 5 and 6 plus a second rail terminal during 2027. The investment will enable around 80 trains a day (40 each way) to be handled at the port. Such is the demand for rail loading that the second rail terminal was brought into use with reach-stackers in advance of the arrival of the gantry cranes.

***Larger hauliers will have hedged their fuel price for some months ahead, but this expires sooner or later.***

Sadly, DP World's substantial private sector investment in the port has not been matched by public sector investment in rail and road infrastructure leading to the port. Improvements to the A127 have been cancelled by Government and, to cater for the additional 34 trains a day, extra capacity is required on the North Thameside (LT&S) line and across North London. This can be achieved by implementing a relatively modest programme of level crossing modernisation and improvements to key junctions to increase speed from the current 15/20 mph.

Capacity can also be increased by electrification of the short 3-mile branch line into London Gateway. This would allow the use of Class 90 electric locomotives that accelerate much faster than Class 66 diesels and can maintain higher speeds on gradients. Class 99 bi-mode locos help but are few in number and are being acquired by only one of the three main Freight Operating Companies (GBRf). Electrification of the branch can be delivered for under £15m and is a very low-cost way of increasing capacity, plus reducing carbon emissions. In the absence of extra rail capacity, the port expansion is likely to put another c.5000 HGVs a day onto the already heavily congested M25. A relatively small investment in rail capacity would thus seem to be highly beneficial for UK plc.



Domestic intermodal services are now keeping over 250,000 HGVs off the roads of Britain each year. Tesco alone has 110 trains a week (operated by DRS) which take over 200,000 HGVs off the roads. Matt Rhind, UK Distribution Director for Tesco, said recently 'what started out as a single route and a bold idea has grown into a really strategic part of our supply chain and helps us serve customers across the UK more sustainably, more efficiently and more reliably'. Continuous innovation has led to the introduction of containers for chilled and frozen food and the use of bi-mode locomotives.

To maximise efficiency, Tesco delivers its products directly from the regional freight terminals to 128 separate stores without the need for intermediate handling. It also carries produce for a number of suppliers on its services, enabling them to use the trains to move produce from factories direct to distribution centres, including fresh and frozen produce and spring water. Tesco is also looking at ways to bring supplies arriving from Europe into its rail operations. It is also keen to work with other businesses, including competitors within the same sector, which would allow services to operate to other UK destinations, such as the southwest of England.

After a difficult couple of years, the Construction sector is starting to pick up and rail volumes of aggregates and cement have risen around 15% year-on-year. Some of this is associated with major projects such as HS2 and Sizewell C but there is also a recovery in 'bread and butter' business, notably in the movement of aggregates for producing concrete. Local reserves of sand and gravel are becoming exhausted across a large swathe of South East England and the replacement materials are crushed limestone from the Mendips or the Peak District, plus sea dredged sand from the Thames and the South Coast. These flows are well suited to rail and there is already significant growth to existing and new terminals in areas such as the Thames Valley. This is likely to increase and spread to other areas as local sources disappear and rail fills the shortfall so that the house building target and other infrastructure investments can be delivered.

100 Years CHARTERED

# The road back to rail renationalisation

**With the first GBR-liveried trains on the tracks and Great British Railways set to launch in 2027, rail's biggest shake-up in decades is well underway. Martin Fleetwood, Chair of CILT(UK)'s Strategic Rail Policy Group, tells *Focus* what renationalisation means for private operators, freight capacity and the workforce, and where the gaps in the plan remain.**

# How GBR works with these private sector operators will be a key part in measuring GBR's success.

When the first Great British Railways-branded train was unveiled in Brighton in May, it marked one of the biggest changes to the railway in decades. It came just before the first anniversary of South Western Railway entering public ownership. This new, striking red, white and blue train – inspired by the Union Flag – is the first of many, with the new livery rolling out as services move into public ownership. Around eight in 10 passenger journeys now take place on publicly owned services. But with more transfers due and Great British Railways (GBR) set to be established in 2027, the biggest changes are still to come.

## What is changing

Passenger rail was privatised in the mid-1990s, with private companies running services under franchises. The Passenger Railway Services (Public Ownership) Act 2024 allows the Government to bring these services back into public ownership as each operator's contract expires, starting with South Western Railway in May 2025. Alongside this, the Railways Bill, which is making its way through Parliament, will create GBR, bringing 17 organisations, including Network Rail, together to run track and train as a single body.

However, this is not all of the UK's passenger operators observes Martin Fleetwood, Chair of CILT's Strategic Rail Policy Group. "It is only those operators who have been running passenger services under franchise agreements with the DfT who are being brought together with Network Rail to form GBR. A number of passenger operations will remain independent of GBR, including London Overground, Merseyrail, ScotRail, services operated by Transport for Wales, Hull Trains and Lumo. Once freight operators are included, only around 60% of train

**40%**

**Rail freight growth by 2040**

**£15**

**Billion more goods moved by rail each year**

**24%**

**Of train drivers are expected to retire in the next five years**

operations fall into GBR ownership. How GBR works with these private sector operators will be a key part in measuring GBR's success," he says.

Rail renationalisation is designed to improve reliability and is part of a wider plan to build a better, more reliable Great British Railways which connects into other transport modes. "While reliability of services is important to passengers, it is important that GBR does not focus on the reliability of its services to the exclusion of other train operators being able to run efficient services themselves" notes Martin. "The Railways Bill and the GBR Access and Use policy need to work together and be supported by some of the other rail policies being developed by the DfT and Network Rail. This will provide the policy under which GBR is to allocate space on its network to non-GBR services. Getting this right will be crucial to how GBR is perceived. Currently the remaining private sector operators are concerned that there is a lack of sufficient detail as to how GBR will be prevented from favouring its own services. Being asked to 'trust the process' is difficult when you see some of the checks and balances of the current regime that you have relied upon being removed. Hopefully more clarity in this area will be provided as the Railways Bill passes through the House of Lords."

The next transfer is Great Western Railway on 13 December, timed to coincide with the national timetable change. It follows Chiltern Railways in September, with East Midlands Railway, Avanti West Coast and CrossCountry due to follow and the full programme set to complete by the end of 2027. The Government also plans to publish a 30-year long-term rail strategy in autumn 2027, having issued a discussion paper in summer 2026.

According to the Government, this long-term strategy will be the catalyst for economic growth and improving connectivity between different communities. While the objectives are broad, it's ultimately intended to meet the needs of future passengers and to give more commercial confidence to the sector. While Martin welcomes the provision of a long-term strategy, he tells *Focus* "An issue here is that investment decisions are being made now, rather than waiting for the publication of the finalised strategy in around a year's time, or possibly longer, given Government's ability to see publication timelines slip. There is also the issue of devolution where certain transport powers are devolved to the Scottish Ministers and Welsh Assembly and, more recently to English Mayoral authorities. These authorities are required to coordinate passenger transport in their areas and national and local aspirations for passenger rail services may not be the same. Getting the balance right and agreeing whose policies take precedence may become a difficult task, particularly if some regional transport policies are put in place before the long-term rail strategy is finalised. Getting national and regional politicians to both look at the bigger picture could be challenging, but the users of the rail services, be they passengers or freight customers will not thank either set of politicians if joined-up transport services fail to materialise."

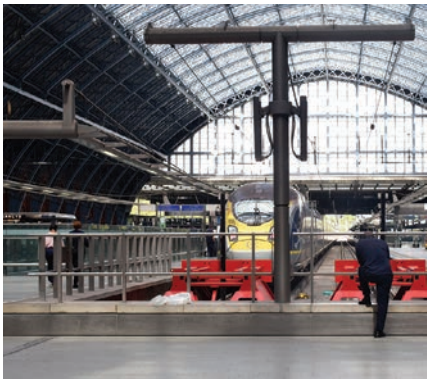
***Managing a workforce with a number of variations in terms and conditions is not a challenge to be underestimated.***

## The impact on freight and supply chain

Amid the changes, a bigger question for logistics professionals remains: what does GBR mean for goods? Earlier this year, the government announced its vision to grow rail freight by at least 40% by 2040. It's an ambitious milestone, but it marks a first step in the government's wider plan to increase freight by at least 75% by 2050. GBR is set to play a central role in this planned growth.

Rail freight already carries goods worth almost £34 billion a year, and the Government estimates that meeting the target could mean around £15 billion more goods moved by rail each year. The Government says GBR will work more closely with freight and support investment across supply chains to help drive economic growth across the UK. Yet freight delivery will remain in private hands, and GBR will decide who can run train services on its tracks. For freight operators, the key question is how capacity will be shared between passenger and freight services on a network run by a single body.

"Having a freight growth target is very helpful" says Martin. "But, while it is deliverable, it is likely to need a strong figure on the GBR Board to keep reminding the organisation and its integrated business units that it needs to properly accommodate freight services. This may include subordinating passenger services to freight at times, so that a freight service can maintain timings for crossing crucial junctions further along the network. Well planned junction timings can make significant differences to the journey time of a freight service and how it compares to its road haulage competition. It shouldn't be seen as freight v passenger but supporting a wider environmental benefit of rail freight haulage over road haulage. Rail freight organisations have coalesced around the issue of capacity allocation for freight trains on the rail network and greater Government clarity in this area would be beneficial all round."



## The future of the workforce

Aside from operational challenges, there are people problems to consider. The minimum age for train drivers was lowered from 20 to 18 in June, opening up opportunities for school leavers, but recruitment needs to adapt to widen the talent pool.

24% of train drivers are expected to retire in the next five years, which means there could be a shortage of drivers across the country. There's also the challenge of merging 17 organisations. That becomes a test of integrating several different cultures into a single employer.

"Managing a workforce with a number of variations in terms and conditions is not a challenge to be underestimated" notes Martin. "It is likely to be one of the issues which gains momentum the closer we get to a single unified body in GBR. Ensuring that rail becomes an employment destination of choice for the younger generation is important too. Getting these right is likely to be one of the more defining actions for the new GBR Board if GBR is to thrive over the next 30 years."

## Ensuring the wheels keep turning

Under public ownership, GBR claims the network will have a more unified structure and more reliable, cohesive pathways. Whether it delivers will become clearer over the next year, as the final transfers complete and GBR is formally established. For freight in particular, the test will be whether a single body running track and train can make room for growth on an already crowded network.

# The rail climate

**This summer's red-warning heatwave brought speed restrictions, cancellations and 'do not travel' warnings across much of the network. With extreme weather now a year-round challenge for passengers and freight alike, *Focus* asks whether Britain's railway is finally moving from firefighting to genuine climate resilience.**

***On heat, the railway is moving away from staff standing by the track with thermometers.***

On 24 and 25 June this year, the Met Office issued only its second-ever red warning for extreme heat, covering a swathe of England and Wales from London to Swansea and Somerset to Birmingham. Network Rail told passengers in the red zone to travel only if absolutely necessary, imposed speed restrictions to cut the risk of buckled rails and sagging overhead wires, and warned that intercity routes would be worst hit. LNER advised customers not to travel at all on the East Coast Main Line, and amber warnings pushed timetable changes into the North West and South Yorkshire.

Steel rail can run 20°C or more above the air temperature, so a 30°C day can push the railhead past 50°C. Network Rail's Deputy Chief Executive Jake Kelly said safety had to come first. With speed restrictions still the main defence on the hottest days, the question facing the sector is how much of that disruption can be designed out rather than managed on the day.

## Three seasons, three threats

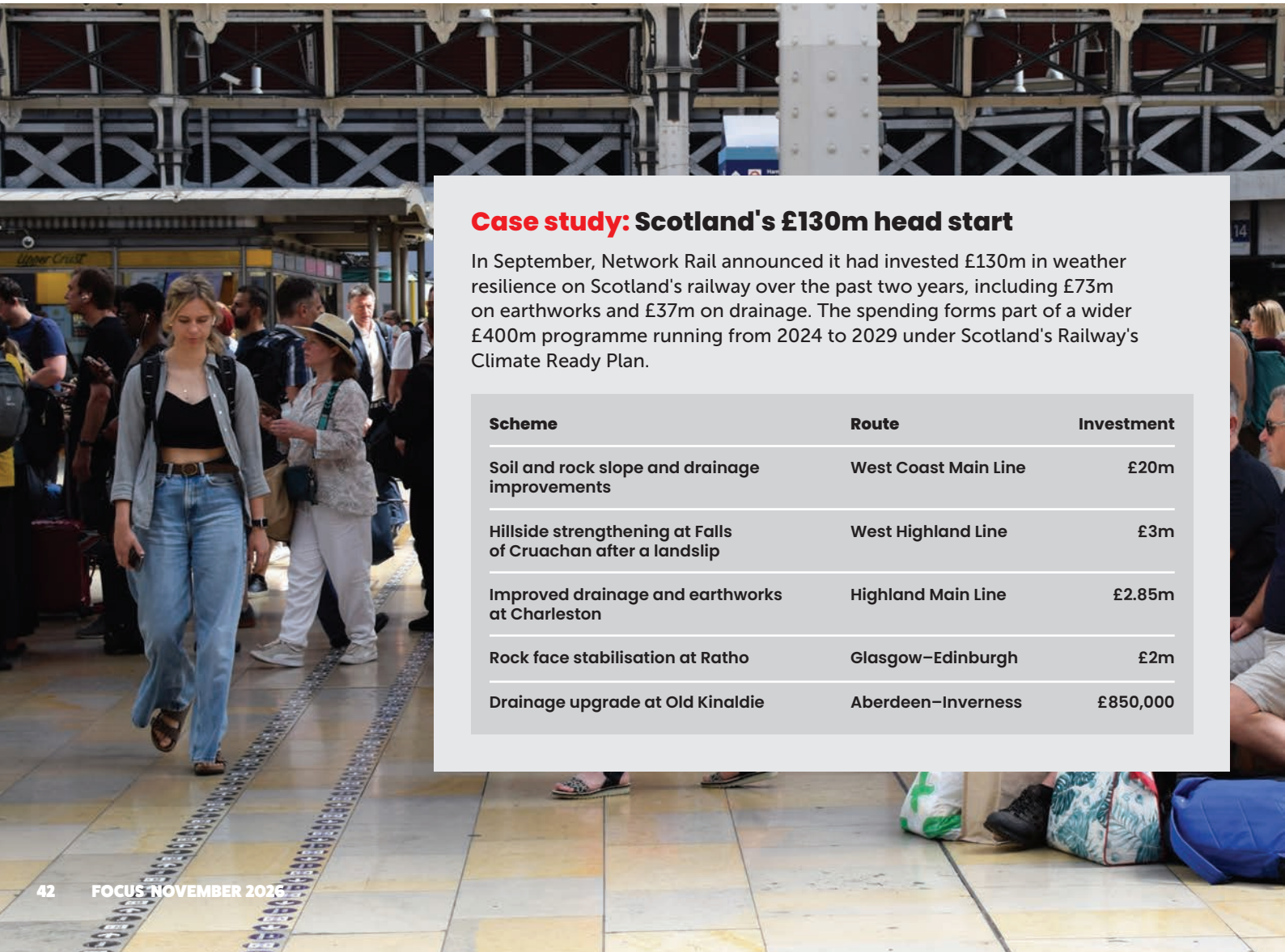
Each season brings its own risks. In summer, rails expand and can buckle, overhead lines sag and lineside fires break out. Network Rail paints vulnerable sections of rail white, which keeps them 5–10°C cooler, and relies on continuously welded rail and, in places, concrete slab track to reduce the risk of buckling.

In winter, water is the bigger enemy. Saturated embankments and cuttings fail, and drainage struggles to cope with intense rainfall. Storm Chandra in February 2026 flooded the lines between Exeter and Barnstaple and Okehampton for a week, while track flooding and bridge damage closed the Liskeard–Looe branch for almost a month.

Then comes autumn. Around 500 billion leaves fall on Britain's railways between October and December, weighing roughly half a million tonnes. Crushed under wheels, they form a slick layer that behaves like black ice, lengthening braking distances, making it harder to start and climb gradients, and interfering with signalling. Network Rail runs a fleet of 32 multipurpose vehicles and 36 locomotive-hauled railhead treatment trains to jet the mulch away and lay adhesion gel, and many operators still run special autumn timetables to build in extra time.

## The freight squeeze

Freight faces its own pressures. While passengers can be advised not to travel, goods still need to move. Heavy freight trains are particularly exposed to low adhesion, needing more distance to stop and more grip to haul up gradients. Speed restrictions also throw freight paths



### Case study: Scotland's £130m head start

In September, Network Rail announced it had invested £130m in weather resilience on Scotland's railway over the past two years, including £73m on earthworks and £37m on drainage. The spending forms part of a wider £400m programme running from 2024 to 2029 under Scotland's Railway's Climate Ready Plan.

| Scheme | Route | Investment |
|---|---|---|
| Soil and rock slope and drainage improvements | West Coast Main Line | £20m |
| Hillside strengthening at Falls of Cruachan after a landslip | West Highland Line | £3m |
| Improved drainage and earthworks at Charleston | Highland Main Line | £2.85m |
| Rock face stabilisation at Ratho | Glasgow–Edinburgh | £2m |
| Drainage upgrade at Old Kinaldie | Aberdeen–Inverness | £850,000 |

£130

**Million invested in weather resilience on Scotland's railways by Network Rail**

out of sync, causing trains to miss slots at key junctions and terminals and which can make road haulage the more attractive option, at a time when the Government aims to grow rail freight by at least 40% by 2040.

When a line closes outright because of a landslip or flood, freight is typically diverted onto alternative routes, adding mileage and pressure on an already crowded network. The impact cascades through intermodal terminals, ports and distribution centres downstream.

The June heatwave showed this is a European problem too. In Germany, freight consignments missed their delivery windows during the late-June heat, prompting infrastructure manager DB InfraGO to waive cancellation charges so operators could thin out services during later hot spells. Hungary went further in August, halting most freight trains during the evening peak while a top-level heat alert was in place, with exemptions for critical supply chains.

## From guesswork to data

Network Rail and industry partners are also investing in technology that monitors conditions in real time.

On heat, the railway is moving away from staff standing by the track with thermometers. Since 2023 Network Rail has worked with suppliers on remote sensors that read rail temperature every 15 minutes and send alerts when thresholds are reached. Infrared track monitoring and lineside weather stations add a wider view, helping engineers predict where problems will occur and deploy teams accordingly. Network Rail says better data can sometimes avoid a speed restriction altogether, where previously rail temperature would have been estimated.

On adhesion, a trial led by Knorr-Bremse Rail Systems UK and Chiltern Railways, with Angel Trains and supporting Network Rail and RSSB research, has fitted real-time monitoring to a Class 165 on the Chiltern Main Line. By February 2026 it had covered more than 45,000 miles and logged over 500 wheel slide events, pinpointing low-adhesion hotspots to within a few metres, including some locations not previously on the radar. This autumn, the partners extended the trial to August 2027 to capture a second autumn. The partners say the longer-term aim is predictive adhesion management: targeting railhead treatment where and when it is needed, and possibly one day doing away with autumn timetables.

## Firefighting or future-proofing?

On the hottest days of June, the railway still relied on widespread speed restrictions and do-not-travel advice. At the same time, Network Rail is spending around £2.8bn on climate resilience across England, Scotland and Wales in the current five-year control period, and in Scotland the emphasis has moved towards earthworks, drainage and forecasting designed to prevent problems before they occur.

For freight and supply chain users, the test will be whether that investment translates into dependable paths when the weather turns. Network Rail Scotland describes the work as continuous, and each summer, storm season and autumn will put the network's ability to adapt to the test again.

500

**Billion leaves fall on Britain's railways between October and December**

40%

**Rail freight growth by 2040**

# Keeping Merseyrail moving

*The challenge for the sector is keeping pace with demand for* ***immediate, intuitive and personalised services*** *while recognising that 'technology should complement great customer service rather than replace it'.*

**Suzanne Grant joined Merseyrail as Marketing Manager in 2012. Now Interim Managing Director, she tells *Focus* about leading an award-winning operator, the potential of AI to transform customer experience, and why rail careers rarely follow a straight line.**

The UK rail industry is going through a significant period of change, and for Suzanne Grant, Interim Managing Director of Merseyrail, the measure of success is straightforward. "Customers quite rightly expect a safe, reliable and high-quality railway they can depend on," she says. "We need to keep challenging ourselves to do better."

Suzanne took up the role after 14 years with the operator, including posts as Commercial Director and Chief Commercial Officer & Deputy MD. She takes the helm as Merseyrail holds the title of Passenger Operator of the Year at the National Rail Awards, with strong results in both operational performance and customer satisfaction.

## Rising expectations

The pace of change in what passengers expect has been striking. When Suzanne joined Merseyrail in 2012, its website largely offered static timetable information and the company had only just opened a Twitter account. Today, customers rely on live information, apps, multiple social channels and contactless journeys.

"People want accurate information instantly, particularly when their journey doesn't go to plan, and they expect travelling by rail to be as straightforward as other parts of their everyday lives," she says.

That gap between expectation and experience is most exposed during disruption. "During disruption or extreme weather, there are times when we don't meet those expectations, and that can quickly affect people's confidence in the railway," Suzanne says. Improving resilience and communication, she argues, is an industry-wide responsibility.

## The role of AI

Technology is already reshaping how passengers plan, pay for and experience journeys, and Suzanne sees AI as the next major development, both for improving customer information and supporting colleagues.

But she is clear that adoption must be driven by need. "The opportunity is not simply about introducing technology for technology's sake. It has to solve real problems, make journeys easier and help us deliver a more efficient and responsive railway."

The challenge for the sector is keeping pace with demand for immediate, intuitive and personalised services while recognising that 'technology should complement great customer service rather than replace it'. Used well, she says, it presents a significant opportunity across both passenger and freight operations.

## Partnership in practice

Operating in a multi-stakeholder environment means balancing organisations with different priorities and timescales. Suzanne thinks the strongest outcomes come from a clear shared vision and close relationships.

Merseyrail's Tap & Go system, delivered with Liverpool City Region Combined Authority, is a case in point. More than one million journeys have now been made using it. "It demonstrates what can be achieved when organisations align around a common goal and focus on making rail simpler and more convenient for passengers," she says.

## Trends shaping the network

Looking ahead, Suzanne expects continued modernisation of retailing, with simpler, more flexible and contactless ways to travel. Event-led travel is also likely to grow, creating opportunities for rail while placing different demands on the network.

Passenger safety is another area she wants to see the industry prioritise, particularly tackling violence against women and girls. Merseyrail is championing this through its Female Safeguarding Strategy. "The whole rail industry has an important role to play, working with partners to create an environment where everyone feels safe and confident using public transport."

Underpinning all of this is customer insight. "The future of rail should be shaped by how well we understand changing customer needs and experiences and how effectively we adapt our services around them," she says.

## Building the talent pipeline

Rail's breadth, spanning operations, engineering, infrastructure, commercial, safety and communications, is central to both its complexity and its appeal as a career. Suzanne, who joined the industry in marketing, says that breadth needs to be better communicated to attract new talent.

Her advice to those starting out is to stay curious, learn as much of the railway as possible and look beyond traditional career paths. "Rail is one of the best industries in which to build a career," she says. "You really don't know where your first role might take you."

The Chartered Institute of Logistics and Transport

# Featured Events 2027

## Dates for Your Diary

**11 January**
Awards for Excellence: Entries Open

**25 January**
LRN Call for Papers: Open

**16 April**
LRN Call for Papers: Close

**16 April**
Awards for Excellence: Entries Close

**1 July**
Awards Finalists Announced

**MORE INFO HERE**
**CILTUK.ORG.UK/EVENTS**

**4 March**

## Women in Supply Chain and Transport

**GXO Distribution Centre, Corby**

Bring together career development, shared experiences and networking at this conference celebrating women in the profession. For women working across supply chain and transport, and those who support their progression.

**11 March**

## Transport Managers Conference

**Newark Racecourse**

Keep up to date with legislation and good practice, and connect with fellow transport managers. For professionals responsible for transport operations who want to support compliance and improve operational performance.

**13 May**

## Partnerships Day

Connect with fellow CILT(UK) Corporate Partners to share ideas, discuss common challenges and explore opportunities to work together. This invitation-only event is for members of the Corporate Partner community.

**10 June**

## Next Generation Conference

Explore career development and connect with others building their future in logistics, transport and supply chain. For early-career professionals and those preparing to take their next step in the sector.

**1-3 September**

## Logistics Research Network Conference

**Cranfield University**

Explore logistics, transport and supply chain research through presentations, discussion and networking. For academics, researchers and industry professionals interested in sharing knowledge and connecting research with practice.

**30 September**

## Annual Conference and Awards for Excellence

**East Midlands Conference Centre**

Build your knowledge, connect with peers and celebrate achievement across logistics, transport and supply chain. Combining professional development with recognition of outstanding individuals and organisations, these events are for professionals looking to exchange ideas, expand their network and celebrate the work of the sector.

# LRN
## A wrap-up

**The 30th Annual CILT(UK) Logistics Research Network Conference was held at Liverpool John Moores University between 2nd and 4th September 2026. The themes for this year were Sustainable Global Trade and Integrated Logistics Systems for Resilient and Future-Ready Supply Chains. Here, Geoff Clarke provides *Focus* with an in-depth overview.**

Based on feedback from previous LRNs, Professor Vasco Sanchez Rodrigues, Cardiff University, the Chair of the LRN Forum, Dr Dimitrios Paraskevadakis FCILT, the Conference Chair from Liverpool John Moores University, Dr. Jay Daniel, University of Derby and Adj. Prof. Geoff Clarke, Chair of the CILT Environment & Sustainability Forum, agreed to include more industry involvement to make the event even more relevant. This consisted of industry focused keynote speakers, an industry led plenary session and workshops.

This document which can be split up includes;

- **The plenary session which centred on Freight Decarbonisation on Thursday 3rd**
- **Two concurrent industry-facing workshops on Friday 4th**
- **Awards given out on Wednesday 2nd**
- **Quotes from the Chair of the LRN and next year's host and an industry delegate**

***"It was very insightful and we sat in some really interesting and thought provoking discussions."***

**Claire Spencer**
**Business Development Executive, Barron McCann**

# LRN Freight Decarbonisation Industry Plenary Session

## September 3rd

**This article covers elements from the plenary session which centred on Freight Decarbonisation and included a panel discussion.**

Geoff Clarke, Adj. Prof. of Logistics, Liverpool John Moores University, introduced the session which covered decarbonisation across the supply chain and concentrated mainly on road freight and the shipping sectors. Around 80% of land freight moves by road. Europe has circa 6.5m HGVs of which 4m are in the EU. The UK has approximately 500,000 Heavy Goods Vehicles. 96% of trucks run on diesel; 3% on gas; 1% on electric. But sales of electric trucks are growing e.g. 12-16% of new sales in Scandinavia & NL. 87% of global merchandise trade by volume is transported by sea, while global maritime trade has increased by approximately 96% over the past 25 years. The global fleet reached approximately 116,000 vessels in 2026. Although use of alternative fuels represents only about 2.5% of the active global fleet, they already account for approximately 25% of the global orderbook. So change is happening...

Kelly Hobson, MD of Shape Tomorrow, delivered a presentation titled 'Beyond Sustainability'. Kelly argued that "Sustainability" is perhaps a simplified and overused word and we need to go further in our understanding. Transport and logistics do not sit as silos and we need to understand the full end-to-end process. Progress requires people to challenge established processes, commercial models and assumptions. Instead, we should embed the topics, KPIs and accountability into the teams already responsible for business performance. There is a real need to make better logistics decisions where carbon is considered alongside operational excellence and cost. Businesses understand and accept the direction of travel, but the regulatory, infrastructure and commercial pathways required to get there are developing at different speeds. Accessible solutions combined with scalable demand can deliver commercially viable adoption at pace.

The SBTi's new Corporate Net-Zero Standard V2.0, published in June 2026, positioned the next phase of corporate climate action as moving from ambition towards real-world implementation, with target validation against the new standard opening in early 2027. GHG Protocol moves to 95% of scope 3 emission reporting from January 2028. New EU legislation is requesting transport and logistics reporting data be aligned to ISO 14083 (GLEC). The spotlight is firmly placed on decarbonising logistics and early adopters are progressing at pace. 2027 has to be about recognising Smart, Green Logistics Initiatives as a means to future proofing businesses in response to a rapidly changing environment. The commercial opportunity for businesses is evident and those business leaders that ignore progress are risking the future of their business.

There is concern that some of our smaller companies may be left behind. SME's are an important contributor to our UK economy and we definitely need them. SMEs employ 16.9 million people, accounting for 60% of all UK private sector employment generating an estimated £2.8 trillion in annual revenue. Many of our biggest companies are controlled from outside this country, so can switch manufacturing/business if they want to.

Chris Rowland, Managing Director, MDS Transmodal, discussed modelling public eHGV charging infrastructure. MDST's Great Britain Freight Model (GBFM) which simulates multimodal freight transport demand using a 2024 base year, has a new module relating to Public eHGV Charging Hubs. The aim of the new module is to answer 4 main questions as to how many Hubs and chargers the market requires; how much electricity is required from the grid; the best locations for Hubs and an indication of profitability.

The presentation covered transition issues of moving to electric including getting a network connection, the Capex involved, eHGV battery technology evolving, Market inertia, existing investments in depots and operations and low margins, so fear of making a mistake.

The model uses data on HGV movements for the whole country and for all operators but can also be used to look at en-route eHGV charging for an individual logistics provider or shipper.

The model assumes that the majority of en-route eHGV charging is likely to be by larger, usually articulated HGVs, often on long distance trunking movements, on 24-hour operations with little or no downtime.

The model reflects the highest HGV traffic flows which are on the Strategic Road Network for example the M25/M1/M6 axes. The model has several scenarios including one that works on unlimited public charging capacity. This scenario estimated that 371 eHGV Public Charging Hubs and 17,000 charging bays would be required. This assumed that 92% of eHGV charging will be at Public Charging Hubs and the national network of chargers would need to provide around 6.9 GW of capacity for eHGVs. As a comparator, Britain's biggest power station Drax has a capacity of 4 GW. Another scenario showed when depot charging is cheaper than public charging, then 316 eHGV Public Charging Hubs and 5,000 charging bays would be required providing around 2 GW of capacity for eHGVs. In this second scenario 33% of eHGV charging would be at Public Charging Hubs with most of the rest at operator depots.

Louis Jones, Marketing & Business Intelligence and EV & Connected Services Director, DAF Leyland discussed deployment challenges and fleet economics of Zero-Emission Trucks. DAF Trucks is the UK truck market leader with a 29.7% share of sales of vehicles above six tonnes GVW as of early 2026. In building on this situation its important to understand and address customer issues whilst exploring new technologies across the commercial vehicle sector.

DAF has been developing a range of electric trucks in response to growing industry transformation to battery electric freight systems and some of these new vehicles are being manufactured in Lancashire. Technology has improved to the point of electric truck models, the new generation DAF XD Electric and XF Electric trucks, being elected as International Truck of the Year 2026.

For heavy goods vehicles, electric adoption is only just beginning, 1.4% of the UK market in 2025, reflecting the sector's diverse operating requirements, high upfront costs and the scale of charging and refuelling infrastructure still needed. However, the start to 2026 has seen an uplift in adoption following improvements to the Plug in Truck Grant, which has now been renamed as the Zero Emission Truck Grant, with subsidies of up to £81,000. This is support by the Depot Charging Scheme, supporting operators with up to 70% of the cost of their depot charging infrastructure for commercial vehicles.

Tim Morris, Principal Engineer, Arup's presentation was titled 'Delivering Digitalised Green Freight Corridors'. Operational and sustainability factors converge via impact feedback loops. Supply chain internal and external shocks and stresses generate systemic market ripples. Problems are exacerbated from a lack of end-to-end integration of ports and shipping into the wider transport ecosystem. Port business models mean they often operate in isolation, with resistance to data sharing.

Tim's view of the biggest opportunity for logistics improvement comes from the harmonisation of ship and shore data exchange. ITS (Intelligent Transport Systems) can create a common adoption pathway for those connected to the movement of goods. Ports have often lagged behind other industry sectors, in being able to capitalise on the use of digitalisation and digitally driven systems.

To achieve efficient operations and a decarbonised future for shipping, sustainable shipping corridors are needed. Digital Green Corridors are a combination of Green Corridors (defined as 'zero-emission maritime routes between two or more ports', DfT's Maritime Decarbonisation Strategy, 2025) and Connected freight corridors PLUS Real-time information shared harmoniously, giving a common view of operations.

A Roadmap to leveraging ITS for green corridor involves building a 'shared digital framework' that connects ship–port–land logistics; driving data harmonisation and interoperability (standards + practical implementation); and delivering secure, reliable communications and cyber assurance to unlock data sharing.

The presentations were followed by an Industry Panel Discussion with the theme: Decarbonisation in Action — Cross-Sector Challenges and Solutions. The discussion included the above speakers plus Thang Trung Ngyen a Professor of Operational Research at Liverpool John Moores University which is known as a maritime research/teaching university.

Thanh spoke about the urgent need to decarbonise maritime logistics as part of reducing the environmental impact of the global supply chain. From an academic perspective, he outlined how universities' education and research coupled with government grant funding can help the logistics sector de-risk major decarbonisation initiatives.

Thanks to the speakers and audience participation, the event proved to be a success and gave the varied range of students, academics and industry delegates plenty of food for thought.

# LRN Friday Workshops

## September 4th

**The LRN conference continued on the Friday morning with two concurrent industry facing workshops.**

### Workshop A
### Towards a UK Subject Benchmark for Transport, Logistics and Supply Chain Management Education

Chaired by Dr Dimitrios Paraskevadakis FCILT and Dr Robyn Pyne, both of Liverpool John Moores University. Industry perspective was given from Zara Nash, University Programme Manager from Novus, and Dominika Monka, Home Bargains. The session set out the case that the discipline has no dedicated QAA Subject Benchmark Statement of its own and is designed instead against the generalist Business and Management benchmark. This sits alongside a persistent network deficit, meaning thin and ad hoc links between academia, industry and policy. Delegates then worked through consultation questions in mixed academic and industry roundtables.

### Workshop B
### Digitalisation, Decarbonisation and Last-Mile Logistics: From Strategy to Deployment

Chaired by Dr Jay Daniel, University of Derby and with an industry presentation by Dominic Scholfield, Cenex. Dr Jay Daniel, Chair of the session, discussed key logistics and supply chain challenges, with a particular focus on resilience, digitalisation and sustainability, as well as emerging trends in freight decarbonisation. He then introduced the new concept of 'E-commerce vs Q-commerce in Last-Mile Logistics', highlighting the differences between conventional e-commerce and ultra-fast Q-commerce fulfilment and their implications for logistics operations, sustainability and greenhouse gas emissions. Then Dominic Scholfield outlined that the range of charging options facing freight operators and planners is more varied than simply charging at the depot or charging at 'en-route' sites like truck-stops. For example, depot charging can be complemented by using local hubs run by third parties and shared between a few core fleets, or larger operators can share their depot facilities with their subcontractors or other fleets. The question of residual value for eHGVs was also raised by one of the papers, and the discussion highlighted the fact that poor Rvs may be driven as much by the rapid pace of technology development, leading to fears that trucks will be old technology by the time they are sold, as they are by concerns over battery degradation rate.

A roundtable discussion followed with panellists including Dr Erica Ballantyne, Dominic, Geoff Clarke from the freight sector and CILT(UK), and Prof. Tom Cherrett, University of Southampton. Topics covered battery swapping as practised in China, and the working relationship between authorities, industry and academia. The panel's position was that academic neutrality is the sector's asset, since researchers work for all parties, although data protection requirements can slow access to the exact data that would produce faster answers; consultancies, part-funded and therefore quicker to report, occupy complementary ground. On policy, the absence of a confirmed diesel phase-out date leaves operators responding company by company; a state-directed approach has worked elsewhere but is harder to achieve under the UK political settlement. CILT(UK)'s role in knowledge sharing was emphasised, with early career researchers encouraged to present, take committee roles and build industry experience alongside academic work. Following the discussion, Dr Jay Daniel invited participants to develop three

# *"Building on this massive success, we have an exciting opportunity to keep the momentum going."*

**Professor Vasco Sanchez Rodrigues, Chair, LRN**

research questions based on the topics presented, encouraging them to critically consider potential research gaps and opportunities for further investigation. Three research questions were agreed: what must be prioritised to accelerate eHGV adoption, who funds each stage and in what order; how behaviour change and customer expectations in last-mile delivery relate to the real carbon and lifecycle cost of logistics; and what prevents small operators from adopting eHGVs.

## LRN awards

There were several awards presented by Professor Vasco Sanchez Rodrigues, LRN Chair and Dr Dimitrios Paraskevadakis FCILT, the Conference Chair from Liverpool John Moores University.

- **Best Paper for Impact Excellence was for the *Iterative Stakeholder-Driven Development of an Interactive Online Planning Tool for Electric HGV Charging in Scotland* by Fariya, Utomo, Logan, Cole, Kodikara, Walker, Greening, O'Connor and Gripton of Heriot-Watt University. The certificate was collected by Ed Sweeney, Professor of Logistics & Supply Chain Management at Edinburgh Business School, Heriot-Watt University**
- **Best Paper for Research Excellence was for *Simulating the Configuration of Battery Swapping Stations for Last Mile E-Vans* by Q. Zhao, Dr Erica Ballantyne and David A. Stone from the University of Sheffield**
- **MSc Dissertation of the Year was for *Renewable Energy in UK Ports, Systemic Barriers, Enabling Factors and Decarbonisation Strategies* by Rosie Cullen Targett, from Cardiff University**
- **The James Cooper Cup for the best PhD Dissertation was for *Modelling and Estimation of In-port Ship Emissions. A scalable Multi-stage Data-Driven Framework* by Dr Ruikai Sun from Cardiff University**

## Final parts of the event

The event closed with Professor Vasco Sanchez Rodrigues announcing the date and venue for LRN 2027 which will be at Cranfield Business School between 1st and 3rd September 2027. The host will be Dr Abhi Ghadge, Associate Professor (Reader) of Supply Chain Management at Cranfield School of Management.

Some delegates got the opportunity to stay on campus on the Friday afternoon to experience LJMU's brand new, state-of-the-art Full-Mission Maritime Bridge Simulator.

# COMMUNITIES

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CONSTRUCTION FORUM

## Solar Tree factory tour

**Our visit was on Friday 25th September, albeit on a cloudy, rainy day, at the Solar Tree facilities at a large estate in Wolverhampton We were joined by Scott James, Managing Director of Solar Tree, and his team, who guided us through this insighful day.**

We began with an introduction to renewable infrastructure and what Solar Tree provides. While placing solar panels above parking spaces is an obvious idea, I was interested in how the different elements come together: panel selection, canopy construction, integrated drainage, battery storage, installation within existing sites and ongoing maintenance.

It was therefore good to hear how Solar Tree brings together its partners' expertise in structural engineering, steel fabrication, renewable energy and asset management to offer an integrated solution. Its UK-manufactured, British-steel canopies provide a long-life structure around which solar generation, battery storage and EV charging can be developed. I particularly liked the tailored approach to different organisational needs, including funded delivery options.

Solar Tree's key markets include supermarket estates and logistics facilities, where existing parking areas can generate electricity while supporting the transition to electric vehicles. For logistics and transport operators, the opportunity extends from staff cars and vans to infrastructure supporting future commercial fleet and HGV charging. Our discussion highlighted the importance of matching charging provision to operational requirements, including vehicle dwell times, planned driver breaks and available grid capacity.

We then toured the partners' steel fabrication facility with Simon, their enthusiastic and informative Head of Manufacturing, seeing a range of steel production processes. Their modular build expertise was evident in an approach that considers how the whole system fits together, paying as much attention to interfaces as to individual assemblies.

This capability, already utilised in modular steel buildings such as student accommodation, supports efficient canopy installation and helps minimise disruption to existing operations.

We ended the tour by seeing a working canopy on-site with an attached EV charger; a tangible demonstration of solar generation and vehicle charging brought together. It helped illustrate the wider potential for battery storage and energy management to align generation with demand and make better use of available electrical capacity.

All in all, the visit offered a compelling example of how British manufacturing, modular construction and renewable energy can come together to support the decarbonisation of transport estates. The sun even peeked out as I was about to leave the site.

**Ketan Varia**
**Construction Forum, CILT(UK)**

# CILT(UK)'s West Midlands conference puts practical innovation at the heart of supply chain performance

**CILT(UK)'s West Midlands Region brought together supply chain professionals, industry experts and students at its annual Supply Chain Innovation Conference on Thursday 15 October at Millennium Point, Birmingham, to explore how innovation can address some of the industry's operational challenges.**

The conference, hosted by the CILT(UK) West Midlands Regional group, was kicked off by Joanne Gumery, Chair of the Region and Senior Development Manager at Howard Tenens. The first keynote session, 'From Sizzle to Substance: How innovation moves from pitch to proof', was led by Claire Charlton, Open Innovation and Emerging Technology at GXO Logistics. Claire provided examples of a structured innovation programme, claiming that 'adoption led innovation helps to design out the messy middle', creating quality outcomes from impressive pitches.

Founder and CEO of Value Chain Lab, Michael Ostroumov, held the second keynote of the day, 'Empty miles are a coordination failure: The case for more effective collaboration in logistics'. In this session, Michael revealed that nearly 1 in 3 HGV's ran empty in 2025, claiming that a lack of coordination across companies is responsible – calling for the supply chain to operate horizontally as well as vertically.

The third session of the day, 'Breaking Barriers: How to overcome challenges with automation adoption', was delivered by Naomi Jones, Business Development Manager at Gebhardt. Delegates were asked what their top operational challenges are currently, and what they perceive to be the biggest barriers to automation in their companies. The room was unanimous that some of the greatest challenges were around capacity and data – with trust, cost and knowledge being barriers for change. Naomi advised to 'start with the problem, not the technology', identifying areas for improvement and understanding the root causes before building your business case and selecting a solution.

Following a short networking break, the next session asked the question: 'Why do less than 1 in 5 major supply chain decisions land as intended?' Will Lovatt, Chief Revenue Officer at Kallikor, shared the results from their survey which discovered that only 19% of major supply chain decisions deliver 'broadly as intended', with critical decisions being made without testing, and companies taking an average of 103 days to make decisions.

The final keynote of the conference was on 'Leading great innovation projects', where Rebecca Hicks from Screwfix stressed the importance of getting stakeholders to believe in the project by showing them what it will unlock for their company, as well as ensuring team readiness before implementing a new idea.

We were delighted to have some Aston University students attend to learn from our speakers, as well as five students from across the region who are a part of our Novus Programme – a charitable initiative designed to bridge the gap between academia and industry by partnering with universities and employers. The programme recently achieved a significant milestone, welcoming eight new university partners over the past year and expanding its network to 26 universities across the UK. If you are interested in finding out more about Novus, please contact our Programme Manager Zara Nash, by emailing zara.nash@ciltuk.org.uk or connecting with her on LinkedIn.

Rebecca Fox, Director of Membership & Communities, said:

*"The West Midlands Conference demonstrates the value of bringing professionals together to exchange ideas and explore innovation. I would like to give my heartfelt thanks to the fantastic West Midlands Region team. Volunteers are the lifeblood of CILT(UK), helping us to amplify our purpose, grow our reach and most importantly bring people together and turn experience and expertise into opportunities to learn, connect and grow."*

THAMES VALLEY REGION

# Reading Buses' celebration

**Members of CILT(UK) Thames Valley Region were proud to support Reading Buses during its 125th anniversary celebrations on 4 October by helping to staff one of the historic vehicles on display as part of the event.**

With the scale of the anniversary celebrations requiring a significant number of volunteers, Reading Buses CEO Robert Williams FCILT approached members of the CILT(UK) Thames Valley Region for support at a recent CILT visit to Reading Buses depot. In response, Andrew Stout, Richard Mallet and Simon Harris generously gave their time to help ensure the event ran smoothly and that visitors could enjoy the historic vehicle displays and activities throughout the day.

The anniversary celebration brought together transport professionals, local residents and enthusiasts to mark 125 years of service by one of the United Kingdom's most respected municipal bus operators. Seven buses dating from a 1935 AEC Regent through to a 2025 Alexander Dennis Enviro400 EV were showcased along the pedestrianised Broad Street, highlighting the evolution of public transport in Reading and the wider region.

The volunteers assisted throughout the day, engaging with visitors, sharing insights into the history of public transport and helping to ensure that one of the display vehicles was fully staffed for the event. Their involvement reflected the strong partnership between the professional logistics and transport community and local transport operators.

As a token of appreciation for their contribution, the volunteers were presented with a commemorative 125th anniversary mug by Reading Buses in recognition of the time and support they provided to the celebrations.

The event provided an opportunity to celebrate the achievements of Reading Buses while recognising the vital role that public transport continues to play in connecting communities, supporting economic growth and contributing to sustainable travel.

CILT(UK) Thames Valley Region extends its congratulations to Reading Buses on reaching this significant milestone and thanks everyone who contributed to making the anniversary celebrations such a success.

SCOTTISH REGION

# Balgray new station

**When it opened ahead of schedule on 27 September, the £18.3M new station at Balgray in East Renfrewshire became the 85th to join the ScotRail network since reopenings took off north of the border in 1984.**

Funded by the Glasgow City Deal and delivered by Network Rail with East Renfrewshire Council, Balgray on the southern outskirts of Barrhead serves an area of new affordable housing and is named for a nearby reservoir in the Dams to Darnley Country Park.

Served by a half-hourly electric train on the route linking Glasgow Central with Neilston, the new station has two platforms linked by a fully accessible footbridge, with a new bus turning circle, 80 parking spaces, 10 electric vehicle charging points, a sustainable drainage system and provision for active travel including walking and cycling routes.

The area has a complex railway history since nearby can be seen the site of Lyoncross Junction, a station that never opened when in the face of tramway competition the Caledonian Railway decided not to bring into use a circular line through Barrhead to Paisley. A concrete viaduct at Aurs that would never be used by trains has been repurposed as a walking and cycling route for schoolchildren. The Neilston line originally continued to Ardrossan, providing a route for iron-ore imports that soon proved redundant when a new dock further up the Clyde provided a shorter haul.

Now with the opening of Balgray the remaining line becomes fully fit for purpose in the 21st century by providing journey opportunities for new social housing and for access by Glasgow residents to Renfrewshire's attractive countryside.

NORTH WEST REGION

# East Lancashire Railway visit

**The North West region enjoyed a visit to the East Lancashire Railway (ELR), on a sunny Saturday in August, organised by Martin Arthur FCILT, a long-serving committee member and secretary of the Group. The visit included a tour of the maintenance works and yard, the carriage sheds, a working signal box and a train ride.**

Around 15 members and guests arrived at the locomotive works in Bury, which is not normally open to the public. After putting on PPE, our guide for the day, John Tate, gave us a guided tour of the extensive locomotive maintenance shed where there were many steam and diesel engines in various states of overhaul and repair. We continued the visit with a walk across the site viewing a wide range of rolling stock including some locomotives, wagons and carriages over 100 years old, right up to withdrawn HST power cars and coaches which are themselves 50 years old.

Then we viewed the carriage depot which had various coaches in for maintenance and refurbishment. The paint-shop was interesting; we saw the attention to detail with the wood and metalwork and observed some of the hand-painted signs being prepared to be fitted to the trains. The railway possesses many luxurious carriages including a dining car set. Special dining trains run at lunchtime and in the evenings on selected days with high class cuisine served at a relaxing pace. The railway makes quite a bit of its annual revenue from dining cars as well as from Santa specials and enthusiast weekends.

We continued along the site to visit an active signal box and have an introduction to the various levers, signals and messaging devices used to communicate with train crew and other operational staff along the railway. Whilst at the signal box we observed a train moving from Bury station on to the single-track route to Heywood. This involved issuing the train driver a metal token for the route. This effectively gives permission for that one train to be moving along that section of route. No other train would be allowed to travel on that section for safety reasons.

From the signal box we walked alongside the line to Bury Station in readiness to catch the train. Due to the hot weather and risk of sparks setting light to the lineside vegetation, ELR had substituted steam engines with diesel locomotives. This happened on almost all heritage railways across the country for much of the summer. Indeed many steam specials on the mainline had to be operated by diesel traction. The engine that hauled our train was Class 58 58023, a freight locomotive, mostly based in the Midlands for hauling coal trains. So it was unusual for most of the party to be hauled by such an engine.

After a complete tour of the line, we thanked our host for a very enjoyable and informative visit. It had been a rare chance to see and hear about the running of one of the country's most loved heritage lines.

**Geoff Clarke FCILT**
**North West Region Committee, CILT(UK)**

EAST MIDLANDS REGION

# A global investment in the future of logistics

**The opening of Yusen Logistics' new 1.2 million sq ft Sustainable Distribution Centre (SDC) in Northampton is about much more than the arrival of another major logistics facility in the UK.**

It represents a significant long-term global investment by the NYK Group and Yusen Logistics in the future of supply chains, bringing together Japanese heritage and principles, UK logistics expertise, advanced technology, sustainability and people.

The scale of that commitment was evident at the formal opening in September, which brought together a substantial Japanese contingent from across Yusen Logistics and NYK globally alongside UK colleagues, customers and stakeholders. There was a real sense that this was not simply the opening of a warehouse, but the creation of an important new platform for the Group's international logistics ambitions.

What was evident was the way operational excellence sits at the heart of the investment.

The Japanese influence is particularly relevant here. Concepts such as continuous improvement, disciplined processes, respect for people, attention to detail and the relentless pursuit of better ways of working are highly visible in the way the facility has been conceived. Technology is not being deployed simply because it is available; it is being integrated into the operation to make the whole system safer, more productive, more reliable and ultimately better for customers.

## Technology and people working together

The SDC demonstrates just how far warehouse operations have evolved. Automated storage and retrieval systems, autonomous mobile robots, four-way pallet shuttles, optical guidance, QR codes and digital devices all contribute to the movement and management of stock. Safety is equally fundamental, with automated processes and fail-safe technology helping control access to areas where pallet movement and racking are predominantly robotically managed.

Yet for all the automation, the human factor remains central.

People design, manage, maintain, improve and ultimately make the system work. That is an important distinction. The future of logistics is unlikely to be technology versus people; it is increasingly about technology and people, with each doing what they do best.

Different operational environments within the SDC – including ambient, temperature-controlled and mezzanine areas – demonstrate how technology, process discipline and human capability can be brought together to handle different customer and product requirements safely and efficiently.

## Sustainability designed into the operation

Sustainability is similarly embedded rather than bolted on.

Solar generation, rainwater harvesting, EV infrastructure, resource-efficient processes and the opportunity to maximise rail freight all form part of a wider approach to reducing environmental impact. The facility has achieved a BREEAM Outstanding rating and sits immediately adjacent to the Northampton Rail Freight Interchange.

Its location is another significant advantage. Positioned next to Junction 15 of the M1 and with access to the strategic rail network, the SDC provides an exceptionally well-connected base from which to serve customers across the UK. The location offers access to around 90% of the UK population within approximately four hours.

## More than a warehouse

Ultimately, what makes the Northampton SDC interesting is the joining-up of the whole system.

Global investment. Japanese principles. UK expertise. People. Technology. Sustainability. Safety. Customer requirements. And operational excellence.

That combination is what turns a very large building into a strategic logistics asset.

The SDC provides a glimpse of where the industry is heading – highly automated but still human, digitally connected but operationally disciplined, sustainable but commercially focused and increasingly designed around the complete customer and supply chain journey.

For Northamptonshire, it is also a significant vote of confidence from a global Japanese organisation. For Yusen Logistics and the wider NYK Group, it represents a substantial investment in the UK and a platform for future growth.

The impressive part isn't simply what has been built. It is the thinking behind it – and how people, process and technology have been brought together to create operational excellence at scale.

EAST OF ENGLAND REGION

# Building the next generation of our profession

**Taking on the role of Chair of the CILT(UK) East of England Region is an opportunity I am incredibly excited about, particularly at a time when our profession is changing so rapidly.**

Logistics and transport plays a fundamental role in everyday life, yet as an industry we still have work to do to ensure that the breadth of careers, opportunities and professional pathways available within the sector are visible to the next generation.

As a CILT(UK) Fellow, transport compliance consultant and current MSc Logistics and Supply Chain Management student at the University of Hull, I see the profession from several different perspectives. One thing that consistently stands out is the importance of creating stronger connections between education, professional development and industry.

This is something I would particularly like to champion through the East of England Region.

Our regional committees have a valuable role to play in bringing people together. They provide an opportunity for established professionals to share their knowledge and experience, while also creating a route for students, graduates and those at the beginning of their careers to build networks and understand where the profession could take them.

For me, attracting younger people into CILT(UK) and the wider logistics and transport profession should be part of that conversation.

It is not simply about encouraging people to enter the industry; it is about demonstrating the enormous variety of careers available. Transport management, supply chain, sustainability, road safety, technology, compliance, infrastructure and operational leadership are just some of the areas in which the next generation can build rewarding careers.

There is also an opportunity to connect our professional work with wider initiatives.

Alongside my work within CILT(UK), I am involved with the Worshipful Company of Carmen and the Armed Forces Covenant community, and I am currently supporting the SIGHT (Safety Is Getting Home Tonight) road safety campaign. These different networks demonstrate how much can be achieved when organisations with shared objectives work together.

As a Region, I would like us to build on those connections, encourage greater participation and create opportunities for members at every stage of their careers to become involved.

That means listening to our existing membership, but also asking an important question: who isn't currently in the room, and how do we reach them?

Universities, colleges, young professionals and people considering a career change all have a potential place within our professional community.

As we begin this next chapter for the East of England Region, I am looking forward to working with our committee and wider membership to develop an active, inclusive and forward-looking regional network.

If we want a strong profession for the future, we need to make sure the next generation can see themselves as part of it.

**Amanda Duffy FCILT**
**Chair, East of England Region, CILT(UK)**
**Director, Duffy Logistics Ltd**

QAD | Redzone

# Where freight costs are really decided

**Most logistics teams negotiate hard on rates. The savings that matter now are hiding somewhere else entirely.**

Rates get benchmarked. Carriers get reviewed. Procurement signs off. And still, freight spend climbs. For most high-volume shippers, the reason is rarely the contract. It is what happens after the contract is signed – at the packing station, on the dock, in the few seconds when someone selects a service level, picks a carrier and moves on.

## The cost you cannot see

That moment is transportation execution, and it is where a surprising share of parcel cost is set. Across operations shipping thousands of orders a day, roughly 3 to 5 percent of annual freight spend leaks away through avoidable execution decisions: premium services chosen 'just to be safe,' carriers selected out of habit, shipments pushed through disconnected portals and spreadsheets. No single choice looks expensive. Multiplied across a full year, they become a number worth defending.

This is the gap a bigger planning system rarely closes. Planning tells you what should happen. Execution decides what actually does. For manufacturers and distributors under margin pressure, the fastest return often comes from tightening execution, not renegotiating rates one more time.

## Execution is the advantage

That is the role of QAD Multi-Carrier Parcel Shipping (MCPS). It brings carrier selection, real-time rate shopping, compliant labeling, tracking and freight audit into a single execution layer that runs inside your existing ERP. Every shipment is routed to the lowest-cost carrier and service that still meets the delivery promise – automatically, consistently, and across a network of thousands of global carriers. The outcome customers care about is not more software. It is more throughput from the same team, and room to grow without adding headcount at the same pace as volume.

## Activate carriers in less than a week

Scaling that advantage used to be slow. Adding an already-supported carrier to a new warehouse, distribution center or packing station once depended on specialist knowledge and manual configuration. The new Carrier Activation Portal changes the economics. Activations that previously required months now take less than a week, with customers tracking every request in real time. When opening a new site no longer means waiting on carrier setup, growth stops being a logistics bottleneck.

**See how QAD Multi-Carrier Parcel Shipping turns everyday shipping decisions into measurable savings.**

## Compliance built into the shipment

Speed means little if a shipment is stopped at the border. Because MCPS connects directly to QAD global trade compliance, restricted party screening and export checks run inside the shipping workflow, before a label is ever printed. One platform, one set of data, fewer holds and fewer fines. For regulated industries such as automotive, life sciences and aerospace, that link between compliance and execution is not a convenience. It is how confidence is built into every shipment.

Freight cost control does not happen in the quarterly review. It happens the moment each shipment is created. The teams pulling ahead have stopped treating execution as an afterthought and started treating it as the advantage it is. Plan well. Execute better. That is where the margin lives.

**Every day of manual shipping decisions has a price. Talk to a QAD expert and start controlling it.**

The proof is operational. TVH Parts, a global distributor of material handling and industrial parts, ships more than 10,000 parcels a day from sites worldwide. By standardizing execution on QAD, it automated compliant label and document creation, reduced IT workload for carrier integrations and built one scalable, cloud-based platform for global rollout—with the goal of printing labels for more than two million shipments a year. As their corporate traffic manager put it, the more shipments processed, the lower the cost per shipment becomes.

wise.

# Right-to-Work

## Major changes now in force

As of October 1st 2026, updated Right-to-Work (RTW) legislation came into force, bringing individual self-employed subcontractors and workers now officially in scope.

So, what exactly does this mean for businesses?

### Extended liability

The Home Office guidance now extends beyond traditional direct employment. If you engage with self-employed subcontractors or temporary workers whose working relationship started on or after 1st October 2026, you could be held liable for illegal working, with civil and criminal penalties. Even if your business has no direct contractual relationship with an individual and the breach occurred further down the supply chain, financial risk travels upstream.

### Secure a statutory excuse

A statutory excuse is your legal defence against civil penalties if an individual is later found to be working illegally. To gain this protection, businesses must properly carry out and record a compliant right-to-work check before the start date of engagement. This includes:

- **Digital checks using a certified digital verification service provider (DVSP);**
- **Home Office online checks using an official share code for eligible non-UK/non-Irish citizens;**
- **Manual checks where the original document was checked physically in line with Home Office guidance**

All check types must be time-stamped with the date and name of the person verifying the documents. Records must be retained securely for the duration of the engagement plus two years after the relationship ends.

## It doesn't stop there; imposter checks count

For a right-to-work check to be deemed compliant, an imposter check must be conducted before work commences to confirm that the person presenting the documents is the person performing the work. These checks must also be time-stamped and recorded.

## The cost of getting it wrong

The Home Office targets businesses of all sizes, across every sector. If non-compliant records or unauthorised workers are identified during an audit, penalties are severe:

- **£45,000 fine for a first breach**
- **£60,000 fine per illegal worker for repeat breaches**
- **Up to five years' imprisonment and unlimited fines**
- **Brand damage and loss of contracts**

## Who must be checked? Everyone

Right-to-Work verification applies across your entire workforce, regardless of nationality:

- **British & Irish citizens: Inspect the original physical document in person, or perform digital identity verification via an approved DVSP**
- **Non-UK/Non-Irish nationals: Perform an online share code validation via the Home Office online service**

## How Wise simplifies right-to-work checks

We help you stay compliant without increasing your admin. Our technology automates the admin, so you don't have to worry about getting it wrong and facing the consequences.

- **Automated RTW checks – Powered by TrustID, a government-trusted Digital Verification Service Provider**
- **Imposter check functionality – The Wise Platform includes an imposter check feature to verify that the individual who completed the RTW check matches the person in front of you**
- **Digital document storage – Every RTW check and document is securely stored in the Wise Platform**
- **Expiry management – All time-limited right-to-work documents are tracked, and you are notified when they are close to expiry so you can ensure they are renewed in a timely manner**
- **Audit-ready records – Download instant time-stamped proof of statutory excuse at the click of a button for Home Office inspections**
- **Supply chain assurance – Wise has a specific tool for providing supply chain due diligence, store audit records and contract information**

Everything is managed in one platform, making it easier than ever to grow your business and keep your operations moving with complete peace of mind.

**Find out more about how Wise can help take care of your Right-to-Work checks by automating the whole process by visiting our website:**

**www.withwise.com/compliance**

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# We've changed:

## From Paul Trudgian Ltd to PTL Co

After more than a decade supporting organisations across supply chain, logistics and operational improvement, we have launched a new trading brand: **PTL Co**.

Whilst Paul Trudgian Ltd remains the legal entity behind the business, the new PTL Co identity better reflects how the consultancy has evolved and where it is heading.

When the business was established, the name Paul Trudgian Ltd accurately reflected a founder-led consultancy built around individual expertise, direct client relationships and hands-on project delivery. It was a business closely associated with one individual and, at the time, that was an accurate representation of how clients experienced the consultancy.

Over the years, however, both the scope of our work and the organisations we support have expanded considerably.

Today, PTL Co works with organisations across manufacturing, retail, wholesale, ecommerce and logistics. Projects range from inventory and forecasting improvements through to warehouse design, logistics procurement, systems selection, automation reviews and wider supply chain transformation initiatives.

As the business developed, it became increasingly clear that the company name no longer reflected the consultancy our clients experience today.

The decision to move to PTL Co was therefore not about changing the business itself. It was about creating an identity that better represents it.

The values that have helped build long-term client relationships remain unchanged.

PTL Co continues to provide independent advice, objective analysis and practical recommendations designed to help organisations make better decisions and achieve measurable operational improvements.

Independence remains one of the consultancy's defining characteristics.

PTL Co does not sell software, operate warehouses, provide transport services or represent specific technology vendors. Recommendations are based solely on what is right for the client rather than on the commercial interests of a supplier or software platform.

In a market where organisations are often presented with competing technologies, competing solutions and competing opinions, that independence is increasingly valuable.

The new identity also reflects a belief that sits at the heart of much of our work:

Most supply chain problems don't start in the supply chain. They start with the decisions behind it.

Many organisations focus on the visible symptoms of operational challenges: excess stock, poor availability, warehouse constraints, increasing logistics costs or disappointing service performance. However, the underlying causes of those issues are often established long before they become operational problems.

Forecasting assumptions, inventory policies, network design decisions, systems choices, procurement strategies and investment priorities all shape supply chain performance. By the time a problem becomes visible in the warehouse or on the balance sheet, the root cause has often already been embedded within the operation.

Understanding those causes, and helping organisations make better decisions as a result, remains a core part of our approach.

The move to PTL Co is therefore more than a change of name or visual identity.

It reflects the evolution of a consultancy that has grown beyond a founder-led brand and now requires an identity that better represents the business it has become.

Whilst Paul Trudgian Ltd remains the legal entity behind the business, PTL Co provides a platform for the next stage of its development and a brand that better reflects the breadth of services, experience and support available to clients today.

**A new identity.**
**The same independent expertise.**

# 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:** learningcentre@ciltuk.org.uk
**CPD hours:** 2

### SUPPLY CHAIN PRINCIPLES AND CONCEPTS

**Location:** e-Learning
**Register:** learningcentre@ciltuk.org.uk
**CPD hours:** 2.5

### FUNDAMENTALS OF STAKEHOLDER MANAGEMENT

**Location:** e-Learning
**Register:** learningcentre@ciltuk.org.uk
**CPD hours:** 1.5

## AWARDING ORGANISATION

### CERTIFICATE OF CUSTOMS COMPETENCY

*4 –6 November*
**Centre:** Morley Consulting Training Ltd
**Location:** Live Virtual Classroom
**Booking:** www.morley-consulting.co.uk
**CPD hours:** 28

### DIPLOMA IN PRACTICAL TRADE COMPLIANCE

*12–14 November*
**Centre:** Morley Consulting Training Ltd
**Location:** Live Virtual Classroom
**Booking:** www.morley-consulting.co.uk
**CPD hours:** 12

## LEARNING & DEVELOPMENT

### TRANSPORT MANAGERS EREFRESHER FOR PASSENGER TRANSPORT

*9 & 10 November*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning and online classrooms
**Booking:** learningcentre@ciltuk.org.uk
**CPD hours:** 10

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

*February 2027*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning and online classrooms
**Booking:** learningcentre@ciltuk.org.uk

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

*February 2027*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning and online classrooms
**Booking:** learningcentre@ciltuk.org.uk

### CPD ELEARNING SHORT COURSES

*Online – anytime*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning
**Booking:** learningcentre@ciltuk.org.uk
**CPD hours:** Various

### TMCPC FOR PASSENGER TRANSPORT VIA SELF STUDY

*Online – anytime*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning and online classrooms
**Booking:** learningcentre@ciltuk.org.uk
**CPD hours:** 40

### TMCPC FOR ROAD HAULAGE VIA SELF STUDY

*Online – anytime*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning
**Booking:** learningcentre@ciltuk.org.uk
**CPD hours:** 40

### OLAT - ROAD HAULAGE ELEARNING

*Online – anytime*
**Centre:** CILT(UK) Learning Centre
**Location:** e-Learning
**Booking:** learningcentre@ciltuk.org.uk
**CPD hours:** 3

# WHAT'S ON

Nations, Regions & Groups
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regions@ciltuk.org.uk

Forums
01536 740140
forums@ciltuk.org.uk

Events
01536 740148
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CILT Corporate | CILT Forums | CILT National | CILT Regional | CILT Association

## NOVEMBER

### 2nd

**EAST MIDLANDS REGIONAL ROADSHOW**

*18:00 - 20:00*

**Location:** Maersk at East Midlands Gateway, Unit 5 Wilders Way, East Midlands Gateway, Derby DE74 2BB

**Speakers:** Helen Hardy, CEO, CILT(UK); Anna-Jane Hunter, Chair of the Board

**Cost:** Members only: Free

### 3rd

**WARP SPEED LOGISTICS: THE 90MPH MIDDLE MILE RAIL FREIGHT INTERMODAL TRIAL**

*16:30 -18:00*

**Online:**

**Speaker:** Adam Parkinson, CEO & Founder, GoExpress

**Cost:** Members: Free
Non-members: £5 inc. VAT

**CPD hours:** 1.5

### 4th

**THE WESTERN ROUTE CAPACITY - BACK TO THE FUTURE**

*18:00- 20:00*

**Online/Location:** Station Approach, City Centre, Reading RG1 1LZ

**Speaker:** Howard Pack (Retired) formerly of Howard Pack Consulting and of Corus Rail Consulting & Tata Steel Projects.

**Cost:** Members: Free
Non-members: £5 inc. VAT

**CPD hours:** 1

### 9th

NEW DATE

**RESILIENCE DURING CLIMATE CHANGE: SINK OR SWIM FOR DEFENCE LOGISTICS**

*19:00 - 20:00*

**Online**

**Speakers:** Lucy Westgarth, ESG Lead, Leidos; Dominic McEvoy, FCILT, Chair One Defence Forum, CILT(UK)

**Cost:** Members: Free
Non-members: £5 inc. VAT

**CPD hours:** 1

### 10th

**BSIP MONITORING & EVALUATION OUTCOMES IN EAST SUSSEX**

*17:30 - 19:00*

**Online:**

**Speaker:** Craig Lamberton, Passenger Transport Manager, East Sussex County Council

**Cost:** Members: Free
Non-members: £5 inc. VAT

**CPD hours:** 1.5

### 12th

**ENJOY A DRINK AND PIZZA WITH THE WEST MIDLANDS TEAM**

*17:30 - 21:30*

**Location:** The Colmore Tap, 114-116 Colmore Row, Birmingham B3 3BD

**Speaker:** Various

**Cost:** Members: Free
Non-members: £10 inc. VAT

### 18th

**BUILDING RESILIENT SUPPLY CHAINS IN RESPONSE TO GEOPOLITICAL RISK**

*18:00 - 19:30*

**Location:** Bayes business School, 106 Bunhill Row, London EC1Y 8TZ

**Speakers:** Byung-Gak Son, Professor of Supply Chain Management, Bayes Business School; Florian Lücker, Reader in Supply Chain Management, Bayes Business School, City University of London; Ketan Varia FCILT

**Cost:** Members: Free
Non-members: Free

**CPD hours:** 1

### 24th

**THE MONKLAND & KIRKINTILLOCH RAILWAY AT 200**

*17:55 - 19:00*

**Online**

**Speaker:** Don Martin, railway historian and author

**Cost:** Members: Free
Non-members: £5 inc. VAT

### 25th

**SITE VISIT: UNIPART FACTORY TOUR, COVENTRY**

*10:00 - 15:00*

**Location:** Unipart, Beresford Avenue, Coventry CV6 5LZ

**Cost:** Members only: Free

**CPD hours:** 3

**ROAD TO ELECTRIFICATION ONE YEAR ON**

*08:30 - 09:45*

**Online**

**Speaker:** Various

**Cost:** Members: Free
Non-members: £5 inc. VAT

**CPD hours:** 0.5

**VISIT TO BRODIE ENGINEERING**

*15:00 - 17:00*

**Location:** Caledonia Works 23 West Langlands Street, Kilmarnock KA1 2NP

**Speaker:** Jim Thomson, Business Development Director, Brodie Engineering

**Cost:** Members: Free
Non-members: £5 inc. VAT

**CPD hours:** 1.5

Full event listings can be found online:
**ciltuk.org.uk/events**

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

# MEMBER ELECTIONS

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

**Macauley Binner**, Missiles Production Manager, Defence Munitions

**Phillip Kerry-Smith**, Fleet & Transport Compliance Manager, Premier Logistics Ltd

**Shanda Hanson**, Petty Officer, Royal Navy

**Jonathan Maddocks**, Transport Coordinator, A&C Aggregates Ltd

**Tawanda Rondora**, Senior Support Worker, Community Therapeutic Services

**Dennis Bright Dzifa Kottoh**

**Ayodele Ogundipe**, Care Assistant, Methodist Home, MHA

**Sayed Mustafa**, Operations Manager, Sayga Investment Company

**Cristo Thomas**, Logistics Assistant, Caracal International LLC

**Kevin Rideout**, Regional Planner, Evri

**Andrew Harris**, Driver Manager, Beaver Bus Ltd

**Yusuf Mustapha**, Driver Team Manager, Cencora Alliance Healthcare

**Leon Shaw**, Transport Manager, ML Hughes Plant Hire Ltd

**Maxine Teague**, PII Operations Manager, National Armaments Logistics & Support (NA-L&S)

**Rob Healy**, Garage Admin Supervisor, National Express Ltd

**Davinder Sanghera**, External Transport Manager/Transport Consultant, TrueNorth Compliance

**Kyle Marshall**, Transport Team Leader, Superdrug Stores Plc

**Zara Sayer**, Operations Manager, Anartes Ltd

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

**Nick Evans**, Managing Director, Alpha HGV Recruitment & Training Ltd

**Jennifer Watts**, Senior Inventory Manager, Ministry of Defence

**Adam Osmanski**, Site Manager, XPO Logistics

**Robin Richards**, Director/Lead auditor, UK Fleet Audit Ltd

**Oleksandr Veresiuk**, Sales Operations & GTM Consultant, sachav.uk

**Richard Squires-Thornton**, Head of Operations, VoCoVo

**Tolulope Togan-Harrison**, Supply Chain Capability Lead, Jaguar Land Rover

**Michelle Platts**, Operations Manager, Civil Service

**Seyed Hamid Hashemi Petrudi**, Lecturer in Logistics and Supply Chain Management, University of Derby

**Laura Maria Ciocan**, Master Principal Solution Engineer, Oracle

**Alan Morrison**, L16 In-Service Lead Engineer, National Armaments Director Group-Material.

**Claire Coning**, Director, Coning Haulage Ltd

**Suzanne Dawson**, Transport Manager, Carlsberg Britvic

**James Dodd**, HM Inspector of Railways, Office of Rail and Road

**Paul Evans**, Principal Consultant, Consultinc

**Shevon McDonald**, Strategic Director Supply Chain, GlobalData Plc

**Michael Mensah**, Lecturer and Module Leader, QA Higher Education

**Jason Bradbury**, Head of Compliance, Stanton Logistics

**Scott Sherwin**, Operations Manager, Gray & Adams (Doncaster) Ltd

**Macauley Breen**, Regional Supply Chain Manager, NHS Wales

**John Cowdell**, Consultant, A S Miles Consulting Ltd

**Nick Kirbyshire**, Consultant, Axiom Warehouse Improvement Ltd

**Francis Nkebi Annan**, Head of Fleets, National Ambulance Service

**Christopher Ogden**, Head of Operations, Kenny Waste Management Ltd

**Yahya Shorati**, Operation and Contract Manager, Al Mahia Transport Company

**Kris Tucknott**, Associate, WSP

**Tharindu Darshana Bandara Herath Mudiyanselage**, Associate Solution Architect, Rutterkey Solutions Ltd

**Andrea Wallbanks**, Senior Quality Assurance Engineer, Ministry of Defence

**Thomas Adams**, Principal Consultant, WSP

**Charlotte Howard**, Operations Manager, Ministry of Defence

**Warren Miller**, Inbound Logistics Lead, McLaren Automotive

**Joanna Riley**, Principal Transport Modeller, WSP UK

**Lindsay Ashton**, Head of Defence Account Management, Gxo

**Daniel Parsons**, Commercial Vehicle Sergeant, City of London Police

**Anthony Goodrum**, Procurement Manager, KLM UK Engineering Ltd

**David Graham**, VP, Commercial, Cozentus Technologies

**Graham Horner**, Logistics Manager, H&MV Engineering

**Manvi Kalia**, Operations Supervisor, Randox Health

**Michael Lathrope**, Senior Regional Transport Manager, MGroup Ltd

**Jignesh Mahida**, Service Bus Driver, South Wales Transport (Neath)

**LLoyd Newson**, Transport & Warehouse Manager, Edison & Day

**Ugochukwu Onuoha**, Inbound Freight Lead, Jaguar Land Rover

**Elizabeth Aluoch**

**Lauren Caldwell**, Head of Commercial & Logistics Operations, Peel Ports Logistics Ltd

**Lewis Blackmore**, Regional Client Lead, East of England, AtkinsRealis

**Adam Longshaw**, UK Direct Procurement Program Manager, WSP UK Ltd

**Keith Edgar**, Authorising demanding officer (ADO), Defence Munitions

**Mark Reach**, Associate Director, WSP

**Angele Edem Tossavi**, Senior Procurement and Supply Chain Manager, Ministry of Health

**Carl Dipper**, Transport Manager, Topbond PLC Group

**Gabriel Yenimaliya Issah**, Operations and Logistics Manager, Kapdos Brothers Company Ltd

**Simona Gaberova**, Managing Director, Zenira Logistics Ltd

**Ellis Pomary**, Logistics Manager, Lutako Ventures Ltd

**Kevin Nartey**, Inventory People Coach, Defence Equipment & Support

**Sally Stonehouse**, Senior WOME Logistics and General Munitions Manager STSI, Defence Munitions

**Sean McDowell**, Logistics Manager (Quality), AGH Solutions

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

**Steven Bishop**, Director, Steer, Davies & Gleave Ltd

**Islam El-Nakib**, Professor of Logistics and Supply Chain Management, College of Business, Effat University

**Stephen Mattu**, Operations Manager, First Bus

**Sean Wardle**, Logistics Lead, Dornan Engineering

**Atiqur Chowdhury**, Engineer Instructor & Chief Business Development Officer, Bangladesh Marine Academy

**Laura Rogers**, Operations Manager, Civil Service

**Luci Barber**, Logistics Enablement Lead, Babcock International Group

**James Walker**, SO2 J4 Ops, Headquarters Commando Force

**Andrew Parry**, Fleet Manager- Senior Management Team

**Stephen Clarke**, Project Manager – Logistics, Balfour Beatty

**Matthew Harris**, Head of Procurement, Group Logistics, DS Smith PLC

**Abimbola Oluwasona**, Chaplain, Ministry of Defence

**Carl Carter**, Transport Manager, Active Transport Ltd

**Rob Finlayson**, Operations Manager, Yearsettle Ltd

**Colin Hardy**, Managing Director, Ch Logistic Solutions

**Ian Horseman Sewell**, Director, IHS Advisory Ltd

**Jason McManus**, Yard Services Manager, GRAHAM Construction

**Rickie Nixon**, Urgent Operational Procurement and Support Team Leader, NADG

**Andrew Findlay**, Transport Development Manager, Linde BOC

**Matt Munford**, Fleet Manager, K C O M Group Ltd

**Barry Donohoe**, Head of Government & Defence, KBR Ltd

**James Braund**, Interim Head of Fleet, Assets & Transport / Statutory Transport Manager, The London Borough of Redbridge

**Gerald Morgan**, Preconstruction Director – Construction Logistics, Wilson James Ltd

**Lee Purdy**, Managing Director, Europe, Traffic Tech

**Christopher Rae**, Head of Projects, G2BS Logistics

**Jonathan Vranch**, Logistics Policy, Governance or Assurance Lead, Ministry of Defence

**Johan Du Toit**, Logistics & Movements Warrant Officer, Joint Force HQ

**Miles Lethbridge**, Senior Director, Alvarez and Marsal

**Carl Robinson**, Chief Commercial Officer, Dawsongroup plc

**Richard Smith**, Managing Director, Road Haulage Association Ltd

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# MEMBER RECOGNITION

We continue our member recognition in listing those celebrating their membership anniversary in November. This list was compiled on 5th October 2026 and includes those members who qualify up to 30th November 2026.

## 5 years (2021)

Emma Law CMILT
Rachael Cook CMILT
Hansani Shakila Perera CMILT
Rea Turohan CMILT
Jon Bunyan CMILT
Simon Doyle CMILT
Joseph Howard CMILT
Joseph Clutton CMILT
Anthony Ellis CMILT
Lee Woods CMILT
Tayseer Mohammed CMILT
Stuart Watts CMILT
Robert Presnall CMILT
Stephen Roscoe CMILT
Lindsay McCauley CMILT
David Eastgate CMILT
Donna Short CMILT
Thomas Pridgeon FCILT
Ralph Roberts FCILT
Joanne Gumery FCILT
Gordon Beattie MILT
Md. Shariful Alam MILT
Luke Illingworth MILT
Peter Danbury
Gerarda Esther Babson-Cole
Odunayo Ayebameru
Rachel Airey
Joshua Mullin
Roshan Singh
Ellie Sale
Jack Callon
Yamin Fulat
Mark Fergusson
Joel Blackledge

## 10 years (2016)

John Evans CMILT
Philip Dupree CMILT
Emma Carter CMILT
Mark Rowe CMILT
Matthew Chase CMILT
Martyn Shaw CMILT
Sharon Plummer CMILT
Karl Mangan CMILT
Pere Suau-Sanchez CMILT
David Adams CMILT
Nicholas Bowyer FCILT
Kevin McNamara FCILT
Peter Wilkinson FCILT
Jonathan Evans FCILT
Oksana Kutkovska MILT
Darren Fuller

## 20 years (2006)

Stephen Morris CMILT
David Chapman CMILT
Paul Durrands CMILT
Gareth Davis CMILT
Richard Waters CMILT
Iain Steel FCILT
Richard Harrington FCILT
Guy Houston FCILT
Michael Yarwood FCILT
Philip Sumner MILT

## 30 years (1996)

Colin Hetherington CMILT
William Espin CMILT
Christopher Randall CMILT
Kishorechandra Vora CMILT
Simon Thompson FCILT
Chris Chaplin FCILT
Christopher MacRae FCILT
Mohamed Naim FCILT
Michael Bowack FCILT
Simon Earp MILT
John Smith MILT
Jonathan Cawsey MILT
Kashmir Mann

## 40 years (1986)

Sally Ashkuri CMILT
Christopher Hanson MILT
Peter Seaword MILT
Jonathan Brown CMILT
William O'Driscoll CMILT
Peter Staveley CMILT
David Astill FCILT
Mark Hodgkiss MILT
Michael Palmer CMILT
Carol Willgoose CMILT
Giles Brown FCILT

## 50 years (1976)

David Jones CMILT
Michael Garratt CMILT
Darien Goodwin FCILT
Kevin Goody CMILT
Arnold Threapleton CMILT

## 60 years (1966)

Peter Wilkinson CMILT

## MICHAEL YARWOOD FCILT

*"For me, CILT(UK) membership is about being part of a professional community that is committed to continually raising standards across transport and logistics. I particularly value the opportunity to share knowledge, challenge my own thinking and contribute to an industry that continues to evolve rapidly, while helping to encourage and develop the professionals who will shape its future."*

## RACHAEL COOK CMILT

"For me, CILT(UK) membership is both a professional achievement and something I am personally proud of. Working as a woman in a traditionally male-dominated industry has not always been easy, but it has made me more determined to prove what I can achieve through hard work, knowledge and strong leadership. Being part of CILT(UK) gives me the opportunity to connect with others who are equally passionate about the logistics profession, continue learning and share my own experiences. It feels like recognition of the contribution I have made to the industry."

## JOANNE GUMERY FCILT

***"For me, CILT(UK) membership is about the people. It's given me the opportunity to build relationships with professionals across the industry, learn from their experiences, and share ideas and best practice."***

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*CILT Membership & Chartered status have been meaningful because they recognise the professionalism behind a sector that is often unseen. As CILT celebrates 100 years of its Charter, I am proud to be part of a profession that keeps people, businesses, and communities moving.*
*Roshan Menon CMILT*

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