

Steven Bell

An effective and successful leader of transportation / infrastructure businesses and projects who has a proven track record of exceeding targets, dealing with disputes and managing change in challenging, safety critical asset management businesses and public sector environments. Steven focuses on building collaborative, strong trusting relationships with stakeholders; whether Board colleagues, clients, subordinates or Joint Ventures with UK plcs, public sector organisations and European partners resulting in cohesive, successful, assured and profitable relationships. He leads through strength, resilience, and integrity using his values and personal ethics to invest in developing a high performing senior team and strong processes to ensure optimum return on investments and best value. His desire to make a difference focuses on identifying and addressing key issues and opportunities by a combination of intellect, analysis and intuition.

Career Profile:

**March 2016 to date
Engineering Director North, Amey Rail Ltd.**

Key Responsibilities:

Responsible for Engineering leadership, reshaping the technical support including plant for the project delivery business, strengthening assurance, regulatory relationships and innovation and providing key input into building a growing multi-disciplinary design and build contract business for the North of the UK.

Key Achievements to date include:

- Supporting the Business Director setting and communicating the business unit 10 year strategy, enhancing governance and acting as a catalyst for change.
- Providing key project management and technical support for existing alliance frameworks and leading/supporting key bids form HS2 Rail Systems (£1.7B) & TransPennine Route Upgrade (£1B)
- Developing and implementing plant business strategy including capital expenditure cases, developing and invigorating JV international relationships and introducing new equipment into the UK network with attendant economic and safety benefits.
- Remodelling, rationalising, motivating and enhancing customer focused engineering professional heads for Amey Rail, including focusing industry contributions and improved internal audit and risk management.
- Enhancing the safety leadership, Amey & Alliance management systems and developing stronger regulatory relationships including enhanced cross Amey skills and competence development and utilisation for customer benefit.

**January 2013 to February 2016
Project Director, Balfour Beatty Rail Ltd.**

Key Responsibilities:

Responsible for the delivery of NW Electrification Phase 1 & 2 (Liverpool to Manchester), West Coast Power Supply Upgrade Phase 3A and Nexus track renewal framework. Projects valued at circa £150m+ multi-disciplinary, track and Electrification projects. Staff and supply chain >300. Proposing and agreeing the governance and implementation arrangements for Northern Hub & Electrification Alliance which included managing key internal and partner stakeholders. Direction and Operational support for National Electrification Framework tender and subsequent Northern Hub Alliance Agreement negotiation and mobilisation, together with other business process improvement, tendering and delivery responsibilities.

Key Achievements include:

- Building the Alliance Leadership Team for Northern Hub & Electrification Alliance in collaboration with Network Rail, BAM/Skanska, Siemens and Amey Sersa.
- Led the successful bidding for LNW (N) 7 year National Electrification framework working in Alliance with NR and other delivery partners to deliver the Northern Hub and Electrification Programme (£1.4B programme).
- Safe and profitable delivery of the WCPSU 3A Power upgrades in JV with sister company.
- Safe and effective delivery and further development Electrification design and construction utilising Series II for the Liverpool to Manchester Electrification Programme, scheduled to complete in December 2014.
- Engagement with key client decision makers in Nexus and Network Rail and building the collaborative working capability within BBR.
- Supporting PMO development and improvement throughout the projects business unit.

June 2012 to December 2012

Project Director, Balfour Beatty Rail Projects Ltd.

Key Responsibilities:

Project Director responsibilities in bid leadership and project delivery on Major Projects within the BBR Projects portfolio. Initial target areas include ECML Power Upgrade in collaboration; Edinburgh Glasgow Improvement Programme (EGIP) packages; Cross Rail related packages
Managing and developing business relationship between BBRP and Network Rail in Scotland to inform future business strategy.

Key Achievements include:

- Business Improvement Programme developed and underway to address Progressive Assurance and Handback
- Bid Management and support for key tenders including: EGIP KO4 Cumbernauld Electrification scheme; ECML Power Upgrade & Trans Pennine Electrification; Old Oak Common & Paddington Approaches multidisciplinary Project.
- Engagement with key decision makers for likely opportunities in Scotland.

January 2008 – October 2011

Edinburgh Tram Project Director, tie Ltd.

Key Responsibilities:

Responsible for safe, efficient and timely delivery of Edinburgh Tram Project for tie Ltd on behalf of City of Edinburgh Council. This £700m+ scheme re-introduces trams to the City of Edinburgh, linking the airport with the city centre and Leith waterfront.

Key Achievements include:

- Major dispute management, including resilient leadership of wide ranging mediation and adjudication to resolve significant legal and contractual differences over an extended period in a sensitive and conflicting political and key stakeholder environment.
- Managing multiple technical, legal and contract advisors to deliver a coherent strategic recommendation on dispute resolution whilst continuing to motivate the project team and execute other major work streams (including 50km of multi utility diversions, plus road, bridge and stadium access relocations) to enable delivery of the tram system.
- Reorganising, transferring staff and finally managing the company to a close down to reflect the political stakeholder and funder choices made.
- Strategic project direction and management, building and reshaping the team to enable and assure the safe, timely and quality assured delivery of the scheme requirements, whilst addressing major adversarial positioning from the Infrastructure Consortium.

- Concluded contract close with the Infrastructure Consortium (Bilfinger Berger, Siemens & CAF) in May 2008 to build the tram infrastructure and supply the trams to operate the services.

September 2006 – December 2007

Engineering, SQE and Procurement Director, tie Ltd.

Key Responsibilities:

Responsible for tie Ltd.'s Engineering, Technical Standards, Health & Safety, Risk and Procurement activities supporting the key projects being delivered by this Project Management business.

Projects included Edinburgh Tram (a >£550m scheme to reintroduce trams to Edinburgh); Stirling – Alloa - Kincardine (SAK) railway reopening; and Edinburgh Airport Rail Link (a £600m scheme to build a rail link and station at Edinburgh Airport to provide direct rail service with 62 stations throughout Scotland).

Key Achievements include:

- Rapid assimilation and leadership of Health & Safety responsibilities and improved process focus on organisational Risk Management and governance activities for tie Ltd.
- Leading the Engineering function for tie Ltd. to support the delivery of EARL and Edinburgh Tram and leading the supply chain management arrangements for tie Ltd. in consultation with key stakeholders.
- Evaluating the asset management and technical choices for both the whole life cost models (considering capital expenditure, operational performance, maintenance and revenue) for the Edinburgh Tram and Edinburgh Airport Rail Link.
- Strategic Project Direction, Programme management and claims management for tie advising Transport Scotland and Clackmannan Council on Stirling Alloa Kincardine Rail Project.
- Project Director role and responsibilities on management of services for Forth Estuary Transport Authority's Forth Bridge study on main cable replacement / augmentation and supporting Fife Council's lead on the Cross Forth Ferry project.

2002 – July 2006:

Managing Director, Track Group, previously Technical Director, First Engineering Ltd., Rail division subsidiary of Babcock International PLC.

Director of FEHL (First Engineering Holding Company), NICSCo and FSP (2004) Ltd.

Key Responsibilities:

P&L responsibility for Track Division including all aspects of Leadership: Strategy, growth, risk management, safe and profitable delivery of contracts throughout the UK and Ireland. The development and delivery of the "replacement revenue" growth strategy including the identification and development of Joint Venture partnerships within the supply chain and on-going Key Account Management of client relationships.

Key Achievements include:

- Consistently exceeded business targets for growth and profitability over last 3 years despite significant market and organisational changes
- Restructured and reinvigorated the residual business following transfer of Maintenance Contracts, doubling the residual turnover over two years to £150 million, by rapid, controlled and profitable growth and integration of Track Renewals, High Output Track Renewals and Plant business, the development of Consultancy and Training businesses including accessing new funding, and business improvement initiatives. This now deploys over 1200 directly employed staff with a strong supply chain of partners and subcontractors.
- Led the massive business & commercial exercise of negotiating, organising and executing the transfer of the FE rail maintenance operations for Manchester and Scotland to Network Rail. This

Curriculum Vitae

transformation involved moving 1,900 staff, assets, £140m turnover and was completed early, satisfying both PLC and Network Rail.

- Developed a broader client acquisition strategy to reduce the commercial risk dependency on Network Rail.
- Developed a strong succession plan for the business, to reinvigorate the senior management team, bring in new commercial and technical expertise and provide coaching and mentoring to key senior management figures.
- Leading, managing and delivering effective and fruitful joint venture partnerships across Europe, in particular Swietelsky and Edmund Nuttall.
- As Technical Director, held Board responsibility for H&S and Engineering standards, asset management policy and leading technical innovation to develop revised maintenance and renewal processes.

1996 – 2002: Contracts Manager through Strategy Manager, Strategic Alliance Manager, Maintenance Contracts Director to Senior Contracts Director, First Engineering

Key Responsibilities: On the privatisation of British Rail, First Engineering was spun off as a Management / Employee buyout. Steven was responsible for Contract re-tendering, and developing an Alliance approach with Railtrack to improve infrastructure maintenance efficiency, build a coherent asset management strategy with Railtrack and deliver improved asset performance. He was accountable for safe, effective and efficient delivery and contract management of the infrastructure maintenance contracts (up to £100m p.a.), management and deployment of up to 1450+ direct staff plus subcontractors in rail safety critical environment and Asset safety, availability and train performance as well as financial delivery of contract margin and continuous improvement.

Key Achievements include:

- Led the improvement of infrastructure asset management and performance, delivery efficiency and compliance during an industry wide seismic change in approach to standards and consistency post Hatfield.
- Mobilising and managing the rebid of £500m + of Maintenance contracts and negotiating and winning them in a Strategic Alliance with Railtrack.
- Successful, safe and profitable delivery of RT1A rail maintenance contracts, including extensive use and development of infrastructure asset management systems and processes such working on the steering groups for MIMS and RAR.
- Part of steering group leading culture change programme to develop private sector ethos, customer and business focused approach whilst preserving the lifeline relationship to rural communities.

Qualifications:

Diploma in Management (Open University) 1998

B Eng. Hons (1st) Civil Engineering University of Strathclyde (1983 – 1987)

Professional Affiliations

Chartered Engineer (C Eng.) 1994

Member of Institution of Civil Engineers (MICE) 1994

Fellow of Chartered Management Institute (FCMI) 1997 (Fellow since 2008)

Fellow of Institute of Directors (FloD) 2004 (Fellow since 2008)

Fellow of Permanent Way Institution (FPWI) 1993