

THE BIENNIAL MAGAZINE FOR MEMBERS OF THE INSTITUTION OF RAILWAY OPERATORS

Rail operations skills for the twenty first century

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Fiona Tordoff IRO's CEO and Rachel Heath, IRO Midlands Area Chair reflect on the important contribution made by operations to the success of our railways and the vital part our profession must play in taking the rail industry forward...

Believe it or not Railway Operations is a more established profession than many of us think - as old as the engineering disciplines that it sits alongside. Ever since the first railways were built, operators and engineers have worked side by side, and it is well over 200 years since the first rule book was published!

This may surprise many, because when you look at IRO alongside its engineering counterparts you may think that it is quite recent. We were after all celebrating our 21st birthday only last year, and yet the IET is over 150 years old!

In labour market terms, after building a railway, the engineers tended to move on to build another, whereas the operators stayed put to make it work. The mobility of engineers became one of the reasons they needed to enshrine their standards and professional worth with a recognisable mark. And so, the great engineering professional institutions were helpfully created and continue to serve their purpose to this day.

Meanwhile, as they needed less candidate comparability - and were well cared for by the national management of ops training in their single large employer (as by then they had been nationalised) - the operators did not seek to establish their own professional institution. It was only when the national skillset of operations was threatened by the fragmentation of the industry over 20 years ago, that a group of enlightened founders created the beginnings of a professional institution - the IRO. So, although the IRO itself is a young and agile organisation, the profession that it supports is a lot older.

Effectively, IRO was set up to curate the national skill set of railway operations at a time when it was threatened by the fragmentation of the industry and today its central purpose remains strong and much in demand. It has attracted more and more members over time, who all have several things in common: they identify strongly with their profession and they have a commitment to self-improvement and peer support. At a time when there is so much change in rail and so much opportunity for further improvement,

we are delivering structured professional development to enable delivery at the scale and pace required across our sector and to be effective in a wider range of situations than we may have been used to.

So, what do we mean by operations?

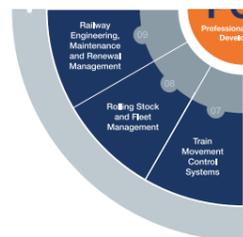
IRO's Professional Operators' Development tool, POD for short, breaks down into twelve generic headings each containing multiple levels of knowledge, skillsets, careers, and jobs. We have mapped these into a visual that can be used quickly for explaining everything you need to know about being a good operator.

We believe that you cannot be a good operator unless you have an appreciation of the interlinked knowledge around you. To be effective today it is not enough to focus on just one or two areas. Whilst you need depth in some of the portions of



the diagram, you also need to seek understanding of the other areas or be at risk of making poor decisions with trade-off costs you never knew about.

A quick anatomy lesson on the POD will show you that we do not stick to our lane too much either. The headings on the right-hand side of the diagram (from 12 to six o'clock) are what we associate with classical operations.



Moving into the next section (6 to 9 o'clock) you will notice some 'engineering' based elements of the rail system. Not every operator needs the knowledge of a chartered engineer, but it is important

to understand the key elements indicated here.

The final quadrant of the POD relates to why and how we run our railways: the commercial context, the business context, the way we use people, and the way we change our organisation and our industry.

The rail sector is going through massive change the world over - not just due to the pandemic. In the UK work continues to provide more clarity on how rail will be organised to address its challenges. We can guess that parts of the solution may involve: decentralisation and regionalisation; a new specifying body; more integrated track and train decision-making; and with the new railways of East

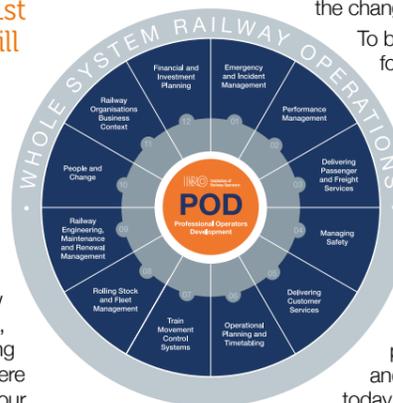


West and HS2, more opportunities to reconfigure the operating model for the railways of the future.

In this new world, professional competence has never been so important. Because of the newly emerging structures and altered lines of command which will emerge, we must also learn the rules of the new playing field quickly.

POD updated for 21st Century railways will address this.

Imagine the current circle being enveloped by a thick ring of new competences such as change management, innovation, process improvement and deep contextual knowledge of rail operations. By adopting new ways of thinking and working, informed by our understanding of the traditional elements, there is much we can do to infuse our



operations knowledge and skillset with new ways of thinking and managing, to successfully lead the change.

To be a good operator going forward, the knowledge needed across the many interfaces of rail will be broad and detailed at the same time because knowing what should occur between different parts of the railway will be essential to the continuous, smooth running of the railway system. Your professional Institution is with you all the way as you respond to the public confidence, economic and organisational challenges of today, wherever you work.

IRO here for you, supporting your development

Within 24 hours of the first Covid lockdown being announced, IRO had "ungated" access to our Professional Operators Development (POD) tool, ensuring that it could be reached by everyone in rail and not just members and the employees of corporate members.

We predicted that online resources for self-development would be useful for those isolating or furloughed. We made them free and they have been widely taken up. Not only has IRO membership been increasing we have also experienced a growing number of enquiries coming through from engineers and other disciplines who are interested in joining.

Just before second lockdown, IRO launched Rail Academy (RA), offering online rail operations learning with unlimited potential for customisation by employers, again putting learning within arm's reach of anyone working in rail.

Because of restrictions, we moved our area events programme online with free monthly webinars broadcasting to regular audiences of over two hundred people.

Look out for new membership services coming this year. Members have a big say in the products and services we provide. There is an app in the pipeline to put the POD in your pocket, a new RA hosted game to test your learning in a fun, interactive environment and the team are working on CPD materials to help Associates, Members and Fellows get ready for the exciting times ahead!

Make sure you don't miss out on new developments by adding IRO and Rail Academy to your safe senders list, that way they won't end up unseen on your junk folder. To mark sender as safe, select the message and click on 'not spam' or similar label depending on your email provider.



Image by <https://pixabay.com/users/jonpauling-19167087/>

Features

Faster Rail

A Solution for Australia

Paul Sutherland FIRO, MCILT

Director Rail Operations and Maintenance, Network Rail Consulting, and IRO Australia & New Zealand Area Chair.



Australia has seen a five-fold population growth in 100 years. It has a stable economy and three major eastern state capitals with networks around those states, but public transport, especially rail, outside of the metro areas is extremely limited. The Federal Government has established a Faster Rail Agency and state governments are looking at local Faster Rail Networks. High Speed Rail (HSR) and Faster Rail are terms used when discussing rail development but what do they mean?



The High Speed Railway concept (HSR) is now well-established around the world for example the Shinkansen (Bullet Train) in Japan, Train à Grande Vitesse (TGV) in France and Eurostar in the UK and Europe. Delivering rail travel at between 200-300km/h means that HSR is competitive with air and road travel. When built, it gives a high-quality system which can transform the journey experience between major cities and provide a major economic stimulus. However, it requires major investment, new infrastructure, procedures and can take decades to plan and build.

Faster Rail is also established but to a much looser definition. It can be successful in longer business or regional markets and it is a more affordable



Australian Federal Government

option for regional growth. There is not a fixed speed that is considered Faster Rail, because the infrastructure is there, and it is based on improving the current infrastructure and focussing mainly on minor improvements.

The route between Australia's largest city, Sydney and federal capital, Canberra is a regional three-car diesel multiple unit (DMU) service and runs several times per day. Putting that into a European context, the service is comparable to a regional, low-density, community service offering.

With Faster Rail there is opportunity to put rail back into the competitive transport market in a reasonable timescale.

Australia already has products that are within that category of Faster Rail. In Western Australia, the Kalgoorlie Prospector, Perth to Kalgoorlie has invested in diesel train sets which have the capability to run at 160 km/h. The journey time has been cut significantly from 13 hours to a potential 6 hours 30 minutes at top speed.

The market for this is social mobility and tourism rather than business and it is more affordable for a state or federal government to meet their requirements.

There are four elements of Faster Rail.

Infrastructure improvement: Targeting infrastructure improvements by looking at the business case for investment will help identify which improvement will give the best output for the investment. The desired outputs are higher line speed and reduced journey time. Improvements could include easement of curves, improvement of turnouts, increased power supplied, strengthening of bridges and new signalling systems.

Improved rolling stock could include increased acceleration and deceleration, reduced weight, more efficiency, bio-modal fuel options and increased crash worthiness. These elements aim to deliver improved sectional running times.

Re-casting timetables enables the trains to run as efficiently as the previously mentioned improvements allow, taking into consideration permanent speed restrictions, line speeds for new rolling stock, sectional running times and timetable construction. It is also important to review the maintenance plan with any major timetable rewrite. With a new timetable improved journey times can be achieved and possibly the first step to maximising benefit.

Marketing and branding are critical in rail to capture the public's imagination and encourage them to travel by rail through better focus on train and service branding, train shape, train livery and interior styling.

Case Study UK West Coast Mainline

The UK West Coast mainline has been updated four times since 1930s to reinvent itself and remain competitive. The route is an 800km line from London to Glasgow via major UK conurbations. The topography has great curvature and gradients which make it more difficult to stay competitive with the East Coast mainline and road travel.

1937 improvements consisted of infrastructure for higher line speeds, investment in new steam powered rolling stock, marketing and branding and a revised timetable. These improvements

made the line competitive and relevant for the time.

By the early 1960s the new motorway system was completed, passenger levels were low, and the line was in a poor state of repair. The investment this time was in electrification and sustained 160km/h running. This was a success story and dubbed "the Sparks Effect", which captured the public's imagination with the modernism of the 1960's set against the traditional steam railway.

In the 1970s the small improvement was completion of the electrification to Glasgow, which was affordable at the time with a low level of investment. This was accompanied by a timetable rebuild, rebranding of the "Electric Scot" that allowed for sustained 160 km/h speeds and a more competitive journey on the north sections of the line.

The 1990s saw another small tweak in the arrival of push pull train sets and speeds increased to up to 175km/h with INTERCITY sector branding introduced for a new bold future.

A more significant and expensive change in 2008 introduced Penolino Tilt Electric Trainsets reaching speeds of up to 200km/h and a complete re-cast of the timetable with 20-minute frequency on the Manchester Intercity services. These improvements along with others were transformational for commuter and national travel from London Euston.

The Faster Rail principles for West Coast have been pushed to the limit of development and we now consider High Speed 2 to continue the cycle for the next 50/100 years. But the steps briefly outlined above have allowed the rail corridor to be competitive to different challenges over 75 years.

There is therefore an opportunity for Australia to use Faster Rail to make sure regional rail is competitive. There are currently various proposals in Australia, including in New South Wales for Newcastle, Wollongong and Canberra. Proposals in Queensland include a timetable review with passing loops to the Gold Coast and in Victoria, fast trains radiating from Melbourne are in the planning stage.

So Faster Rail does not have a speed banding or the kudos of High Speed, but it is affordable and can be tailored to the needs of a Region. With a rail strategy based around the core elements of Faster Rail we should see rail remain a competitive product for decades to come.

Want to find out more about Faster Rail Networks and HSR?

To find out more, you can view Paul Sutherland's presentation by logging onto IRO TV
www.railwayoperators.co.uk/irotv-home/

Canberra to Sydney train, Transport New South Wales



IRO welcomes new corporate member Rail Operations Group

Rail Operations Group (ROG), a subsidiary of the Rail Operations (UK) Limited group of companies, is a leading provider of specialist train operating services to the UK rail industry. The company provides a comprehensive suite of innovative and sustainable rail solutions and supplies low carbon, efficient, bespoke solutions to complex, technically challenging train operations.



Dave, left and Karl

Since it was established in 2014, ROG has been determined to push the envelope on rail innovation. The group prides itself on spotting opportunities and moving quickly to find solutions to challenges and traditional ways of doing things. We talked to ROG founders Karl Watts and Dave Burley, themselves IRO members for over 20 years, to find out what they have been working on.

Faster Freight

Anyone stuck on a train behind a slower freight train will tell you of the frustration this can cause. Freight trains tend to travel more slowly than their passenger counterparts, working to rigid timetables and from time to time holding up the faster, passenger trains which share the same network.

Karl and Dave have long believed that flexibility and high speeds can positively influence customers and have now decided to turn their vision into reality. ROG and its sister company Orion have acquired a fleet of surplus passenger trains, stripped everything out (seats, toilet, luggage racks etc.) and made numerous technical changes to turn them into high-speed 'vans' that can go anywhere and travel at speeds of up to 100 mph. It will create a totally new service aimed at companies like Amazon, DPD, FedEx and Hermes. From next month the company is introducing this new type of train operation primarily to service the burgeoning world of e-commerce.

"Even before Covid, the UK online shopping delivery market was worth over £16 billion per year

for the transport of light goods. Currently 99% of this goes by road and the remaining 1% by air, a huge opportunity for rail if we can get it right," says Karl.

"We can do this because we have a holistic view of the industry," says Dave. "A challenge in one part of the system can present a solution somewhere else."

Witnessing the withdrawal from service of still useful, good quality passenger trains, Karl and Dave have a strategy to repurpose and reuse trains that were destined for scrap. And so, not only does Faster Freight bring an innovative, speedier more flexible way of transporting freight, it also improves network capacity and operational performance on the system. The team are convinced that it will also lead to a reduction in total number of commercial vehicles using the road and the associated carbon emissions they produce.

"It's taken just two years to go from concept to delivery. All in all, more efficient, cleaner and greener," says Karl proudly.



Greener fleet

Earlier this year the company signed a multimillion pound deal with Swiss company Stadler, to purchase a new fleet of 30 Tri-mode locomotives that will be built in Valencia, Spain.

"They are very hi tech, very green, very versatile, and very powerful locomotives," says Karl. From November 2022 when the first locomotives arrive, they will be available to service needs of the ten train operating markets and play a leading role in driving down carbon emissions for train operations in the UK.

"The new locomotives are extremely versatile and can be deployed to operate passenger trains, freight trains, infrastructure trains and other specialist services," says Dave. "They will replace aging, fuel-guzzling, carbon-emitting options currently in use with something that is 'state of the art' giving us, our customers and the UK rail industry, a huge contribution in meeting our decarbonisation targets."

When Karl and Dave started off as trainee train drivers 43 years ago, they never dreamt that all these years later that they would be leaders in their field. They feel privileged to have reached a place that allows for them to conceive innovative ideas unconstrained by hierarchy, delivering to the plan, and where it's hard to 'stick your head out above the parapet' and change things...

"We want to inspire younger members of the IRO," says Karl. "We've been in train operations for 43 years and worked our way up to become industry leaders with the self-belief that we can achieve anything we put our minds to, and our younger members can too."

Freight partnerships - keeping haulage moving during lockdown



An established rail freight operator with 55 years' experience in delivering rail freight solutions, Freightliner, has a track record in providing safe, reliable, and cost-effective rail freight partnerships. With an extensive network of rail terminals across the UK, Freightliner operates an average 400 bulk trains per week, transporting 31m tonnes of bulk freight annually.

The company achieves this through its dedicated fleet of locomotives and highly trained, safety-focused teams which offer transport solutions in all the UK's bulk haulage markets - cement, potash, aggregates, waste, petrochemicals, domestic intermodal, hazardous goods, industrial minerals, coal - with 99.9% reliability on all services.

Freightliner uses a sophisticated mix of land-based logistics solutions to ensure effective operations. Business continuity procedures ensure it has been able to continue operations as a critical infrastructure bulk freight supplier during the coronavirus crisis of the past year. Despite the challenges, which have seen a significant reduction in freight volumes across the UK, Freightliner has continued to haul much needed supplies and materials to keep the country running.

An example of this is the company's work with Mendip Rail Limited, focused solely on aggregates, which are essential for all construction projects. Throughout lockdown, they have continued to haul aggregate to terminals in London and the Southeast

of England from quarries in Northern Somerset ensuring vital projects can continue in London and the South East.

Freightliner operates three trains a day on behalf of customer, SUEZ, moving around 1,500 tonnes of domestic waste from the streets of Manchester to the energy-from-waste (EfW) plant in Runcorn where it is recycled into high quality raw materials and renewable energy.

Commenting on the work, Mike Nuttall Communications and Partnership Manager at Recycling and Recovery UK said, "Everyone in the waste industry is working hard to make sure we can maintain essential services for residents across the country during these challenging circumstances. We rely on the Freightliner team every day to move tons of material from our waste handling and processing facilities across the region to the efw plant in Runcorn, ensuring we are able to maintain the provision of key services

to communities and local authorities across Greater Manchester."

Improved air quality due to reduced road traffic is one big positive that has come out of lockdown. Going forward, moving freight by rail can offer significant environmental benefits playing a key

role in helping to meet the government's carbon reduction targets. Apart from improving local air quality and reducing CO2 emissions by 76% per freight tonne mile moved compared to road, rail freight transportation has a big part to play in easing congestion on the UK's busy roads.



Events/News/Membership



Zoe wins gold!

Congratulations to IRO's IT Manager Zoe Bull, who has won gold at the 2021 Tech Industry Gold Degree Apprenticeship Awards. The citation for Zoe's Special Achievement award recognises her, "passion and personal bravery to set up a new IT department for the IRO, with an inspirational journey for a busy working mum who had never previously considered undertaking a degree."

After starting as a membership administrator with IRO in 2016, Zoe soon became the go-to person for all IT issues and advice. IRO spotted and nurtured Zoe's talent. She is now 3 years into her BSc Digital and Technology Solutions Degree Apprenticeship with Manchester Metropolitan University alongside her IT Manager role with IRO, and loving it. The degree involves study leave of one day per week at Uni as well as her day job.

"I love that I am getting proper hands-on experience that complements my studies. I've been involved in some brilliant IRO projects - everything from providing specific support to all areas of the business to introducing cloud computing and new security and cyber security measures for the whole organisation," says Zoe.

It's a credit to Zoe's IT leadership that when lockdown came last year, IRO staff were able to switch to working from home securely and safely online with minimal effort and little interruption to services. And all this is achieved in addition to her most important job as mum to two young children.

"I thought that I'd missed out on my chance of higher education and the opportunities that it brings. Even when things seem very full on, I love the challenges!" concludes Zoe.

IRO members recognised in the New Year Honours

Two IRO members were recognised in the New Year's Honours lists. Mark Hopwood FIRO, previously an IRO Board member, was awarded a CBE (Commander of the Order of the British Empire) and Robert Moore AIRO was awarded BEM (British Empire Medal).

CBE for Mark Hopwood FIRO

Mark Hopwood FIRO, and Managing Director at Great Western Railway (GWR) for more than a decade has been named a Commander of the Order of the British Empire (CBE) for his services to the railway industry

Mark has transformed GWR and steered the business to its best ever customer satisfaction figures in the three most recent National Rail Passenger Surveys undertaken by Transport Focus in 2019 and 2020.

Commenting on his award, Mark said: "This is an honour that reflects the efforts of thousands of railway colleagues I have worked with throughout my 31-year career. The railway plays a part in the daily lives of millions, and I am very proud and delighted that my small contribution has been recognised in this way."



BEM for Robert Moore AIRO

Robert, a Senior Conductor for London Northwestern Railway at Northampton, has been recognised for his voluntary work with various charities in his spare time. Robert helped to set up a search and rescue team along with teaching first aid and volunteering as a Safety Steward at his local football club. Robert has trained CPR Instructors through the British Heart Foundation and volunteers as an Assistant Scout Leader with the Sywell Air Scout Group.

The award came as a surprise to Robert who found out by letter from the Prime Minister late last year. He will receive his medal from the Lord Lieutenant of Northamptonshire at a local ceremony.

"I was really pleased to find out I had been nominated. The letter came as a bit of a surprise, especially after the difficult year everyone has been having. I am humbled to be recognised for my work in the community when so many others are contributing so much out there."



Howard Smith, IRO Chair said

"It's really heartening to see these well-deserved awards to rail operators. Robert's volunteering is impressive and I have known Mark for many years. His commitment to the industry and to the IRO has been outstanding. As an Institution we add our thanks and congratulations to both Mark and Robert."

Annual Report: Our 2020 achievements and our direction for 2021

The 2020 IRO annual report has been published.

This year has brought its challenges for the IRO, as Howard Smith, IRO Chair shares his thoughts, *"For most of the reporting period, there has been an exceptional level of uncertainty affecting us all. Yet in the face of challenging conditions, IRO demonstrated its resilience and delivered a positive performance with the best result of its 21-year history."*

The annual report charts the success and challenges of 2020 as the IRO worked to ensure the best support possible for all its members. It also explains the plans for the year ahead, progressing work on the Rail Academy, the online game, the webinar

resource library, mentoring and the app. The IRO continues to focus its efforts on continuing professional development and the promotion of the operations profession.



Download the Annual Report
Visit <https://joom.ag/WWpl> to get yours.

Thanks to Mark Langman & Stuart Langridge

We would like to thank Mark Langman FIRO, Managing Director Wales & Western Network Rail and Stewart Langridge AIRO for their support and help as voluntary IRO Board members.



Mark joined the Board in 2019 and has been a great support to us all during this recent period of change and development as we've adapted so many aspects of the business to address restrictions and new ways of working brought about by Covid-19.



Stewart's six-year tenure on the Board and has seen the Institution through a period of rapid development and change, including the introduction of new areas of business and two business plans. We now have apprenticeship and end point assessment provisions in place, as well as the academic programme restructure, the master's level qualification development and a substantial increase in membership numbers.

We hope to be able to meet up the not-too-distant future to say thank you properly for all the hard work that you've both contributed to the IRO.

IRO app, launching to your smartphone 12 April 2021

In case you haven't heard, IRO members, our new app will be launching very soon. Check your email is up to date and your login details are correct and you will be ready to benefit from all of the new features.

So what will it do, how will it work and who will it benefit?

The aim of the app is to enhance your membership experience by making everything more accessible, more easily. We asked the app development team to give us the lowdown on the new app which will be available free to download on Android and IOS.

Essentially, it will give access to IRO's POD (Professional CPD) tool so members can now undertake CPD self-assessment on their mobile devices and receive instant recommendations. This should prove to be very useful when you are out and about and need quick answers to your own questions.

IRO events have always been popular with all of our members so the app will provide easy access to view and to book onto events - something we're all looking forward to resuming when the lockdowns ease. You'll also be able to use the app to scan event attendance and keep track of your favourite and attended events.

We know that members really value the wide range of IRO resources and videos specifically designed to enhance learning and build knowledge in specific topics, so these will be more easily accessed via the app and complemented by instant communication on items of interest directly from IRO.

To download IRO Members app, just visit your smartphone's app store and search for 'IRO Members'. Once downloaded, you will need to input your IRO username and password to gain access. The IRO team can help you to remember these. Email us on membership@railwayoperators.co.uk

Coming to your smartphone soon...



Rail Business Awards 2021

The Rail Business Awards celebrate achievements in the UK rail industry across technical projects, safety, marketing, and customer service.

Plus, the success of individuals and teams who make such a difference to our fantastic industry. This year, the (23rd) Rail Business Awards were held online between 22nd and 25th February and IRO was pleased to sponsor the Operators Awards, which recognise excellence in passenger and freight operations.

And the winners are...

Integrated Transport Excellence:



Customer Service Excellence:



Marketing & Communications Excellence:



Rail Freight & Logistics Excellence:



Train Operator of the Year:



Rail Business of the Year:



Our congratulations go out to all the worthy nominees and winners for their hard work and ingenuity.

Gamification comes to IRO



Our innovative, bespoke game will give members an alternative, interactive and fun way to learn about the many facets of rail operations.

Once in the game, members progress through different stages, developing further knowledge of rail operations as they go.

The content allows the player to experience and learn about the day-to-day tasks of an operator behind the scenes and to consider the differing perspectives of other job roles across different areas of rail. Along the way the player picks up new skills and learns how to navigate different situations by making decisions based on the interactions with other characters and information on hand.

The game begins in the planning department of a TOC where the player is guided through the basic anatomy of timetables and rosters until they save the day and complete their tasks! The Control Room beckons after that...

This exciting development will be hosted on Rail Academy, our new digital learning platform. As an IRO member you will be able to access the game using your system login.

Want more information about the game?

The game will launch in April 2021, please visit www.railacademy.com for more information

Rail Academy a customised, cost effective learning experience

Rail Academy a new online training platform launched last year, to provide solutions for railway operators to progress their training and professional development.



RAIL ACADEMY



The platform can also act as an extension of the company by offering a combination of IRO's expertly created training materials mixed with branded in-house assessments allowing companies to track progress and fully manage their employees' training.

Here's what Anika Shenfield, Talent Manager at Freightliner Group has to say, "Freightliner Limited is a large freight rail operating organisation. As a large employer we have been delivering training, including train driver training, to our own employees for 14 years.

We recognised that for many of our trainees, becoming a train driver was a second career and most were not familiar with the industry. Along with wanting to raise the profile of the IRO internally and the benefit of being a corporate member, we recently started to incorporate the 'Introduction to Rail' course to our newest cohort of learners. Feedback has been incredibly positive, that the concepts and content were relevant and that the training was clear and understandable. The virtual tools provided were particularly useful and the pace of the training activities was just about right. We look forward to working with the IRO more in the future to support our employees with their professional development in their rail careers."

Find out more about Rail Academy

To learn more about how Rail Academy can help you contact learnserve@railwayoperators.co.uk or go to www.railacademy.com

Webinar archive now available on IRO TV

Since the IRO Area Councils had to suspend their usual programme of events early last year, IRO, in conjunction with the Area Councils has live streamed more than 15 presentations from industry professionals covering a wide range of railway operations topics.

IRO has recorded these valuable insights and they are now available for all IRO members to view at their leisure on IRO TV.

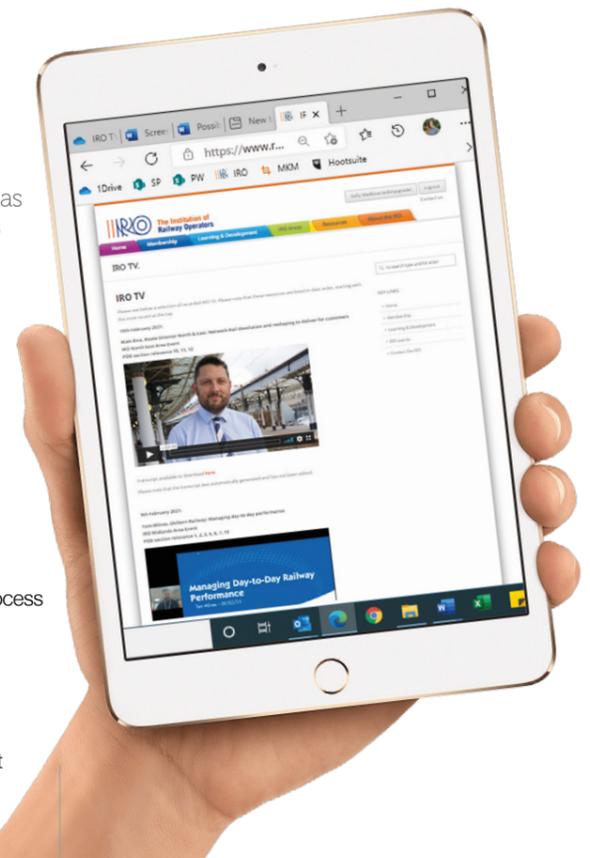
The webinars have had over 3,000 views so far, and we're hoping that they will continue long past lockdown even when our usual face-to-face events can make a welcome return. The area councils are currently working on their new schedules of online events for the coming months, so look out for these when they are published.

It is a great opportunity for members from different regions to gain an insight into what is going on in other parts of the country and wider railway operations community. Members from as far afield as Australia and California have been tuning in and recordings from the Australia/New Zealand Area Council are also available to all members.

Recent uploads include:

- Faster Rail: Paul Sutherland
- The Clapham Junction Accident of 1988: Greg Morse
- Network Rail devolution and reshaping to deliver for customers: A talk by Matt Rice, Route Director, North & East, Network Rail
- Managing day-to-day performance: Tom Milnes, Chiltern Railway
- Northern Powerhouse Rail – an update on progress: Tim Wood
- Geoff Featherstone from Pacific National, Australia presents the long-term planning process
- The Impact of Coronavirus on the Railway: David Horne, LNER
- Seriously Swiss Cheese Safety in Scotland: Neil Sime, Victa Railfreight

To access the recordings, click on the 'Resources' tab on the IRO website and select IRO TV or visit the website www.railwayoperators.co.uk/irotv-home/



Log into your membership account to view the content.

If you need a reminder of your account details, please contact the membership team membership@railwayoperators.co.uk

Apprenticeship Class of 2019

Ever wondered what an IRO structured training programme could do for your organisation? For Network Rail's 2019 General Management Graduate Scheme members the results are in and looking extremely good. Given that most recruits had never worked in the rail industry prior to starting, the year-long scheme aims to provide them with the knowledge skills and behaviours required for effectively operating in today's rail industry.

It starts with a complete overview of the rail industry and goes on to expose learners to the full range disciplines and routes across the business. Along the way there are various work placements to supplement learning on the job as the apprentices cover off key topics such as safety, quality, customer service and management and decide where they want to focus their careers.

It goes without saying that as they roll off the scheme, apprentices have acquired a great network of contacts with each other and across the business.

When the company surveyed the group in November 2020 at the end of what has probably been one of the most challenging years ever for Network Rail, 60% of the cohort had secured a permanent role or a good quality secondment that was likely to result in a permanent job offer in their chosen career path. A further 27% of the group were retained on placements that had been extended to allow for continued support to the business.

"This is so good to know", says Tina Morris IRO's Apprenticeship Teaching and Learning Manager. "Despite the challenges of pandemic and all that has entailed, our programmes clearly are delivering impressive results."

What are current Passenger Transport Operations Manager apprentices saying?

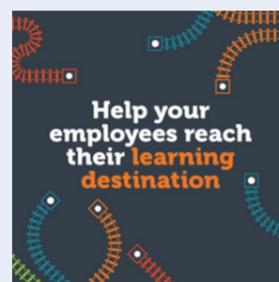
"The IRO tutors and anyone I have come in contact with has been super helpful and nice, and it's clear everyone wants us to succeed."

"It is great that they offer one to ones with the coach. I find these really helpful and a good place to ask questions."

"The learning journal is a nice way of recording the work I have done, ...it is useful to see what I have done and the progress I have made... and completing the observation forms will be a nice way to show my skills in action."

"I like the fact they teach us things and we do work related to that."

"Really enjoy having the coaching chats every month, it is a great way to reflect on what you have been doing and get a second opinion on your progress."



Make your Mark, new learner-centred record of achievement

The IRO exists to improve the quality of railway operations. As a leading supplier of specialist and management training for the Rail industry, the organisation is dedicated to ensuring all students enrolled on learning programmes can achieve of their best.

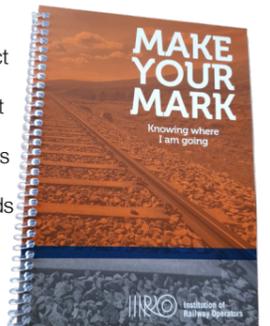
As an IRO learner, all apprentices can expect the highest level of support in all aspects of their personal and professional development throughout their studies. IRO's holistic approach to apprenticeship learning includes not only teaching, personalised coaching, workbooks, and assessments, it also records e-portfolio, learning journals and off the job development time which is now supported by the new 'Make Your Mark' personal journal. It launched during Apprenticeship Week in February to extremely positive reaction across the industry.

The start point of the journal recognises that new apprentices have already worked hard to establish a successful career or have been successful in securing a great start to their career by being selected by their employer to join a graduate training programme. This means that they have already developed a valuable set of knowledge, skills and behaviours even before they start their apprenticeship.

The initial sections of the journal are designed to help the individual document and take stock of their personal and professional development to date, including favourite activities and achievements both inside and outside of work. The learner is then invited to reflect on these milestones and understand how they will relate to future career development.

The second part of the journal is designed to help the apprentice build a great CV, developing the self-awareness and self-knowledge they need to perform well at interviews. But it doesn't stop there. The learner is taken on a journey to explore and define what is next and work out what they want to do and be known for, making sure that they receive recognition for the right things as they continue to develop.

One of the most valued elements of the programme is the relationship between each apprentice and their coach who is there to help and support them throughout their learning journey. 'Make Your Mark' now enhances this further in the range of templates and exercises it provides to support learning during and beyond the apprenticeship. The materials can be used in any order, and apprentices will be able to identify which elements will be of most value. The coach can recommend specific templates and exercises and new 'Make Your Mark' activities to complement specific aspects of learning for each apprentice. This is a great new addition to the apprenticeship experience.



For further information on apprenticeships:

Please email Tina Morris at knowledge@railwayoperators.co.uk



Learning & Development

Graduation 2020

IRO is delighted to congratulate the latest cohort of graduates of our Railway Operations Management academic programme, delivered in partnership with Glasgow Caledonian University. This time due to the pandemic, we weren't able to hold the usual public ceremonies where groups come together to celebrate their successes in person.

Jordan Bingham works as Customer Information Manager and recently completed the Certificate level of the programme. Whilst admitting it was disappointing to not have the opportunity to attend the graduation ceremony, Jordan still had positive reflections of his learning journey.

"The modules (covered by the programme) provided learning opportunities in a wide range of areas such as Personal Professional Development and Railway Management Skills, Background to Railway Operations, Basic Railway Operations and Communication. It was a great way to meet other Railway Professionals from other Train Operating Companies and discuss our experiences."

I would highly recommend the academic programme to a colleague."

Degree graduate George Moore works as Train Planner and agreed that for him the programme was, *"a fantastic way to delve into the depths of the nuances of railway operations."*

We wish all our graduates across all three levels the best of luck in the future and look forward to continuing to engage with them as members of the institution.

Applications are now open for the Railway Operations Management programme to begin later this year. Please contact learning@railwayoperators.co.uk if you would like further information.

Warmest congratulations to all of our Class of 2020 graduates:

Certificate of Higher Education in Railway Operations Management:

Abdullah Al-Jawini (Saudi Arabia Railway)
 Rebekah Megan Ashton (London North Eastern Railway)*
 Morgan Bacon (Network Rail)*
 Taran Jack Best (Greater Anglia)
 Jordan Bingham (Abellio Scotrail)
 Turkey Binsuwadan (Saudi Arabia Railway)*
 Abdulmajeed Zaid Bin Khathlan (Saudi Arabia Railway)
 David Bowden (Network Rail)*
 Hamish Buist (Network Rail)
 Stuart Burchett (Network Rail)
 Steven Butt (Great Western Railway)*
 Andrew Carney (Transport for Wales)
 Veronica Chu (Network Rail)
 Oliver Simon Freddie Clamp
 Joshua Clay (Great Western Railway)
 Avni Depala (Network Rail)
 Samarth Manishkumar Desai (Network Rail)
 Joanna Dobell (Network Rail)
 Harry-Joe Gallimore (Network Rail)
 Anthony Garofalo (Network Rail)
 Gemma Gorrod (Network Rail)
 Stephen David Green (Great Western Railway)
 Luke Gregory (Network Rail)
 Seersha Halder (Network Rail)
 Emma Hales (Great Western Railway)
 Ben Alexander Hall (Network Rail)*
 Chad Hannon (Network Rail)
 Maneet Hayer (Network Rail)
 Elspeth Hinds (Network Rail)**
 Megan Holman (Network Rail)
 Daniel Hughes (Network Rail)
 Alexander Hunt (Great Western Railway)
 Adele Jennings (Network Rail)
 Matthew Jones (Network Rail)*
 Alex Kerr (Network Rail)
 Alexandra Kirby (Network Rail)
 Charley Large (Great Western Railway)
 Hannah Lawrence (Network Rail)*
 Alexander Lee (Great Western Railway)**
 Lee McDonald (Network Rail)
 Sophie Mohanlal (Network Rail)
 Katie Louise Munday (Network Rail)
 Joshua Leonard Murray (Network Rail)
 Alexander Nicol (Network Rail)**
 James Owen (Network Rail)
 Maria Ana Palma (Great Western Railway)*
 Abigail Pearson (Network Rail)
 Kendra Rabbits (Network Rail)**
 Edward Robinson (Network Rail)
 Haider Saeed (Network Rail)
 Mark Salisbury (Great Western Railway)
 Steven Shinde (Great Western Railway)
 Jennifer Kathleen Strubing (Crossrail)
 Shaun Toffoletti (Great Western Railway)
 Matthew Walker (Network Rail)
 Oliver Walsom-Pridmore (Network Rail)
 Charlotte Wheaton (Great Western Railway)*
 Jamie Williams (Great Western Railway)
 Hannah Winter (Network Rail)
 Yee Kay Ivy Yeung (Network Rail)

Diploma of Higher Education in Railway Operations Management:

Thomas Bennett AIRO (Great Western Railway)
 Alan Byrne AIRO (Irish Rail)
 Stephen Dowdall AIRO (Irish Rail)
 Arthur Huchu AIRO (C2C)
 Eoin Kennedy AIRO (Irish Rail)
 Charles Maguire AIRO (Irish Rail)
 Shaun Meehan AIRO (Irish Rail)
 James Ryan AIRO (Irish Rail)
 Isolde Stapleton AIRO (Irish Rail)
 Shane Sweeney AIRO (Translink)

Bachelor of Science in Railway Operations Management:

Brian Christie MIRO (Saudi Arabia Railway)
 Jack Conway MIRO (Transport for London)
 Adam Michael Cooper Watson MIRO (Network Rail)
 Rachael Davidson MIRO (Serco UK)
 Ivan Dowman MIRO (Network Rail)
 Hayley Farrar MIRO (Avanti)
 Richard Fisher MIRO (Ten Transport Consultancy)
 Aaron Gallavan FIRO (Aecon)
 David George MIRO (Saudi Arabia Railway)
 Shilir Georgees MIRO (Aecon)
 Niall Leonard MIRO (Irish Rail)
 Tendai Mahove MIRO (Network Rail)
 William Malone MIRO (Irish Rail)
 Ian Peter Martin MIRO (Transport Solution Services)
 Bianca Martinello MIRO (Aecon)
 David Maxwell MIRO (Amev)*
 Leo McAllister MIRO (Lorem Ipsum Ltd)*
 James McCreith MIRO (Irish Rail)
 Philip McNally MIRO (Irish Rail)
 George Moore MIRO (Great Western Railway)*
 Oisín Murphy MIRO (Irish Rail)
 Jason Robert Nash MIRO (Avanti)
 Patrick Sheerin MIRO (Irish Rail)
 Benjamin Gareth Simpson MIRO (Translink)
 Michael Townsend MIRO (Network Rail)
 Christopher Williams MIRO (Network Rail)
 Peter John Wilson MIRO (Network Rail)
 Lucinda Wing MIRO (Network Rail)*
 Michael York MIRO (Chiltern Railways)

* graduated with Merit

** graduated with Distinction



New IRO Learning and Development Forum promoting industry collaboration

In recent months, IRO has invited key Learning and Development (L&D) contacts across the industry to join our Track and Train Learning and Development Forum.

The main purpose for the forum is primarily to:

- Promote recognised standards and educational qualifications across the rail industry
- Align, create and leverage synergies across all communities - TOC, FOC and NR
- Address the gaps in the educational standards for the entire rail industry
- Support employees and L&D managers to improve competence and generate recognition for qualifications.

We've now held two forum meetings and initial discussions have included how we can get to a standardised approach for all training, the value of a multi-company approach to technical training and the importance of career pathways for all those either working in or looking to enter the industry.

Tim McCarthy, GTR's People Development Manager has been impressed with the format of the meetings. *"I have personally found the forum very useful. I can share some of our challenges and then seek suggestions from like-minded individuals. There's also plenty of inspiration from others who have been creative or innovative in their ways of working. I have really enjoyed and taken a lot away from these events. They really have helped me to think through, plan and design my L&D strategy. I would encourage anyone with an interest in this area to join the forum. One thing's for sure,*

the IRO team will give you a great welcome and an abundance of support."

Other forum members have appreciated the opportunities to engage with fellow L&D professionals across the industry. *"It's great to be part of a forum where my input could have a positive impact across operations as an industry,"* said Marie Orchard a Programme Manager with Network Rail. Ide Leonard, Talent Management Executive for Irish Rail admitted that the forum has been a useful platform to share best practice across the industry, allowing the members to, *"outline their needs, gain new perspectives, and generate new ideas."*

Moving forward, we'll be holding 3-4 meetings a year. If you believe you or a member of your team would benefit from being part of the forum, please contact learning@railwayoperators.co.uk



New course catalogue out now...

IRO's 2021 course brochure is now available.

In it you find everything you need to know about our learning opportunities, courses and qualifications, which have been created specifically to respond to the needs of our industry.

Within the detail of the brochure, you will find further details on:

- IRO's Railway Operations Management academic programmes
- Level 3, 4 and 5 apprenticeships
- Student testimonials
- Details of the new IRO Rail Academy
- Free Learning
- Mentoring
- IRO area councils
- Fees and Funding options

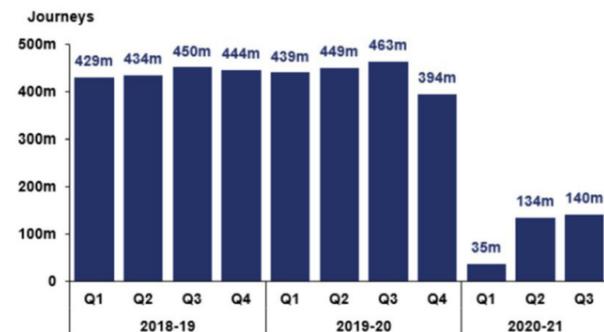
Get in touch with our team with any questions or queries you have and we'll be very happy to help.

Download the Course Brochure: Visit <https://joom.ag/sZel> to get yours.



The state of the industry

Passenger journeys, Great Britain, 2018-19 Q1 to 2020-21 Q3



Source: ORR Passenger Rail Usage 2020-2021 Quarter 3, Published March 11, 2021

Against a backdrop of shrinking passenger journeys we asked our IRO area reps to share some of their experiences of the last year.

How have safety logistics impacted your work environment?

CM: I struggled for several months. The loss of face-to-face contact with colleagues and the lack of meetings which could happen by chance was noticeable and I felt had a massive effect on my work.

GC: From a rostering point of view, we needed to look at all interactions between staff and how best to reduce close contacts especially amongst front line staff. These (measures) have all proven to be challenges but we have adapted, and we are living with how to work in the "New Normal".

NE: Seeing unfamiliar messages in familiar situations has been a real eye opener for many staff.

JB: A complete refurbishment of our HQ offices has seen the removal of over 50% of conventional desks, replaced with break-out areas and quiet spaces, maintaining social distancing. A new booking system was also introduced, to ensure that numbers (entering) were controlled and in more recent months, lateral flow testing has been introduced at shared facilities. The majority of our interactions now take place virtually, but I still maintain a presence on our route one day a week.

How are you managing with changing passenger numbers and patterns?

GC: It has been difficult and going from a position of encouraging travel on public transport to actively dissuading those same people now, is a very strange place to be in. In 2019 we carried 50.1 million passengers. In 2020 that figure slumped to just 17.9 million passengers. I find myself looking out at my main station at the empty car park, compared to what it used to be is an eerie experience.

JB: We have been using several data sources, to understand our customer numbers and new travel patterns. This was supported, by gateline and Contactless/Oyster card data, to provide a more accurate reading of customer numbers during the day. Our traditional morning and afternoon peak period has shifted, with key worker customers travelling earlier in the morning and returning early in the afternoon.

CM: We have seen a huge drop in passenger numbers... Our teams across Scotland's Railway have revised the timetable on several occasions to consider the changing restrictions as the pandemic has evolved.

What have been the financial impacts of the pandemic and how are you addressing this?

NE: Significant! Working with HMG departments and financial aid as well as looking at reducing services and the services provided on them has gone a tiny way towards off-setting losses.

GC: Financially it has had a massive impact. Fortunately, as a Semi-State body we have been able to secure funding from the National Transport Authority to allow us to operate however, we are working to a limited budget. One bright light is coming from our business at Rosslare Europort, which has seen a surge in Port Traffic post-Brexit.

CM: Scottish Government introduced a lifeline Emergency Measures Agreement (EMA) in

April 2020, after the COVID-19 lockdown resulted in a 95% reduction in our passenger numbers. It was a major boost for our staff, who have worked tirelessly to keep people moving.

JB: Very little, our timetable was only reduced once and since then, we have been operating a full service for our customers.

How will future focus change and what skills for the future will be needed?

JB: Future focus will be making sure that we continue to provide sufficient capacity, as social distancing measures may well be in place for the significant future... We are (as of December 2020) now operating a full timetable, providing services for key worker customers. This has been particularly apparent on the Eastern section, where customer numbers have continued to steadily rise, with Liverpool Street station now seeing the greatest footfall of Network Rail managed stations.

CM: None of us want to see empty trains or stations, it doesn't feel right. We will need to focus all our efforts on the passenger experience from before they even begin their journey with us.

NE: There must be a realisation of how things can change significantly in a short space of time. To rebuild passenger numbers there is going to have to be a significant marketing drive to attract new customers.

GC: The challenge is dealing with how the "new normal" affects the Railway now and into the future. There is no doubt that with the roll out of the vaccine, the dynamic will change and with that, growth will return to the economy as we move out of the current restrictions.

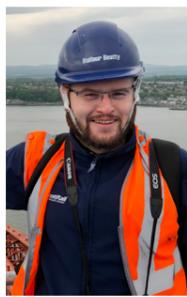
What is the overall mood of the industry in your region at present?

GC: Like most of society there is cautious optimism that we have started to turn a corner.

CM: When I speak to friends and colleagues in the industry, they're eager to see passengers return as soon as they're able to do so and are anxious to do their bit to help that happen.

JB: We have remained passionate about improving the railway and sharing best practice, which continues today. Communication is key and staying in touch has never been so important, which we will continue into the future.

NE: Less subdued than it was in the first half of 2020 as there seems to be light at the end of the tunnel.



Ciaran McGilp (CM)
Scottish Area



Gavin Collins (GC)
Irish Area



Nick Edwards (NE)
South West & Wales Area



Jon Bradley (JB)
South East Area

IRO Online events round-up

North East Area: Adrian Caffrey

The impact of coronavirus on customers and colleagues on the railway

David Home, Managing Director for LNER

The global impact of coronavirus has been huge. Over 74 million people have contracted the virus against a background of collapsing stock markets and struggling economies. For railways there has been an unprecedented decline in passenger journeys.

In the first quarter of 2019-20, over 439 million journeys were taken on the GB rail network. Just a year later this figure had plummeted to just over 35 million. The session unpacked how this dramatic change has impacted LNER and its plan to build back better, once life begins to return to normal.



Clearly the situation has huge implications for LNER, but David began by talking through the toll coronavirus has taken on the mental wellbeing of colleagues. LNER spotted this trend and has put in place positive changes to support people in managing their mental health. Apps such as Headspace with guided sessions on stress management, happiness, resilience, physical health, and a wide range of virtual classes covering everything from baking, through to dancing and yoga are now easily available to all.

The company has been careful to roll out enhanced cleaning regimes to ensure that touch points on trains, stations and offices are Covid-safe and are now part of LNER's everyday ways of working. At the same time, enhanced ticket booking platforms have been put in place to ensure customers travelling on LNER trains can maintain social distancing.

A recent report published by the Office of Rail and Road found that the top priority for passengers travelling by rail, was to arrive at their destination on time. And so, the rail industry has used this period of reduced passenger numbers to ensure that it can implement the changes required to improve punctuality and regain the trust of passengers when they do return. The East Coast Partnership is also implementing a suite of small performance improvement schemes from signaling enhancements to additional signage at stations. The presentation also went on to highlight innovation, timetabling and technology which are all playing their part in future plans.



North East Area: Phil Thickett

Network Rail: Devolution and Reshaping to Deliver for Customers

Matt Rice, North & East Route Director, Network Rail

Over the course of his career, Matt has undertaken a number of varied roles with Network Rail and spent some time working on overseas railways.

He began his talk by explaining that Network Rail had changed the way it operates, by introducing fourteen new Route Directors supported by 5 Managing Directors and admin staff. By making the new Route Directors responsible for operating their route it is hoped they will be more responsive to local needs: a more joined up railway bringing train and track closer together, putting passengers first, to oversee: the day-to-day operations, maintenance, minor renewals, delivery of the train service, performance, and safety. The change is intended to place more focus on performance, track repairs and maintenance, blockades, train planning and safety of staff. This in turn will enable improved train performance for the passengers and the communities they serve with safety of paramount importance in everything they do.

As North and East Route Director Matt's role takes in the cities of Leeds, Sheffield, Hull, Bradford, and Huddersfield as well vital links over the Pennines and into the North East. The main railway lines are the Transpennine Express route from Newcastle, Hull and York towards Manchester and Liverpool via Leeds. Matt is only too aware that improvements in services across the route have a vital role to play in helping drive economic growth and job creation in the north of England. So ongoing work as part of the national Railway

Upgrade Plan which includes the Sheffield Nunnery junction renewal and facilitating the introduction of modern comfortable trains will be important for the region, as will the huge redesign of the vital hub at Leeds station to provide new capacity and better services for one of the UK's most important cities.

Under his leadership Matt wants to help and support teams by giving them confidence to make decisions and work in a different way because accountability will be at local level including with track staff who do day-to-day jobs. He was clear that everyone needs to keep focussed on running the railway day to day whilst at the same time continually questioning the things that get in the way in a professional, constructive manner. Following his talk Matt led a lively session with open, decisive answers to questions asked by members.



Directory/Dates for your Diary/Events

Midlands Area: Simon Rawlings

Managing day-to-day performance

Tom Milnes, Chiltern Railways

On 9 February 2021, the IRO Midlands Area were delighted to welcome Tom Milnes, Current Performance Manager for Chiltern Railways to share best practice for how train operators can best manage day-to-day performance.

At the beginning of the presentation, Tom noted that delay attribution is sometimes mistakenly seen as being focussed on 'blame' however, it is critical for performance monitoring and improvement. It is a powerful tool that we can use to understand the complexities of day-to-day performance; and that value comes from investigating delays of 2 minutes, or even 2000 minutes.

A key message offered by Tom early in the presentation was that there is value in working to shift the perspective others might have of performance management away from the stereotype of 'hindsight police'. A way this can be achieved is by understanding what you can and cannot influence. For example, we cannot change the weather, but we can control the processes we have to mitigate the effects of it.

From having a presence in Control to working closely with Drivers and front-line teams (including meeting new starters, such as Trainee Drivers), Tom offered a holistic approach that operators from across the industry can use to help improve their own company's performance.

Many thanks to Tom for sharing his experience in railway operations and performance. As winner of Chiltern Railways' 2018 'Manager of the Year Award' and, more recently, winner of the 'Outstanding Individual Operator' at the 2019 Golden Whistle Awards, I was pleased that Tom was able to give an insight into the work he does and provide us with the opportunity to develop our understanding of how to approach performance improvement. Tom's talk is available now to watch in full on the IRO website.



North East Area: Dave Court

Operating the Royal Train by Geoff Griffiths, retired Royal Train Manager

Geoff Griffiths' railway career began as a CO1 at Derby Locomotive Works. From there he worked his way up through various supervisory and management roles to being appointed Royal Train Manager (RTM) in 2004 by the Royal Director of Travel at Buckingham Palace. Geoff held the role until his retirement in 2011.

The Royal Train (RT) transports senior members of the British royal family and associated staff of the Royal Household around the railway network and is formed from a dedicated set of liveried sleeper, dining, and lounge carriages. During his time as RTM, Geoff was responsible for making all arrangements for the operation of the Royal Train, overseeing all travel arrangements for the Royal Household on ordinary rail services and maintaining the Royal Train budget.

It was Geoff's job to cost every journey undertaken by the Royal Train which needed to account for storage and security of the Royal Train at Wolverton, cost of maintenance of



Geoff Griffiths with the Royal Sovereign

the coaches, maintenance, manpower costs and track access charges etc. Members were interested to discover that the budget for each proposed journey was personally vetted by Her Majesty the Queen before the final go ahead when Geoff was then able to co-ordinate the entire operation.

Queen Victoria was the first British monarch to travel by train, in June 1842 on the Great Western Railway (GWR), which ran the line between London Paddington and Windsor for Windsor Castle. The train transported the queen from Slough to London Paddington and was hauled by a locomotive driven by Daniel Gooch assisted by Isambard Kingdom Brunel! For the journey, the queen used a royal saloon which had been constructed by the GWR two years earlier. Geoff described some of the steam locomotives that had hauled the RT over the last century, through to the present RT vehicles.

Members enjoyed a virtual tour of the RT with Geoff sharing special details of staff who accompany the train, anecdotes of specific

carriages allocated to Royal family members and details of the provisions for the RT which are provided by Rail Gourmet.

Occasionally the royal family used scheduled passenger services in which case the first-class section of a vehicle would be reserved for the royal party. Interestingly, tickets for these journeys were always booked in advance with the Duke of Edinburgh apparently making full use of his Senior Citizens Railcard!

Geoff shared some impressive personal facts and figures from his seven years as RTM. He planned 105 RT journeys and visited Buckingham Palace on 32 occasions and thoroughly enjoyed every minute of his time in the role including the occasional 'major tribulation'. He ended by paying tribute to the staff, from all departments, who made the running of the Royal Train possible. Feedback from members on the day was hugely positive and in case you missed it, a recording of Geoff's session is available through the IRO website.



The picture shows 67006 'Royal Sovereign' arriving at Doncaster with the Royal train on 23 September, 2007 with driver Dave Court at the controls. Courtesy Geoff Griffiths

What's happening in your Area & Online?

Valuable opportunities for members to learn and share knowledge.

Your local IRO area runs events all year round. These are opportunities to see how others work, broaden your experience and add to your professional development.

The IRO Area Councils across the UK, Ireland and Australia have been working on the programme of online events for the coming months.

Keep an eye out in your inbox and also on the IRO website for further information www.railwayoperators.co.uk/whats-on/

Presentations coming up:

5th May	RISSB Role in Operations: Cris Fitzhardinge
11th May	East Coast Upgrades
28th May	Operations in a Post-Covid World: Andrew Haines
2nd June	View on Operations: David Franks
7th July	Importance of Ride Quality in Operations: Neil Hobden

“ I really enjoy being able to attend so many events, now they are online. I live in the Highlands of Scotland, so I am unable to attend many events in person. ”

Kenny Barclay

Driver Team Manager Inverness, ScotRail

“ Finding the IRO and the incredibly vast information here has helped me to never stop learning and question why we do the things we do. Thank you for sharing your knowledge. ”

José Del-Prado

Competence Compliance and Assurance Manager, Elizabeth Line, TfL

Please check the IRO website www.railwayoperators.co.uk/areas/scotland/ to find out about events happening in the Scottish area

Please check the IRO website www.railwayoperators.co.uk/areas/northwest/ to find out about events happening in the North West area

Please check the IRO website www.railwayoperators.co.uk/areas/northeast/ to find out about events happening in the North East area

Please check the IRO website www.railwayoperators.co.uk/areas/irish/ to find out about events happening in the Irish area

Please check the IRO website www.railwayoperators.co.uk/areas/midlands/ to find out about events happening in the Midlands area

Please check the IRO website www.railwayoperators.co.uk/areas/southeast/ to find out about events happening in the South east area

Please check the IRO website www.railwayoperators.co.uk/areas/southwest/ to find out about events happening in the South West area

Please check the IRO website www.railwayoperators.co.uk/areas/australia/ to find out about events happening in the Australia & New Zealand area

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