Institution of Railway Operators Receives Queen’s Charter

The Institution of Railway Operators was awarded Chartered status on 1 October 2021.

Howard Smith welcomes guests to the CIRO lunch at St Pancras Renaissance Hotel, London

The Chartership was celebrated on Friday 1 October with an inaugural lunch and presentation at London’s St Pancras Renaissance Hotel. Over 200 delegates gathered for the historic event as the rail industry came together to celebrate this milestone for the Institution. Attendees comprised a broad range of those who had contributed to the Institution’s success over the years, including founders, Fellows, Board Members, early members, area council leaders, trade press and many more senior railway operators.

Howard Smith, Chair of Trustees opened the occasion with a speech, thanking all those who had supported the Institution and helped to develop it offering in various ways. He highlighted the foresight of the founding members in forming the Institution for the industry, thanked the Corporate Members for their loyal and consistent financial support and gave special mention to the Fellows and Members for their belief and advocacy of the Institution. He described them as: “Dedicated professionals of influence and good faith who have become Members and Fellows and proudly showed off that credential next to their own name.”

By way of an added thank you, each attendee was given a lapel badge sporting the new “CIRO” logo as well as a twenty-page commemorative book, charting the evolution of the Institution from its’ humble beginnings to present day and the awarding of a Royal Charter. Staffordshire based artist Emma Joustra was also commissioned to create a visual representation of the Institutions’ growth, featuring some of the key individuals involved along the way. This was given as a keepsake to each attendee in the form of a postcard. A large format version of this will also be proudly displayed at the CIRO offices.

CIRO CEO Fiona Tordoff said: “The award of the Institution’s Charter recognises the collective efforts of our founders, our volunteer Board and Council members, our corporate members, our tutors and staff and, in particular our 10,000 plus members, to enhance and sustain professionalism in railway operations.

“Becoming the Chartered Institution of Railway Operators ensures that we can be more easily recognised across the UK and beyond. It gives our growing membership a new global identity linked by common commitment to high standards of professionalism.”

Fiona Tordoff & Howard Smith

“The Institutional for Railway Operators has become a hub for Rail Operations training and even conference facilities, the new site will coincide with another big move for the Institution as it relocated to new premises in Stafford. The new home for CIRO, the Stafford Education & Enterprise Park allows the Institution to offer services such as teaching and End Point Assessment from one central location. With dedicated classrooms and even conference facilities, the new site will become a hub for Rail Operations training and development.

The new site will also be home to an expanded education and training role in line with the CIRO vision. This will include an apprenticeship programme and has area councils across the UK and abroad.

The Institution of Railway Operators was formed officially in 2000 in response to the recognition of a need for an organisation which could protect and enhance the existing knowledge and skills of Railway Operators following privatisation. The Institution would be open to all operating staff, including Train Crew, Signallers, Train Designers, etc. right up to and including Board members. Different levels of membership grade were devised, but these would also be open to all, provided that the relevant qualification levels could be met by the applicant through taking advantage of the educational courses to be provided by the IRO.

More than two decades later, the Institution has over 10,000 members globally and is established in countries such as the UK, South Africa, New Zealand, Australia, Ireland and Saudi Arabia. It has maintained its commitment to professional development and has continued to increase its CPD offering, with members able to complete a degree with educational partner Glasgow Caledonian University. It has also developed an apprenticeship programme and has area councils across the UK and abroad.

On 26 May 2021, the Privy Council recommended, and Her Majesty was pleased to agree, the IRO’s Draft Charter should be approved, and it was instructed a Warrant be prepared for Her Majesty’s Royal Signature. This indicated the Chartered Status was to be awarded on 1 October 2021.

The Institution of Railway Operators was awarded Chartered status on 1 October 2021.
Introducing the Chartered Institution of Railway Operators Board of Trustees.

Howard Smith FCIRO Chair of Trustees
Chief Operating Officer
Crossrail/Elizabeth line, TfL

Howard, the first Chair of the Committee of the CIRO, is currently TfL’s COO for Crossrail/Elizabeth line. Having studied Economics, Howard joined British Rail’s graduate scheme and managed a wide variety of stations and train operations in the London area, before moving to the Channel Tunnel project, planning and operating freight services to France, Belgium, Germany and Italy. As TfL’s Chief Operating Officer, London Rail, from 2004, Howard led the formation and location of the DLR and London Trains as well as the creation of the London Overground. Howard was one of the five transport leaders for the 2012 Olympics. He subsequently moved to the Crossrail project with which he had been involved from its inception and which currently operates as TfL Rail.

Ellie Burrows FCIRO
Route Director
Network Rail

Ellie, who becomes the first Vice Chair of CIRO Trustees, has been Network Rail’s Route Director for Anglia since 2020. Starting out working for national Rail’s Route Director for Anglia Trustees, has been Network Rail’s COO for Crossrail/Elizabeth line. Having studied Economics, Howard joined British Rail’s COO for Crossrail/Elizabeth line. TfL’s COO for Crossrail/Elizabeth line. Howard was appointed Managing Director for HS2 where he leads the team that is preparing to operate one of the world’s highest frequency high speed rail lines. He was previously Production Director at CrossCountry and Operations Director at GWR. Over the past 20 years he has also worked as an Inspector for the Rail Accident Investigation Branch and as an Operations Manager at Network Rail. Ben is the CIRO Trustee responsible for regulation compliance to OFQUAL.

Jim Meade FCIRO
Chief Executive
Irish Rail

Jim Meade was appointed Chief Executive of Irish Rail in May 2018. He had previously been Director, Railway Undertaking since 2013, responsible for all passenger and freight services. Jim is responsible for ensuring that the railway is operated and maintained in a manner that prioritises safety for passengers and employees, provides a quality customer service, strengthens productivity and performance and delivers rail’s contribution in support of the Government of Ireland’s policies on sustainable development.

Helen Waters MCIRO
Associate Director
Steer

Helen is an experienced transport professional with a successful career in the private and public sectors involving passenger rail operations, project delivery and innovation across the UK. Since 1992, Helen has worked in a wide range of consultancy, TOC and owning group roles. She has experience of all aspects of rail operations, rolling stock and infrastructure specification and delivery stakeholder engagement and implementation of innovation to the passenger realm. Helen is also the IRO Trustee responsible for Safeguarding.

Andy Joy MD
Managing Director
Story England

Andy recently became Managing Director Story England, having been Sector Director of the Rail division of infrastructure and rail company Amey since 2018. Prior to this, Andy was Managing Director and National Operations Director of Carillion Rail. Andy was key to the smooth transition of over 600 staff and major contracts from Carillion to Amey, following its takeover in 2018.

Tom Joyner ACIRO
Route Director
- North West
Network Rail

Tom joined CrossCountry as Managing Director in June 2019 from Arriva UK Trains, where he was involved in developing the Customer Strategy and providing leadership in several key operational areas. Starting his railway career at the age of eighteen for British Rail in 1993 as traincrew, Tom worked his way successfully through various operational and customer facing supervisory and managerial roles. His first executive role was leading Silverlink Metro, and then moved on to director roles at First Great Western and First Capital Connect before joining Network Rail as their Future Operations specialist. Tom was then asked to turn around London Midland through significant operational difficulties before joining CrossCountry as Managing Director. Tom is currently CrossCountry’s first Chair of the CIRO Trustees, is currently Head of Operations for the London North Western Route.

The process of achieving Chartered recognition:

The work to gain Chartered status began in earnest in 2013 with research into recently Chartered Institutions who had successfully navigated the application process.

Making comparisons to relatively sized or smaller and relatively contemporary and purpose-driven institutions of the time, we learned about the process and the requirements of the Privy Council in relation to Chartered status. In particular, two other organisations gave us much free advice, the Chartered Society of Forensic Sciences and the Chartered Institute of Ergonomics and Human Factors both of which had just received their Charters.

All the work throughout this process was conducted by Fiona Tordoff and Kelly Marklove both members of staff at the Institution who also compared different Charters and created the blueprint for the Charter which ultimately was approved. A comprehensive self-assessment of IRO’s practices and a fact-finding meeting with the Privy Council Office at this time made it clear that there was still some work to do before we made our application live. A plan was built to ensure membership growth accelerated and that the organisation and the profession it represented was clearly understood.

On the latter point, it was felt that IRO was only a young organisation, it rather seemed as though the profession it represented was also young. An overt part of the organisation’s preparation to apply was to move this perception to match the reality that in fact the profession was as old as the first Rule Book!

Fast forward to 2019 and building on the processes in the Institution the application “bundle” was finalised and walked round some key stakeholders for their comments. Once we were satisfied with the Privy Council, we were advised by them to secure the help and advice of Mr Keith Lawrey of the Foundation for Science and Technology. He has been present at the creation of many Charters over a period of many years and was able to polish some of our Charter language to an acceptable point to submit the application.

Then it was a question of waiting.

The process requires a high level of discretion and so at this point we were not discussing our application widely but it was advertised in the Gazette which has been the UK’s official public record since 1665. At this point objections may step forward and the organisation has a right to reply. The Privy Council determine if the answers at this point the news was still advised to be in confidence as the Charter would actually come into legal effect when it is sealed by the Crown Office. We requested that a date of the 1st October 2021 be used as our operational date. This would mean that we could begin a new financial year in the new entity making everything easier to account for. The pandemic and working from home had stopped the usual sealing process of the Charters, however electronic sealing was offered and accepted by us eagerly. Inauspiciously, the electronically sealed Charter was emailed to Fiona at 10.30am on the 1st October – just in time for the celebrations at 12:00 midday.

What it means:

Incorporation is the creation of a legal entity which is separate from its members and which may own assets and incur liabilities in its own name for which it is solely responsible and there are three ways of creating an incorporated company. The first is by registration with the Registrar of Companies (which is how IRO was originally incorporated), a second is by registration with the Charity Commission as a Charitable Incorporated Organisation, and a third is by the grant of a Royal Charter of incorporation by HM The Queen on the advice of Her Privy Council.

The first two are voluntary organisations with powers which they can operate and change, and an existence which may be terminated by the members at any time. The third is an organisation created by the State in perpetuity with powers approved by the State. Most new grants of royal charters are reserved for eminent profession bodies, learned societies or charities “which can demonstrate pre-emience, stability and permanence in their particular field”. The body in question has to demonstrate not just pre-emience and financial stability but also that bringing it under public regulation in this manner is in the public interest.

We are delighted that our journey to becoming Chartered is now concluded and look forward to bringing a great deal of value to the profession from this point forward.

The next three year plan for CIRO was consulted in the industry over the summer of 2021. We look forward to sharing that with you in the New Year once the financial plan to support it has been approved by our Board of Trustees.

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the Youth Training Scheme, into signalling, operations supervision and management and led a Maintenance Delivery unit.

Oliver Bratton
Director, Network Strategy & Operations, Network Rail

Oliver Bratton has worked in operations across the railway industry, both in the UK and abroad. His career so far (currently 24 years) includes working with metros, suburban and mainline railway operators, with signallers and control rooms, and in performance and timetabling. He regards an ‘operator’ as someone who understands how the railway fits together to provide passengers and freight with the service they need. He has yet to work in other sectors (including freight and stations) and thus still aspires to being a ‘true railway operator’.

His current role is Director, Network Strategy & Operations for Network Rail where his remit is to consider how the railway works as a system to get best outcomes to our passenger and freight users.

Fiona Tordoff
CEO, CIRO

Fiona has been CEO of the organisation for ten years, having taken over from Chris Daughton in 2011. Previously she had run her own consulting business for 13 years, working extensively within the transport sector, where she applied her broad knowledge in human resources, organisation development and project methodology. In her time as CEO, Fiona has overseen incredible growth of the Institution, developing and diversifying its offering to include academic and online courses, apprenticeships, end point assessment and much more, while growing its membership to over 10,000 rail operations professionals. Fiona is currently a part time Doctorate student in systems thinking for rail.

Whilst a physical charter wasn’t able to be presented due to the Covid-19 pandemic, a stunning piece of artwork was created to mark the occasion by Stone based artist Emma Joustra.

Renowned for her stylish, colourful and detailed portraits, Emma was tasked with creating a piece which encapsulated what CIRO meant and stood for as well as celebrating the many men and women who helped make the institution what it is today.

For the Inaugural lunch, Emma’s art was printed onto postcards as a subtle reveal of the project and to give the guests an additional keepsake alongside a commemorative book which was created especially for the occasion.

Emma’s bright and incredible art will be printed large scale (5x5m approx) and will be proudly displayed in CIRO’s brand new premises. As another nod to CIRO’s achievements, the Institution has outgrown its current premises and has relocated to Beacon Building 2nd Floor, Stafford Enterprise Park West, Weston Rd, Stafford.

It is at this new location that Emma’s piece will be displayed for all CIRO staff, guests and delegates to come and admire. It is an excellent symbol of the Institutions achievement and marks a significant moment in history for CIRO.

“Emma ticked the time with us to understand what CIRO stood for and it was a pleasure for me to work with someone who understands the history and influences our operations – literally across the globe. As another nod to CIRO’s achievements, the Institution has outgrown its current premises and has relocated to Beacon Building 2nd Floor, Stafford Enterprise Park West, Weston Rd, Stafford.”

The Chartership marked a new chapter for the Institution, one of continued growth and a commitment to the professional development of all in the industry. In this mind, the artwork installation at the CIRO offices will be left with space to be extended in future years as further milestones in the Institution’s evolution are achieved.

Howard Smith’s Charter Award Speech - Highlights

At the celebratory lunch to mark the awarding of the Royal Charter to the Institution of Railway Operators on 1st October, Howard Smith – Chair of Trustees delivered a speech to the 200 attendees. He thanked all those who have had a hand in the Institutions development over the years and touched on some of the organisations’ major achievements to date. Here are some extracts of his speech.

**The Growing CIRO Family**

“On a historic occasion I just wanted to thank the whole IRO (or should I say CIRO) family and note just how wide that family is and how deep IRO’s involvement is, in ways that continue to surprise people - our membership, our Areas, our academic programme, apprenticeships, End Point Assesment and our operations - literally across the globe.

The IRO represents all groups, across the whole of the UK and considerably beyond - and is playing its full part in increasing the diversity that is so vital as we move forward.”

Contributors to Success

“So why has IRO been successful in growing its membership in an age which has seen a general reduction in membership organisations, and how have we grown our student alumni, our corporate members, our tutor group and other volunteers and maintained our relevance in the changing landscape of rail? Well, we had a strong foundation to build on so thanks again to our founders and the early staff.

We have stayed close to our members and potential members – thanks again to our Area Councils.

Our tutors and our Board members have kept the channels open to ensure the Institution was only ever purposeful.

But also, we have had loyal and consistent financial support of our 40+ Corporate Members – which allowed IRO to put resource into different product developments and gradual growth.

Also, dedicated professionals of influence and good faith who have become Members and Fellows and proudly showed off that credential next to their own name – so a particular thank you to our Fellows and Members.

The Board

“Up to this week IRO had a Board of Directors – today we turn into Trustees. I won’t name them individually (and they are far too modest!) but they here today and hosting several tables – I’d like to thank each and every one of them for their service in what has been a challenging - if ultimately momentous year.

There have been many previous Board Members too – each one carrying the IRO flame a little closer to Chartered status – with every turn of office another stakeholder consultation to find out what the industry wanted next from the organisation as it grew.”

Moving Forward

“Last – but the very opposite of least – thanks to Fiona Tordoff and to all of the team at the IRO HQ, who have been instrumental in getting us to where we stand today. As we move forward once again as an organisation, an industry and as a profession, CIRO – new name, new offices and new status is more relevant than ever.”

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Stone Based Artist Helps CIRO Celebrate Chartership

On 1 October 2021 the Institution of Railway Operators was awarded Chartered status and celebrated this with an exclusive lunch and presentation at St Pancras Renaissance Hotel with over 200 delegates joining.

Emma Joustra.

The board of directors and the trustees were pleased to be able to invite Emma Joustra to create an artwork that encapsulated the story of the Institution of Railway Operators (IRO) and its achievements. Emma’s artwork was created to mark the occasion of the Institution being awarded Chartered status.

Emma was tasked with creating a piece of artwork that would be displayed in the new premises of CIRO, the Institution of Railway Operators, to mark their Chartered status.

Emma Joustra created a stunning piece of artwork that was displayed at the Institution of Railway Operators’ new premises.

The artwork was created using stone-based materials and was presented to the guests as they entered the venue.

The artwork was a celebration of the Institution of Railway Operators’ achievements and success, and it was also a symbol of their new Chartered status.

Fiona Tordoff, CEO of CIRO, commented: “Emma’s work for us is absolutely spectacular. She’s met and delivered above our expectations, and we are incredibly proud to display her artwork for all to see at our new premises.”

She added, “Emma took the time with us to understand what this project meant to CIRO. She learned about the Institution, its history, did hours of research in the CIRO archives to locate images of particular people and consider references such as the South African National Flower and the Queens dog next to the Charter.”

On behalf of everyone at the institution, I want to thank Emma for her contribution to our historical celebration. She’s helped to mark the chartership beautifully.”

The Chartership marked a new chapter for the Institution of Railway Operators, one of continued growth and a commitment to the professional development of all in the industry. With this in mind, the artwork installation at the CIRO offices will be left with space to be extended in future years as further milestones in the Institution’s evolution are achieved.

Features
An Update on HS2 and its Importance to Rail Operations

HS2 is one of CIRO’s corporate members and Benjamin Rule, Infrastructure Management Director at HS2 is one of CIRO’s Board members.

Why Is HS2 Important?
HS2 is a vitally important addition to the national transport infrastructure. Key parts of our existing railways are full and HS2 will provide much needed additional rail capacity. This capacity will facilitate growth of freight traffic and will allow additional local, regional and commuter services to operate on the existing rail network. As a new backbone of the national rail network HS2 will connect eight out of the ten largest cities in the country. Faster and more efficient services will help to bring Britain closer together, helping to spread wealth across the country.

The most effective way to cut transport carbon emissions in the UK is to invest in rail including HS2. By providing additional capacity and by improving connectivity HS2 will attract people out of their cars and off domestic flights and will take lorries off our congested roads. Journeys on HS2 will have carbon emissions 7 times smaller than a car journey and 17 times less than a domestic air journey. Rail freight reduces carbon emissions by 76% compared to road transport.

The case for HS2 is not changed by our experience with Covid. We are already seeing that demand is returning to our railways. A well-connected, high capacity rail network providing low carbon journeys remains a priority for the country. HS2 has also been an important part of the recovery from the pandemic with 20,000 jobs currently supported by the programme and further recruitment expected as the work continues.

Progress With HS2
On 4th September 2020 the Prime Minister visited the future site of Birmingham Interchange station to formally announce the start of construction. For HS2 this was a hugely exciting moment. After 10 years of development and preparatory work we could start to build the new railway.

The first of HS2’s tunnel boring machines (called Florence after Florence Nightingale) has commenced its drive under the Chilterns and is now over a mile through the chalk. It will take three years to complete the 10 mile long bore. Tunnelling is also about to commence on another tunnel further north at Long Itchington in Warwickshire.

Construction of Old Oak Common station started in June 2021. The design and build contract for Curzon Street station in Birmingham has also started. The contract for Birmingham Interchange station will be let in 2022. Tenders for the rail systems packages such as track, overhead line and signalling are now being released and this will be a key focus over the next 2 years. Despite a number of legal challenges it is expected that the contract for the rolling stock will be awarded in the autumn.

HS2 and Railway Operations
HS2 is a huge construction programme and it is an important contribution to economic growth. It is also an exciting opportunity to show how railways can be made safer, more reliable and more efficient. This is where HS2 is drawing on the experience of existing railway operators to inform how the railway is designed and how it will be operated. The Infrastructure Management team in HS2 focus on operating and maintaining the future infrastructure. West Coast Partner provide Train Operating expertise on the programme. HS2 also works in partnership with railway operators in Network Rail to ensure that the completed railway provides a seamless end to end journey on HS2 and the existing rail network.

“HS2 is a huge construction programme and it is an important contribution to economic growth. It is an important contribution to economic growth. But it is also an exciting opportunity to show how railways can be made safer, more reliable and more efficient.”
Welcome to CIRO’s newest Corporate Member, Lumo

Launched from 25th October 2021, Lumo is a new, 100% electric rail service owned by FirstGroup that will run up to ten services every day between London King’s Cross, Newcastle and Edinburgh Waverley along the East Coast Main Line.

It will provide greener and cheaper long-distance travel for over 1 million passengers every year.

Helen Wyld, Director for Lumo commented: “Travelling by rail is already the greenest form of long-distance travel in the UK. Lumo will take this further, being the ‘greenest in class’ with state-of-the-art electric trains and a service to match. We have a commitment to finding greener, smarter and more comfortable ways to get people from A to B - and we welcome everyone’s perspective on that.”

Lumo have an extensive focus on staff training and are focused on passenger wellbeing and on-board customer service, harnessing new technology and caring for vulnerable passengers.

“Our colleagues are encouraged to continually learn and develop with us and will commence an apprenticeship when they join, or are promoted throughout the business, which will allow us all to be the best that we can be. We have a high-quality induction programme, mentoring and support in place to engage our colleagues and for success from the start. We have an industry leading self-service learning management scheme to encourage self-improvement."

Matthew Lee, Commercial & Customer Experience Director at Lumo said: “At Lumo, training and personal development is an integral and valuable part of our business. Our colleagues are encouraged to continually learn and develop with us and 90% of our team are currently undertaking a custom-designed training programme.’’

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Keep on top of your Continuing Professional Development (CPD)

As the Institution has reached its milestone of becoming a Chartered Institution, it seems like a good time to remind members of their own CPD opportunities and commitment.

Continuing your development is important for your personal progression as well as being valuable to your employer. Recording and reflecting upon your CPD can help to focus your goals, whether that be to keep your existing skills sharp or to improve your career prospects.

CIRO’s CPD Policy Statement

‘Members of the Chartered Institution of Railway Operators have a duty to develop their professional knowledge, skills and competency on a continuing basis and to give all reasonable assistance to further the education, training and continuing professional development of others.’

To aid you with this, enclosed is your copy of the CPD guide, there is some useful information to remind you of why CPD is important and some tips to help you develop and keep on track.

The guide talks through the CPD cycle of planning, doing and reflection and shows how you can use the POD (Professional Operators Development) self-assessment tool to kickstart your development.

www.ciro.org
New POD Experience Events

CIRO are developing a series of learning experience events that will align with the POD (Professional Operators Development) framework.

As Railway Operations is very much a holistic system, we recognise that operators need to have experience and knowledge in the Whole System of Railway Operations in order to make the system work effectively.

Many operators do not necessarily come across every element of railway operations in their day to day job but are still keen to make improvements in those areas and see the full impact of their role.

The events will be designed to assist members with their Continuing Professional Development (CPD) and can also be used to supplement membership upgrade applications.

Each event will follow a learning framework developed to cover key criteria of the specific POD section.

The first event will be held in the New Year and will be based around Delivering Customer Services (POD section 5). We have started with Delivering Customer Services as this is often a section that members say they have less experience in and limited access to improving. Many operators do not work in customer facing roles, however, ultimately every role in the industry impacts upon the customer. This event will give members an insight into these roles and also help them to think about how their own work contributes to the end user.

Ken Bucknell, long standing Lead Tutor of CIRO’s Certificate and Diploma Customer Services Modules and Head of Customer Service East & Revenue Protection, Abellio Greater Anglia has been working with us to develop the framework for the first event and Glen Merryman, CIRO South East Area Chair and Service Quality Implementation Lead, Abellio Greater Anglia will be working with us to turn the material into an event.

The Delivering Customer Services experience be held in a station and a walking tour will stop off at several points of interest and key staff members. The experience will cover elements such as Station Approach & Access, Ticket Purchase & Collection, Gateline, Platform Moving & Disembarking. A crowd management scenario will also be conducted.

After this first event has been rolled out, we will work on developing events for each of the remaining eleven POD sections. The events will be able to be held up and down the country as well as internationally by CIRO Area Councils.

We will communicate more information about the events through our usual event emails and on the website.

The events will be designed to assist members with their Continuing Professional Development (CPD) and can also be used to supplement membership upgrade applications.”

Follow us on LinkedIn and Twitter to join our growing online community of rail industry professionals. Find out about upcoming events, industry news and more.

Chartered Institution of Railway Operators

Howard Collins Awarded with Honorary Fellow

Howard Collins has had a long and distinguished career in rail operations starting in the UK and presently in Australia. Howard spent 35 years with London Transport leading and shaping the London Underground we know today. He was determined to put a culture of delivering customer service through quality rail operations. This was not just a case of new trains and signalling but also to ensure customer information was transformed. So, he oversaw a programme of changes with improvements across all of rail operation such as train cleaning, on line information, train performance and at the heart of this change passenger information both long line and at station and train level.

One of Howard’s greatest achievements with London Underground was as Chief Operating Officer overseeing the very successful delivery of London Olympic 2012. Howard subsequently accepted the challenge to become Sydney Trains CEO and accept the challenge to bring a similar energy and style to what he deployed in London Underground.

The Sydney network was known to be at the time someway behind worldwide heavy rail metros and Howard lead a series of upgrades which continues today. This included a strategy known as “fixings the trains” to improve reliability whilst overseeing new train fleet introduction. On the passenger side the Opal Card was introduced, which mirrored the Oyster card from London Underground. Other changes including creating a business case for the new delivered Rail Operations Centre.

Today Howard has accepted another challenge to move across Transport New South Wales and look at strategy across all modes in Greater Sydney. One thing is for sure Howard continues with boundless energy in transforming public transport and it’s fantastic for CIRO to have him accept a well-deserved Fellowship.
Inaugural Rail Ops Conference
29th - 30th November

The 29th and 30th of November will see the first Rail Ops Conference take place, hosted by CIRO and sponsored by corporate members. Free to anyone in rail, the two-day event is the largest learning conference in rail, featuring over 30 hours of content, delivered by leading figures from all areas of the rail industry.

In addition to a host of prominent speakers, there will also be various opportunities to take part in discussions, Q&A sessions and to visit specialist areas such as the Careers in Rail, 21st Century Operations portfolio and Systems Thinking areas.

CONFIRMED SPEAKERS
Rail Ops 2021 will offer insight and knowledge across a wide and varied range of industry topics over the two days. All content delivered at the event will be closely mapped to the CIRO Professional Operators Development (POD) framework, meaning that it can directly contribute to visitors’ CPD. The concept is to offer multiple opportunities to increase visitors’ knowledge in all aspects of rail operations.

- Mark Hopwood
- Karl Watts
- Andrew Vaines
- Phil Dargue & Anna Jayne Hunter
- Andrew Pennington
- David Sexton
- David Davidson
- Nick Donovon
- Darren King
- Dyan Crowther & Richard Thorp
- Patrick Hovestadt
- Tim Tyler

EVENT PARTNERS
Rail Ops 2021 will also feature various specialist booths hosted by various CIRO partners. These booths will offer the opportunity to talk to industry experts from different areas of rail, including:

- 21st Century Ops Portfolio
- Learn about Systems Thinking with CIRO
- Careers Corner

- Tools and Tech for Learning
- Stranded Passenger Project
- Connected Leaders Programme
- Rail Academy
- Explore Performance Improvement Management Systems (PIMS)
- CIRO Membership
- CIRO Academic
- CIRO Apprenticeships

REGISTRATION TODAY
Registration for the event is quick and simple, through our dedicated online registration portal https://register.railops2021.com. Alternatively, you can visit www.ciro.org/events for more information about this and other CIRO events.

Rail Ops 2021 is open to all Rail Professionals and registration will be open until the opening of the event. However, some content at the event may be restricted to members only. So, to ensure you maximise your visit and get the best experience, consider joining CIRO as a member by visiting .

If you are employed by one of the CIRO Corporate Members, then there are no membership fees to pay. Be sure to check our list of corporate members during the sign-up process.

www.ciro.org

Goodbye & Thank You!
Two of CIRO’s long standing Board members, Louise Cheeseman and Andrew Jones are to step down from their roles and we would like to take this opportunity to thank them both for their dedication and valuable guidance during their time.

Louise Cheeseman
Managing Director
Hull Trains
Louise made a tremendous difference to the role as Managing Director of Hull Trains having started out as a Train Guard with Northern Rail back in 2001, following a successful career in banking. Ahead of the London Olympics and Paralympics, Louise joined Serco in 2012, successfully spearheading the operations for the Docklands Light Railway during a period of increased passenger numbers. Her success in implementation was recognised worldwide within Serco – resulting in Louise aiding in the preparation of a light rail bid in Sydney.

In 2015, Louise joined RATP Metrolink as Service Delivery Director at Metrolink specifically to lead the large complex expansion of the tram network linking both sides of Manchester city centre. In 2017, Louise joined FirstGroup’s Hull Trains as Director of Service Delivery, before being instated as Managing Director in June 2018, making her the only female Managing Director of a train operating company in the UK.

A passionate promoter of women in the transport industry, Louise used the opportunity to be part of the IRO Board to further raise the profile of diversity and inclusion within rail. She credits IRO’s adaptability during a period of significant change for the Rail industry during her time on the Board as a key factor in its success.

“The team within IRO have been very successful in ensuring that the services it offers remain relevant and appropriate to the market. The Board has helped by using their experience and engagement to check and challenge the portfolio of services delivered are what is needed.”

Asked about major milestones for the organisation whilst on the board, Louise points the recently awarded Charter as the crowning achievement, whilst also highlighting the great progress made in developing an innovative assessment service.

Louise leaves her voluntary role on the Chartered Institution of Railway Operators Board having changed roles to Director of Bus for Transport for London and will then be the Institution’s own governance rules, Directors and Trustees are required to work in rail.

Reflecting on her time with CIRO overall, Louise said: “CIRO is now well embedded within the industry as the ‘go to’ organisation for their learning and development support. The Institution is prepared to deliver what the industry needs at any given time. Any good organisation must diversify to match market needs and the CIRO is doing this. It has been an absolute honour to be a part of the Institution’s growth and it would be lovely to think that I may return one day. Thank you for giving me this opportunity.”

Andrew Jones
Railway Consultant
A career railway employee, Andrew joined the industry in 1981 and spent his early years in signaler and controller roles while moving through supervisory and management positions. He was Area Operations Manager for routes into Liverpool and then on the WCML (Euston to Crewe).

He held the accountability as the Professional Head of Operations for Railtrack and then as Head of Operations Competency he looked to drive the introduction of non-technical skills for front-line operators.

In 2014 Andrew moved into capital delivery, overseeing the delivery of new technology first within the National Operating Strategy Programme and then as Director of Operational Programmes within Network Rail. His team delivered the Digital Railway Programme which included deploying the first UK traffic management systems; and his mantra for successfully delivering and achieving benefits from new technology is to strive to put the operator and their needs at the forefront of design.

The 21st Century Operations Programme with Network Rail is part of his accountability and within this the intent to improve the capability and recognition of railway operators was a key driver for his involvement in the CIRO.

Andrew joined the IRO Board in 2018 and at the time was accountable for the Network Rail 21st Century Operations Programme. The outputs of which were to enhance the role of the operator, increasing operator and business operations capability. In joining the IRO Board, Andrew hoped to align Network Rail more closely with the IRO and to allow it to utilise the expertise within the IRO.

Asked about the biggest achievements of the Institution during his time on the board, Andrew also highlights the recent Chartership and what it means for the Institution and wider industry:

“Achieving the Chartership is the beginning the IRO needs to be at the forefront of providing the tools and support to grow operators and operations. The ambition in Network Rail was to align each role with an IRO qualification. Personally, I would like to see all railway operators licenced, in a very simple and robust way by the CIRO. As we see the industry start to come together under the Great British Railways, there will be a need for a body that can help people gain holistic railway operational knowledge and expertise, I believe that body can only be and will be the CIRO.”
Our annual intake of students were officially welcomed onto our academic programme on Saturday 2nd October in London. This marked the first cohort of academic students to join the programme since the Institution was awarded Chartership and we are delighted to once again be working with our academic partner, Glasgow Caledonian University.

Our annual course launch event provides each student with the opportunity to meet both CIRO and GCU staff whilst also networking with their fellow students from across the industry. Ross Lemon, who works for Network Rail as a Train Delay Attributor, was keen to get his diploma studies started, ‘I’ve been with Network Rail for just over a year now and I’m really enjoying it, but I definitely need more knowledge, so you know the more I can learn here the more I can apply to what I do.’

Ross’ Network Rail colleague and fellow Diploma student Gemma Osborne was also looking forward to starting his learning journey with us as it would give him ‘more appreciation of other roles that are out there in railway management.’

Our academic programme takes a whole system approach to railway learning, encouraging students to explore several areas of railway operations and investigate how these areas rely on one another to work as an operational system. Gemma, currently working as an Attribution Manager, agreed that she was keen to understand ‘the different departments and how they operate, the purpose of those departments and how everything fits together.’

The tutorials for the first modules on each level of the programme also took place on the day, marking the official start to studies. We would like to extend a very warm welcome to all our new students and look forward to helping guide them through their learning journey.

Whether it be at the Certificate, Diploma or Degree level of our academic programme, if you would like to know more about joining our next intake, please contact learning@railwayoperators.co.uk.

Follow us on LinkedIn and Twitter to join our growing online community of rail industry professionals. Find out about upcoming events, industry news and more.

Chartered Institution of Railway Operators® CIRO_UK
Introducing Gamified Learning from CIRO – Hosted by Rail Academy

The game has been developed to bring greater interactivity to the learning experience.

The interactive functionality of each level ensures that various perspectives of operational staff within the sections are covered during the tasks. This means that the viewpoints of many are considered and a broad spectrum of knowledge can be gained.

The learner will be prompted to speak with the interactive characters throughout each level, choosing how they interact and the level of knowledge they wish to take from any of the characters, before moving forward to the next section. Learners can ask questions, recap previous conversations, or delve deeper into the knowledgebase of each encountered character. The learner is able to develop new skills as they move forward, with full recaps of each completed section offered upon completion.

Along with the courses already on offer through Rail Academy, The Game brings an alternative method of learning to CIRO’s online offering. The interactive nature of the platform allows users the opportunity to really delve into the crux of topics covered, ensuring those taking part can really immerse their self into the learning experience.

Regardless of a learner’s level of experience within rail operations, The Game offers valuable knowledge and insight in each section. The ability to interact as much or as little as necessary with some of the pivotal Game characters ensure learners can progress at their own pace, moving through section with confidence.

Hosted within the Rail Academy platform, CIRO Members can request further details or as little necessary with some of the pivotal Game characters ensure learners can progress at their own pace, moving through section with confidence.

50 Years of Railways Around Bristol

Bob Reid’s Railway Revolution

Bob Reid’s Railway Revolution by George Muir describes the life and career of the first Bob Reid, always known as Bob Reid One, and the history of the railways since nationalisation. It shows how the organisational changes he forced through when Chief Executive from 1980 and Chairman from 1983 to 1990 turned British Rail into one of the best railways in Europe. His reforms, described as revolutionary, saw InterCity become profitable, the creation of Network SouthEast and for the first time in 30 years, a growth in passenger numbers and freight.

Unicorn Publishing are offering CIRO members a special discount to purchase a copy of the book for the discounted price of £15 + P&P (£10 off RRP £25). To take advantage of this offer, simply enter the discount code RAiL at the checkout on their website www.unicompublishing.org.

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New Books for your Reading List

We are pleased to share news of two books that have been written by CIRO Fellows and published this year. Bob Reid’s Railway Revolution by George Muir FCIRO and 50 Years of Railways Around Bristol by Paul Stanford FCIRO.

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50 Years of Railways Around Bristol by Paul Stanford gives a unique insight into railways around Bristol and the surrounding area not routinely visible.

After 37 years Paul Stanford FCIRO, has retired from full time railways; this gives him some headroom for further railway book authoring.

The books provide an insight from a professional railwayman’s perspective both in words and pictures. Both are published by Morton’s media; and also available through the usual retail outlets.

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Apprenticeship

Operations or Departmental Manager Apprenticeship - the first results are in!

CIRO started to deliver the level 5 Operations or Departmental Manager Apprenticeship in September 2018.

This apprenticeship is management training for people who are already in a substantive management role who want to improve their skills and abilities in leadership and management. The first two apprentices to sign up for CIRO’s new apprenticeship programme were Ian Beck and Rob Robinson. Following two and half years on the programme, and a separate End Point Assessment, they have just completed their apprenticeships. It is a credit to their dedication and commitment that they achieved grades of a Distinction and a High Merit. That they accomplished these fantastic results alongside their substantial jobs as Driver Managers means that their achievements are even more impressive.

CIRO were so impressed with their commitment to the apprenticeship and their dedication to learning and growing their management overviews, that we will be sponsoring them to “top up” their qualifications to degree level. Ian and Rob achieved their qualifications by self-study, which means they are able to move straight on to the two-year BSc in Railway Operations Management for rail staff living and working in England.

Apprenticeships require that learners spend 20% of their time in off-the-job learning and development activities. For managers, this is often work they are doing already, like leading their team, making decisions, communicating with senior managers and other stakeholders, collaborating, and managing budgets and projects. Apprentices collect evidence in their online portfolio of new or refreshed knowledge, skills and behaviours that they develop in the workplace, informed by their apprenticeship learning. CIRO deliver workshops and online sessions on all aspects of the Apprenticeship Standard which has been written by a cross industry group to reflect what high performing managers present and how they act. If you would like to know more about CIRO Apprenticeships and how they could help you develop the management skills you need to advance your career, contact CIRO at apprentice@railwayoperators.co.uk.

Congratulations to Ian and Rob, we look forward to celebrating your graduations in due course.

Network Rail 2020 Operations and General Management Scheme

Embarking on a new career in a new industry is difficult enough at any time, imagine attempting it during a pandemic, when you are only able meet your new colleagues and managers online. That is what faced the Network Rail 2020 graduates as they joined the highly acclaimed Operations and General Management Scheme in September 2020, amidst the Covid-19 pandemic. The scheme includes the level 4 Passenger Transport Operations Manager Apprenticeship which builds core skills and competences in safety, quality, customer service and management. CIRO deliver the apprenticeship and include the Certificate in Higher Education in Railway Operations Management as part of the programme, so that our learners gain the vital knowledge, skills and behaviours to set them up for a great career in rail.

CIRO was delighted to be able to meet the apprentices in September 2021 at Network Rail’s Westwood campus. Here, the learners spent three days together, with various opportunities to collaborate and network, including games to develop important networking and communication skills. To celebrate their achievement of negotiating a challenging first year in their career, CIRO put on a celebration dinner at a local restaurant. With views over the countryside, learners and colleagues spent a lovely evening, unwinding and socialising in a festive filled with fairy lights and delicious home-made pizza.

The apprentices will hopefully look back on their initial year in rail as one that built their resilience and their ability to cope with change alongside great technology skills.

Becoming an Awarding Organisation

CIRO has been providing an independent and rigorous end-point assessment (EQA) for the Train Driver level 3 apprenticeship standard since August 2019. To ensure that we continuously work to a high standard, levels of internal and external quality assurance (QA) are embedded within our delivery model.

Primarily, CIRO as the End-Point Assessment Organisation, has established Internal QA procedures to ensure that the assessments we conduct are fair, transparent, valid and reliable.

National Skills Academy for Rail (NSAR), Currently provide a second level of quality assurance. Appointed by Institute for Apprenticeships and Technical Education (IFATE), NSAR is the organisation responsible for delivering External Quality Assurance (EQA) for Rail Apprenticeships and their role is to ensure that we continue to work to a high standard, delivering a high quality, relevant and reliable assessment.

CIRO has expanded QA involvement by also supporting and delivering assessment. From Summer 2022, the EQA of the Train Driver standard will be delivered by the Office of Qualifications and Examinations Regulation (Ofqual).

Ofqual provides EQA of apprenticeship end-point assessment through the regulation of end-point assessment organisations. This change means that CIRO will need to be recognised by Ofqual by the time the Train Driver apprenticeship standard transfers from NSAR to Ofqual.

As a consequence of this change, CIRO has started the process to become an Awarding Organisation.

Ofqual leads the recognition of qualifications which are used in employment and education and the regulation of the education and training sector. Changing to become an Awarding Organisation, CIRO will need to change our quality assurance model and meet the professional standards and requirements needed to become an Awarding Organisation.

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Events Round Up

The Area Councils have organised a host of webinar events with excellent speakers over the past 18 months. We will be continuing to put on webinars, along with face-to-face events in the future.

Some of the webinars that have taken place over the past months are available for members to view by logging into the ciro.org website on CIRO TV:

- Andrew Halasz, CEO Network Rail: Operations in a post-COVID World
- Cross Industry Ops. Panel Discussion Featuring Mark Goodall, John Robson, Darren Ward, Nick Westcott and Martin Colmey
- A Railway Journey – The Career of Billy Gilpin
- Transforming the Customer Experience by Tracy Barr, Head of Customer Experience, Northern

CIRO New Members Event

By Glen Merryman, South East Area Council

Wednesday 13th October saw the first face to face event that the South East area has held since the day before the first Covid 19 Lockdown. During that period online events have been a huge success with a range of topics covered and great attendances. However, it was clear from those who attended the New Members Reception that the opportunity to network and share experiences with colleagues from other parts of the industry had been missed. As we were not able to hold a similar event last year this reception was open to people who had joined CIRO in the last two years.

That meant that we had new members from as far afield as Stourbridge and York showing the enthusiasm of those who have joined. Ben Rule, Infrastructure Management Director at HS2 and CIRO Board Member introduced new members. He gave an overview of his career along with some tips for those early in their careers based on his personal experience. Ben extolled the virtues of taking the opportunity to get hands on experience early in your career if you get the chance. He also explained the benefit that CIRO had given him in terms of the connections he has gained by his membership.

To top off a very successful event we welcomed Andrew Love the 10,000th member to CIRO. Thank you to all who attended and contributed to a great event.

Northumberland Line Re-opening

14th April 2021

by Paul Snowden, North East Area Council

Of the many closed lines that are currently being proposed for possible reopening to passenger traffic, one which is close to coming to fruition is the Northumberland line. This is being actively promoted and jointly funded by Northumberland County Council and the Department for Transport, working with AECOM & SLC Rail, Network Rail and Northern.

Mike Haigh, Programme Director at SLC Rail, gave 170 IRO members a fascinating insight into the planning for this project. The line north-east of Newcastle upon Tyne running to Ashington and beyond was one of the passenger line closures ensuing from the Beeching Report; the reopened line will be around 18 miles long with six new stations. Services will then continue on to Newcastle Central. The aim is to start passenger services in Winter 2023, subject to a final DfT ‘Decision to Deliver’ in November 2021.

Whilst Mike focused on the operations aspects, he covered a wide range of topics, including:

- This is primarily a regeneration project, with the aims of better access to education, employment and housing development; creating a sustainable modal shift from road to rail; and economic growth. In particular, there is a significant amount of new housing planned in the area, which is currently relatively poorly served by public transport. The economic benefits will be over £450 million, with a benefit-cost ratio of over 4.
- The cost of re-opening will be mainly funded from the Restoring Your Railway Fund, with a significant contribution from Northumberland County Council; however, subsidy requirement is anticipated to be zero by Year 5 at a UK level.
- Anticipated passenger numbers are forecast to rise to nearly 1.5 million per annum after the initial demand ramp up period.
- How engineering and operational design and specification are integrated.
- Mike’s talk included plenty of time for some lively questions and answers, and we owe him a big thank you for a most interesting and informative session.

Ricky Barsby: East Coast Main Line Upgrade

11th May 2021

by Phil Thickett, North East Area Council

Ricky Barsby, East Coast Upgrade Manager at LNER explained The East Coast Main Line is a key rail route, carrying over 20 million passengers a year, of which 90% are for leisure and where 30% of people live within 20 miles of the route which connects London and Edinburgh via Peterborough, Doncaster, York, Darlington, Durham and Newcastle. His role for London North Eastern Rail was to manage rail passengers, train service alterations, bus replacement services.

The route upgrades by Network Rail are a huge investment programme of £1.2 billion, the upgrade has already delivered notable benefits and improvements for both passengers and freight. It will allow LNER and other operators to run faster and more reliable journeys between London, the north of England and Scotland across the ECML.

The upgrades include Station Platform Turnback; Signalling Modifications; ECML Power Supply Upgrade, Werrington Junction Dive Under Tunnel; King Cross Station Upgrade Remodelling; North and South Tunnel Ramps.

North and South Tunnel Ramps

During a nine-mile partial closure of the East Coast Main Line in January 2021, the 11,000 tonne, 155-metre curved concrete box tunnel was pushed into place under the main line using large jacks. This is the first time that a curved concrete box has been installed using this industry-leading engineering technique in the UK.

Many thanks to Ricky for his detailed talk and question and answer session.
Your CIRO Area Councils

Pandemic restrictions have meant a hiatus of face-to-face Area Events but as the restrictions ease, for many of our members, the Area Councils are beginning to organise some in-person events.

The first two in-person events since 2019 took place last month where the South East Area held New Members Reception, and the Midlands Area have also held Level Crossings, the good, the bad and the dangerous.

As restrictions ease for some of our members, we would like to reintroduce the Chairs of your Area Councils. We would like to say a very big thank you to all of the Area Council volunteers for their valuable time and excellent efforts.

North West & Wales
Chair: Chris MacKenzie
ACIRO
Operational Training Manager, Avanti West Coast

Ireland
Chair: Brian Goodfellow
ACIRO
Rail Events Co-ordinator (ABT Business Change Rail), Translink NI Railways

South West & Wales
Chair: Nick Edwards
ACIRO
Operations Standards Manager PHDCP, DB Cargo (UK)

“My reward for being part of the area council is the ability to be able to play a small part in the next generation of railway operators development. It’s great to act as a mentor as well as seeing members achieve educational success.”

“The granting of the Charter is a fantastic achievement and should be a kick start in reinvigorating members engagement with the CIRO.”

South East
Chair: Glen Merryman
ACIRO
Service Quality Implementation Lead, Greater Anglia

North East
Chair: Jason Wade
FCIRO
Head of Retail Operations, Northern

“Your Area Council really is YOUR Area Council, we are there to make CIRO come alive for you in your local area.”

“The railway is one family and CIRO is a key member of that family. As CIRO flourishes, I also want to shape that growth.”

Midlands
Chair: Rachel Heath
FCIRO
Head of Operations Delivery (Interim), Wales & Borders, Network Rail

Australia & New Zealand Council
Chair: Nigel Jenkins, Associate Director, Operational Integration Lead, Network Rail Consulting.

Nigel has recently taken over from Paul Sutherland as Chair of the ANZ Council. Nigel and Paul have been working closely together on the re-establishment of the Council.

Nigel said that the Council’s focus for the next 12 months would be “Embedding the new leadership team which has representation in Melbourne, Sydney, Brisbane, Perth and Auckland, growing our CIRO membership in ANZ and supporting the development and delivery of our new educational opportunities at world renowned Monash University Melbourne.”

CIRO has been engaged in conversation with Monash University throughout 2021 as we seek to expand our learning opportunities to new markets across the world. Based in Melbourne, Australia, Monash University has a dedicated Institute of Railway Technology, described as the ‘premier track and vehicle railway research centre in Australia’.

The institution has strongly valued the opportunity to work with Monash to explore how a potential educational partnership could work and we are thrilled to be able to now share an update with our members.

Next year we plan to run the inaugural delivery of 5-day short course in Railway Operations Management. This will be delivered in partnership with the Institute of Railway Technology at Monash University, on their Melbourne campus. The aim of the five-day course is to provide background information on the key concepts of various elements of railway operations and will include topics such as Performance Management, Signalling & Train Control and Operational Safety & Standards.

Inaugural Australian Short Course to be launched in 2022.

Each day will offer delegates the opportunity to self-assess their current understanding of the topics, reflect on the learning they have gained and how they can apply this back into the workplace. Case studies and group work will be used as key tools throughout the week to promote student collaboration and networking.

CIRO has carefully selected industry professionals who have a wealth of experience in Railway Operations to act as trainers throughout the teaching week and we very much look forward to our first delivery in 2022.