

# BULLETIN 50

THE BI-ANNUAL FOR MEMBERS OF THE CHARTERED INSTITUTION OF RAILWAY OPERATORS

November 2022

## CIRO Bulletin Reaches 50th Edition

This edition of the CIRO Bulletin newsletter is somewhat of a milestone for the publication as we reach issue number 50. Initially launched as a simple means of communicating the Institution's upcoming events and membership updates, the publication has evolved over more than 17 years.

It has covered not only important developments in the Institution's growth over time but the major challenges and achievements of the rail industry and wider society. In this article, we take a whistle stop tour of some of these moments, as covered by the Bulletin over the years.

### Membership

The early Bulletin newsletters were generally no more than four pages and were created simply as a means of communicating events and updates with IRO's membership, at a time when digital communications were in their infancy. In addition to information on events such as the IRO annual lunch, competitions such as the Calendar photography competition were introduced, encouraging members to post in their best shots of the Railway to IRO head office. The best twelve entries would then appear in the annual IRO desk calendar.



Number five thousand was announced with a front-page splash in May 2016 and it would then take until November 2021 – Issue 48 until the next major milestone of ten thousand members was achieved as Andrew Love, Head of Train Control & Signalling at SNC-Lavalin Atkins joined.

This proved to be a fitting coincidence as this edition would be one of the most historic in the Institution's history as the award of the Royal Charter was announced.

A constant feature within Bulletin, from the very earliest editions, has highlighted the work of the voluntary Area Councils. Each edition contains useful information on relevant area events and activities throughout the United Kingdom and beyond. Now numbering in the hundreds, these events have included numerous visits to depots, simulator days, TOC visits, signalling centres,

### NORTH EAST AREA NEWS



family fun days and much more. Some of the more unique events have included a 2011 visit to the then Tata steel works in Scunthorpe arranged by the North East Council, a trip to NATS (National

### Scottish IRO visits NATS at Prestwick



Air Traffic Services) as featured back in February 2012, and a once in a lifetime opportunity for South East area members to visit the huge Farringdon Crossrail



Construction site in 2015. Also covered throughout the publication to date has been the constant expansion of the Area Councils coverage. The launch of the first Irish Area Council was a feature in the September 2008 issue.

### Academic

CIRO today is now synonymous with learning and CPD within the rail industry with an established academic programme and apprenticeships provision as well as a range of short courses. This hasn't always been the case and the Bulletin has

### IRO now 2,000 strong

In signing up Mary Saunders, a Driver Manager with East Midlands Trains (EMT), as its 2000th member the IRO marked a major milestone in the Institution's development. Recently promoted to her current Driver Manager role Mary, a driver since 2000, took the decision to become an Associate Member of the Institution, following its activities through the IRO sponsored pages that appear each month in Railways and Rail Professional. It was only when I took up my new post and Andy pointed out how IRO membership could help me progress my career that I finally made the decision to join.



charted the journey of CIRO's learning and development journey perfectly. It was way back in 2005, with the simple headline "Education Programme" that the Academic programme, in

### IRO's All-Ireland Area becomes a reality



partnership with Glasgow Caledonian University (GCU) was first announced with the then IRO Chairman Chris Leah saying "The launch of our degree and diploma courses is a milestone in the development of the institution and a significant boost for railway operators everywhere." This was followed in the December 2007 issue by an announcement about the development of an entry level certificate qualification to support the diploma and degree courses.

The first graduates of these newly created courses inevitably followed shortly after and Jill Barratt MBE was featured in the March 2008 issue as the first person to graduate from GCU with an IRO Diploma in Railway Operational Management, earning a "first" for her efforts. The new IRO Academic programme would rapidly gain recognition and standing within the industry and by March 2009, issue 18 of the Bulletin contained the headline "IRO courses attract record numbers" as an

article explained "The 82-strong cohort comprises 31 students starting the Degree course, 30 the Diploma and 21 the newly introduced Certificate." The Academic programme would be highlighted in many of the subsequent issues of the Bulletin, focusing predominantly on the many individual success

stories it helped to nurture. In April 2011, John Hillman was featured in an article titled "IRO helps John head (middle) east" which outlined how John's Degree in Railway Operational Management had directly contributed to his appointment as Rail Operations Chief Engineer for the Dubai Metro. John explained at the time: "When the degree became available, I signed up and thanks primarily to that, I was able to broaden my horizons..."

In June 2012, the front page of the Bulletin featured Matthew Lee, who is now Commercial & Customer Experience Director at Lumo, as he accepted the award for Young Professional of the Year at the 2011 Rail Business Awards. At the time, Matthew was an IRO Degree student and went on to graduate shortly after receiving the award. Most recently, in November 2022 former Degree students Samantha Fenwick and Saleem Ali were both featured on the front page with the title "From Student to Graduate to Tutor" as they had recently been approved as course tutors by GCU. As Saleem



reflected at the time:

"I thoroughly recommend CIRO to anyone looking to pursue qualifications alongside their employment. I learnt a great deal and I'm looking forward to applying the expertise throughout my career."

Much more recent than the Academic programme, but no less important in terms of learning and development, is the CIRO Apprenticeship provision, launched in 2018 as seen in the May edition of that year. Two new management apprenticeship programmes were launched following consultation with the industry as CIRO CEO Fiona Tordoff explained within the article:

"We were listening to our corporate members carefully and there was still the requirement for broad rail operations knowledge as rail companies need people to be broadly understanding of their part in the whole rail system."

### Apprenticeships

Much like the Academic courses that came before, students of the apprenticeship programme have gone on to be featured as success stories in subsequent issues and in November 2022 George Browning, Train Services Manager – Southern Railway; Erica Davies, Performance Improvement Manager – Network Rail; and Benjamin Cowdell, Joint Project Manager - Network Rail and GRT were all highlighted following the completion of their apprenticeships.

### Technology

As technology advanced, the Institution moved with the times and the Bulletin became the place to announce the latest launch of new IRO tech. Back in November 2005, the seventh edition was used to announce the launch of the first ever IRO website - [www.railwayoperators.org](http://www.railwayoperators.org), where members could catch up on events and announcements. This site would go on to evolve far beyond its initial purpose, eventually including a dedicated membership space, Area Councils pages, learning and CPD tools and many other resources. It was the online hub for members up until 2021 when as part of transition from "IRO" to "CIRO", it was replaced and updated by the current [www.ciro.org](http://www.ciro.org) site.

Another online evolution that closely tracked the Bulletin has been the IRO online learning offering. Launched back in 2014 as a result of feedback from corporate members and known at the time as "IRO Learn", the platform featured in the October 2014 edition. It showcased newly designed Ops 90 learning material and the first iteration of the Professional Operators Development framework (POD). IRO Learn would serve as the Institution's online learning platform from 2014 until 2021 when it was replaced by [www.railacademy.com](http://www.railacademy.com) which now offers a much more tailored and interactive learning experience for users.

Copies of CIRO's commemorative book "The Journey to Chartership" are available from the membership department for £4.00 to cover postage. Please contact [membership@railwayoperators.co.uk](mailto:membership@railwayoperators.co.uk)





# 2 Features



## Welcome to Bulletin issue 50

Welcome to the November 2022 edition of Bulletin, the 50th issue of the Chartered Institution of Railway Operators' biannual publication.

If this is your first edition of Bulletin, welcome! This Institution exists for its members and the rail industry, promoting best practice and representing the interests of railway operators at all levels. From area events to online courses, we hope you find yourself spoilt for choice by all of the ways in which we can help you develop your knowledge and expertise.

A turbulent year for the rail industry has seen the Institution consolidate its services and offerings to our members whilst working in the background on some exciting projects which we hope to be able to announce in the not too distant future. During the year we have been able to expand our academic proposition once again with the launch of a new course in Australia in partnership with Monash University. Our Apprenticeship team have also been successful in once again providing places for Network Rail, including sixty new starters at Levels 5 and 3 as part of the ongoing Eastern Route project.

Membership ticked over another significant milestone in September as we reached the 11,000-member marker for the first time in our history. Meanwhile, our corporate membership has continued to flourish as we proudly welcomed West Somerset Railway, Keolis Amey Metrolink and Arup. The second Rail Ops conference was once again a great success with some excellent talks from various rail experts delivering valuable learning to over 800 online attendees.

As we look ahead to 2023, we hope to be able to share some exciting news with the industry in the form of some new academic services and new membership platforms. We hope that the work we have done during this unpredictable year puts us in a position to further increase our overall contribution to the industry going forward.

Thank you for your continued support and commitment to the development of railway operations.

The CIRO Stafford Team

# 'Ticketless Travel - Winning the game'

Jason Wade,  
Head of Retail Operations, Northern  NORTHERN



The pandemic has changed the way our customers travel, but it hasn't changed the way Northern is transforming its approach to retail operations.

We have developed an operating model that is delivering consistent improvement and ensures our business and the wider industry remains sustainable and fit for future growth.

The operation of the UK's railways covers a wide range of disciplines and without commercial success, the more traditional elements of operations would simply not be viable.

**'Does it really matter if I don't buy a ticket before I get on the train?'**

**'Yes, it most certainly does!'**

This is all too often the approach of some customers, who are happy to pay for their journey - but expect the train operator in question to approach them and sell them a ticket.

What some customers are not aware of is that it is their legal obligation under railway bylaws and the National Rail Conditions of Travel to buy a ticket before boarding a train if facilities exist at the station to do so. (Which is itself a rather generous arrangement given the percentage of rail users with a smart phone and therefore the ability to also buy a ticket online or via one of the many industry apps.)

Here at Northern, we have been working hard to educate our customers about the benefits of buying before they board and to also tackle areas of intentional ticketless travel.

Our driving force is digital, which has grown significantly from only 18% in 2018 to around 60% today. It is the retail channel of choice for our customers and supports our aim to make retailing as frictionless as possible for customers.

This is at a time when the industry needs to capture as much ticket revenue as possible. At Northern, we have adopted a data and insight led retail operations model that brings targeted approaches to retailing and revenue protection. The aim of this is to reduce the subsidy level

we require and allow further investment in the railways of the north. (Against a backdrop of a largely open network, shared with multiple operators and with station calls every six minutes on average.)

This model is transforming what we do in an already changing retail landscape, where customers are choosing digital for the convenience and simplicity it provides, with ticket office, cash and on-train sales falling quickly.

In 2020, I restructured the team at Northern to focus on the end-to-end model of 'is our shop open for business' with effective revenue protection activity to support this. Furthermore, we take cases through to prosecution for those individuals who choose not to keep their side of the bargain and buy a ticket.

Our people are one of the most important elements of this model and we improved our knowledge of their performance and introduced an incentive for our on-train staff which also had a positive impact on customer satisfaction scores.

**So, is our shop open?**

We have made more products available digitally, but we aren't quite finished with that journey as yet. There are one or two products still waiting to be made available in a digital format.

We have enhanced our ticket vending machines (TVM's) which are located at the vast majority of our stations to allow customers to buy nearly all ticket types that would be available at a ticket office.

We are also about to launch a video assistance option, which will transform our unstaffed stations by providing customers with a video link to a colleague in our Customer Experience Centre, who can even take control of the TVM to assist the customer if they wish.

We are even developing an avatar to field the most popular questions from customers, which may not even be ticket related.



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





We have worked hard on culture change amongst our customers, so that they are aware of the need to buy a ticket before boarding.

Our innovative communication campaign has different messages tailored from business-wide to station specific and has a messaging transition from highlighting all the great ways to buy a ticket through to the harsh reality of risking a fine.

Making effective use of the media to help our customer education has seen some strong support, with headlines such as 'Northern clamps down on Doncaster Dodgers' really grabbing attention.

We have made sure our gatelines are operating at the times we require and we have also made huge improvements in reducing incorrectly rejected tickets, so our gateline colleagues can 'trust the technology' if it rejects a ticket.

We operate within the national penalty fares scheme - and this is a powerful way of educating customers of the need to buy a ticket before boarding. Indeed, I am a strong advocate of thinking national in the way we work, whilst delivering local.

For those customers who receive their third penalty fare, it's a trip straight to court, as their warnings have clearly not been heeded.

Our data and insight-led approach allows targeted enforcement activity via a 'boots on the ground' approach at locations where we are seeing fare evasion take place.

However, one of the challenges that digital ticketing brings with it is new and innovative ways for customers to avoid paying their fare.

In January 2020, I introduced a digital fraud team who focus on aspects such as Smartcard and refund fraud, 'Delay Repay' fraud and

unusual purchasing patterns. After all, unlike a physical ticket, digital ticketing leaves a trail of breadcrumbs, making historical case building a powerful evidence tool.

Back on-board, we have increased our validation of digital tickets on handheld devices from 10% in September 2020 to 70% today, which increases further when gatelines are included.

The role of our on-train colleagues has evolved, from sales-led to validating-led, with on-train sales now down to only 5% of all sales.

We mustn't forget, most customers are honest and do buy a ticket before travel and the last thing we want to do is criminalise our customers.

However, we do have to take action against those who think the rules don't apply to them and we have an industry leading prosecutions

team who own this final part of our model.

An average month will see around 1,000 cases heard in court, with an almost 100% successful conviction rate.

So, has this digital focus and data and insight operating model worked?

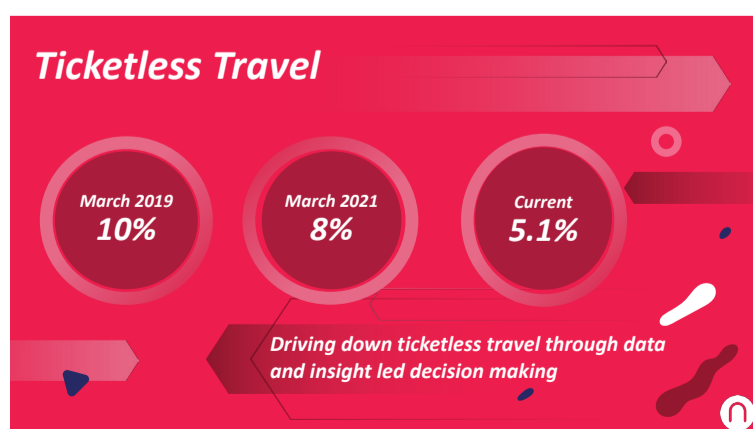
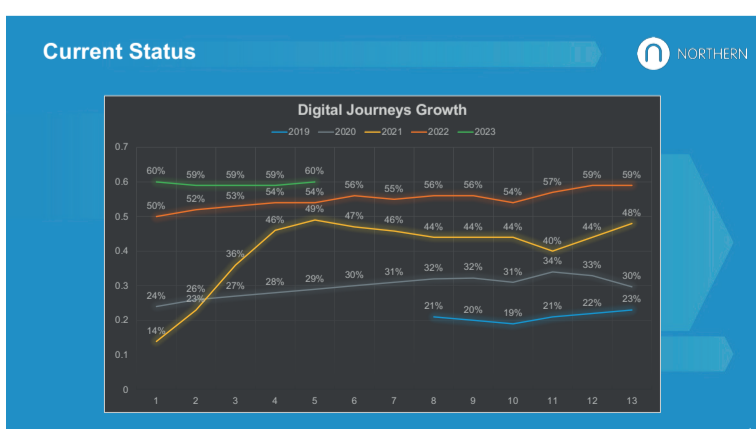
To measure this, we carry out continuous ticketless travel surveys. Three years ago, we were at 10% and now we're down to 5%, which I think is a great achievement and something the team and I are rightly proud of. The continuous surveys provide yet more data on our emerging hotspots and allow us to tackle them quickly.

### But we won't stop there. We have ambitious plans to:

- strengthen our digital ticketing options for customers and grow the channel share to 80%
- introduce 'Pay As You Go' travel
- ramp up our digital validation
- utilise machine learning for data analysis
- make our ticket vending machines even easier to use, and
- enhance our desktop based revenue protection using our rich data sources.

There will remain a need for that visible frontline presence, deployed efficiently and in a targeted way, but the increased use of digital ticketing allows us to identify areas of concern using a desktop approach.

We are winning the game, but the game is to be continued.





# 4 News & Events

## Goodbye Howard - Welcome Ellie

### Thank You, Howard Smith

During the 20th September 2022 Board meeting, Howard Smith stepped down as CIRO Chair of Governors, having been a board member since 2017 and Chair for many of these meetings. As he reflected on his tenure with the board members he has worked alongside, he referred to the improved financial standing of the Institution and the recent award of the Royal Charter as high points of that period.



The Board thanked Howard as he stepped back to continue his support of CIRO for the remainder of his term as a Governor. In a planned succession, Ellie Burrows, Route Director – Network Rail, who had previously been Vice-Chair, immediately took the reins.

### We are pleased to announce Ellie Burrows as the next Chair of CIRO.

Ellie Burrows has over 20 years' experience in the UK rail industry in a wide variety of roles, including train services director at Southeastern and more recently route director for Anglia in Network Rail.



Having operated busy commuter railways in Southeastern and more recently running Anglia route moving 4,200 services daily and delivering some of the best on time performance in the country. Ellie has been responsible for operation

of high performing services in different sectors including metro, long distance, and freight. She oversaw significant improvements in safety and punctuality and helped to deliver the award-winning Thameslink programme and more recently supporting the roll out of the Elizabeth Line into the East.

On taking the CIRO Chair position, Ellie commented:

*"It has been a pleasure to be part of the IRO/ CIRO board over the years and I am very pleased to be taking up the role of Chair at this important time in the rail sector. I would like to thank Howard Smith for all his work in getting CIRO to the position it is in now and look forward to leading our new strategy which puts membership at its heart."*

*"I am excited to be taking over as Chair during such a critical time in the rail industry's recovery and when capability across the industry is so critical to the industry's success."*

*CIRO aims to support members throughout their career, whether that is increasing knowledge, building their professional network, starting a new job, studying for a new qualification, or looking for a new challenge.*

*We are a young company that has grown rapidly on its base of world class educational content and clearly defined professional standards. Our new five-year business plan, developed through widescale industry consultation reflects the new business unit structure of the CIRO team.*

*You will see our headline ambitions include an introduction of larger participative opportunities for members as well as the launch of a rail-specific Awarding Organisation. We are dedicated to improving professional standards in rail and by doing so - supporting the rail industry to be more successful.*

*At CIRO we are always looking to bring more value to our members so please get in touch with us if you would like to contribute in any way."*

## Welcome to the Board Oliver Bratton and Claire Mann

CIRO are delighted to welcome two new members to the Board of Trustees. Oliver Bratton and Claire Mann both bring a wealth of industry experience and insight to the Institution, and we're delighted to have them on board.

### Claire Mann

Managing Director  
- South Western Railway  
**South Western Railway**



Claire has more than two decades of experience in the transport sector and has held a number of senior leadership roles in the rail industry, including: Director for Docklands Light Railway (DLR) at Transport for London (TfL), where she led the DLR team; Operations and Safety Director at Arriva Trains Wales; General Manager East at the former First Great Western (now Great Western Railway (GWR)); and Customer Service Director at London Overground. She then moved within TfL to become Director of Bus Operations, where she was responsible for the day-to-day delivery of the capital's 9,200-strong bus fleet. Most recently Claire was appointed Managing Director of South Western Railway.

### Oliver Bratton

Director, Network Strategy & Operations - Network Rail  
**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 become 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 give the best outcomes to our passenger and freight users.

## Rail Ops Conference 2022

In June of this year, CIRO ran the second Rail Ops Conference following the success of the inaugural online event back in November 2021.



Designed with rail professionals' career progression in mind, the free online learning conference delivered over 30 hours of content delivered by leading experts from across the rail industry. Each piece of content was carefully mapped against the Professional Operators Development (POD) framework to ensure the maximum value for those attending.

A free planning guide was made available ahead of the event including a handy self-assessment tool for attendees to gauge their own knowledge levels, identify gaps and plan their visit accordingly. If you were unable to visit this year's Rail Ops Conference, all presentations were recorded and are still available 'on demand' via the Rail Ops 2022 portal - [www.railops2022.com](http://www.railops2022.com). Please contact [marketing@railwayoperators.co.uk](mailto:marketing@railwayoperators.co.uk) for access if you have not already registered for access. In addition, the presentations from the 2021 conference are also available for members on CIRO TV - [www.ciro.org/rail-ops-video-collection](http://www.ciro.org/rail-ops-video-collection).

We would like to thank our exceptional line-up of speakers once again for the 2022 conference for the level of knowledge and insight provided throughout their presentations, as reflected by the great feedback we received from attendees. New to the 2022 conference were also 'taster sessions' of each of our Certificate, Diploma and Degree courses which were delivered by CIRO tutors, with attendance available for visitors.

### Rail Ops 2022 Speakers:



Howard Smith

Duane Stott

Kim Bucknell

Matthew Lee

Piers Connor

Ellie Burrows

#### Howard Smith

Chief Operating Officer - Crossrail/Elizabeth Line  
Crossrail/Elizabeth Line

#### Duane Stott

Head of Operational Strategy and Performance - Northern Railway

A Capability Lens on Operational Resilience

#### Kim Bucknell

Head of Customer Service East & Revenue Protection - Abellio Greater Anglia

Taster session - Diploma of Higher Education in Railway Operations Management

#### Matthew Lee

Commercial & Customer Experience Director - Lumo

Introducing a New Travel Brand

#### Piers Connor

International Railway Systems Consultant

Taster session - Certificate of Higher Education in Railway Operations Management

#### Ellie Burrows

Route Director - Network Rail

Where we are as an industry and how we can manage change

#### Andrew Pennington

Head of Planning - South Western Railway Alliance

Taster - Bachelor of Science Degree in Railway



Andrew Pennington

Tim Craddock

Toufic Machnouk

David Horne

Jason Wade

Chris Gibb

### What our attendees said about Rail Ops 2022

*"I couldn't join all of the CIRO / Chartered Institution of Railway Operators #railops2022 but the agendas I did listen to were fascinating. It's expanded my knowledge in areas of the business and railway that I didn't have much knowledge in and that is definitely fundamental to enhancing the experience for our Customer Journey."*

#### Paul Scott

Train Driver Instructor at Southeastern Railway

*"Brilliant presentation today very insightful. Having attended the conference online on the 14th, I cannot understate the importance of the knowledge I acquired listening to experts and colleagues on a variety of topics, challenges, and potential solutions in the railway industry."*

#### Maro Sakpere

Fleet Service Engineer | GTR Selhurst Production Team

### Rail Ops 2023

We are currently in the process of planning our next Rail Ops Conference, which will be bigger and better once again and is provisionally scheduled for June 2023. Look out for more information about conference dates, speakers and how to register in the new year. In the meantime, if you have any queries about Rail Ops 2023 or would like to contribute, please contact [marketing@railwayoperators.co.uk](mailto:marketing@railwayoperators.co.uk).



# CIRO Annual Report – Key Take Aways

The CIRO annual report covering the period October 2020 – September 2021 was published and covered the key achievements of the Institution during the period.

Probably the biggest of which was the award of the Royal Charter, which would not become official until 1st October 2021 but was granted on the 26th May 2021. The Privy Council recommended, and Her Majesty the Queen 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.

We were not to receive it until 1st October, when we would officially become the Chartered Institution of Railway Operators. 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 11,000 plus members, to enhance and sustain professionalism in railway operations.

## CIRO Key Activities for the Year

- We did a great deal of work to regain financial security, which we are pleased to have achieved.
- We focused on ensuring our members understood their benefits in advance of our Royal Charter being awarded.
- We took possession of some new office accommodation with class and lecture rooms in Stafford.
- We consulted widely with our stakeholders, learners and members to build an ambitious five-year plan and continued our investment in technologies to increase access to the Institution's assets.
- We reorganised to build our capability to scale-up on delivery.

## Stakeholder Survey

During the period, a stakeholder survey was sent out to over 230 industry leaders in around sixty rail organisations and related companies. The response rate was high with an 88% return containing great insight to inform our strategy and frank assessment of how we were doing. The results of this survey directly informed the strategic business plan which was signed off by the CIRO Board of Governors at the end of the financial period being reported.

You can find this business plan, and the complete annual report at [www.ciro.org/about/annual-general-meeting/](http://www.ciro.org/about/annual-general-meeting/)

## Chairs Statement

Finally, Howard Smith, Chair of the CIRO Board of Governors took the opportunity to thank all those who have contributed to CIRO's continued success and to wish all involved the best for the future as he hands over the Chair to Ellie Burrows.

"I have been a board member since September 2017 and Chair for many of them and have seen the Institution grow in membership, professional standing and financial security throughout.

During this period, we were notified that we were to receive a Royal Charter from Her Majesty the Queen which underlined the importance of our

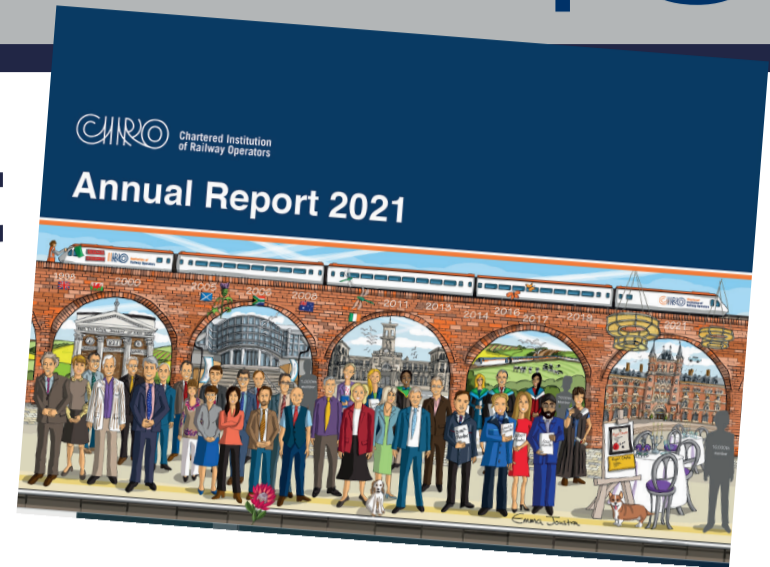
work and the value of our professional membership.

I have entered my final year as Chair and I will be replaced by Ellie Burrows, current Vice Chair. I have been continuously

impressed by and grateful for the time and dedication given to CIRO by its wider expert community; such as the Area Council members, the tutors from our academic programme and the board members I have served with.

A special thanks goes to our corporate members who serve an essential function for CIRO, both in the creation of our products and services, but also financially. We do not access any central funding and exist on what we can attract and earn ourselves. The corporate member fees have enabled us to add significant value to the membership experience and added considerably to our product development activities too.

As I sign off, I reflect that an exciting future is in store, planned for in direct contact with our stakeholders, supported by a strong balance sheet and with existing and new products and services on offer. I know the company is in good hands and wish my colleagues and the whole membership every future success."



**10148** CIRO members at the end of September 2021, up from 9274 last year.

**21** 21 web-based events in the period of October 2020 – September 2021.

**94%** Of event attendees reviewing as 'excellent' or 'good'.

**129%** Increase in the membership of Australia & New Zealand (ANZ) area.

**225** Apprentices trained, qualified and placed into the industry in 2019-2020.

**381** Driver apprentices passed out of EPA this year.

**116** Students graduating from our academic programme in 2021.

**382** Hours of online teaching delivered before returning to face-to-face.

## Level-up

CIRO takes a closer look at why our members are upgrading their membership.

Jose Del-Prado, CIRO Member encourages colleagues to 'just go for it!' and upgrade their membership



Jose Del-Prado, originally from Argentina, began his rail career as a Customer Service Assistant for the London Underground in 2006. From here, Jose was granted several promotions throughout his 15-year career and is now employed as Operations Risk Control Manager for the Elizabeth Line, Rail for London Infrastructure Limited (RfL).

In his role, Jose manages the development and implementation of all risk control measurements to enable the safe operations of the Elizabeth Line, prior to its opening in the first half of 2022.

Jose's professional education and certifications are an impressive testimony of his commitment to personal and professional development. Jose is due to complete his CISA Certified Information System Auditor qualification and master's degree in cybersecurity in the summer of 2022.

### Why did you decide to upgrade?

"I decided to upgrade my membership for the professional and independent recognition that would accompany the title. I knew it would also give me the opportunity to highlight the achievements of my career in the railway industry so far.

The upgrading process was also a way for me to develop my career further. It gave me the knowledge of which areas I'd like to build upon and aim my CPD towards.

My CIRO mentor, Johnathan Eves, encouraged me to 'just do it' and I spent my weekends and spare time working on my application."

### Which benefits of CIRO membership appealed to you?

"It gave me the confidence to go for my most recent role and allowed me to challenge and improve the processes in place within the rail industry.

The benefits of upgrading are vast. It gives you both recognition as an individual, as well as providing opportunities for mentoring to achieve your next goal.

Although the process is a daunting task, no one can prepare you for the exceptional satisfaction you get when your application is approved. It is well worth all the effort and dedication."

For Jose, he has a newfound passion for learning and doesn't want to stop at 'Member' status. Looking forward, Jose is enthusiastic on gathering feedback from his application and mentor so that he can improve and succeed to the next level of membership.

He said: "I'm more than willing to help anyone looking to further their career and upgrade their membership. It requires a lot of planning however, looking back at your career, realising how much you have done already and having your application approved by a panel of rail experts is priceless."

### Martin Bloomfield 'uncovered new skills' after upgrading membership

Martin Bloomfield, Operations and Dangerous Goods Specialist and System Operator at Network Rail, began his career in rail in 1994 when he became the Driver Standards Manager at Southeastern. In the last 30 years, Martin has held various roles within the industry and developed his expertise.

Already a chartered member of the Institution of Occupational Safety and Health, Martin became a CIRO Member to not only enhance his career in the rail industry but his personal development as well.

Meeting the relevant professional criteria, Martin made the decision to upgrade and dedicated his time to completing the Professional Operations Development (POD) sections.

For this, Martin collated as much evidence as possible to demonstrate his ability to make informed decisions about railway operations. As a Member, Martin can give something back to the industry by becoming a mentor or a CIRO ambassador.

He said: "After looking at the skill set required, I realised that I had the experience to cover the criteria. I knew that upgrading my CIRO membership would be the perfect opportunity to enhance my personal development as well as offer career progression."

Martin's level of professional credibility shows a strong commitment to the industry and his passion for inspiring and shaping the future for other rail enthusiasts.

Martin added: "Upgrading has given me the confidence I needed to pursue my dream career! Arguably the most important thing to mention is the industry recognition you receive when you complete your POD sections.

"Throughout the membership upgrade process, I've been able to reflect on skills that I didn't know I had! Now I can use my experience and knowledge to teach others who aspire to secure a career in rail."

Committed to guiding others through the upgrade process, Martin shared some wise words: "The main thing is understanding that upgrading takes time and careful planning, so just have patience and you'll soon see the results.

"Also, try to avoid being over-cautious and just go for it! It can seem daunting and a little bit challenging



What's holding you back from upgrading your CIRO membership?

at first, but if you reach out for help and advice, you're never alone.

"Always talk to someone who has been through the process before. I reached out to CIRO and received support from Membership Coordinator, Carolyn Hughes, who was absolutely brilliant at providing guidance throughout my membership upgrade."

Martin's passion for learning has since inspired his

decision to take his personal development to the next level, commenting: "Now that I've upgraded, my goal is definitely to become a Fellow. I'm really looking forward to helping other CIRO members develop and secure their next career challenge."

### Congratulations to all of the members who have completed their upgrades in the past year!

Don't hold yourself back from endless opportunities, be a part of our commitment at CIRO to inspire and shape the next generation of rail.

To strengthen your professional recognition by upgrading your membership, our online portal allows straightforward submission of your Professional Operations Development sections. Supporting evidence of knowledge and experience gained from your career can also be put forward, you don't need formal qualifications.

The four membership levels, Affiliate, Associate, Member and Fellow are designed as career milestones and distinguish you as a rail leader. It's also possible to apply for any level as there's a membership to suit you at any stage of your career.

### What are you waiting for?

To apply for the industry's top professional recognition, visit [www.ciro.org/upgrade-your-membership/](http://www.ciro.org/upgrade-your-membership/) and start your journey!



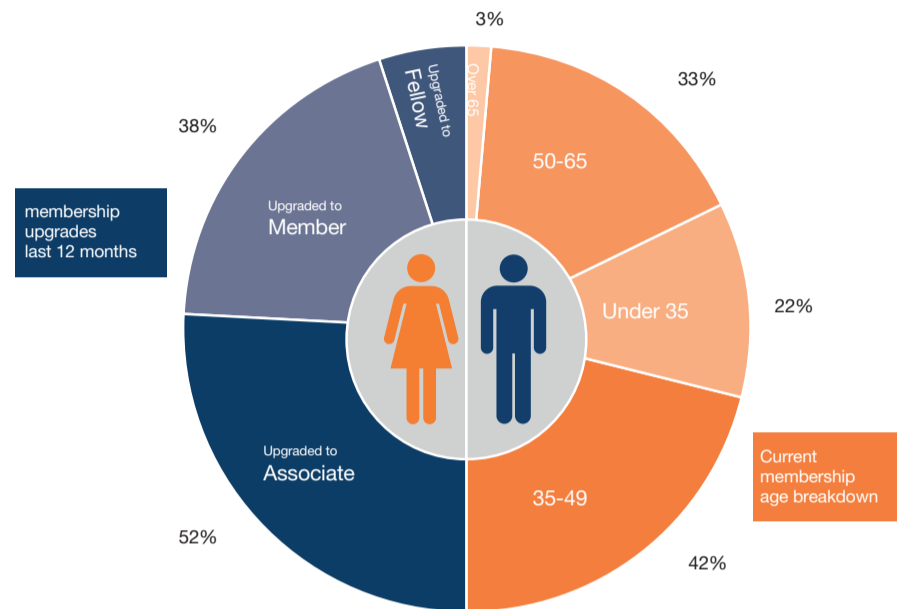
# 6 Membership

## Membership at a Glance

CIRO continues to grow as professionals want to take advantage of what membership has to offer.

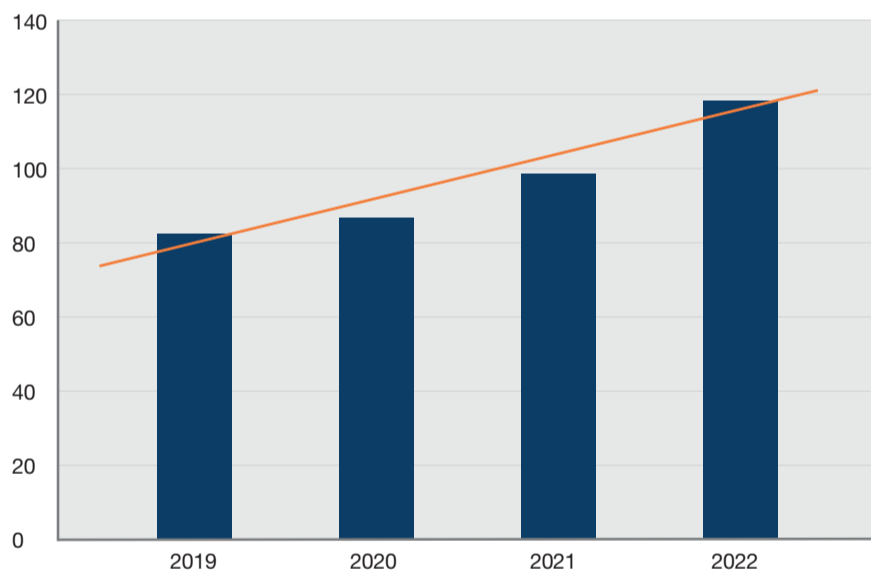
### Headlines:

- 11122** CIRO members worldwide
- 42** Average age of members
- 39** Countries with CIRO members
- 1296** New members in past 12 months
- 30** Events held in last 12 months
- 50** Corporate members and partners



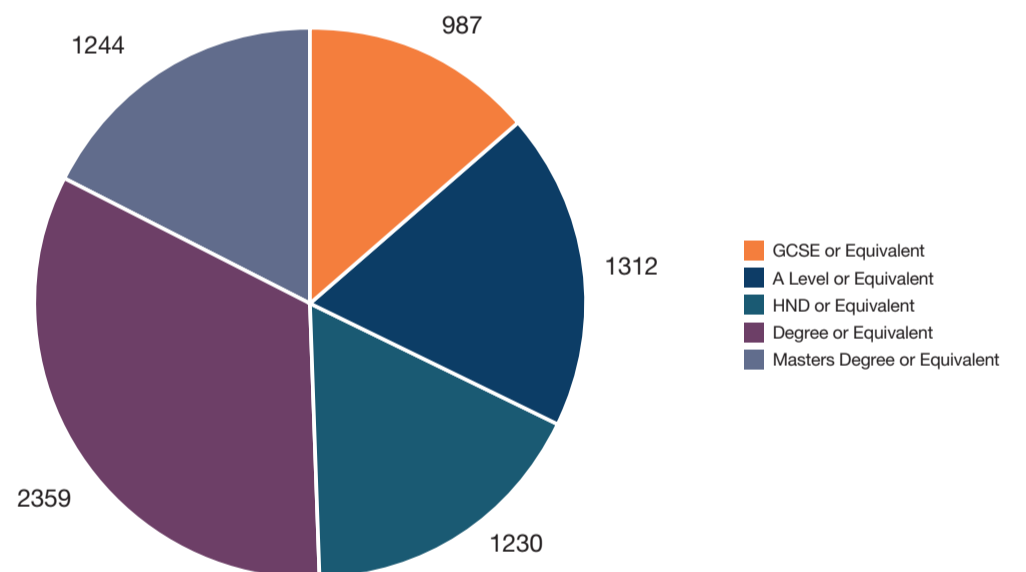
Female population of membership has grown from 17% in 2018 to 20% in 2022. The majority of members are in the employment age range with some members staying on into retirement.

### Average New CIRO Members Per month



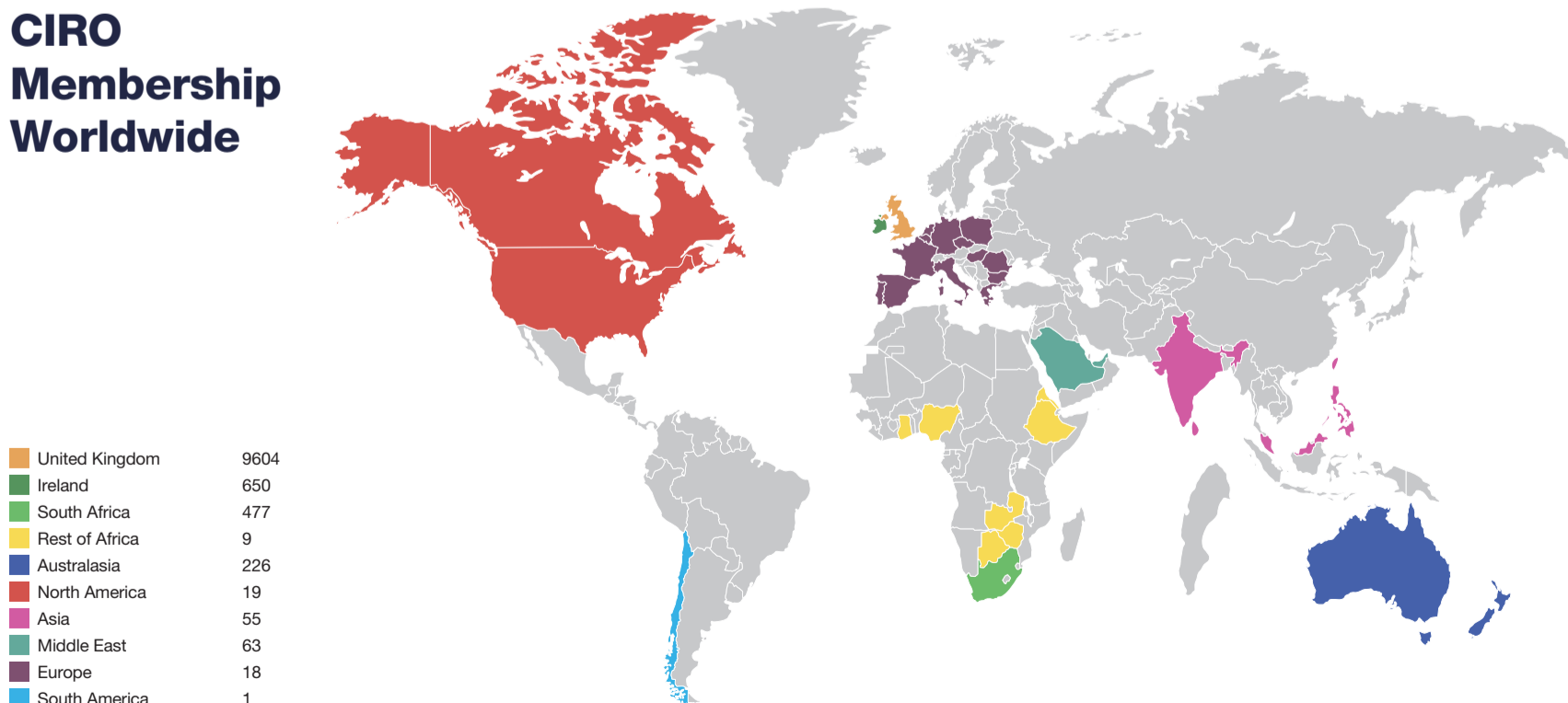
CIRO has welcomed almost 1,300 new members in the last 12 months and membership currently consists of 11,122 individual members and over 50 corporate companies and partners.

### Members Education Levels



Of the members who have told us about their qualifications, there is a fairly equal spread of levels, meaning that CIRO is inclusive of educational background. The largest proportion is members with bachelor's degrees.

### CIRO Membership Worldwide



CIRO continues to grow its membership worldwide, particularly seeing a steady increase in the Australia and New Zealand population. \*All information correct as of August 2022

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



## Welcome to our New Corporate Members:

### Keolis Amey Metrolink & West Somerset Railway

CIRO are delighted to welcome two new companies to the institution.



**keolis amey**  
Metrolink

#### Keolis Amey Metrolink

Metrolink is the UK's largest light rail network, connecting 2.8 million people across the Greater Manchester city-region on 8 lines serving 99 stops. Metrolink opened in 1992 and has expanded in each decade since, opening new lines to destinations across 7 of the 10 Greater Manchester boroughs. The newest line, to the Trafford Centre, opened in March 2020.

Keolis Amey Metrolink (KAM) is the proud operator and maintainer of the Metrolink network. We operate under a contract with Transport for Greater Manchester, which commenced in July 2017 for an initial 7-year term. KAM is responsible for the operation of all passenger services on Metrolink and maintains all infrastructure, customer facilities and rolling stock.

#### West Somerset Railway

Our railway, a true country branch line of the old Great Western Railway is full of fascination whether you are looking for a nostalgic ride back in time through lovely countryside or to study the railway and industrial heritage which our line preserves. The historic steam locomotives, coaches and wagons, and the buildings of our ten unique stations linked by a twenty-mile scenic journey will repay hours of exploration. The surrounding countryside is as varied as it is beautiful. The gently rolling Quantock hills and distant Exmoor, unspoilt villages and farms nestling in leafy lanes, the cliffs and coast of the Bristol Channel with views of distant South-Wales, confident Church Towers, Dunster's imposing Castle and Minehead's seaside charm are all waiting to be discovered.



We look forward to working with both new corporate members and welcoming their staff to join us.

If you are an employee or volunteer of any of our corporate members, membership at Affiliate or Associate level is free for you and your colleagues.

#### Further information

Find out more about CIRO's corporate members visit [www.ciro.org/employers/](http://www.ciro.org/employers/)



## 11,000th Member Joins CIRO

The Chartered Institution of Railway Operators was built upon the idea of providing professional recognition to its members and allowing them the platform to grow and succeed as rail operators.

This is something that we cannot achieve without our members, and it gave us great pride to see that our membership numbers have continued to increase yet again this year.

In the summer, a webinar was hosted by Carla Purcell and Nigel Jenkins of the Australia and New Zealand (ANZ) Area Council, and its popularity saw a surge in interest in joining the Institution, and during this time, we passed the milestone of 11,000 members of CIRO.

Fiona Banks from our membership department described the event as something to be proud of:

"It's great to see events being so popular for our overseas members in Australia and New Zealand. It gives an opportunity for people from across different national companies to discuss something that is happening within their industry in real time. We hope that in doing so, members can take back what they learn and apply it to their day-to-day roles. And having our 11,000th member be generated from one of these events, is a testament to the work of the ANZ Area Council and the growing popularity of CIRO in Australia and New Zealand."

The ANZ area has been steadily growing in

number and now boasts hundreds of members, with CIRO's 11,000th member being one of these. The area has seen an 89% growth in membership numbers compared to this time in 2021, with members now hailing from across five of Australia's territories, as well as members living and working in New Zealand. The ANZ Area Council is spearheaded by Nigel Jenkins, who is assisted by five state leads: Rob Hennessy for Western Australia, Chris Carson for South Australia, Carla Purcell for Victoria, Huw Bridges for New South Wales, Ken Farms for Queensland and Gary Iddon for New Zealand. Together, they work to bring the CIRO to railway operators across Australia and New Zealand and helped to accomplish an important moment in our history.

We would like to thank every single one of our members, as we aim to go from strength to strength and achieve more milestones together as the Chartered Institution of Railway Operators moves forward.



## Have You Ever Wanted to Write?

CIRO are starting a new initiative to help our members become better writers.

A series of free courses will be made available, leading to institution publication as well as future conference speaking opportunities.

CIRO are interested in sharing your operational knowledge within the membership and beyond into academia. This opportunity will hopefully

better equip those members interested in contributing to industry discussion, giving you the tools required.

Please register your interest with the Learning and Development team at - [learning@railwayoperators.co.uk](mailto:learning@railwayoperators.co.uk). A no obligation webinar will be arranged shortly, with dates to be confirmed closer to.

## Stay up to date with everything CIRO...

Follow us on Twitter and LinkedIn to stay up to date with all the latest news, developments and events from CIRO



@ciro\_uk



Chartered Institution of Railway Operators



For detailed information on upcoming area events visit: [www.ciro.org/whats-on](http://www.ciro.org/whats-on)



# 8 Learning & Development

## Academic Programme Launch

The Institution was thrilled to welcome our latest intake of academic students at our course launch event on Saturday 1st October. Once again, we are delighted to be working with our academic partner, Glasgow Caledonian University.

Originally due to take place in London, 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. However, due to the announcement of industrial action taking place on the 1st of October, CIRO were mindful of the disruption this would have on individual travel plans, and therefore the tough decision was made to move the launch online.

We would like to commend all of our students for adapting to this change and embracing the online delivery.

Natasha Blake, who works for Network Rail as an Accident Investigation Manager, has gained entry onto the Degree level of the programme and explained her motivation for applying at this time 'After spending the best part of a decade in the rail industry, across a wide variety of areas, I wanted to study for a qualification which would support me for my next step in my career.'

Natasha's Network Rail colleague Neil Huston is also joining the 2022 intake and admits that as a 'late starter to the rail industry', he felt the Certificate was the best starting point for him, explaining that this level of the course 'is appropriately structured



Natasha Blake



Patrick Devereux



Neil Huston



Rachel Paterson



Andrew Ring

towards those new to the rail industry, so it seemed like the perfect place to embark on the academic journey for my second career.'

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.

Rachel Paterson works for Lumo as a Train Driver and is joining the Diploma programme as it seemed like a 'a great next step for me at this point in my railway career.' Rachel will be studying modules focused on Customer Service and Whole System Thinking amongst others, admitting that she hopes the course will aid her future progression within the industry, 'I'm hoping to gain a greater understanding

of the railway and all the different areas that contribute to the business. I'm hoping that it will be a give me a good foundation to progressing my railway career in the future.'

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 as well as meeting them in person later this year.

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](mailto:learning@railwayoperators.co.uk)

## Intro to Rail Short Course

On the 22nd of September, the institution held its popular Intro to Rail short course at our offices in Stafford. This marked the first time the course was offered to the wider rail industry since 2020, due to the pandemic.

Taking place in one of our learning classrooms, the course attracted delegates from across the industry, with several companies represented including Network Rail and ORR, amongst others. The content of the classroom delivery mirrors that of the online version of the programme, which is offered separately to the face-to-face delivery to cater to differing learning styles.



Throughout the day, learners gained a comprehensive picture of the rail environment and enjoyed highly participative sessions where they were guided through interactive exercises. There were also regular opportunities for the learners to ask questions to affirm their understanding of the topics being covered.

One of the delegates in attendance was Tracy Evans, who works for Network Rail as an Accident & Assurance Investigator. Tracy reflected on the benefits of the programme; 'The sessions were interactive and engaging. It is perfect for individuals with little or no knowledge of the railway. I strongly believe it should be something that all new starters are pointed towards, and that they will greatly benefit.'

If you would like to register your interest to attend a future delivery of our Intro to Rail course, please contact [learnserve@railwayoperators.co.uk](mailto:learnserve@railwayoperators.co.uk) and we will get back to you with further information.

## Transnet Knowledge Sharing

I was given a wonderful opportunity by the Chartered Institution of Railway Operators to present my Master of Business Administration (MBA) project at the Transnet Global Knowledge Sharing Conference in Johannesburg, South Africa on 6th October 2022.

The event was a partnership between Glasgow Caledonian University (GCU), the University of Johannesburg, CIRO and Transnet and brought together Transnet students undertaking or having completed masters or honours courses and other rail professionals to share academic business practice across a broad range of rail-freight topics. Shared knowledge is such a vital tool that we possess as railway professionals, and there is so much to be gained from international experience of different rail systems. Many of the challenges are the same and this provides real benefit in talking and discussing solutions with our global partners. Never in my railway career have I felt the mantra more than I did at this event - 'a problem shared is a problem halved'.

I was truly honoured to represent CIRO and GCU at this conference and share my studies and professional experiences with Transnet employees from across their organisation. I presented on how the UK Rail-freight sector can better cater for lower volume customers who are unable to fill a full train-load or in a traditional sense those that we would broadly have labelled as the Single Wagon Load (SWL) market. This is to ensure we can seek and provide future solutions for all businesses that would like to use the railway to move their goods regardless of volume. Whilst this is enormously challenging in many cases, it is especially crucial as we focus on modal shift from road to rail and play our part as a

transport sector in achieving net zero by 2050.

It was fascinating to learn from the fellow presenters more about their research in areas of community engagement and digital transformation for generating operating efficiencies across the Transnet network. One presentation on how to unlock opportunities for longer trains on the Maputo Corridor particularly chimed with many of the same challenges we face in the UK for the same concept - cost sensitive provision of longer freight loops and signalling infrastructure adaptations to name but two. All of these areas and more continued as topics of conversation and shared experience within the networking event which followed. It was immensely



beneficial to speak with all of the fellow masters graduate presenters and other Transnet honours graduates who had completed posters of their work broadly covering the background, objectives, methodology, findings, conclusions and recommendations of their work.

I very much look forward to continuing to share experiences and knowledge with those that I met on the conference and the memories of this event I will



treasure for the rest of my career. The one standout thing for me is the importance of culture in shared learning and development, not just in individuals but in organisations. From my perspective, Transnet are very much like a family where professional development of their workforce is a true passion and commitment. I was very humbled to see how much education also meant to the individuals working for Transnet, seizing every opportunity to learn and grow through their studies. That will always stay with me. Thank you again to CIRO for this truly amazing experience. No exaggeration to say life changing in the different perspectives it has given me in both my personal and professional life.

Written by Kenneth Yarham MA  
MBA MCIRO - Lead Route Freight Manager,  
Network Rail

## Coming Soon - Operational Planning Masterclass

Looking to further your career and develop your expertise?

CIRO are planning a classroom based Operational Planning Masterclass for those who are fairly new to the subject as well as those who wish to further their career by setting their knowledge in a wider context.

### Course Contents:

We will introduce the specific tasks of operational planning and set out to show how the timetable is fundamental to a railway business, generating revenue and influencing costs.

The course will run Fri-Sun, mid May 2023 and specific Dates and costs will be made public in the coming weeks. In the meantime, please contact [learnserve@railwayoperators.co.uk](mailto:learnserve@railwayoperators.co.uk) for any further information.

*"The course was an eye-opener for me and literally changed the way I used to think about timetabling."*

**Anannya Sethumadhavan**  
Serco Middle East, Planning and Performance  
Manager



The Institution's academic programme in Railway Operations Management is structured across three levels consisting of a Certificate, Diploma and Degree. In collaboration with our academic partner Glasgow Caledonian University and their recognition of prior learning system, applicants are able to enter/leave the programme at different levels depending on their previous qualifications but also their industry experience.

Students starting at Certificate level have the unique option of progressing all the way through the programme through Diploma and then onto Degree level over a 5-year period. Two of our current students are doing exactly this, nearing completion of the Diploma and now looking to move directly onto the Degree with our 2022 cohort. The institution's Learning & Development Manager caught up with both of these students to better understand their motivations for taking this route.



**Ben Hall** - Project Operations Interface Specialist at Network Rail

Ben Hall works for Network Rail as a Project Operations Interface Specialist, he starts by sharing his motivations for joining the Certificate level of the programme back in 2019; 'With the rail industry being so broad and multi-faceted, I wanted to gain a wider view from subject matter experts, on aspects of the industry I hadn't been exposed to organically throughout the course of my career to date.'

Ben admits that he did consider applying directly for the Diploma or Degree programme at that time, but ultimately felt the Certificate would be the best starting point for him for two main reasons; 'Firstly, it had been many years since I had undertaken formal higher education, and therefore felt the certificate course would be a great way to ease back in. Secondly, because one year wasn't a huge initial commitment compared to the two years for the diploma and/or degree courses.' Ben is not alone in feeling this way, as many of those who register their interest in our academic programme have an initial hesitation due to them being outside of higher education for several years, if at all. Students who feel this way are reassured that our academic programme is designed for people just like them i.e., those who are actively working day in, day out across the rail industry.



**Rebekah Ashton** - Station Customer Service Assistant, London North Eastern Railway

Like Ben, Rebekah Ashton applied for the Certificate programme in 2019 and joined the same cohort later that year. Rebekah currently works for London North Eastern Railway as a Station Customer Service Assistant (train dispatcher) and started with the Certificate level after initial discussions within her workplace; 'After talking with colleagues and people from different areas of the industry about my aspirations someone

suggested I looked at the Institution of Railway Operators academic courses to see if anything interested me. That is when I found the Certificate programme which took my interest as it was a qualification which fitted my career aspirations, and it also allowed me to continue working whilst completing it.'

The Certificate level of the programme is an excellent starting point for individuals who are new to the industry, or perhaps looking to expand their foundational knowledge of railway operations. Rebekah was mindful of this when submitting her initial application for the Certificate, adding that 'When applying for the Certificate level I was very new within the railway industry and did not feel that I had enough experience to apply directly to the Diploma programme. If I had more experience within the railway industry I think I would have approached CIRO about that option. However, for me, it was a really beneficial year as it eased me

## From Certificate to Diploma to Degree!

Meet two of our academic students who, having completed both the Certificate and Diploma levels of the programme, are now progressing directly onto the Degree level.

into university study, academic writing, and the format of combining study and employment.' Having spent a year completing the Certificate, both Ben and Rebekah decided to progress immediately onto the Diploma level. This requires a commitment over a longer period of time, with the Diploma taking two years to complete. By joining the Diploma in 2020, both Ben and Rebekah were amongst the first students to experience the new version of the Institution's academic programme, which focusses on a whole system approach to Railway Operations.

Rebekah discussed the transition from Certificate to Diploma level, reflecting that; 'The Diploma level definitely felt like a step up from the Certificate, and I was so grateful I had done the Certificate level first as I knew what was expected of me. However, I enjoyed being able to explore the study areas with more depth within the Diploma as it runs for a longer period of time and I was only studying one module at a time, unlike with the Certificate.'

Over the last two years, Ben and Rebekah have worked their way through the Diploma programme and explored topics such as Quality & Efficiency, Customer & Stakeholder Delivery and Whole System Thinking. More recently, they have delivered presentations to GCU/CIRO tutors that focused on improving business practice as part of their Work Based Project module.

When thinking back over the last years on the Diploma level, Ben expressed how useful the experience had been; 'I have certainly learned valuable transferrable skills, a broader perspective on the industry at large, and feel it has really helped hone my skills as an effective rail operations professional. The course never felt onerous, and therefore I am keen to continue my studies without stalling.'

Indeed, Ben now plans to move directly onto the Degree level of the programme and Rebekah feels exactly the same, saying; 'I am aware that 5 years of continuous study is a long time, and it hasn't been easy. However, the learning and development the course has given me has been so beneficial both personally and professionally. I also hope that on completion of the degree the opportunities that will be available to me from holding this qualification and the information I have learnt from it will be invaluable.'

As they plan to embark on the Degree programme, both students can expect to take a deeper look at railway operations as a whole system, exploring topics such as Business Resilience, Delivering Business Objectives and Improving Service Delivery. Upon successful completion of the programme, both would aim to complete the course and graduate in 2024.

The institution receives hundreds of registers of interest each year for our academic programme from railway professionals across the industry. Having committed to our academic programme for a sustained period of time, we were keen to learn what advice Rebekah and Ben might offer to those considering applying for the programme in the future.

'Definitely go for it!' Rebekah commented. 'It seems daunting but if you are wanting to learn more about the railway industry as a whole and include academic study in your career then it will more than likely be beneficial to you. The great thing I found with the structure of the CIRO/GCU railway operations management programme is that you are never committing to more than two years, so you can do the level that suits you with no pressure to continue onwards.' Ben added that the programme 'really compliments your professional accountabilities and is manageable to do alongside a demanding day job - so give it a go!'

Alongside the subject specific content, students on the programme can expect ongoing guidance from subject matter experts for the duration of the

programme, as well as continuous support from CIRO's Learning and Development team from application through to graduation. Ben felt this helped to facilitate his progression through the programme commenting that 'Both GCU and CIRO Tutors were excellent - always happy to provide ample support. Always readily contactable by phone or email, and happy to help.'

In addition this, students are provided with key core materials for each module which form the basis of their learning through the programme. Rebekah recognised this and how it facilitated her conducting her own research during her studies, adding that 'The materials provided by CIRO and GCU were really useful and formed the basis of most of my learning. The module handbooks were the source of any information about the modules themselves, so I always knew who the tutors were and assignment details and deadlines. The core texts and webinars were always my first source of research when completing a project and I would expand my own research from there.'

Rebekah and Ben both agreed that the programme also acts as a good networking tool. Rebekah said, 'I have spoken to a large range of people within the

industry that I would not have spoken to if it weren't for CIRO. These have both been people within the company I work for as well as tutors and fellow students within the industry. Networking with fellow students was something I hadn't considered but almost everyone on the course is working within the railway industry and there is such a variation in their areas of expertise. Everyone is on the course because they have a further interest and are therefore willing to speak to you about their roles and knowledge to help with assignments and both personal and professional learning.' Ben agreed and felt he has made 'some great new connections with colleagues working in the industry across a plethora of blue-chip companies, employed around the globe.'

The Institution very much looks forward to supporting both Ben and Rebekah through their Degree studies.

If you would like to register your interest to join the next intake of students, please contact [learning@railwayoperators.co.uk](mailto:learning@railwayoperators.co.uk).

### Further information

Would you like to follow in the footsteps of Ben & Rebekah? Are you looking to challenge yourself and gain an industry specific higher education qualification? Register your interest today at [www.ciro.org/register/](http://www.ciro.org/register/) ready of our next application period beginning in April 2023. If you would like any further information, or to discuss your options, please contact [learning@railwayoperators.co.uk](mailto:learning@railwayoperators.co.uk)



## Monash University First Delivery of Railway Operations Management Short Course

The Institution previously reported our engagement with Monash University, who we have been working in partnership with over the last year to deliver our five-day short course in Railway Operations Management.

The first delivery of this short course took place from the 2nd-6th November 2022, with the Institute of Railway Technology at Monash University, on their Melbourne campus.



**MONASH University**

through a rail renaissance, and I really wanted to be part of that. The opportunity to work with Monash University was a chance

The aim of the five-day course was to provide background information on the key concepts of various elements of railway operations and included topics such as Performance Management, Signalling & Train Control and Operational Safety & Standards.

Each day offered 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.

CIRO carefully selected industry professionals who have a wealth of experience in Railway Operations to act as trainers throughout the teaching week. One of our trainers was Carol Deveney, who is the Founder & Managing Director of See Change International Consulting Ltd and has an extensive career in rail including major projects, upgrades, and reopening.

She shared with us her main motivations for wanting to deliver this course; 'I have always enjoyed sharing knowledge in this interactive format. As a trainer you get to share your experience and learn from the students too. Australian rail has so much happening right now as they go

to work with world leading academics in the rail research sector.'

Case studies and group work were used as key tools throughout the week to promote student collaboration and networking. On reflection, Carol thought this was effective 'Everyone came prepared to learn, contribute, and share with others. My perception was that people found it useful and could see immediately how they would apply it to their workplace. Many hadn't realised it would be experiential and interactive and feedback on that was that they enjoyed it. We were also honoured to welcome several senior rail figures as guests during the teaching week.

We look forward to delivering further international short courses in the future.





# 10 Apprenticeships

## Network Rail Eastern Region - 60 New Apprenticeship Starters



CIRO are delighted to be supporting Network Rail's 21st Century Ops as they work towards improving the experience and knowledge of rail operators in the 'end-to-end' railway operation.

We are assisting this important goal by providing recognised and respected qualifications for operations people. CIRO are also working towards improving the visibility of career options in rail operations through our annual Rail Ops conferences, 'Roles in Rail' days (see the November 2022 issue of Bulletin) and a suite of resources available to learners on programmes with us. In 2019 Network Rail moved to a regional model for rail which will allow them to align training and development to focus on the specific requirements in the 5 regions. The Eastern region are working with CIRO to deliver management apprenticeships at Team Leader or Supervisor level and at Operations or Departmental Manager level across the region. This supports their requirements to generate decisive, confident, collaborative and succession-ready rail operations managers to take the industry forward. This October sees the first three cohorts start their apprenticeship training in leadership and management in London and York.

The apprenticeship groups include learners from several different rail organisations including Greater Anglia, South Western, Elizabeth Line, TfGM and Northern. Learning in mixed groups encourages learners to make connections

and create networks across the rail industry. This supports the cross fertilisation of ideas and advances the CIRO vision which is "to support improvement in the quality of the railway operations workforce and help railway organisations succeed".

If you are working for a rail organisation in the Eastern region, please get touch with your Learning and Development Talent manager to see apprenticeship training might be opportunity for you to meet your

development needs. The next apprenticeship groups are planned to start in March 2023.



### Further information

If you would like to know more about the apprenticeship standards, please visit [www.instituteforapprenticeships.org/](http://www.instituteforapprenticeships.org/)



## Dual Professionals

To deliver excellent quality teaching and learning, teachers, tutors and coaches in Higher Education have to possess expertise in their subject area, as well as being highly skilled in teaching practice.

This concept is called dual professionalism, and the benefits for learners have been well reported as students profit from practice-informed teaching and professional relationships with educators and industry.

For CIRO this means helping staff keep a balance of skills relevant to rail and continuing their professional development as educators. CIRO provide staff development for teaching skills and teachers and coaches go on courses to gain qualifications from initial teacher training to post graduate level. This works to enhance teaching practice as teaching staff understand the underlying concepts and current models of education and how to apply them in CIRO training provision.

In addition, all new teaching and coaching staff undertake rail industry orientation and training including the 'Introduction to Rail' course. CIRO offer and encourage continuing professional development (CPD) by providing opportunities for staff to attend conferences, visits, webinars and talks by external speakers. This means that CIRO supports dual professionalism in their teachers, trainers and coaches and everyone benefits from a better education.

## Network Rail Operations Management Graduate Scheme

The Network Rail Operations Management graduate scheme continues to go from strength to strength.

CIRO deliver valuable contextualised training, engaging activities, and good quality information and resources to ensure that graduates get a great introduction and start to their career in rail. For the fourth year running CIRO were successful in our tender, and in September we welcomed the new cohort to Network Rail and their apprenticeship training. After two days of induction to Network Rail, the apprenticeship scheme began. Network Rail have chosen the level 4 Passenger Transport Operations Manager Apprenticeship to run through the graduate programme as it offers a wide view of the rail industry whilst focusing on the critical elements of safety, quality, customer service, and Management. The Apprenticeship Standard includes a wealth of competences, transferrable skills, and management behaviours development opportunities for learners. CIRO also include the Certificate of Higher Education in Railway Operations Management with our partner university Glasgow Caledonian University in the programme.

This delivers the knowledge elements of the Apprenticeship Standard and grants learners a valuable additional qualification.

During the initial teaching week CIRO delivered our popular 'Introduction to Rail' one-day course to provide graduates with a good grounding in rail from 'steel wheel on track' to the current business model of the UK. During the week we also enjoyed a session on 'Customer and Stakeholder delivery in rail' from CIRO's newest tutor Jonathan Scott. The graduates also enjoyed meeting their CIRO teachers and coaches and forming new networks of colleagues.

Also, in September CIRO saw the 2021 Operations Management graduates in Birmingham for their final teaching week. One of the highlights was a talk from Professor Keith Grint on 'Wicked problems and clumsy solutions.' Rail problems are often highly complex and tricky to solve in a way that doesn't negatively impact on other areas of the



interconnected rail system.

Professor Grint and Dr Clare Holt offered a new way of understanding these wicked problems and how the way to solve them may be to think about them in an entirely different way.

## 2023 Course guide out now!



Are you considering taking the next step in your career? The latest CIRO course guide is now available in hard copy or digital and could contain just the opportunity you're looking for.

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

### The brochure contains all the detail potential learners could need on:

- CIRO's Railway Operations Management academic programmes
- Our Academic partner – Glasgow Caledonian University (GCU)
- Level 3, 4 and 5 apprenticeships
- Student testimonials
- Details of CIRO Rail Academy
- Free Learning
- Mentoring
- CIRO area councils
- Fees and Funding options

Whether you have a course in mind or are just looking for more information on any of our learning opportunities, please do contact a member of our Learning & Development team who will be happy to help you.



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





**Chartered Institution  
of Railway Operators**

# Help New Train Drivers to Succeed

*CIRO are looking for experienced train drivers to become apprenticeship assessors, helping us to bring new professionals into the industry.*

Join the Chartered Institution of Railway Operators as an external assessor. You'll work with like minded, experienced colleagues from all over the industry and assess newly qualified train drivers sitting their Apprenticeship End Point Assessment. It's rewarding and satisfying as you'll be helping others at the start of their career in rail. If you like to go the extra mile, if you want to develop without leaving the security of your job, if you want to give back ...read on.

## Why Am I Needed?

The English Apprenticeship system has a dedicated Standard for train driving. As part of this, external assessment is required to complete the learning journey. Many organisations are using the Standard and require independent assessment from qualified external assessors.

## What are the Minimum Requirements of Assessors?

We are looking for assessors who have substantial, demonstrable experience in mainline train driving, they must be currently working in the industry and be occupationally competent and be in a day-to-day line management, training or a quality assurance role.

## What Do I Need?

CIRO will provide all of the equipment and assessor training that you will need to perform this role. The role is currently home based although there may occasionally be a need for face to face meetings.



## How Will I Be Paid?

Payment for your time will be made to your employer at a rate of £600 per day.



## What is the Time Commitment?

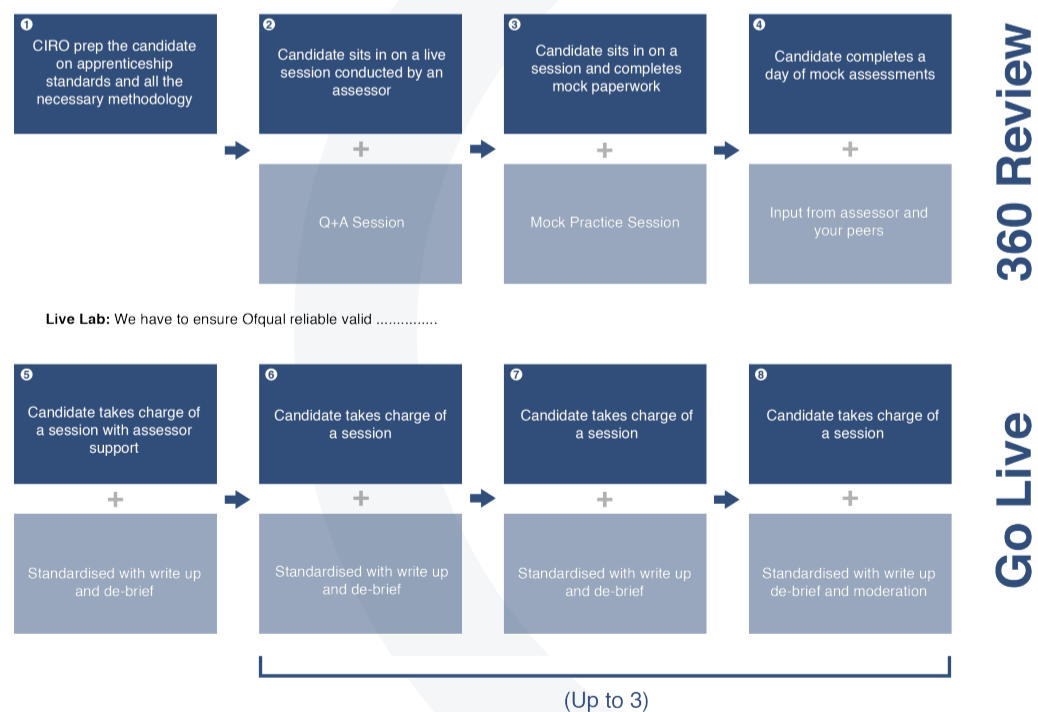
CIRO require availability of at least four days per month, with no maximum. Hours are usually based on 8:00-15:00 Monday to Friday but can vary with notice. Attendance will be required for moderation and standardisation meetings.

## Will I Receive Training?

Yes. CIRO have a comprehensive training process for assessors. There is an initial four day training period, followed by a 360 review to determine whether a candidate is to continue. Candidates who progress from this stage will begin the second phase of training, taking sessions themselves with CIRO support.

# Interested? Next Steps

- 1** Visit [www.ciro.org/epa/assessors](http://www.ciro.org/epa/assessors) for the information you will need to provide to your employer in order to be released for the required number of days.
- 2** Complete the application form on the CIRO website including any of the required documents.
- 3** Our EPA team will make contact with your employer to discuss the process and timescales. Candidates will then attend an interview with us and those who are successful will begin assessor training (outlined above).



**Chartered Institution  
of Railway Operators**

[epa2@railwayoperators.co.uk](mailto:epa2@railwayoperators.co.uk)

## Learn more

Scan the code or visit  
[www.ciro.org/epa/assessors](http://www.ciro.org/epa/assessors)  
to learn more or to apply to  
become a CIRO assessor





# 12 Areas

## Appleby Frodingham Railway



Members of the North East Area and their families and friends enjoyed a great day out at Appleby Frodingham Railway in Scunthorpe which operates on the British Steel steelworks site.

The family day started at the Appleby Frodingham Railway departure platform where the Steam Locomotive with 3 brake vans collected members and they were taken on a 3 ½ hour brake van trip around the steelworks. The tour was led by the brilliant volunteers of the Appleby Frodingham Railway Preservation Society. They were also able to catch sight of operations that occur on the site, such as the Torpedo Wagons being loaded with glowing, hot molten iron from the blast furnaces and the brand-new steel rails being loaded onto the delivery train.

During the visit, they had a tour of the railway sheds where other locomotives were situated and visited other areas of the steelworks site. Upon their return to the departure platform, members and their guests had the opportunity to stand on the footplate of the train to get a real feel of what it would be like to work on the industrialised steam locomotive.

The family day at Appleby Frodingham Railway provided an informative and interesting insight to the history of the steelworks and how the railway plays an important role in its day-to-day operations. We would like to thank all the volunteers at Appleby Frodingham Railway for a delightful day out for our members and their family and friends.

## Driver Recruitment Challenges



The CIRO Australia and New Zealand Area Council welcomed Carla Purcell, Chief Operating Officer of Yarra Trams, for a webinar in July where she provided insights on the driver recruitment challenges faced by the company in light of recent retention issues caused by the Covid-19 pandemic, along with other contributing factors.

Carla covered three key strategies that Yarra Trams implemented to overcome the challenges of driver retention, with some thought-provoking findings and outcomes discussed during her webinar. Carla gave a really engaging talk and fielded varied questions from the ANZ operator community from organisational changes to training approaches. The ANZ council would like to thank Carla for her time and sharing her experiences with our members.

## Severn Valley Railway



In mid-June, the Midlands Area Council invited CIRO members to join them on a visit to the Severn Valley Railway (SVR). The event, which was the first family day out since 2019, was attended by over 30 people including children of all ages and took place on a beautifully sunny Saturday which made the views across the Shropshire and Worcestershire countryside even more scenic.



The group met at Kidderminster Station where morning refreshments were provided in the station's Railway Museum. A welcome message was delivered by Rachel Heath, Council Chair for the Midlands, followed by a formal welcome to the Severn Valley Railway by Jonathan Dunster, Deputy Chair of Severn Valley Holdings Board. The welcome speech also explained some of the challenges currently being faced by the SVR and many preserved railways, including a shortage of coal which has resulted in a reduction in the number of steam locomotives able to run each day with the remaining services being supported by heritage diesel locomotives.

A newly painted locomotive at the station was recently named Elizabeth II to commemorate the Queen's Platinum Jubilee and members had the opportunity to see the locomotive in service in the glorious sunshine. All attendees were given a travel wristband for unlimited travel over the entire route to Bridgnorth and there were periodic reunions of the group during the day as members were alighting at each of the stations. A particular highlight was the Engine House at Highley, which houses several locomotives and Royal Mail coaches which could be boarded to view, and the café also provided welcome refreshments to ensure sustenance for onward travel. The day was blessed with good weather and overall was thoroughly enjoyed by the attendees.

## Transpennine Route Upgrade



In May, the CIRO ventured into its first dealings with hybrid events. A group of members were in physical attendance at the LNER Talent Academy in York, whilst other members were invited to join digitally to listen to the webinar. John Reed, Industry Programme Director for Network Rail, joined us via Microsoft Teams to give a talk on the latest progress of the Transpennine Route Upgrade programme.

John explained the Transpennine railway is 70 miles of the route, a key rail artery between Manchester, Leeds and York which encompasses 25 stations. The route is being upgraded to include full electrification, additional new tracks, signalling, a larger W12 gauge for freight trains, new bridges, and upgrades at four stations as part of a planned £2.9bn upgrade of the route, with the full upgrade due to be completed in early 2030's.

John's insight and knowledge on the TRU was gladly received by attendees and listeners and sparked a great discussion and informative question and answer session with open, decisive answers to a variety of questions asked by members.

The CIRO North East Area Council wish to thank everyone who attended the event in person and online.

## North Yorkshire Moors Railway



In the summer, North East area members were treated to a visit to the picturesque heritage rail site, North Yorkshire Moors Railway.

The group met mid-morning and after being welcomed to the station and socialising over refreshments, boarded the Moors Explorer Train Service to Grosmont, which was being serviced by the Ex NER Class Q6-0-8-0. On arrival, the attendees broke for lunch and had a stroll around the station's platforms and took in the scenic views. Later in the afternoon, a behind-the-scenes tour of the Grosmont Signal Box and the Grosmont Motive Power Depot and Workshops was available to the attendees, offering a unique insight into the inner workings of a heritage railway. After the tours concluded, the group boarded the return service to Pickering and departed on their homeward journeys on arrival into the station.

The overview of the day was excellent and was enjoyed immensely by the North East members, with special thanks to North East Area Council Member and Treasurer, Jim Dedicoat, for organising the day.

## Elizabeth Line Depot



In August, members of the Chartered Institution of Railway Operators visited the Elizabeth Line depot in Old Oak Common, West London. This was arranged through agreement of Alstom, Rail for London, and MTR Elizabeth line, to offer visitors a unique 'behind the scenes' tour of the facility where the Class 345 units are maintained which operate the route.



Attendees were welcomed by David Pearce, 345 Delivery Manager, who provided an overview and history of the depot, as well as recent developments at the site. It was then down to the maintenance area, where various works were taking place by the Alstom team, allowing an up close and personal experience within the 'shed' and Class 345s. The group were also able to see the shunting loco, utilised to haul units onto the wheel lathe, which is used to re-profile wheelsets for the fleet. A close-by look at the adjacent High Speed 2 site was also possible, where construction continues to progress at pace.

Attendees on the day expressed how impressive the facility was and the extensive nature of the depot and the facilities contained within.

"It was a pleasure to welcome visitors and show the world class facilities at Old Oak Common to the wider industry", said Jon Bradley, Service Delivery Development Manager and a member of the CIRO South East Area Council.

The CIRO was delighted when offered the opportunity to have members attend the Elizabeth Line Depot, given the recent excitement around its opening, and would like to extend our warmest thanks to Alstom, Rail for London and MTREL for hosting our visit.

## Area Events Round Up

The summer of 2022 has seen a return to in-person events for the Chartered Institution of Railway Operators, as well as our first venture into hosting hybrid events. From taking in the sights along the picturesque North Yorkshire Moors Railway, to getting a behind-the-scenes look at the state-of-the-art Elizabeth Line Old Oak Common Depot, CIRO members have had the opportunity to access some excellent events throughout the summer and autumn months, and we would like to extend our warmest thanks to everyone who helped to make those happen, and of course to our members that have attended, who represented the Institution and themselves impeccably, we thank you.

We have highlighted some of the in-person events and webinars that took place in the following articles, and a full list of events and which Area Councils were involved with the event can be found below. Most of our webinars are recorded and uploaded to CIRO TV on our website for members to watch back at any time and it is a great professional development and learning resource for those looking to further their career and understanding of rail.

- **Transpennine Route Upgrade Webinar by John Reed – North East Area Council**
- **Rail Ops Conference 2022 – CIRO**
- **Severn Valley Railway Family Day – Midlands Area Council**
- **North Yorkshire Moors Railway Family Day – North East Area Council**
- **Learning and Development Courses Webinar – CIRO**
- **Anderton Boat Lift Visit – North West and Wales Area Council**
- **Driver Recruitment Challenges Webinar by Carla Purcell – Australia and New Zealand Area Council**
- **Appleby Frodingham Railway Visit – North East Area Council**
- **Avanti Train Driver Simulator Experience – North West and Wales Area Council**
- **North West and Wales Area Council Annual General Meeting**
- **Elizabeth Line Old Oak Common Depot Visit – South East Area Council**

You can access CIRO TV by visiting [www.ciro.org/resources/ciro-tv/](http://www.ciro.org/resources/ciro-tv/) on any internet browser and logging in to your account.

We are always happy to hear suggestions for events from our members as we look to host more informative and interesting webinars and in-person visits. If you have any suggestions or possible connections for hosting an event, please contact Fiona at [cpd@railwayoperators.co.uk](mailto:cpd@railwayoperators.co.uk).

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Chartered Institution of Railway Operators



For detailed information on upcoming area events visit: [www.ciro.org/whats-on](http://www.ciro.org/whats-on)

