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Welcome to Bulletin issue 51

Welcome to the May 2023 edition of Bulletin as we celebrate two major industry accreditations which kicked off the year for the Institution in the most positive way.

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 the ways in which we can help you develop your knowledge and expertise.

A year of ‘behind the scenes’ work by the CIRO team during 2022 bore fruit in January as we received our first Ofsted rating of ‘Good’ for our apprenticeship provision and were added to the End-point assessment (EPA) organisation register after achieving Ofqual recognition, allowing us to continue EPA for the Train Driver Level 3 standard. Our Learning and Development team have been working to produce new online video-based learning depth modules, which will be available on the Rail Academy platform later in the year. The first introduction to Rail one-day courses were held at our Stafford offices, with more planned throughout the year, as well as two three-day Operational Planning Masterclasses. Applications for academic courses have recently opened with strong cohort numbers once again expected across the Certificate, Diploma and Degree programmes.

Meanwhile, our corporate membership has continued to flourish as we proudly welcomed two new companies – Resonate and Arup, who feature later in this edition. The date for the annual Rail OpeX Conference has been confirmed as the 6th of June with event details and booking instructions available from the CIRO website. Work is well underway on a new membership portal with much improved user experience and interactive features. Look out for announcements on this throughout the year, with launch scheduled for summer.

Our Awarding Organisation has been launched and has been working at a pace developing new rail sector specific qualifications, under the Royal Charter, for both infrastructure suppliers and TOCs. Our team is working closely with subject matter experts to design a range of qualifications, which will be available through participating employers later in 2023.

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

The CIRO Stafford Team

CIRO Celebrates Major Double with Two Major Industry Accreditations

CIRO began 2023 in the most positive way with the announcement of two major industry accreditations, providing a double boost for both the Institution and industry we serve.

During January, the Institution underwent its first ever Ofsted inspection of its apprenticeship provision. Inspectors spent a week with the team, covering all aspects of the service from quality of education and training to leadership and management, behaviour and attitudes, processes and systems and safeguarding.

The result of the inspection was that CIRO has been rated as ‘Good’ by Ofsted - with no conditions, to the delight of the entire team. Annette Shipley, CIRO Joint Head of Apprenticeships commented:

“Since the inception of our apprenticeship programme in 2018 we’ve seen rapid growth, both in terms of apprentice numbers and the expertise of our own team. We now have a great group of professionals who work tirelessly in partnership with employers from the industry to ensure that our apprenticeship programmes create confident, decisive, succession-ready rail operations professionals. The ‘Good’ rating from Ofsted is a reflection of hard work from the team and a solid basis from which we can continue to build.”

CIRO’s Level 3 Team Leader or Supervisor, Level 4 Passenger Transport Operations Manager and Level 5 Operations or Departmental Manager apprenticeships were all assessed as part of the inspection.

The Ofsted inspection stated: “Apprentices gain substantial knowledge, skills and behaviours as a result of their apprenticeship. They are proud of their work and talk with confidence about what they have learned and how it is improving their effectiveness in the workplace through the application of managerial techniques gained as a result of the programme. For example, apprentices on the levels 3, 4 and 5 apprenticeships use the knowledge and skills they have learned successfully to lead and motivate their teams on issues related to compliance, safety and risk management.”

The Ofsted ‘Good’ rating closely follows the recent awarding of Ofqual recognition, also during January 2023, which allowed CIRO to be added to the EPAO register and continue to offer end-point assessment (EPA) services. A nationwide reform of apprenticeship external quality assessment (EQAs) set out by the Institute for Apprenticeships and Technical Education (IATE), required that all EPA providers become Ofqual recognised to continue offering the service. The deadline for the Train Driver Level 3 standard, which had previously been regulated by the National Skills Academy for Rail (NSAR), was December 2022. Following a rigorous review process conducted by Ofqual into CIRO’s practices, procedures, and resources, it has now been added to the EPAO register as of January 2023.

CIRO’s Ofqual recognition means the Institution can offer an end-point assessment for the Train Driver apprenticeship standard into 2023 and beyond.

CIRO’s assessment techniques and resources have been developed with the input and approval of a wide range of stakeholder organisations, including the Associated Society of Locomotive Engineers and Firemen. By providing EPA services, CIRO hopes to keep levy funding in the industry.

Acting in a not-for-profit way has allowed CIRO to develop a cost effective, meaningful EPA for the industry whilst maintaining the highest quality.

Ellie Burrows, CIRO Chair commented:

“The timing of these two achievements couldn’t be better as the industry begins to pick up pace in its reformation.

“Since the inception of our apprenticeship programme in 2018 we’ve seen rapid growth, both in terms of apprentice numbers and the expertise of our own team. We now have a great group of professionals who work tirelessly in partnership with employers from the industry to ensure that our apprenticeship programmes create confident, decisive, succession-ready rail operations professionals. The ‘Good’ rating from Ofsted is a reflection of that hard work from the team and a solid basis from which we can continue to build.”

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.
“CIRO’s reliable, robust apprenticeship and EPA services will be key in championing the professional development of those working in railway organisations, enabling the whole railway system to succeed.

“On behalf of the Board, I would like to thank the CIRO teams involved for their contributions to these two important achievements.”

CIRO began offering high level apprenticeships to the railway operations industry in 2018. From October 2018, Ofsted began to carry out monitoring visits to all newly directly funded providers of apprenticeship training provision, which began to be funded from April 2017 or after by ESFA and/or the apprenticeship levy.

With these two significant accreditations now secured, CIRO aims to continue to develop its offerings and service levels in both its apprenticeships and EPA provisions, as well as launching new products during 2023.

Further information
For more information on CIRO apprenticeships or EPA services, visit www.ciro.org or contact apprentice@railwayoperators.co.uk or epa@railwayoperators.co.uk respectively.

www.ciro.org

Supporting Railway Operations

Andy Jones FCIRO

Network Rail’s industry “network operating strategy” summarises two clear aims; “doing things better” and “doing better things”.

Clearly recognising that to achieve excellent train service delivery in a challenging environment, whilst continuing to operate in the same way, will not achieve the outcomes that passengers and freight users deserve. The strategy identifies the three key tiers of people, process and technology, and it’s great that we are finally seeing technology being delivered that supports the operator and operational defined outcomes.

On the day rail operations involves many roles and inputs, but to simplify, there are roles on stations, roles on trains, roles in signalboxes, and roles in control. These roles use a multitude of different “operational systems” to make decisions, the systems are very rarely connected and require different operational roles to both input and interrogate data.

Connecting and optimising the combined data within operational systems, presents a significant opportunity to not only be a lever for improved performance but more critically an enabler for deeper industry integration. The prime example being the fantastic progress with Resonate’s, Luminate, the only UK deployed and working traffic management system, and particularly with recent advances with the Integrale interface linking to stock and crew data, together with CDAS. It has been exciting to see examples of Network Rail controllers using the Integrale information presented in Luminate to make better decisions for passengers in disruption, as they now have a view of the stock and crew implications they’ve never previously had access to.

The engagement of operators and streamlining process is critical to embedding technology and the increasing adoption seen with Luminate across Western and Anglia, shows the benefit to keep engaging with users and continuous improvement of the system. We are now seeing nearly 500 schedules edited a day, amendments that would have previously been manually dealt with, and all giving better passenger and freight user outcomes.

To challenge ourselves further - how do we take these system opportunities to not only deliver better performance outcomes for railway users, but to also drive:

- How we use systems to create the space to make better risk-based decisions, particularly in the context of large disruptive events, including weather.
- How we operate the railway more efficiently in the face of genuine cost pressures, we are clearly not making the most of technology driven efficiencies in operations.

The industry has to find a way to keep investing in operations technology and concurrently our operations people, ensuring this is done in a joined-up industry benefit driven manner, if we truly want to simplify our railway with deeper integration, with good and timely information, together with genuinely putting passenger and freight outcomes first.

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On the 22nd March, CIRO were invited to attend the Network Rail 21st Century Ops conference at the Mercure Hotel, Manchester. The event was the first face-to-face operations conference since the programme was introduced by Network Rail Chief Executive Andrew Haines back in Autumn 2019 and was held to allow for reflection on the progress that has been made and to present the future of the portfolio.

The one-day event was a huge success and included speaker presentations from industry leaders such as Jake Kelly, Group Director, System Operation, David Davidson, Interim Route Director (Western) and Gunnar Lindahl, Operations Director. Andrew Haines, Network Rail Chief Executive also sat down for a fireside chat with Natalie Allen, Andrew Haines, Network Rail Chief Executive also sat down for a fireside chat with Natalie Allen, and Gunnar Lindahl, Operations Director.

Overall, a truly interesting and informative event. The CIRO team would like to thank the event organisers for allowing to us to contribute to such a great event.

The Largest Free Learning Conference in Rail Returns - Rail Ops Conference 2023

The date for CIRO’s annual Rail Ops Conference has been announced with speakers due to be confirmed in the coming weeks. The one-day online event will be held on the 6th June and will once again be packed with valuable expert insight on current topics, CPD resources and advice from each of the CIRO departments, who will have representatives on hand throughout for a chat.

The first Rail Ops Conference was held in 2021 as CIRO sought to bring free learning and CPD opportunities to all within the rail industry. Originally the conference was hosted online in response to the uncertainty around face-to-face events, resulting from the pandemic and subsequent lockdowns. However, due to high attendance rates and overwhelmingly positive feedback from those who attended online, the conference will remain a virtual event. Many found that this format allowed the conference to be more flexible due to the ability to ‘come and go’ as they pleased. Attendees could listen to preferred speakers or visit each of the specialist breakout areas as convenient throughout the day, rather than having to commit to a full day face-to-face event.

CIRO CEO Fiona Tordoff said: “We created the Rail Ops Conference as an accessible avenue for our members and anyone in rail, in fact, to easily be able to further their CPD. We always aim for the widest variety of content from expert speakers, which aligns with the Professional Operators Development (POD) framework, maximising its value from a CPD perspective.

Once again, we must thank our corporate sponsors, who’s continued support allows us to host such an important event for the industry.”

Last year, speakers shared insight on a vast range of industry themes from apprenticeships, academic courses, and apprenticeships to staff engagement, revenue protection, change management and much more. We also featured case studies from our Certificate, Diploma, and Degree programmes for anyone thinking of furthering their careers through academic courses. This year, we will have another exciting line up of expert speakers who will be sharing their unique perspectives on a host of topics currently taking the industry, and each will once again be mapped to the 13 POD sections. A free downloadable event planner will be available from the conference portal following registration that will help attendees self-assess their own knowledge gaps and plan their experience to best utilise the event.

In addition to the event speakers, attendees will also be able to visit a range of specialist areas where they will have access to various CPD resources and be able to talk with CIRO representatives from our membership, learning and development, apprenticeships and awarding organisation teams.

What do Rail Ops Conference attendees say about the event?

Brilliant presentation today very insightful, having attended the conference online on the 14th, I cannot understand 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. I would encourage managers and employees across all levels within my company and the wider railway industry to attend future events to expand and share their own knowledge of the industry to improve the railway. Looking forward to today’s sessions.

What a great event Rail Ops has been! Well done and thank you to CIRO and all the presenters for putting together a varied and interesting conference agenda showcasing the many and varied aspects of railway operations.”

“An excellent conference. Really enjoyed dipping in and out between work jobs. As the videos are around for 6 months that’s also useful for CPD in your own time.”

Register Today for Rail Ops 2023

Register for Rail Ops 2023 is now open online via https://reg.railops2023.com/rail-ops-2023 and enter your details, this takes less than 2 minutes. You will then receive a link to the live portal where you can download our handy event guide which you can use to plan your time over the two days. A reminder will be sent to you ahead of the event to make sure that you don’t miss anything.

Alternatively, you can visit www.ciro.org/events for more information about this and other CIRO events.

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.
New and Improved Membership Portal

Work has begun on improving the access and experience of the exclusive CIRO benefits for members.

A new membership portal is being developed to replace the existing one which has served CIRO for the past 10 years. This new portal will bring together all the exclusive member benefits into one convenient and easy to use space. On it, you will be able to:

- Take the POD self-assessment
- Upgrade your membership level
- Manage your information
- Renew your membership
- Access resources such as publications and CIRO TV
- Record your CPD
- Communicate with other members

Our members are at the heart of what we do here at CIRO, and the new member portal will enhance your membership journey by providing:

- An improved member experience
- Cleaner instructions for upgrading
- Easier login access with email addresses, replacing forgettable usernames
- Easier applications for new members, reducing waiting times for approval
- A simple renewal process

The portal will also be home to a brand-new communication platform where members will be able to interact with each other about rail topics that are important to them in specialist interest groups (SIGs). These SIGs will be a valuable place for members to share class and best practices and connect across the industry with fellow rail professionals.

The testing of the new portal is due to commence in late spring with the aim of having the access ready for members by the end of the year. Keep an eye out for further information later in the year.

Member Benefits: Spotlight on Mentoring

Did you know that the CIRO Mentoring Scheme is free for all members of the Institution, at any level?

The scheme provides a managed relationship between the Mentor and the Mentee to enable:

- Knowledge sharing
- Working through professional issues
- Improvement and career development
- Provision of a sounding board or critical friend when required

The Mentor to act as an experienced and trusted guide within the confidential relationship

The intent is not to teach, judge or even necessarily to offer solutions, but to provide a sounding board which will give the mentee enough information to enable them to make the right decisions and help them develop their own professional and personal skills and resources.

What the members say...

"I’ve already found the mentoring support really helpful in guiding me in making decisions that will positively impact on my career moving forward".

"The mentoring scheme has been really helpful. My mentor has kept in touch with me, he’s even shared his experiences with me and helped me with interview success tips. I am grateful for this platform."

"The information made available about all the mentors was key in helping me pick who I wanted to seek guidance from. The knowledge and experience my mentor was able to pass onto me was incredibly worthwhile and I’d highly recommend others getting involved."

All mentees who provided feedback agreed or highly agreed that:

- The mentoring platform is easy to navigate; the resources are helpful; they could contact their mentor easily; and the mentor relationship was a good match.

Are you a full Member or Fellow of the Institution? Why not become a mentor and share your experience with others?

"I’m someone who has benefited both from being a mentee and a mentor and it’s something I’d highly recommend participating in. When I first joined the industry I was lucky enough to have a number of mentors, who each played a key part in helping me in my career; from acting as sounding boards, to setting up placements, signposting and making great introductions. Later on, as my career progressed, I was keen to give something back through my mentorship and hopefully benefit colleagues and future leaders in the way I was".

Matthew Lee FCIRIO.
Partner, Winder Phillips Associates

Further information
For more information on becoming a Mentor or Mentee visit ciro.org/mentoring or get in touch by emailing mentoring@railwayoperators.co.uk

International Membership

CIRO are continuing to work with railway operations professionals across the globe to strengthen international membership with activity in South Africa, Australia and New Zealand.

CIRO have a long-established relationship with Transnet Freight Rail in South Africa who engage with CIRO’s Operations Management qualifications through the University of Johannesburg. In October 2022, CIRO met with members and Railway Operations Management graduates Kathryn Adeki, Marvin Khosa and Utukile Edward Matjane in Johannesburg to re-establish the Council and discuss re-igniting activity post-pandemic.

The aim of the newly formed SIA Council will initially be to support the rail operations alumni across South Africa with CPD opportunities to keep developing their skills and industry knowledge.

Transnet Freight Rail is a corporate member of CIRO and as such, employees can enjoy free membership at Affiliate and Associate level. For more information get in touch with the membership team at CPD@railwayoperators.co.uk

The AnZ Council, headed by Nigel Jenkins, has been continuing to work on growing the membership across the region.

The Council continues to put on interesting webinars for members including “The Case for Better Competency Management”, which was delivered by a panel made up of AssessTech’s CEO, Gabriel Stroud, Operations Director, Sally Brinkley, SWR’s Operations Director, Stuart Playfair and Graham Forza, a railway assessor in Australia who also works with AssessTech across the APAC region.

The Panel explored whether a different approach to competency management on the Australian railway could improve safety, and considered how the UK passenger railway industry has spent a significant amount of time and money focusing on developing strategies to reduce incidents and improve safety and competency management.

Visit www.ciro.org/australia-new-zealand for more information about the ANZ Council.
It’s Full Steam Ahead for New CIRO Fellow, Karen Duffy!

Since joining the rail industry 20 years ago as an apprentice, Karen Duffy has propelled her career, developing her skills and knowledge in rail operations to become an expert in her field. Aspiring to become a future industry leader, Karen decided to upgrade her CIRO membership to Fellow and has ‘never looked back’.

Karen kick-started her career at Network Rail as an Operational Planning Apprentice in 2002. In her 10 years with Network Rail, Karen gained significant experience in Planning, Maintenance, and Infrastructure Projects before joining the Operations Directorate, and becoming Area Customer Service Manager.

In 2014, Karen moved to the train operator East Coast as Head of Performance and since then, she has held various Head of Department roles, across multiple franchises (East Coast, VTEC & LNER) which included Head of Service Delivery, Head of Operational Programmes and is currently Head of Business Planning at London North Eastern Railway, one of the country’s leading long-distance train operators.

"I wanted to become a CIRO Fellow to gain professional affiliation and recognition within the rail industry which reflects the experience I have obtained in my career," by joining CIRO, I am part of a team who continue to strive to strengthen the professional community and contribute to excellence in Railway Operations. CIRO is a fantastic platform to encourage learning, continuous development, formal qualifications, and constant support to obtain professional recognition.

Fellow membership level can be achieved through completing the 12 modules on the Professional Operations Development (POD) framework, all of which are based on a variety of topics related to rail. Meeting the relevant professional criteria, Karen dedicated much of her free time to completing the Professional Operators Development (POD) sections, which is highly motivating her local, regional, national and international working knowledge, and submitting evidence in three areas from an international perspective, "I would suggest taking on one module at a time and working your way through them carefully.

"Look at the POD criteria and consider how you can demonstrate and evidence your experience in each section of the POD requirements. Ensure that you clearly articulate how you have personally experienced and delivered each element with examples and supporting evidence. There are several areas within CIRO that I have a proven track record in, and it is beneficial to utilise this support to obtain feedback and guidance on your application before you formally submit it," Karen added.

"I have dedicated a large part of my life to get to where I am now, so for me, upgrading meant that I couldn’t finally get the recognition and accreditation that I have worked so hard to achieve!"

Between being a full-time mum to two young children and going to work, Karen dedicated most of her time during the evenings and weekends to completing and submitting her application. She commented: "I received support from my CIRO Mentor to keep on track and meet deadlines for submitting my application. The momentum of my application was not lost. I had no set timeline for submission, the mix of work, family and a busy life meant that the focus on my POD modules never slipped. I found dedicated time to each module, supported with regular 121s with my mentor kept me on track. It took me several months to complete my formal application for submission."

"Encouraging the success and progression of other rail professionals, Karen commented: "I would advise anyone who is passionate about rail to just go for it! You may surprise yourself at what level you can get, and even if you’re new to the industry, CIRO offers memberships for all levels of experience, which provides you with the ability to work your way up!"

"It is the most senior level of membership and demonstrates your abilities and expertise in railway operations, as well as showing a strong commitment to the industry. As a Fellow, Karen can use the postnominals FCIRO, share her knowledge and expertise by becoming a Mentor, contribute to the Institution’s Library, become a CIRO Ambassador and continue her CPD.

Karen concluded: "Most importantly, believe in yourself and the experience you have gained. If you put your mind to it, you can achieve anything you want to!"

There are four membership levels: Affiliate, Associate, Member and Fellow. These are designed as career milestones and to distinguish you as a rail professional. It’s also possible to apply for any level as there is a membership to suit you at any stage of your career.

Further information

Find out more here
www.ciro.org.uk/upgrade-your-membership/

or contact our membership team at membership@railwayoperators.co.uk or 03333 440523

A Concise Guide to Upgrading Your Membership

There are many reasons to upgrade your membership, including the professional recognition you will receive. Continually developing your skills and experience will help you to demonstrate and strengthen your impact by affiliation. CIRO’s international reputation and commitment will only increase as you upgrade. The CIRO community is the largest collection of dedicated railway operations professionals. Therefore, members will continue to connect and network with like-minded professionals.

What are the different levels of CIRO membership?

After applying to become a member of CIRO there are three further levels you can upgrade to, all of which are determined on your work experience and professional knowledge. All members are available to apply for the most appropriate level to suit their individual development journey. The different levels are briefly discussed below:

Affiliate is the entry level of membership and requires no experience in the industry. Becoming an Affiliate member of the Institution demonstrates that you have taken the first step in professional development, showing peers and employers that you are interested and involved in the railway operations industry. As an Affiliate, you will have access to many standard membership benefits including member resources and resources, allowing you to learn and grow in your career.

The second level is Associate (ACIRO), which shows your peers and perspective employers that you are committed to your profession. To upgrade to an Associate member, you must have worked in the railway industry for a minimum of five years and have a good knowledge of a broad amount of the POD sections. At this level, you will gain further opportunity to strengthen your CV by having the chance to become a mentor, helping to develop other rail professionals.

The final milestone of a CIRO membership is becoming a Fellow (FCIRO). Fellows are recognised as the most senior members and demonstrate their professional knowledge and expertise in railway operations. This level of professional credibility shows a strong commitment to the industry. To become a Fellow, you must have worked a minimum of seven years in railway operations and have in-depth knowledge of all 12 POD sections, and international experience in three sections.

How does the CIRO upgrade process work?

To apply for upgraded membership, an applicant must identify the sections where more information is needed, and will submit a formal application for submission. CIRO membership is the largest collection of dedicated railway operation professionals. The membership team would be happy to talk to you about applying and point you to some resources to help you with the process such as the Upgrade Guidelines and POD framework criteria.

Further information

For any further information or advice on upgrading your membership, get in touch with our team at membership@railwayoperators.co.uk or 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

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.

Follow us on LinkedIn and Twitter to join our growing online community of rail industry professionals.
Welcome to CIRO’s Newest Corporate Members

CIRO are pleased to welcome Arup and Resonate, who joined the Institution in late 2022. They join the many other corporate members in adding value to the profession, and enabling CIRO to support the development of railway operations.

ARUP

Arup is at the forefront of transformative rail around the world, we shape and deliver major rail projects for clients in the public and private sector. Our approach combines systems-thinking, the latest technologies, and decades of experience.

From a single commuter journey to a country’s wider economy, rail can transform lives, businesses, and communities, and in a world trying to cope with ever-increasing demand for mobility and the effects of climate change, while adapting to rapidly evolving technology, rail is a sustainable long-term investment.

Rail projects demand a complex mix of skills and insights – from initial strategy and economics, through to engineering, people-centred design, operations, and asset management. Success depends on bring all these elements together – brilliantly. That’s why Arup’s technical expertise is always backed by sharp strategic thinking, whether we’re optimising existing assets and services, or designing whole new railways.

Recent Arup Project: European Train Control System (ETCS) Design and Visualisation

The Transpennine Route Upgrade (TRU) is a major, multi-billion pound programme of railway improvements between Manchester, Huddersfield, Leeds and York. It will cover a series of upgrades including track, signalling and electrification to deliver improved journey times and resilience for the region. Arup as part of the ‘Transpennine Route Upgrade West Alliance’ is supporting the TRU programme with a multi-disciplinary service offering. Our rail operations and rail systems teams were focussed on the signalling systems between Stalybridge and Huddersfield, and Huddersfield and Leeds. Arup worked closely to evaluate the benefits of implementing a conventional signalling system, ETCS Level 2 signalling, or ETCS with Automatic Train Operation (ATO), to support the desired service uplifts as part of the TRU, as well as understand the differences to performance and resilience in the timetable. Our expertise included the development of bespoke timetable and performance models to support the evaluation of potential benefits from ETCS and ATO, and to develop a rail signalling visualisation tool.

Railway signalling is mostly understood by the users through physical objects and how they are located along the track: signals and signs. Operational safety does not only rely on technical systems, but there are also human factors from the train driver’s perspective which are assessed by the process of driveability assessment during scheme design development. Traditionally this assessment is done by reference to schematic designs and cab video of the existing line. With new in-cab signalling systems, the signalling information is given to the driver through a dynamic display inside the cab, rather than by fixed objects on the track. The display behaves differently for different types of trains and responds to dynamic effects like the speed of the train and the extent of its Movement Authority. These effects are difficult for designers and user representatives to visualise and can’t be easily related to timing of delivery and where the train will be in relation to the outside world.

Our modelling process is closely connected to the railway systems design and supports both the timetable and performance evaluation of options at the same time as supporting our Rail Signalling Visualisation Tool (RSVT). Our RSVT system allows design engineers and user representatives to drive through the route and experience the lineside and in-cab signalling, enabling them to properly understand and evaluate the system behaviour in the context of its surroundings, and at an early stage of the design. The result is a better integrated design, which is reached earlier in the design process.

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.

www.ciro.org
Likewise, graduations made a return both in the UK and in South Africa, offering a great opportunity to meet each other, CIRO & GCU staff and their tutors. These give students on our academic programme the valuable chance to see. However, the undeniable value of face-to-face interaction has been clear over many events, which strengthens our offering in many respects. Moving on from the lockdowns of 2020/21 and subsequent uncertainty, You may have noticed more CIRO representatives out and about more them every success in the future:

We are honoured to present our latest set of graduates here, and wish higher education qualifications really can be achieved at any point in life. We hope our latest set of graduates provide motivation to all, that person graduation in Glasgow since 2019, due to the COVID-19 global pandemic. Our most recent UK graduation ceremonies were held on the 23rd and 24th November at the Glasgow Royal Concert Hall. CIRO was in attendance to congratulate our graduates in person, holding a drinks reception shortly after the ceremony. This also marked the first in-person graduation in Glasgow since 2019, due to the COVID-19 global pandemic. We hope our latest set of graduates provide motivation to all, that higher education qualifications really can be achieved at any point in life. We are honoured to present our latest set of graduates here, and wish them every success in the future:

CIRO Graduation 2022

Each October, we welcome a brand-new cohort of students onto our Certificate, Diploma and Degree courses in Railway Operations Management. For many, this signifies a huge leap of faith as individuals return to higher education for the first time in many years, or in some cases for the very first time ever. Depending on the level of the programme entered, all our students work collaboratively through their studies over a 1-2-year period, all whilst juggling both their professional and personal lives.

It’s therefore no surprise to learn that our annual graduation ceremony is a real highlight in the CIRO calendar. For our hardworking students, this marks the official end to their academic studies with us. It signifies a time of completion, and a time to acknowledge the effort and sheer determination our students have shown during their studies.

Our most recent UK graduation ceremonies were held on the 23rd and 24th November at the Glasgow Royal Concert Hall. CIRO was in attendance to congratulate our graduates in person, holding a drinks reception shortly after the ceremony. This also marked the first in-person graduation in Glasgow since 2019, due to the COVID-19 global pandemic.

We hope our latest set of graduates provide motivation to all, that higher education qualifications really can be achieved at any point in life. We are honoured to present our latest set of graduates here, and wish them every success in the future.

Certificate of Higher Education in Railway Operations Management

Daniel Adams (Network Rail)
Mark Arnall (GTR)
Huwa Aslam (East Midlands Trains)
Tom Blanpain (Great Western Railway)
Alfred Blisner (Great Western Railway)
Stuart Burchett (Network Rail)
Amy Clare (Network Rail)
Graeme Cram (Great Western Railway)
Rudy Desplan (Network Rail)
Michael Durn (Network Rail)
Ben Dyson (Northern Railway)
Craig Harwood (GTR)
Andrew Jenkins (CIRO)
Luky Jarmy (Great Western Railway)
Isla Kinsey-Cameron (Great Western Railway)
Alburt Edward Kynaston (Great Western Railway)
Ian Lloyd (Great Western Railway)
Thomas Mills (GTR)
Benjamin Minnitt (Network Rail)
Katrina Nesse (Network Rail)
Grace Roche (GTR)
Joseph John Michele Martin (Network Rail)
Ric Crespo (GTR)
Annette Marie Shipley (CIRO)
Ingrid Sanghaj Sun Norman (Network Rail)
Richard Tandy (GTR)
Bernadette Williams (Great Western Railway)

Diploma of Higher Education in Railway Operations Management

Darrum Fisher (Irish Rail)
Christine Lowery (Translink)
Gary Adams (Network Rail)
Rebekah Megan Ashton (ULNE)
Alison Bodi (Network Rail)
Darrin Brown (Network Rail)
David Charles (Irish Rail)
David Cor (Irish Rail)
David John Easley (SWR)
Bain Alexander Hall (Network Rail)
Abda Hafi (First Rail)
Stephen Hodgkinson (Network Rail)
Joseph Keller (SWR)
Gary Leach (Irish Rail)
Adam Martin (Irish Rail)
William O’Hara (Great Western Railway)
Graham O’Dell (Network Rail)
Nishad Parrett (London Overground)
Samual Burton (Smith (Nottingham Trains Limited)
Robert Stapleton (Irish Rail)
Raymond Tutu (Irish Rail)
Charlie Walker (Network Rail)

Bachelor of Science in Railway Operations Management

Saleem Ali (Network Rail)
Jack Conway (TfL)
Peter Wilson (Network Rail)
Mohammed Al-Helo (Hitachi Rail)
Robert Richard Alexander (Network Rail)
Isobone Anthony (Docklands Light Railway)

Embracing the Return of ‘Face-to-Face’

You may have noticed more CIRO representatives out and about more frequently of late, at Area Council events, conferences, training days or even on site at your corporate offices.

Moving on from the lock downs of 2020/21 and subsequent uncertainty around face-to-face events, it has been invigorating over the past 12-18 months to re-connect with our members, councils, learners, and industry partners. As with many other organisations, we have taken lessons learned from this past few years and now offer hybrid solutions to many events, which strengthens our offering in many respects. However, the undeniable value of face-to-face interaction has been clear to see.

Our annual academic course launches have returned. Held in London, these give our students on our academic programme the valuable opportunity to meet each office, CIRO & GCU staff and their tutors. Likewise, graduations made a return both in the UK and in South Africa.

with University of Hamburg Honours and Masters students. These were most recently held in October and November 2022, seeing hundreds of our students graduating from the programme.

Additionally, all tutorials on our academic programme have returned to a live classroom environment, providing invaluable opportunity for our academic students to professionally network as they progress their learning through the programme. Those are held at CIRO HQ in Stafford within our classrooms facilities, which also allow students to join face-to-face sessions from remote locations should they not be able to attend in-person.

Having learned that online events, such as webinars, actually made Area Councils much more accessible to members than had previously been the case with in-person only, many events are now hybrid. Limited numbers of in-person attendees are joined by members from all over the UK and abroad.

However, it is our learners who have benefitted most from the return to in-person activity with a full calendar of short courses once again scheduled. We are again able to offer set training days both at our Stafford head office and occasionally based at the offices of our corporate members. So far this year we have held two one-day Introduction to Rail courses at CIRO head office, which have been well attended. This course is designed for those who are new to the industry, or more experienced members from support functions within rail organisations. We also recently ran the same course at WSP head office, with some great feedback.

Further information

For information on upcoming CIRO events, visit www.ciro.org/whats-on and for further detail on any of our short or academic courses, 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.
**Ingrid Norman Certificate**

Ingrid Norman graduated with Distinction in Railway Operations Management after completing the Chartered Institution of Railway Operators Certificate of Higher Education course. Ingrid has 18 years of procurement and commercial experience in both private and public sector organisations, she is currently working for the Great British Railways Transition Team (GBRTT) as Industry Commercial Framework Lead. Different from railway operations, her role involves extensive collaboration with the supply chain, the Department for Transport, Network Rail, trade associations and other key industry stakeholders.

Ingrid commented: “Although my current role is not seen as traditional railway operations, the course with CIRO has provided a unique insight into the rail sector as a whole. I am an avid learner, who is always eager to further my knowledge. This course has broadened my understanding of how critical and important operational activities are to serve our passengers and freight users. The learning has equipped me to serve my customers better as a commercial leader. It was about challenging myself to learn something completely new, and I’m very proud that I did it!”

“My favourite modules included Customer and Stakeholder Delivery, Management Skills, Compliance, Safety and Risk, as well as Planning a Work-based Project.”

Ingrid was particularly thankful to her module tutors including Chris Smith, Tony Manikador and Paris Connor, who made the learning process enjoyable and offered her their in-depth experience in operations and academic studies. Ingrid was determined to continue her professional development. Being full-time and having already obtained a master’s degree in Keynote Business in France, Ingrid saw the course as an opportunity to enhance her career as an all-rounded commercial leader in rail. Ingrid commented, “Life is about forever learning. We should stay open to new knowledge and always eager to further my knowledge. This course has broadened my understanding of how critical and important operational activities are to serve our passengers and freight users. The learning has equipped me to serve my customers better as a commercial leader. It was about challenging myself to learn something completely new, and I’m very proud that I did it!”

“I had a very different perspective of the subjects on the course due to my background in light rail. As the only Tram Driver on the course, this was challenging but I also believe that this allowed me to come away with a greater understanding of the rail industry as a whole, which was rewarding,” added Sam.

“Coming from a light rail transit background, the course provided Sam with enhanced commercial awareness and allowed him to better understand how his role as a Tram Driver relates to the wider rail industry.”

**Salem Ali Degree**

Salem Ali, a Train Controller at Three Bridges Road Operating Centre for Network Rail, graduated from his BSc degree in Railway Operations Management with a Distinction in November 2021, but had to delay his ceremony due to lockdown restrictions. The two-year course, originally to be delivered in-person, was adapted in real-time due to the pandemic, and so all lectures and meetings with tutors were online via video conferencing software.

“CIRO’s tutors did a really good job adjusting to the situation and provided a quality learning experience, despite the challenges in 2020.”

He commented: “I was also able to virtually meet people that had backgrounds in different niche sectors within the rail industry such as Rail Economies. Unless you already have experience in these sectors, you wouldn’t have the insights or understanding of each niche. The degree gave me the opportunity that I wouldn’t usually have to compare responsibilities with individuals from the rail industry all over the world.”

William Barter, Salem’s Railway Economics module tutor, was successful in making it enjoyable through his enthusiasm and engaging lectures.

Salem said: “I’m very lucky to have the tutors that I did as they made the course intriguing even though it was online-based.”

For Salem, the Safety Law and Emergency Planning modules stood out as they aligned with his interests and job role at Network Rail. This allowed him to apply the knowledge gained from his degree to real-life skills. The Incident Controller aspires to develop his rail operations expertise to become a Route Control Manager. He said: “I am definitely considering further education through CIRO.”

“GIRO has been super helpful, especially Adam Fenton and his team. They’ve assisted me throughout the qualification and are still on hand if I need any external support.”

“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.”

**Sam Smith Diploma**

24-year-old Tram Driver, Sam Smith, completed CIRO’s Diploma of Higher Education in Railway Operations Management and has since enrolled on CIRO’s higher-level academic programme and will graduate with a Degree of Higher Education in Railway Operations Management in 2024.

Having established a keen interest in the railway at a young age, Sam previously volunteered at the National Tramline Museum to learn more about light rail transit (LRT). This practice partnered with his three years of tram driving in Nottingham allowed him to gain entry to the Diploma course with CIRO.

Sam commented, “I entered through recognition of prior learning. This meant I was able to use the experience from my current role as well as my previous volunteer work to show that I had sufficient knowledge of rail operations and get straight into the challenge of the Diploma course.”

Coming from a light rail transit background, the course provided Sam with enhanced commercial awareness and allowed him to better understand how his role as a Tram Driver relates to the wider rail industry.

“Offers a very different perspective of the subjects on the course due to my background in light rail. As the only Tram Driver on the course, this was challenging but I also believe that this allowed me to come away with a greater understanding of the rail industry as a whole, which was rewarding,” added Sam.

The course offered Sam the ability to develop his railway operations knowledge, as well as gain critical thinking, problem-solving and managerial skills. He commented: “I have learnt a lot about myself from doing this course, I now know how to critique reading and communicate effectively, which I will be able to use throughout my life. Overall, I see myself as more of a well-rounded employee!”

After completing the course, Sam has also been able to upgrade his CIRO membership to the Associate level. This recognition means that he can further demonstrate his knowledge and competency, as well as add the postnominals of ACIRO to his CV.

Offering his advice to future CIRO students, Sam said: “I would advise you to get in contact with tutors and make use of the wide range of resources available. Although the course is about being an independent learner, it is also about knowing when to ask for help.”

“My advice to potential learners would be to stay open-minded to new knowledge outside of your profession and most importantly, be courageous through asking questions to learn from other peoples’ experiences.”

**2023 Course guide out now…**

The latest CIRO course guide is now available in hard copy or digital.

**www.ciro.org**
10 Apprenticeships

The Application Process for the Next Intake of our Academic Programme is Now Open!

Are you looking for your next challenge?
Are you interested in expanding your whole system knowledge of Railway Operations?

CIRO will be hosting two open evenings designed for prospective students of our Certificate, Diploma and Degree courses in Railway Operations Management. This is a great opportunity to register your interest and hear from both current students and graduates of the programme.

Content will include:
- Which level of the programme is right for me?
- What funding options are available?
- What is expected of me as a student?
- How much time am I required to give to this?
- The application process.
- Support on offer
- Hear from our current students and graduates.
- Q&A session.

CIRO academic open evenings:
Tuesday 9th May 2023 17:30  Tuesday 1st August 17:30

If you would like to know more about our academic programme or would like to register to attend one of our open evenings, simply contact learning@railwayoperators.co.uk.

“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.”

Saleem Ali, Incident Controller, Network Rail  | Degree graduate 2021.

“I am extremely grateful to CIRO and GCU since they gave me the impetus to dream big again.”

Asan Mohamed, Customer Service Manager, TfL  | Degree graduate 2022.

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.

For detailed information on upcoming area events visit: www.ciro.org/whats-on
Meet the CIRO Apprentices giving Back to their Communities.

CIRO’s Ofsted Rating – What they said

Earlier in this edition of Bulletin we covered the joint achievement of both Ofqual recognition for EPA and the Ofsted ‘Good’ grade for our apprenticeship provision. Here we will cover our Ofsted report in more detail.

What is it like to be a learner with CIRO?

CIRO apprentices were given particular praise in the report for being highly motivated and taking pride in their work, leading to many feeling confident enough to take on new responsibilities in their workplace. The rate of skills and behaviours development amongst apprentices was also highlighted, with the report stating: “Apprentices quickly develop the skills and professional behaviours they need to be successful at work. They adapt their behaviours when presented with challenges and when meeting new colleagues across their business. As a result, they become highly effective and confident managers.”

This comes as no surprise to the CIRO apprenticeship team, who have been keen to shine a light on the exceptional progress of many of our apprentices over recent years. You may have seen some of the case studies on our website, social media, and previous editions of Bulletin.

What is CIRO’s teaching like?

Teaching is a key focus of the apprenticeship programme. The team we have here are committed to delivering high quality apprenticeship programmes and really strive to maintain this on a day-to-day basis. Since we launched our apprenticeships in 2018 we have built strong relationships with both employers and apprentices who have come through the programme. Most importantly, we have seen many apprentices go on to do great things in the industry!”

Apprentices benefit from timely access to a wide range of industry specific learning resources to relate theory to practice. As a result, apprentices are suitably qualified and experienced in the areas that they teach. They use their extensive industry experience and vocational knowledge well to relate theory to practice. As a result, apprentices training reflects current practices in the railway industry. Apprentices benefit from timely access to a wide range of industry specific learning resources to support their learning. This includes an extensive suite of online master classes coaching materials and technical guides relating to the operational regulations applicable to the rail industry.”

How is the CIRO apprenticeship provision managed?

The Ofsted report also commended the effective leadership of the programme and in particular, the close ties they have built up with employers, which ensures strong communication and support for apprentices. “Leaders have a clear and ambitious strategy for their apprenticeship programmes to ensure they meet the identified regional and national skills shortages. Leaders in collaboration with railway employers have developed a curriculum that is designed to both extend the vocational and technical skills of current employees and support the upskilling of new entrants into the industry.”

Leaders work closely with employers to ensure that they fully engage in the apprenticeships.” Tina Morris, Joint Head of Apprenticeships was delighted with the overall ‘Good’ rating and in particular, the comments provided within the report. She commented: “The feedback from the Ofsted report is a real boost for our apprenticeship team as we have always believed that our offering was at a great level, and now we have the official rating to back that up. The team we have here are committed to delivering high quality apprenticeship programmes and really strive to maintain this on a day-to-day basis. Since we launched our apprenticeships in 2018 we have built strong relationships with both employers and apprentices who have come through the programme. Most importantly, we have seen many apprentices go on to do great things in the industry!”

Meet the CIRO Apprentices giving Back to their Communities.

At CIRO, we often focus on the outstanding achievements of our apprentices both in terms of their studies and their impact within the workplace, however, many of our apprentices also give up personal free time to volunteer for a wide range of good causes.

Not only does this allow them to contribute positively to the community, but it also helps them develop skills and gain experience that will serve them well in their future careers.

One of our apprentices, Jack Rumbold, volunteers at his local hockey club, Waltham Forest, for whom he had played for during school. Returning as an adult, Jack is now club secretary and coaches U14 mixed teams, as well as umpiring games. Jack commented: “I feel a real connection to the club as I played age group hockey at school with the club, and I have been able to return as an adult after coming back from university. I love the blend of staying active and to be able to give back.”

Another apprentice - Paul Rogers, volunteers for a charity called EP Youth, which works with young people and their families in North Norfolk and has provided support, information, and positive activities for young people since 2000. As a youth worker volunteer, Paul helps with projects in any way he can, from assisting in the food bank, to fund raising for the charity and even occasional face painting! On his volunteering activities, Paul says: “EP youth is a small charity, so as a volunteer I do anything that is required. I assist in the maintenance of the vehicles, and I PAT test the office equipment. I am also learning to fly at a local flying club where I volunteer as a ‘duty pilot’ on a rota, which essentially is fueling aircraft, collecting landing fees, making drinks for landing pilots, pushing back aircraft, and keeping everything clean and tidy. ”

Priya Chauhan took the opportunity to carry out some charity work through her employer, East Midlands Railway (EMR). In support of a Leicester based foodbank, Priya, along with some colleagues, hosted a stand on the main concourse at Leicester station offering teas, coffees and biscuits in return for donations over a couple of days leading to Christmas, for a few hours a day. Priya reflects on the success of the activity: “It was a success in many ways:

- It gave the opportunity to build and reinforce the brand (EMR)
- It gave the opportunity to communicate with customers
- Learnt who to liaise with to receive stock (teas, coffees, cups pump pots etc) (Rail gourmet)
- Learnt who to liaise with regarding posters (advertisement)
- It was a great way of networking
- How to create a QR code for people to donate via cards
- It bought a sense of community togetherness
- The activity was rewarding
- Most importantly we raised just over £200 I would like to do more charitable activities, where possible.

We are proud to see that so many of our apprentices are actively involved in volunteering and are willing to put in the time and effort to make a positive impact in their communities. In addition to helping others, these apprentices continue to enhance their own personal growth and development.

www.ciro.org
Manchester Recovery Task Force

This hybrid event arranged by the North East Area Council was hosted by Richard Harper, Associate Director, Stewar Group, and aimed to describe the work delivered by the Manchester Recovery Task Force to build a robust, high-performing timetable in the north, which in turn provides more resilience across the network.

The presentation began with an overview of the presentation used evidence to adopt a three-stage approach:

- **What were the key issues?**
- **A need to ensure collaboration**
- **Identify solutions**

The May 2018 timetable impact saw a 75% increase in primary delay and a 25% increase in secondary delay with every train on the Castelfield corridor delayed by 30 seconds. This exported that delay onto the network significantly.

A set of design principles were agreed and the December 2022 timetable was seen as the key step forward in transformation. The ideal traffic flow was 12 trains per hour, with peak hours seeing 13 trains per hour. Service intervals were set as evenly as possible, to provide customers with a simple service.

The December 2022 timetable has been introduced and early signs are positive, although it has been challenging to isolate the performance of the new timetable due to the industrial disputes and engineering work. Manchester Airport still sees a good service level of 8 trains per hour.

A number of supporting infrastructure improvements have taken place, for example, platform extensions in Cumbria to support the operation of longer trains along the Castelfield corridor. Manchester International Depot has also been restored, to use for signalling and maintenance of EMUs. Collaboration remained a key element of the task force, which led to:

- **Building trust and relationships**
- **Minimizing delays and maximizing reliability**

The May 2018 timetable impact was £100m in cost, helping transform the rail network for passengers and freight users by increasing capacity, reducing costs, allowing wires closer to structures and reducing resilience across the network.

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