

BULLETIN 58

THE QUARTERLY UPDATE FOR MEMBERS OF THE CHARTERED INSTITUTION OF RAILWAY OPERATORS



CIRO Partners with Keele University

CIRO announces a new academic partnership with Keele University to enhance its Railway Operations programmes.

The Weight of Gold

James Tyrrell MCIRO examines decision-making under pressure in railway operations.

Rail Ops Conference 2026

Rail Ops Conference returns in person for 2026.

Golden Whistle Winners

Recognising outstanding CIRO volunteers driving operational excellence.

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The Weight of Gold: Decision, Responsibility, and the Reality of Command in a Changing Railway



By James Tyrrell MCIRO

When an incident on the railway occurs, it often arrives in Control as fragments of information. A call from a member of the public reporting an issue, a signaller reporting a points failure, or a driver's GSM-R radio call. The network is still moving, but queues of traffic are already beginning to build up in the wrong places.

There are no confirmed timescales and no clear diagnosis of the issue. Yet the decisions cannot wait. This is the point at which Strategic Command matters most, not because the decision is technically complex, but because it is about to become irreversible. The real challenge is not complexity, but the pace at which options begin to disappear before the challenge is fully understood.

The Nature of the Problem

The railway has well-established processes such as regulating or terminating services, suspending a line, or working around an incident footprint. These are understood and well-rehearsed. The difficulty lies in timing and consequence.

Strategic Command is shaped less by complexity and more by irreversibility, the point at which options begin to close due to network regulation, passenger overcrowding, displacement of crew and stock, and the loss of recovery options. Decisions are frequently made with only part of the picture, yet they begin to define the system almost immediately. By the time certainty arrives, the railway has already shifted into a different state.

Information is rarely complete. It is delayed, sometimes contradictory, and often insufficient to support a fully informed decision. The scale of the issue is still forming while its consequences are already spreading across the network. The railway does not pause while this happens. Trains continue to move around the network, passengers continue to travel, and decisions need to be taken in the space between what is known and what isn't. Waiting for clarity is a decision, and it shapes the outcome.

From inside Control, the operational centre for managing incidents and coordinating the response, the pressure is constant. Decisions arrive quickly and begin to stack, and what appears small in isolation can carry significant consequence once it spreads across the network. There is rarely a moment when everything becomes crystal clear. Conversations narrow, stress increases, and updates become shorter as people listen for something definitive, even when it has not yet arrived.

A Moment in Practice

A signalling fault is reported on a critical arterial route into London. Its root cause is not yet fully understood, but trains are already beginning to queue back along the route, congesting the network around it, and the wider impact is starting to take shape.

Two options begin to form. One is to continue regulating services locally, attempting to hold the timetable together for as long as possible. The other is to intervene earlier and reduce service levels to protect the wider network.

Holding the timetable can preserve short-term performance but risks saturating the route and hampering recovery options. Thinning out services creates immediate disruption and impacts performance metrics but preserves capacity and flexibility. The structure of the decision is straightforward: protect the network, create recovery space, and accept short-term performance impact. In effect, the decision becomes one of prioritising network stability over local punctuality.

The decision is taken to remove some service groups early through controlled cancellations, turning services short at key locations, and proactive platform and passenger management. Around twenty-five minutes later, the consequence becomes visible. The route remains challenged, but the network is still moving. Crowding increases at some locations, but within manageable thresholds. Crew and stock remain recoverable, and re-routing options still exist.

Had the decision been delayed, the same disruption would now sit on a saturated network, with trains stacked beyond effective regulation, crew and stock displaced out of diagram, platforms unsafe, and recovery options largely gone. The information did not change in those twenty-five minutes, but the available options did. What changed was not the problem, but the system's ability to respond to it.

Decision, Responsibility and Pressure

This reversal is fundamental. In stable conditions, decisions tend to follow understanding, whereas during disruption, they often precede it. The system moves first, and clarity follows.

The requirement is not perfect understanding, but timely direction. At a Strategic level, that direction is not a detailed plan but a clear statement of strategic intent. This involves defining what must be protected, what can be traded, and how long that position will be held before it is reviewed again by the Control team. When strategic intent is clear, decisions across the network begin to align even when information does not. When it is absent, activity continues, but coherence does not.

Reliable information can help stabilise an uncertain situation in minutes. However, information alone does not change the railway; the decision that follows does. The weight, therefore, does not sit in the information itself, but in the responsibility attached to acting on it. An individual piece of information informs a decision, but it does not make it. Someone must still review and commit, and at the strategic level, that responsibility does not disperse across the system; it concentrates. Operational experience improves recognition. Patterns become familiar, and situations begin to feel known even when the detail changes. This can bring confidence, but it does not remove the pressure. It merely refines it.

Over the course of an incident, decisions accumulate, and each one influences the next. In practice, this means leaders within Control are rarely making a single decision, but managing the cumulative effect of many, often without the space to reset. The sense of consequence builds, and the margin for error can begin to feel narrower even when it has not changed in practical terms.

Under heightened stress, the ability to hold multiple considerations in mind at once reduces, and the capacity to shift thinking as new information emerges narrows. In practical terms, this limits how many variables can be actively managed and makes adaptation harder, particularly if already fatigued from a challenging run of preceding shifts. At the same time, experienced operators rely on recognition as much as analysis, making decisions based on patterns



rather than complete information. In disruption, both dynamics are present simultaneously. As pressure builds, decision-making becomes harder to maintain. At that point, it cannot rely on individual capability alone; some form of structure must carry part of the load. In practice, this means maintaining clarity of intent so that the system remains aligned even when information is incomplete. It also requires that decisions are captured as they are made, along with the reasoning behind them and the information available at the time. In reality, this is not always supported by dedicated roles and often sits alongside the act of leading the incident itself. That makes it harder to sustain, but no less important. Equally important is the environment and organisational culture around the decision-maker. Effective command depends on the separation of functions as far as is practicable, with leadership, communication, and challenge remaining distinct even when resources are constrained. This is not about hierarchy, but about creating enough structure to support and sustain effective decision-making under pressure.

A Changing Railway

The transition towards Great British Railways (GBR) increases the significance of these factors. The emerging model positions GBR as the directing mind, bringing track and train into a more integrated system with clearer accountability. In practice, this increases



system coupling. Decisions become less contained, their effects travel further and are felt more quickly, and once embedded, they are harder to reverse. This does not reduce the need for judgment; it increases the consequence of it. The cost of delay rises, and the cost of misalignment rises with it. Early strategic intent, therefore, becomes even more important, not less.

In a more integrated railway, performance will be shaped less by recovery capability and more by the quality and pace of decisions made before the incident has fully revealed itself.

This begins to shift the role of Strategic Command. It is no longer only about responding effectively within the system as it exists, but about operating within a system where decisions shape performance more immediately and more widely than before. That raises a broader question, not just of capability, but of design. How decision-making is supported, how intent is shared, and how quickly alignment can be established are no longer operational considerations alone. They become system-level characteristics that influence performance at scale.

Conclusion

The weight of gold is often understood as the value of information. In operational reality, it is something else: the responsibility carried by those who must act on that information, often quickly and without certainty. As the railway moves towards a more integrated model, decisions will sit within a more connected

system in which their effects travel further, emerge faster, and are harder to contain once they take hold. In that environment, the early moments of disruption take on greater significance, not because they are more complex, but because they shape the conditions from which everything else follows.

For those shaping the future railway, this raises a broader consideration. Not simply how the system is structured, but how it supports decision-making at the point where clarity is lowest, and consequence is highest. Because in a more integrated railway, performance will be determined not only by how well the system is designed, but by how effectively it enables decisions to be made before the system commits itself to an outcome that cannot easily be changed.

About the Author

James Tyrrell is a Senior Network Delivery Manager and Rail Incident Commander within Network Rail, Southern Region. He has over 20 years' experience in incident management across the railway, including with the British Transport Police, and specialises in the strategic leadership of complex incidents and decision-making under pressure. He is currently undertaking an MBA in Railway Operations Management with the Chartered Institution of Railway Operators.

POD In Focus: What is POD and Why is it Important?

What defines excellence in railway operation? That is precisely what the Professional Operators Development (POD) is designed to define and support.

POD is CIRO's structured professional development framework that outlines the knowledge, skills, and competencies needed to succeed across the rail industry. It is built around key areas of operational expertise, reflecting the reality that rail is a whole system, and operators need to think beyond their individual roles. The POD framework is structured around 12 POD sections that define good railway operational practice.



Why is it Important? As the railway evolves, the need for joined-up thinking, strong operational understanding, and informed decision-making continues to grow. POD supports this by developing professionals who can see the bigger picture and contribute to a more efficient, resilient, and customer-focused railway. It also underpins CIRO's learning offer, ensuring training and development across the industry is consistent, relevant, and aligned to real operational needs. In addition, POD provides members with a clear pathway for progression, helping them understand the skills, knowledge, and experience required to upgrade their CIRO membership.

The POD framework also serves as a self-assessment tool to help members evaluate their knowledge and competence across POD sections. Our area events are also structured around the POD elements to ensure well-rounded learning and skills development.

[Discover more about POD.](#)

“The POD framework showed me not only what I needed to learn, but how to structure my development into a clear and achievable pathway.”

Rail Ops Conference 2026

We're delighted to welcome members to the Rail Ops Conference this June in Manchester for a packed day of insight, discussion, and shared learning.

This year's programme features a strong Northern voice, with a panel including Tricia William (Northern), Simon Elliott (TfGM), and Clare Waller (Network Rail), bringing valuable regional perspectives on rail operations.

We are also excited to hear from a host of other fantastic speakers, including Jake Kelly, Tennessee Airdrie, Mark Phillips, and Gunnar Lindahl, each offering unique insight from across the industry.

A special thank you to WSP, our headline sponsor for this year's event. Following their successful sponsorship of



last year's conference, we're pleased to continue our partnership, supporting the delivery of an event that brings the industry together to share knowledge and drive operational excellence.

Can't join us in person? Don't worry – you'll be able to catch up on all the key sessions via CIRO TV.

[Learn More about Rail Ops 2026](#)

Rail Ops 2026 Speaker Lineup:



Tricia Williams
Managing Director,
Northern Trains



Tennessee Airdrie
Head of People
Strategy, RDG



Gunnar Lindahl
Joint Operations
Director, LNER &
Network Rail



Simon Elliott
Network Director -
Rail Transport, TfGM



Mark Phillips
Chief Executive,
RSSB



Jake Kelly
Managing Director -
North West & Central
Region, Network Rail



CIRO Celebrates Award-Winning Area Council Volunteers

This year's Golden Whistle Awards shone a spotlight on several of CIRO's exceptional Area Council volunteers, recognising their dedication to operational excellence across the railway industry.

Outstanding Individual

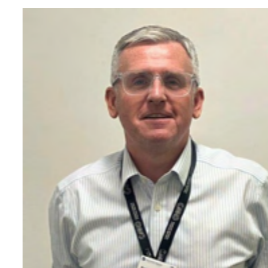
A prestigious Gold Award was presented to **James Dobson** (Avanti West Coast), our newest Midlands Area Council recruit, recognising his exceptional dedication and impact.

Outstanding Team

The Silver Award went to the N&E Route Stockton and Darlington Anniversary Team for delivering the iconic Stockton & Darlington Loco No.1 event with Nick Edwards (DB Cargo), South West & Wales Area Council Chair, playing a key role.

Outstanding Intervention

Highly Commended Barry McLaughlin (Network Rail) and Scottish Area Council Member was celebrated for his impressive work during January's heavy snowfall.



Special Award – The Greatest Gathering

Congratulations to **Bronnie Clarke & James Dobson** from the Midlands Area Council who collected the special award as part of The Greatest Gathering organising team.



Bronnie (Network Rail) and Midlands Area Council Chair with her team expertly managed complex operational planning while keeping scheduled services running smoothly, and James' inspirational idea and hands-on contribution helped bring The Greatest Gathering to life as part of the Railway 200 celebrations.

Representing their organisations, **Andrew Harper** (Transport Scotland) and Scottish Area Chair, **Jason Wade** (Northern) CIRO Board Member and North East Council Member, and **Nick Edwards** also took to the stage to collect awards.

A big thank-you to **Glen Merryman** and the [South East Area Council](#), for their hard work and analysis in making the 2026 Golden Whistle Awards a resounding success.

Congratulations also to all the winners and nominees and you can view the full list of winners [on our website](#).

Area Events Round-up

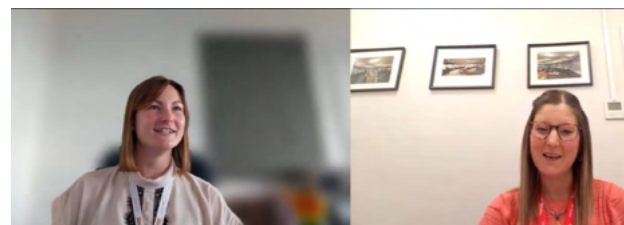
We kicked off the second quarter of the year with very busy Area Councils, hosting a combination of engaging, insightful visits and in-person, online, and hybrid events. We would like to thank all our volunteers working behind the scenes to deliver these events.



CIRO North East Area Event - The Power of Open Access

Early in the year, the North East Area Council hosted an engaging hybrid session on the power of open access. Jen Clare, Operations Director at Lumo, delivered one of the rail industry's most talked-about topics. Jen shared insights into how open access is driving competition, improving value for customers, and supporting regional growth and connectivity. She reflected on Lumo's journey so far, highlighting its lean structure, strong culture, and emphasis on accountability and collaboration.

A key theme throughout was people. From recruiting individuals who align with Lumo's values to investing in employee development and embracing inclusivity, employees are at the heart of the company's success. With expansion plans underway, including the new Stirling service, the session concluded with a lively Q&A.



Other Area Council Events...

The Midlands Area Council organised a visit to the Birmingham Rail Resilience Hub, an advanced

training facility designed to simulate real railway incidents and strengthen collaboration between operators and emergency services. This was followed by a "lunch and learn" session on the East Midlands Route's performance improvement journey, during which attendees explored how the route has delivered performance improvements over the last year. A second session focused on GTR's strategic timetable development and performance interventions, analysing ways to enhance timetable reliability through improved scheduling and targeted operational interventions.

Visits were also made to the HS2 Curzon Street site, offering insight into progress, infrastructure development, and future operational design, and to Birmingham New Street station, highlighting the coordination and operations required to keep services and passengers moving safely and smoothly.

The North West & Wales Area Council hosted a hybrid session on designing an operable railway, focusing on integrating the operator's voice at the earliest design stages to ensure efficiency, safety, and long-term performance.

In the South West & Wales, members welcomed HM Chief Inspector of Railways, Richard Hines, who shared insight into industry-wide safety priorities, regulations, and challenges.



Meanwhile, the North East Area Council gave a tour of Heaton Train Maintenance Depot, with Class 156 and Class 158 diesel multiple units operated by Northern. The Scottish Area Council's first Railway Quiz provided an opportunity for members to connect, test their industry knowledge, and strengthen professional networks.

The South East Area Council delivered a session on transforming the South Western network, highlighting improvements, operational changes, and future ambitions to enhance performance and customer experience.

Members joined the Irish Area Council for an online session exploring Irish Rail's 2040 Railfreight Strategy, through the workstreams and capital investments underway to bring this to life.

Missed an event? Catch up anytime with our on-demand recordings on CIRO TV via the [Members' Portal](#), and don't forget to check the [website](#) for what's coming up next:

"Informative, engaging, funny, relaxed and enjoyable".

Strengthening capability across the railway: new partnership, leadership development and upcoming opportunities

CIRO continues to evolve its offer to support the development of rail professionals at every stage of their career, from academic programmes to leadership development and apprenticeships. Recent updates highlight a strong focus on building capability, strengthening partnerships and developing the next generation of railway leaders.



A new chapter for CIRO's academic programmes

CIRO has announced a new academic partnership with Keele University, marking an important step forward in the evolution of its Railway Operations Management programmes.

The partnership will support the delivery and future development of CIRO's academic pathway, including the Certificate, Diploma and BSc in Railway Operations Management. Designed specifically for the realities of railway operations, these programmes equip professionals with the knowledge, skills and strategic insight needed to operate in a complex, safety critical environment.

Building on an existing relationship through the Senior Leader MBA, Keele University brings strong academic expertise, high quality teaching and research capability. This will enable CIRO to further enhance programme content, strengthen learning resources and ensure continued alignment with the evolving needs of the railway industry.

As Adam Fenton, Chief Operating Officer at CIRO, explains:

"CIRO's academic programmes play a vital role in developing the operational leaders who keep the railway running safely and effectively. We are delighted to be partnering with Keele University as we take this next step in the evolution of our academic offer."

The partnership reflects CIRO's ongoing commitment to developing the capability the railway needs, supporting organisations across operators, infrastructure and the wider supply chain.

Professor Mark Ormerod OBE, Deputy Vice-Chancellor and Provost of Keele University, added:

"This next stage of our partnership will deliver co-designed courses that provide excellent developmental opportunities and industry recognised qualifications for both aspiring and current railway professionals."

As CIRO moves into this next phase, it also recognises the significant contribution of Glasgow Caledonian



University, whose long-standing partnership has supported the development of thousands of graduates across the industry.

The next academic cohort is planned for October 2026. Applications are open now.

[Learn more about the partnership and academic programmes.](#)

[Apply for CIRO academic programmes.](#)

Developing future leaders through Level 4 apprenticeships

Referrals are now open for CIRO's Level 4 Passenger Transport Operations Manager Apprenticeship, with the next cohort starting in July 2026.

Designed specifically for the rail industry, the programme combines practical, rail contextualised learning with the development of knowledge, skills and behaviours needed to lead effectively in a complex, safety critical environment. Apprentices build confidence, broaden their understanding of the

whole rail system and develop the capability to lead people, performance and change. With expert tutor and coach support throughout, the programme delivers real, measurable impact for both individuals and organisations.



As part of the apprenticeship, learners also achieve:

- CIRO Connect Certificate of Achievement
- CIRO Membership upgrade to Associate
- CIRO Introduction to Rail Certificate
- CMI Level 5 Award in Leadership and Management

As Garreth Hilditch, Depot Site Manager at Greater Anglia, explains:

“CIRO was brilliant in ensuring I stayed on track... the team provided excellent support throughout, offering valuable feedback and drawing on their rail expertise to make the learning relatable.”

Whether developing future leaders within your organisation or investing in your own progression, this programme is designed to deliver real world impact.

[Learn more and refer candidates](#)

CIRO Connect: next cohort launching soon

CIRO Connect, winner of the Spotlight Rail Awards 2025, continues to support the development of confident, capable and connected professionals across the railway, with the next cohort set to launch soon.



This upcoming programme will be an industry-wide cohort, open to participants from across train operators, infrastructure organisations and the wider rail sector. It provides a unique opportunity to bring together professionals from different parts of the railway to develop shared understanding, strengthen

collaboration and build meaningful cross-industry networks.

CIRO Connect is designed to develop the leadership capability the railway needs, focusing on whole system thinking, operational insight and the ability to work effectively across organisational boundaries. Through a blend of interactive workshops, expert led sessions and peer collaboration, participants gain the confidence, perspective and connections needed to progress their careers and make a greater impact in their roles.

As Sara Flower, Scheme Project Manager at Network Rail, highlights:



“Quite often, in your day jobs, you’re sort of pigeonholed into a certain area. CIRO Connect really encourages us to think more outwardly.”

For organisations, this translates into more rounded, system aware professionals who can collaborate more effectively, improve performance and contribute to better outcomes across the railway.

Further details on the next cohort will be announced soon. [Register your interest or find out more.](#)

CIRO approved to assess Level 2 Passenger Transport Operative apprenticeship

From 1st June, CIRO will officially begin delivering End-Point Assessment for the Level 2 Passenger Transport Operative apprenticeship standard.

The apprenticeship is designed for individuals working in customer-facing roles across the passenger transport sector, focusing on the delivery of safe, efficient and high-quality passenger services while ensuring compliance with industry regulations and standards.

This addition further strengthens CIRO’s growing EPA offer and supports the development of frontline operational capability across the railway and wider transport industry.

Training providers interested in using CIRO as their End-Point Assessment Organisation are encouraged to contact Sam Turner to find out more. or email: epa@railwayoperators.co.uk.



Spreading Professional Development Across the Industry

CIRO continues to play a vital role in fostering professional development, collaboration, and innovation across the rail industry. Over recent months, we have participated in a range of events that highlight both challenges and opportunities facing the sector. These events allow us to get the CIRO message about professional development directly to rail ops professionals, as well as strengthening our professional network.

A key highlight was returning to the Network Rail National Ops Conference, where we were pleased to host an exhibition stand, providing an excellent opportunity to engage with industry colleagues, promote professional recognition, and showcase the work of the Institution. We also participated in a syndicate, where we presented on our recent Integrated Railway Operations Leadership Scheme (IROLS). This session allowed us to share insights into its development, its impact on operational professionals, and the benefits it delivers to individuals and organisations across the rail sector.

More recently, we attended the Celebrating Planning Excellence Conference and Awards event in Leeds. CIRO’s Chair of the Board, Mark Hopwood, delivered the keynote speech at the Awards, providing valuable insight into the importance of planning across the rail system. We also hosted a syndicate session titled “Broadening your horizons – planning in the whole rail system”, encouraging discussion on how planning supports integration across operational disciplines and improves system-wide outcomes.

Continuous professional development remains central to CIRO’s mission, ensuring members are equipped to navigate the complexities of modern railway operations.

CIRO finds these opportunities valuable to connect with peers across disciplines and regions. Networking events facilitate meaningful conversations, enabling us to build relationships, share experiences, and collaborate on common challenges. This sense of community remains a defining strength of CIRO and reinforces the value of collective knowledge across the industry.

We were delighted to be a partner of and to attend UK Rail 2026 at the NEC in Birmingham on the 13th and 14th May, where we hosted a networking event, offering an opportunity for members and industry colleagues to connect and exchange ideas. Later that day, we delivered a workshop focused on how CIRO supports individuals in developing their whole-system skills and advancing their learning, highlighting our role in professional growth across the sector. CEO Phil Sherratt also delivered a speaker session in which he explored the topic “Designing journeys that matter – connecting operations and passenger experience”.

Looking ahead, CIRO will also have an exhibitor stand at Rail Live on the 17th and 18th June, providing another important platform to engage with members and industry partners and showcase our work in supporting operational excellence and professional development. If you are there, come by our stand and say hello!

Through these events, we continue to grow the CIRO community, enabling more railway operators to benefit from the resources, networking, professional development, and recognition that CIRO offers.

Please get in touch if there is an event that you would like us to participate in.



From role-based knowledge to a system-wide perspective

Aron Journet ACIRO

Progressing in the railway often starts with building expertise in a specific role. But moving further requires something more, a deeper understanding of how the whole system works.

For Aron Journet, Train Driver Instructor at GTS Railway, that realisation led him to take the next step.

“I wanted to move beyond just the day-to-day role and gain a much broader understanding of the railway as a whole,”

Despite several years in the industry, Aron recognised that working within a single role can limit visibility of the wider railway. The CIRO Degree programme offered an opportunity to step back and see how everything connects.

What he experienced quickly exceeded expectations. Through learning alongside professionals from across operations, planning, engineering and management, Aron began to build a clearer picture of how the railway functions as an integrated system.

“Some of the perspectives you gain from people across the railway have been

absolutely fantastic. It really broadens your understanding.”

This cross-industry exposure is a defining feature of CIRO’s academic programmes. By bringing together learners from different disciplines, the programme enables individuals to develop a more complete, practical understanding of railway operations, one that can be directly applied in the workplace.

Alongside this wider perspective, one of the most important aspects of Aron’s experience has been the level of support available.

Balancing full-time work with academic study can be demanding. For Aron, the difference has been the strength of the support network around him.

“Everyone at CIRO has been absolutely fantastic. They’re always there when you need them, and they genuinely want you to succeed.”

From tutors and academic staff to workplace mentors and fellow learners, this support helps build

confidence, develop new skills and succeed, even when managing competing commitments.

The impact of the programme is already clear. In a relatively short time, Aron has developed new ways of thinking, gained insight into areas beyond his own role, and built a network of industry contacts that continues to support his development.

Reflecting on his experience so far, his advice to others is simple:

“Just go for it... it’s honestly been one of the best decisions I’ve made.”

For those considering their next step, Aron’s experience highlights what is possible. Developing a broader, system-wide understanding of the railway

not only strengthens individual capability but also enables professionals to make a greater impact within their organisation and across the wider industry.

CIRO’s academic programmes are designed to do exactly that, combining academic learning with real-world application to develop the knowledge, perspective and confidence the railway needs.

If you’re ready to take the next step, applications are now open.

[Apply for the CIRO academic programme today.](#)

Or to find out more, contact learning@railwayoperators.co.uk

Welcome to New Corporate Members:

Scottish Railway Preservation Society



The Scottish Railway Preservation Society (SRPS) is a volunteer-led charity dedicated to the advancement of Scottish railway heritage. To this end, we conserve and restore the largest collection of railway locomotives, carriages, wagons, signalling equipment, and other artefacts outside the National Railway Museum.

While we have extensive accredited Museum buildings and archives, we also operate the 5-mile-long, standard gauge Bo’ness & Kinneil Railway as a living museum. Our workshops maintain locomotives and rolling stock to mainline standards for use on charter and SRPS Railtours trains.

Being corporate members offers benefits for organisations and employees, including:

- Social value of working together for the good of the industry
- Affiliation and visibility with the Institution
- Invitation to collaborative groups and events
- Access to purchase member-only products and discounts on some products (e.g., the Operators’

Handbook and Introduction to Rail short course)

• Individual membership for all employees

- Events
- Mentoring
- CPD
- Resources
- Professional recognition





www.ciro.org