



**The Institution of
Railway Operators**

**Annual General Meeting
Wednesday 21st June 2017**



**The Institution of
Railway Operators**

Agenda for AGM

1. Minutes of the last AGM held on Friday 17th June 2016

2. Chairman's Introduction

3. Statement of Accounts

4. Chief Executive's Report

5. Report on Retirement and Appointment of Directors

6. Appointment of Auditors

Chief Executive's Report to the 2015/16 AGM



Fiona Tordoff
CEO, Institution of Railway Operators

This period covered relates to 1st October 2015 – 30th September 2016

The Areas

The Area Councils have organised a varied and well attended events programme during 2015/16. Over 75 events were held throughout the UK and Ireland including leading industry speakers, driving simulators, depot visits, company visits and social events.

The Institution continues to promote these events under the 'behind the scenes access' banner and as a key benefit of membership. Area events cards and Area booklets have been continued to be shared in an effort to raise the profile of the Areas.

During 2015/16, there have been no changes to Area Council Chairs:

- South East Area: Glen Merryman
- South West and Wales Area: Nick Edwards
- Midlands Area: Rachel Heath
- North West and Wales Area: Chris Mackenzie
- North East Area: Jason Wade

Thank you to all members of the Area Councils for their efforts to promote the Institution and produce the events.

Work to form a new Scottish Area Council has been completed and prospective members of the new Area Council are due to meet during the latter half of November 2016.

The South East Area has also continued with its excellent high profile involvement with the Golden Whistles Awards in conjunction with the Fourth Friday Club.

The Midlands, North East, North West and Wales, and South West and Wales areas have continued to host a range of events that appeal to members from all operational backgrounds.

Corporate Members

We were supported by the following Corporate Members this year:

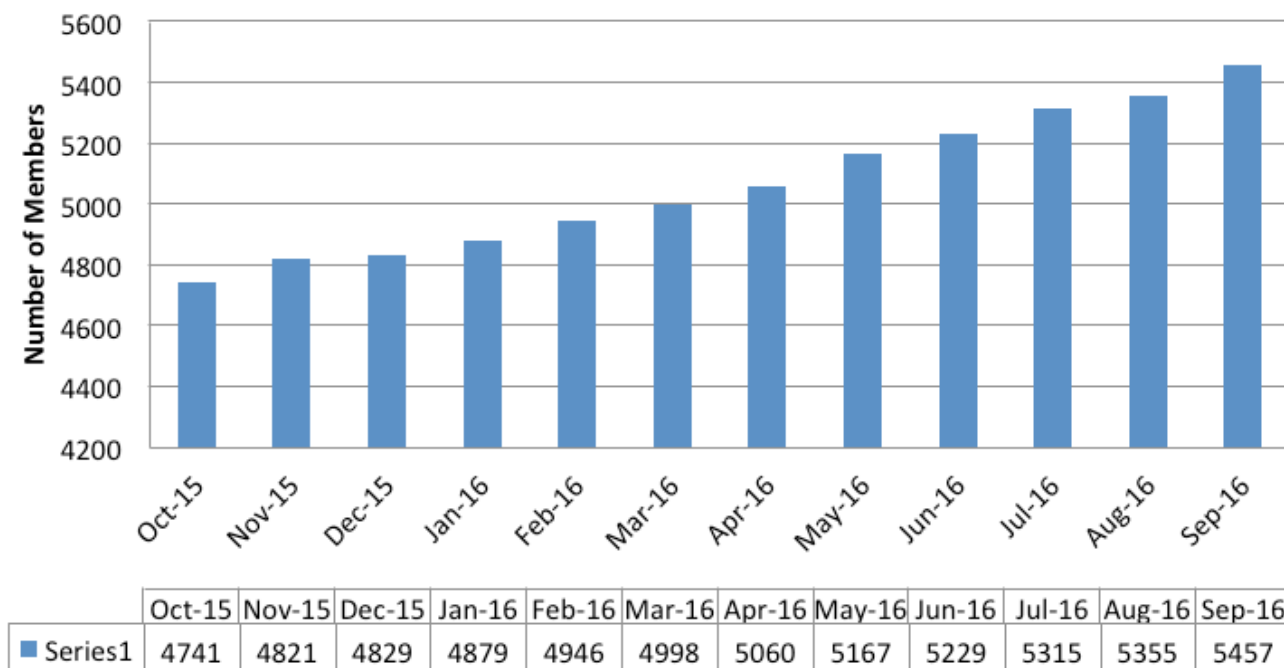
- Abellio Greater Anglia
- ACoRP
- Arriva Trains Wales
- ATOC
- c2c
- Caledonian Sleeper
- Carlisle Support Services
- Chiltern Railways
- CrossCountry
- DB Cargo
- Department for Transport
- East Midlands Trains
- Edinburgh Trams
- Freightliner
- GB Railfreight
- Govia Thameslink Railway
- Grand Central Railway
- Great Western Railway
- Heathrow Express
- Heritage Railway Association
- Hull Trains
- Iarnród Éireann
- KeolisAmey Docklands
- London Midland
- LOROL
- Ministry of Defence
- Mott MacDonald
- MTR Crossrail
- Network Rail
- Northern
- RSSB
- ScotRail
- Serco
- Serco Middle East
- Southeastern
- South West Trains
- Steer Davies Gleave
- Telent
- Tracsis
- Translink
- Transnet Freight Rail
- TransPennine Express
- Transport for Greater Manchester
- Transport for London
- Victa Railfreight
- Virgin Trains
- Virgin Trains East Coast
- Volker Rail
- WSP Parsons Brinckerhoff

The Institution has continued to work with our Corporate Members to encourage employees to take advantage of their eligibility for free IRO membership which contributed to the continued growth of our membership.

Industry Partners

Our current Industry Partners are Arcadia Alive, MyKnowledgeMap, Railway Safety Commission and Transport Focus.

Membership



The membership growth seen during 2014/15 has continued in 2015/16 resulting in a 16% year on year growth from October 15 to September 16.

Our 5000th member: During April 2016 the IRO membership passed the 5000 mark.

The table below shows the membership by membership level at the end of September 2016. The percentage growth from October 2015 to September 2016 is also shown.

	Affiliate	Associate	Member	Fellow
Number	4401	510	424	122

The main growth area has been at Affiliate level where we have welcomed employees from our corporate members followed by an 8% increase in Fellows.

A list of Fellows as at the end of September 2016 is attached at the end of this report.

The membership turnover for 2015/16 is 1.3%.

60 leavers were recorded during this period with an overall membership increase of 782.

Academic Programmes

The intake numbers compared to previous years.

	Intake 2015/16	Intake 2014/15	Intake 2013/14	Intake 2012/13
Certificate	40	28	47	67
Diploma	60	32	42	34
Degree	34	19	36	28

The IRO scholarship fund was introduced for Cohort 2015, with 4 students receiving awards totalling £4,000 to partially fund their courses.

Learning Programmes

The 'Introduction to the Railway Industry' IRO Learn short course has been delivered at the National Training Academy for Rail (NTAR) three times during this year, with more dates scheduled due to consistent interest from across the industry.

The course was run in February, May and August and saw a total of 23 railway professionals attend out of a maximum of 30 places.

The Institution also held the annual 'Operational Planning in the Railway Business' weekend course in

November 2015. The course, which is limited to ten places, sold out and welcomed students from a range of different organisations, both IRO corporate members and non-corporate members.

IRO Learn, the Institution's online learning website is continuing to host students from across the industry on the online version of the 'Introduction to the Railway Industry' course and the more advanced 'Ops90' course. There are currently 71 active students studying these courses.

Elsewhere

The IRO was invited to support a National Task Force "Better Operations" initiative on Performance Improvement and this work continues with IRO now leading one of the strands of that work stream on "People Development on Operations and Performance".

IRO has been providing support to two of the Trailblazer Apprentice groups and our offer to be an External Quality Assurance process for the end point assessments has been welcomed by the employer groups and included in the standards currently awaiting approval. This will lead to IRO being involved in facilitative work with the training schools of the industry. It completely serves the dual business objectives of improving the quality of the workforce and helping railway organisations improve.

IRO has also been discussing and assisting the High Speed College with the shape of its offering on Operations since it was launched with a project staff two years ago. IRO continues to seek to support the high speed agenda through a strong partnership model and expects more definitive outcomes in 2017.

NSAR have continued to invite IRO to its Routes into Rail working party and we have recently been more engaged on its work to research the workforce requirements of the future, and attract and retain the right skills in the industry as a whole.

Finance

The accounts are now available for a 12-month period ending 30th September 2016. In 2016 the IRO made a profit of £73,450 after tax. The forecast profit for this period was £525 which included a sum for legal services of £20,000 to pursue Chartered status of which only £3,500 was spent. In addition, one off debt recovery activities resulted in two substantial amounts: £23,000 over the predicted recovery from the Student Loan Company and £6,500 in back-paid membership fees. The three elements combine to £33,000 (45%) of the improvement of the forecast.

Whilst most organisations would be very pleased with an improved profit position the IRO actually has no profit motive and therefore when considering the remaining circa £40,000 (55%) of profit increase it is important to reassure ourselves that any savings have not been made at the expense of the member or student experience.

Conclusion

The IRO has made the come back on academic sales which was required of it after the previous year and this has helped it make a bigger profit than forecast. However, other elements of the improvement could not be relied upon to be the basis of future growth. The future growth of IRO will come from extending the established and popular services of IRO to new markets and wider audiences.

During this year, the IRO organisation has shown its ability to provide a consistent and reliable turn-key service

In this case, it has been achieved mainly by running vacancies in the core team and a reduction in team expenses resulting in a £35,000 saving.

The remaining profit was created from savings noted during the year in the monthly accounts. For example £5,000 on IRO staff undertaking website work, £3,000 on photography and member engagement activities we did not run (circa £4,700). Whilst Learning Products returned little of its forecast income during the year this was compensated for in part by the commensurate saving in the outlay of the services it requires (e.g. trainer day fees etc.)

in membership and academic services – a great base to work from. A new team structure with an increased market focus and a business plan including a Masters programme and accredited short courses should provide the basis for sustainable growth.

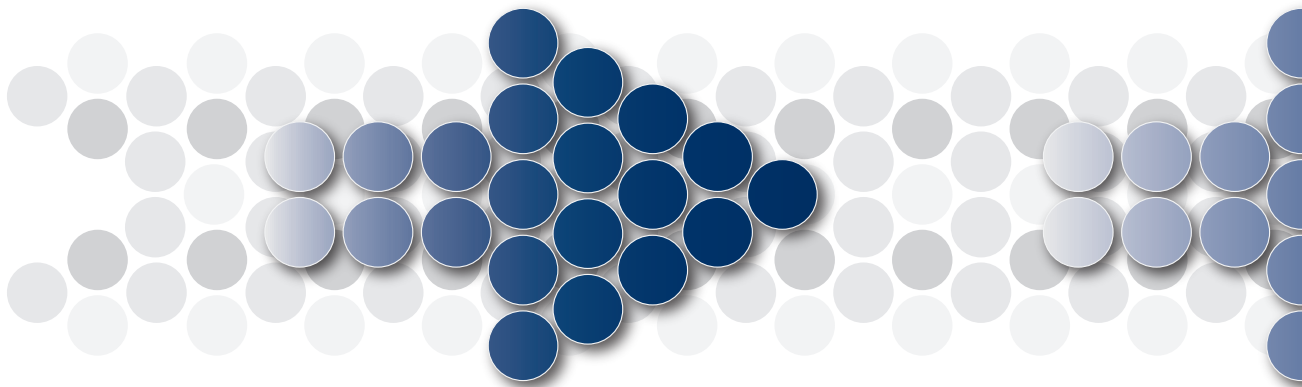
The new three-year business plan is detailed overleaf. Put together by member input and the Board, the new plan focuses on the push to establish the professional status of operations in the new skills landscape of rail.

IRO 3 Year Plan

September 2016-2019

IRO V

“To support the improvement in the railway workforce and help railway



1. IRO Aims

Aim 1:

- Improving the quality of the railway operations workforce

Aim 2:

- Helping railway organisations succeed and improve

The Institution will continue to work to its values of:

- Professional
- Collaborative
- Inclusive
- Contemporary

2. IRO Objectives

The Institution's aim is to support our commitment to providing the best services that offer

Aim 1:

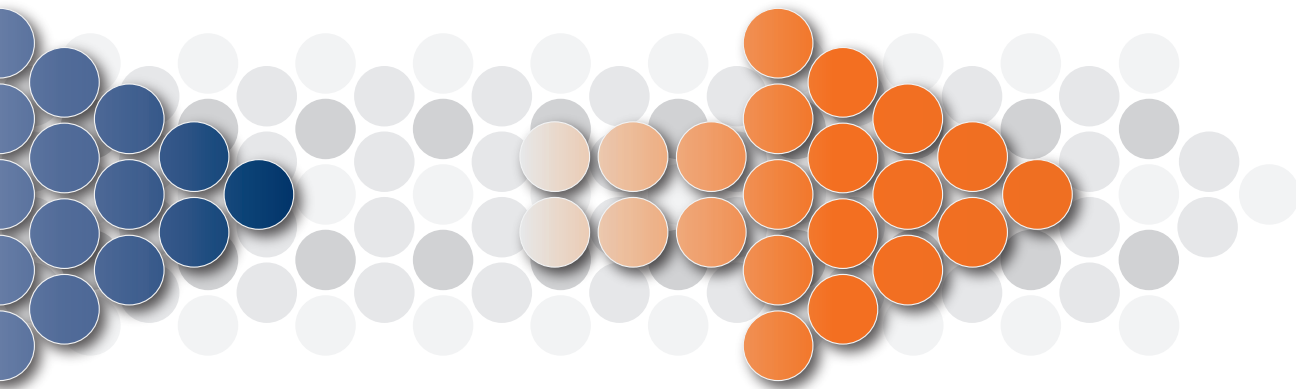
- Assure the support for members to improve their stages of their
- Improve the quality of operators through management.

Aim 2:

- Helping railway organisations succeed & improve.

Vision

"The quality of the railway operations
that all organisations succeed."



Objectives

Objectives are underpinned by
the need to deliver high quality
services and value for money.

Availability of suitable resources
to use to continuously
improve professionalism at all
stages of a career.

High quality of professional
services to high standards

That all organisations succeed



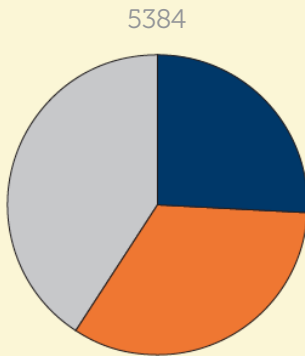
3. Key Performance Indicators

To achieve this vision the IRO will regularly
assess progression against a range
of key performance indicators.

Visit www.railwayoperators.co.uk/3yearplan
to find out more.

Membership at a Glance

Total Members:



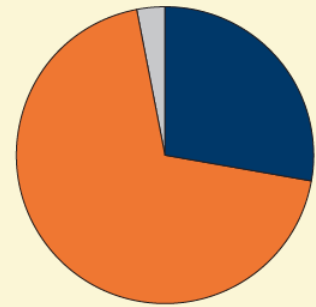
30/09/2014	3667
30/09/2015	4521
30/09/2016	5384

Gender: Male - Female



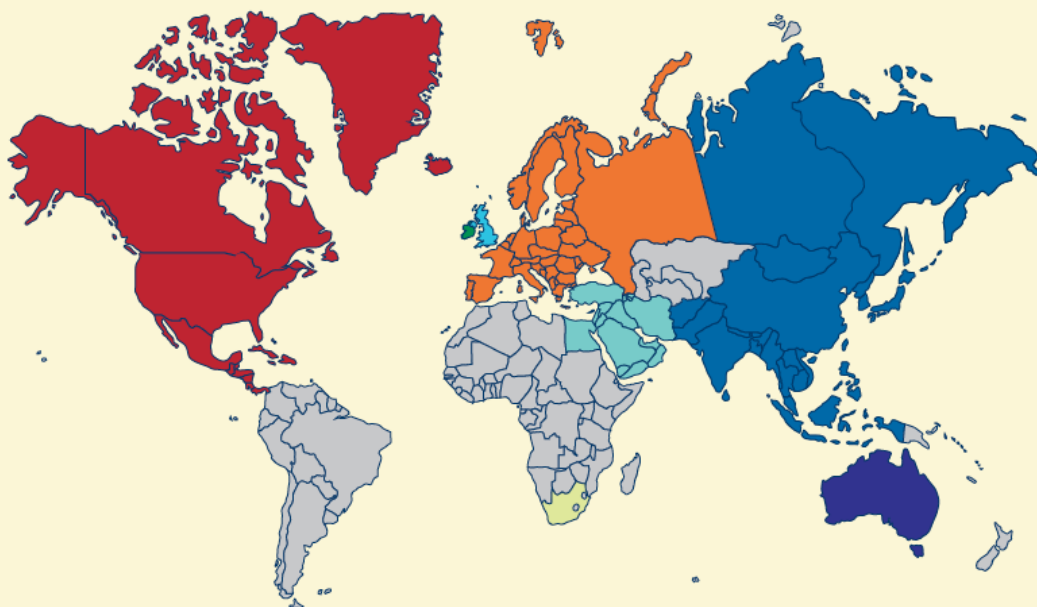
	M	F
30/09/2014	3156	540
30/09/2015	3886	634
30/09/2016	4592	792

Average Age:



<35	1490
35 - 65	3749
>65	145

Locations



4188	Great Britain	53	Australia
572	Ireland	5	Europe
170	Middle East	9	North America
374	South Africa	13	Far East

Fellows

Below is a list of IRO Fellows as of the end of September 2015.

Miss Alison Forster	Mr Alan Galley	Mr Alan Jones	Mr Alex McGregor
Mr Andrew Doherty	Mr Andrew Drury	Mr Andrew Harvey	Mr Andrew Munden
Mr Andy Barr	Mr Andy Petrie	Mr Andy Savage	Mr Anthony Sadler
Mr Ben Harding	Mr Ben Rule	Mr Bill Parker	Mr Bob Bayman
Mr Carew Satchwell	Mr Carl Phillips	Mr Charles Belcher	Mr Charles Horton
Mr Chris Burchell	Mr Chris Dickinson	Mr Chris Gibb	Mr Chris Leah
Mr Chris Prior	Mr Cliff Perry	Mr Clive Fletcher-Wood	Mr Colin Charman
Mr Colin Robey	Mr Darren King	Mr Dave Mason	Mr Dave Smart
Mr David Franks	Mr David Kaye	Mr David Kippax	Mr David Knight
Mr David Monk-Steel	Mr David Simpson	Mr Denis Grimshaw	Prof Derek Portwood
Mr Donald Heath	Mr Elwyn Roberts	Mr Frank Cheevers	Mr Gary Mewis
Mr Gary Portsmouth	Mr George Bryden	Mr George Muir	Mr Gerald Riley
Mr Gordon Dennis	Dr Gordon Pettitt	Mr Henry Knox	Mr Howard Smith
Mr Ian Campbell	Mr Ian Dobbs	Mr Ian Lake	Mrs Jackie Chappell
Mr James Adeshiyani	Mr James Gibbons	Mr Jan Glasscock	Mr Jason Wade
Mr Jim Douglas	Mr Jim Morgan	Mr Jim Summers	Mr John Eves
Mr John Hillman	Mr John Roffey	Mr Jonathan Scott	Mr Jordan Leake
Mr Joseph Walsh	Mr Keith Ludeman	Mr Keith Pym	Mr Keith Watson
Mr Keith Winder	Mr Kevin Gale	Mr Kevin Hopper	Mr Lawrie Hall
Mr Mal McGreevy	Dr Malcolm Reed	Mr Mark Coyle	Mr Mark Hopwood
Mr Mark O'Neill	Mr Mark Phillips	Mr Michael Hodson	Mr Michael Woods
Mr Mike Donnelly	Mr Mike Goggin	Mr Mike Hogg	Mr Mike Tham
Mr Nick Ambrose	Mr Nick Edwards	Mr Nigel Murphy	Mr Norman West
Mr Paul Godier	Mr Paul Le Vesconte	Mr Paul Stanford	Mr Paul Sutherland
Mr Peter Rayner	Mr Peter Williams	Mr Phil Thickett	Mr Phillip Barker
Mr Ray Metcalfe	Mr Richard Brown	Mr Richard Fearn	Mr Richard Knox
Mr Richard McClean	Mr Richard Morris	Mr Richard Phillips	Mr Robert Goundry
Mr Robin Davis	Ms Sarah Kendall	Mr Sean Dutton	Mr Shahrin Abdol Salam
Mr Stan Hall	Mr Steve Freeman	Mr Stuart Baker	Mr Terry Worrall
Mr Tim Bell	Mr Tim Shoveller	Mr Tony Cousins	Mr William Barter
<i>Denotes Honorary Fellow Status</i>			



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