

# ACoRP update for members

**Brian Barnsley**  
**Deputy CE**  
**Association of**  
**Community**  
**Rail Partnerships**

Summer 2018



# 2017-18 main achievements

- ❖ Growing the team
- ❖ Ongoing internal developments
- ❖ Growing range of info and advice – via the team, resources, events, website
- ❖ Training and development programme developed
- ❖ Stronger, clearer offer to members





# Our offer to members

...continuing to develop

## **CRPs:**

Annual planning meeting

Advice and support, buddying, referrals

Free places at seminars, webinars, conference

Reports, resources, communications

Grant schemes

Training and development programme

## **Station friends & local groups:**

Advice and support on projects and issues

Free places at seminars and webinars

Handbook, resources, communications

Small grants fund

See [communityrail.org.uk/join-us/community-rail-partnerships/](http://communityrail.org.uk/join-us/community-rail-partnerships/)

# Getting the most from us

- ❖ Read Train On Line
- ❖ Use our website
- ❖ Connect on social media
- ❖ Keep in touch with your operations team contact

## Developing partnerships with the tourism sector

Advice for community rail partnerships and groups



AC:RP  
New life for local lines

Sponsored by Northern



Communicating  
Community Rail

A research and guidance report by the  
Association of Community Rail Partnerships

## Community Stations



*Innovative community uses  
for railway stations and land*

AC:RP  
New life for local lines

# Your main contacts



Brian Barnsley – Wales & Scotland & oversees team  
[brian@acorp.uk.com](mailto:brian@acorp.uk.com)



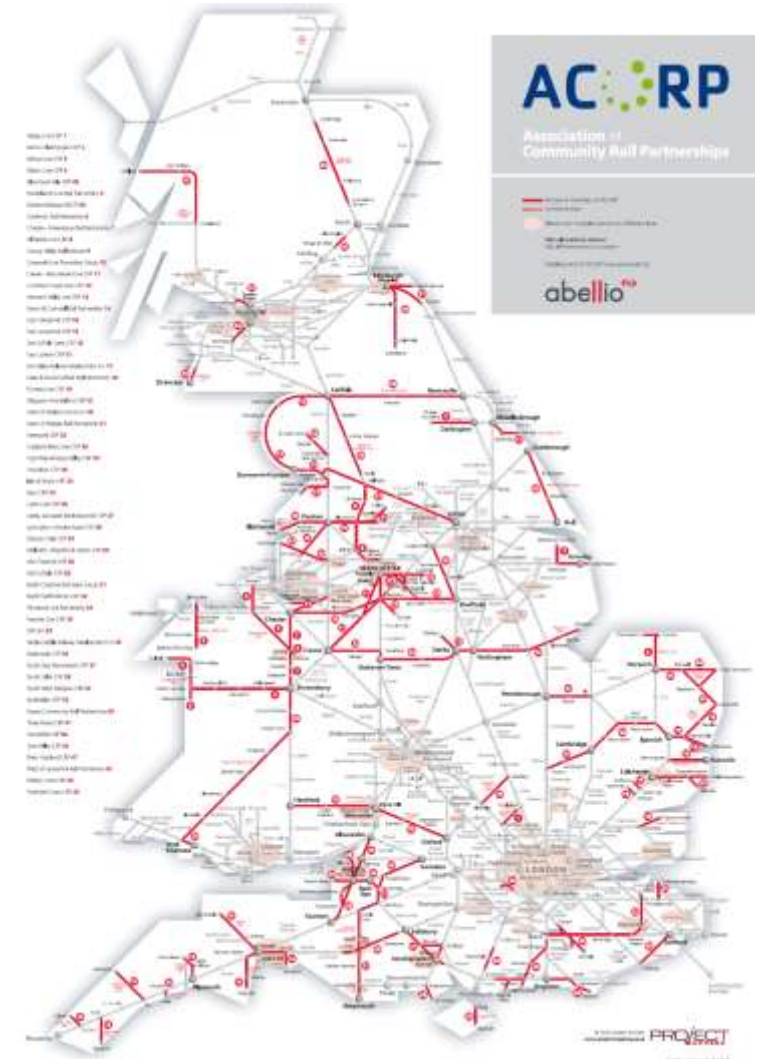
Ian Davis – Northern  
[ian@acorp.uk.com](mailto:ian@acorp.uk.com)



Paul Webster – Midlands, Anglia, some South  
[paulw@acorp.uk.com](mailto:paulw@acorp.uk.com)



Daniel Wright – South Western & some SE  
[daniel@acorp.uk.com](mailto:daniel@acorp.uk.com)





# Moving forward

...our key focuses



# 1. Championing community rail

- ❖ Media
- ❖ Industry & policy events
- ❖ Refranchising
- ❖ Third sector partnerships
- ❖ Scenic Rail Britain



>> Tell us your news – before it happens!

## 2. Further developing member services

- ❖ Refined line planning process
- ❖ Business services – advice/signposting/deals
- ❖ Referrals between team members and with partners



>> Tell us your needs & ideas



### 3. Helping you engage communities more widely

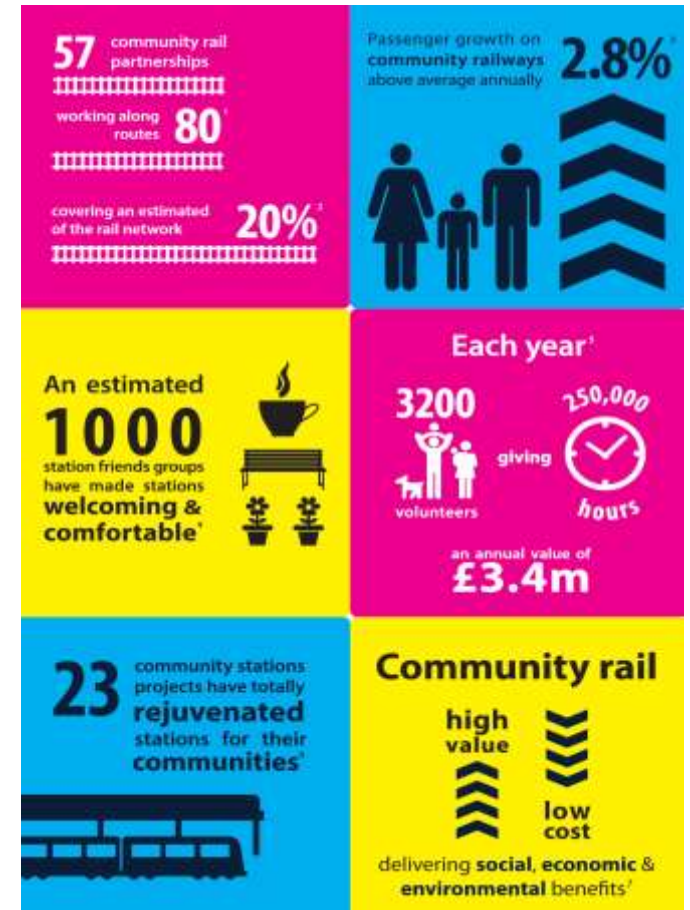
- ❖ Volunteering & social inclusion training and tools
- ❖ Help better engaging young people
- ❖ Ongoing advice on communications & marketing



>> Use our training & tools

## 4. Assessing social value

- ❖ RSSB social impact framework – developing practical tool
- ❖ Integrating into our training
- ❖ Integrating into line planning
- ❖ ‘Value of community rail’ report, RDG-sponsored



>> Work with us to plan for maximum impact

## 5. Facilitating strong support & relationships

- ❖ Promoting new DfT strategy
- ❖ Advising industry and government
- ❖ Working with Network Rail's CR steering group on their support & processes



>> Advise us of issues, concerns, successes



# We're committed to:

- ❖ Helping you **achieve more** for your communities
- ❖ Sharing **good practice** across the network (and beyond!)
- ❖ Listening to you, and offering great **proactive & reactive** support



>> Please keep talking to us!

# Q&A time

**communityrail.org.uk**

Events: [communityrail.org.uk/events-training/events-diary](https://communityrail.org.uk/events-training/events-diary)  
Train On Line: [bit.ly/tol1](https://bit.ly/tol1)  
Twitter: [@ACoRPOffice](https://twitter.com/ACoRPOffice)  
Facebook: [facebook.com/ACoRP.UK](https://facebook.com/ACoRP.UK)  
Email: [info@acorp.uk.com](mailto:info@acorp.uk.com)

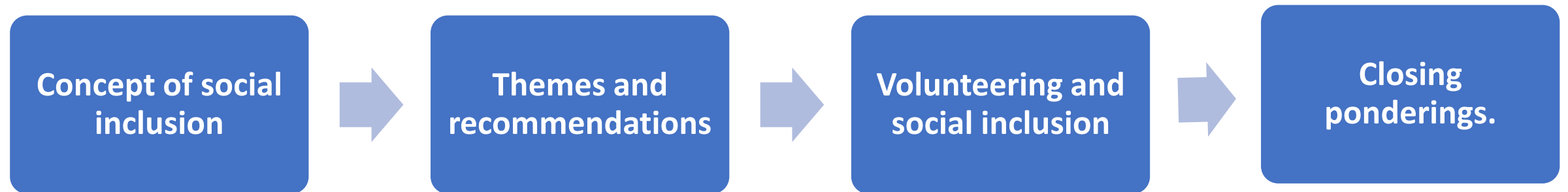


# Social inclusion and community rail

Naomi Lilley (Halloran)



# Our journey



# Social inclusion

The Charity Commission defines activities and projects that promote social inclusion as those that help **socially excluded people and communities** overcome inequality and disadvantage and that promote equality and diversity.

# Social exclusion

## Circumstance (multiple and connected)

- Unemployment, financial hardship
- Age
- Ill-health and disability (physical and mental), Substance abuse
- Discrimination (protected characteristic)
- Poor education or skills attainment
- Relationship and family breakdown
- Poor housing
- Victim or offender of crime
- Lack of access to transportation

## Consequences

- Poor health and wellbeing
- Isolation and loneliness
- Anti-social behaviour
- Segregation
- Hostility
- Racism
- Unequal power
- Low community participation
- Poor social mobility

Feeling  
STUCK,  
feeling  
LONELY.

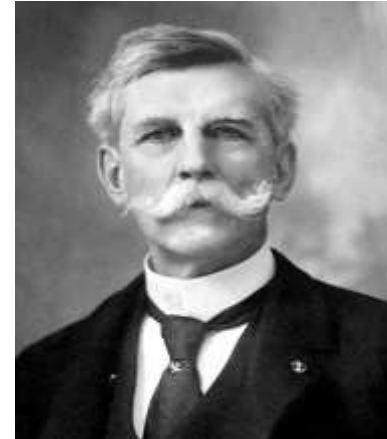


# Social inclusion: getting unstuck!



**After a day's walk  
everything has twice its  
usual value.**

**-G. M. Trevelyan**



**“A mind that is stretched  
by a new experience can  
never go back to its old  
dimensions”**

**– Oliver Wendell Holmes**

**"Movement is the  
universal language of  
personal freedom"**

**- Louis Chevrolet**



**“Adventure is  
worthwhile in itself”**

**– Amelia Earhart**



# Social inclusion and community rail: getting unstuck!

**Community rail enables people and communities to  
MOVE**



# Social inclusion: getting unstuck!

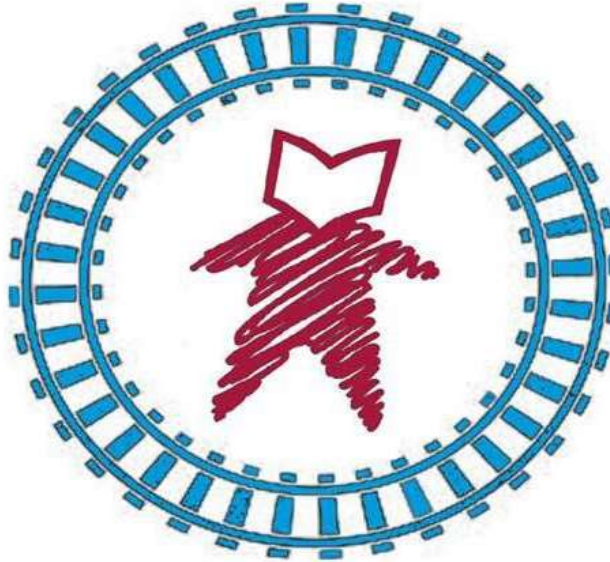






# HUMAN LIBRARY ON A TRAIN

Real People – Real Conversations on the train



**Saturday 28 April**

14.35 Avonmouth to Temple Meads  
15.16 Temple Meads to Avonmouth

**SEVERNSIDE**  
Community Rail Partnership



Acorn Village  
@AcornVillages

Follow

We're very, very excited. The second side of the [#Manningtree](#) Mural by Acorn Artist's up in Manningtree train station. You can find the portraits of all the Artist's there but here's a sneaky preview [#improvingtogether](#) [@ACoRPOffice](#) [@essexcc](#) [@greateranglia](#)



8:24 AM - 17 May 2018

4 Retweets 5 Likes





# The report recommendations

1. Accessible journeys for all
2. Connecting people to opportunities and services
3. Stations as spaces for social growth and enterprise
4. Community rail volunteering
5. Engaging communities in art and heritage

# Example recommendations

- Power of partnership when reaching excluded groups.
- Explore possible linkages with widening participation initiatives /outreach programmes that empower disadvantaged young people into employment, education and training.
- Consider different ways to deliver walking activities (technologies, volunteers).
- Consider an outreach approach when promoting travel discounts cards/rail cards/promotional offers that can make travel significantly more affordable.
- Involve a diverse range of community groups in decision-making and creation when planning art work, heritage projects, memorials or commemorative literature.

# Focus on: community rail volunteering.

1. Accessible journeys for all
2. Connecting people to opportunities and services
3. Stations as spaces for social growth and enterprise
4. **Community rail volunteering**
5. Engaging communities in art and heritage

# Focus on: Community rail volunteering



**Volunteers are the lifeblood of community rail.**

**Volunteering plays a vital role in making community rail activities and their outcomes more inclusive.**

**Growing rapidly. Northern believes there to currently be...**

**3,200 volunteers  
70% stations adopted**



# Focus on: Community rail volunteering



TALK & LISTEN,  
BE THERE,  
FEEL CONNECTED



DO WHAT YOU CAN,  
ENJOY WHAT YOU DO,  
MOVE YOUR MOOD



REMEMBER  
THE SIMPLE  
THINGS THAT  
GIVE YOU JOY

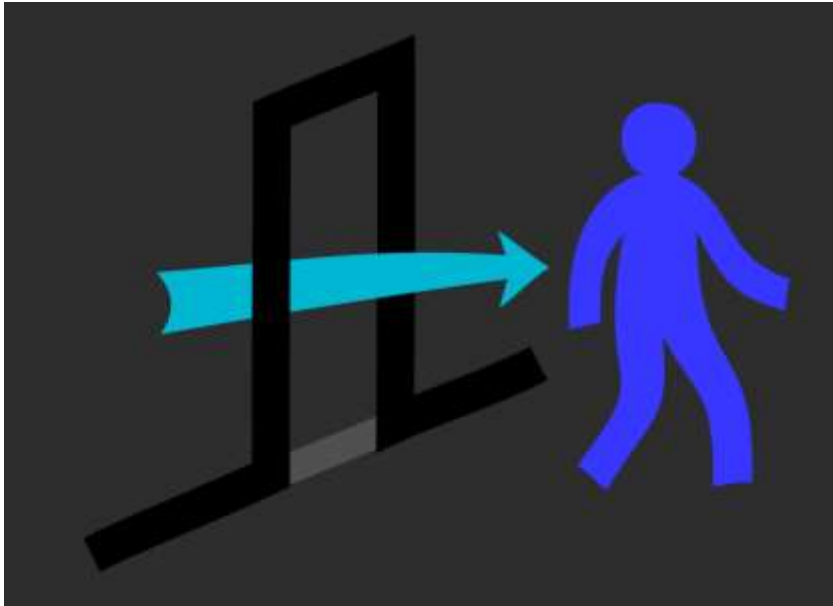


EMBRACE NEW  
EXPERIENCES,  
SEE OPPORTUNITIES,  
SURPRISE YOURSELF



your words,  
your presence

# Social Inclusion: Community Rail Volunteering



## Outcomes

- Number and demographic of volunteers?
- In work/further education since volunteering?
- Increased confidence and wellbeing?
- Allowed you to deliver more/something different?
- Connect with other organisations?
- Reach out to new groups?
- Involved in management of group?

# Supporting you: Volunteering and social inclusion workshops



**Next (and last) workshop: 11<sup>th</sup> July,  
Voluntary Action Islington.**

# Some closing ponderings

- What are the challenges facing our communities? What role are we and can we play in helping to combat this?
- What language are we using?  
How do we position ourselves in our communities?
- How are we evidencing the difference we make?
- How can we enable/work with other organisations to deliver greater social benefit?
- How can we share ideas?



# [quick plug]

- Station adoption toolkit
- ACoRP training bursary
- Work experience workshop – October.
- Groundwork #inclusivespaces



**WEEK OF ACTION**  
**23 - 29 July 2018**

> Inspiring young people to protect green spaces for all generations.

**GROUNDWORK YOUTH**  
@Groundwrk\_Youth  
#InclusiveSpaces

GROUNDWORK  
CHANGING PLACES  
CHANGING LIVES

The poster features a young woman with long blonde hair, smiling and working on a wooden box. The background is a bright pink color with white text. The Groundwork logo is in the bottom right corner.



## **Rail passenger insights & young people's experience of bus travel**

Jordan Sargeant  
June/July 2018

# About Transport Focus

Transport Focus is the independent transport user watchdog. We represent the interests of:

- all users of England's motorways and major 'A' roads (the Strategic Road Network)
- rail passengers in Great Britain
- bus, coach and tram users across England outside London

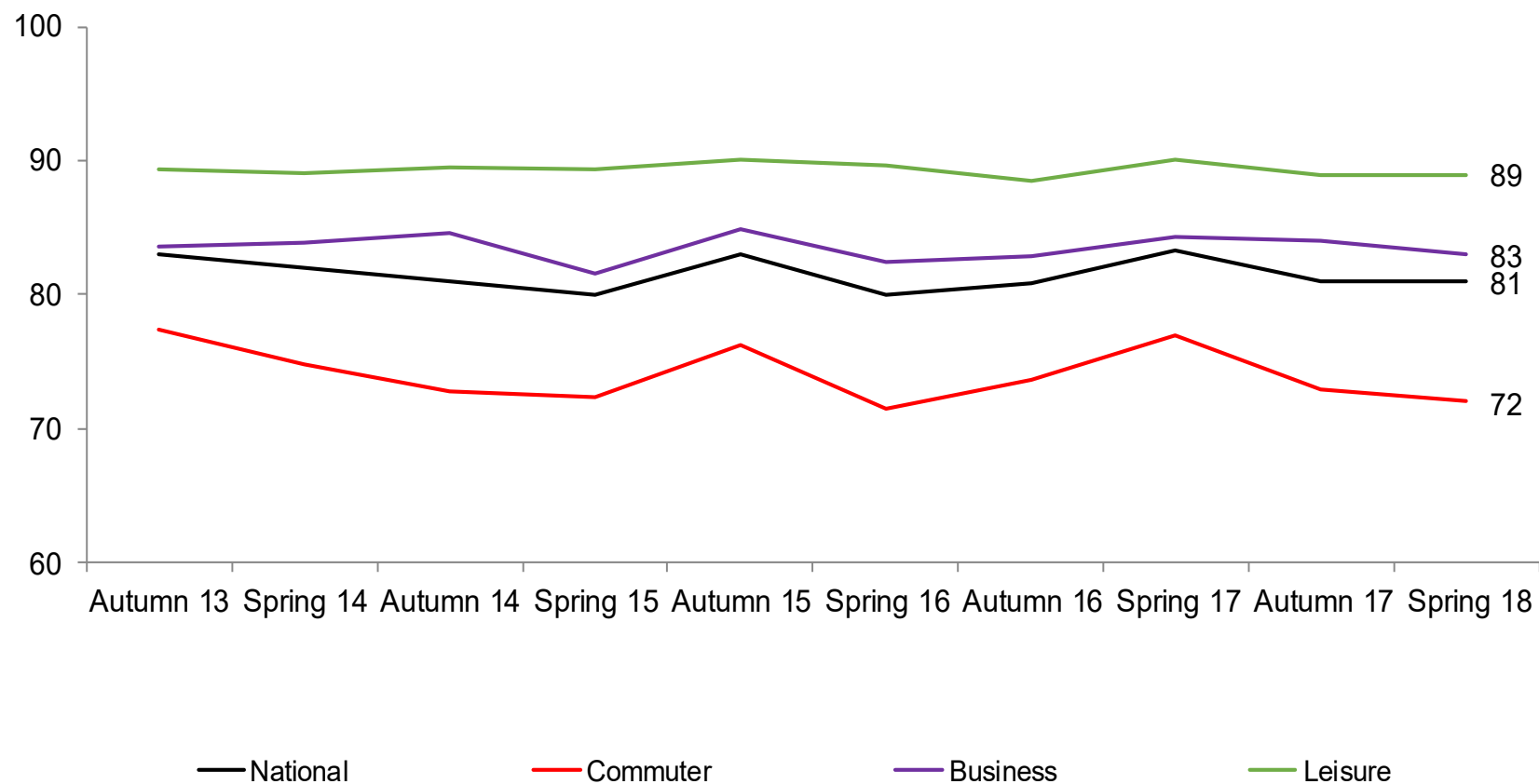
We work to make a difference for all transport users

- We aim to be useful and to make a difference – publish all our work
- Robust evidence-based research and policy
- Represent users' priorities and experiences... pro consumer



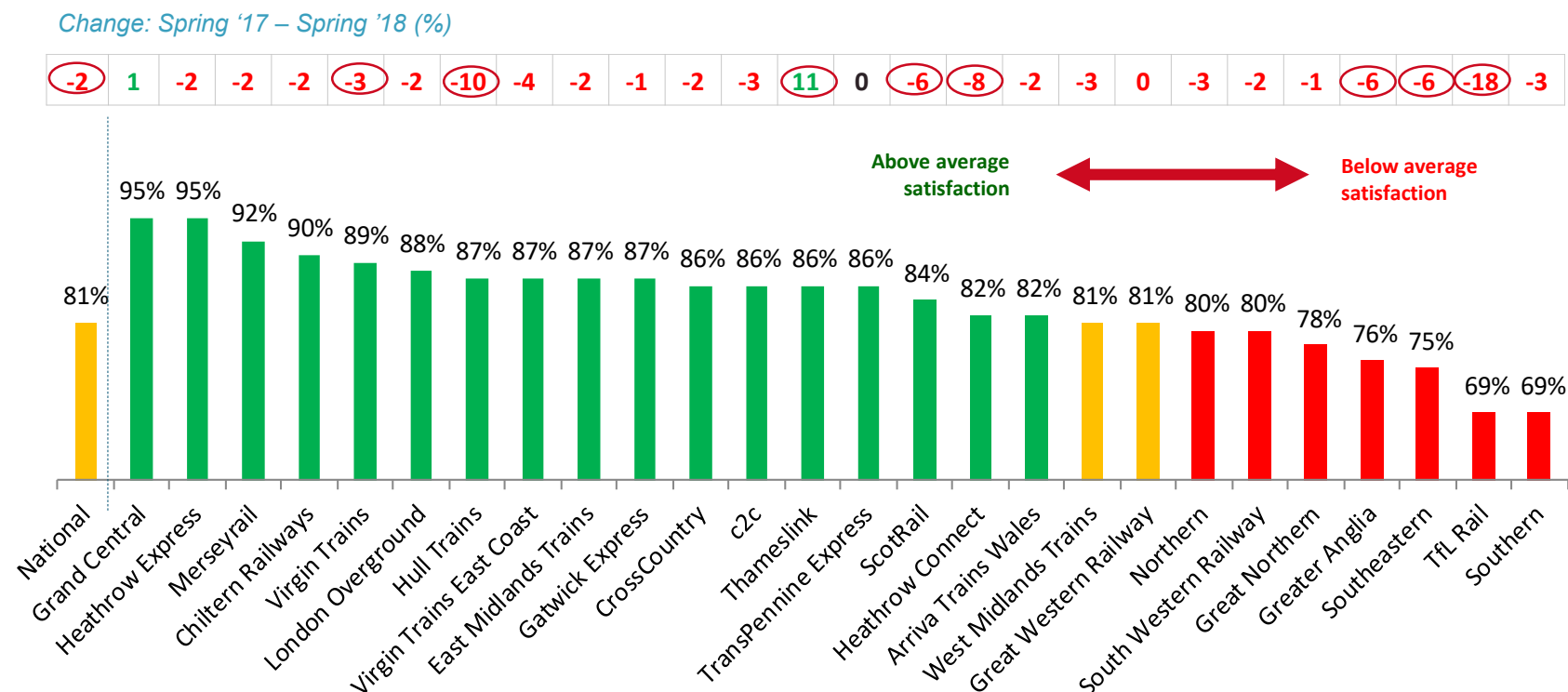
# National Rail Passenger Survey – satisfaction decreasing

Overall journey satisfaction: by journey purpose (Trend)



# National Rail Passenger Survey Spring 2018 - only Thameslink & Grand Central improved

Overall journey satisfaction: nationally and by train company (Spring '18)



○ = Statistically significant change since Spring 2017

# Rail passenger satisfaction lags behind satisfaction with bus and tram journeys



Autumn 2017 satisfaction scores (%): bus, train and tram – all passengers	BPS	NRPS	TPS
Overall satisfaction	88	81	91
Punctuality/reliability	73	74	88
Value for money	65	47	68
Overall satisfaction with bus stop/station/tram stop	80	81	90
Personal safety at bus stop/station/tram stop	78	74	88
Information provided at bus stop/station/tram stop	73	85	83
Helpfulness and attitude of staff on board*	75	67	82
Availability of seating or space to stand	86	69	75
Personal security while on bus/train/tram	85	75	83
Cleanliness of the inside of the bus/train/tram	80	76	86

\* Question not asked on Metrolink



# Key drivers of satisfaction – declining punctuality and reliability hitting satisfaction

‘Key drivers’ of overall journey satisfaction / dissatisfaction

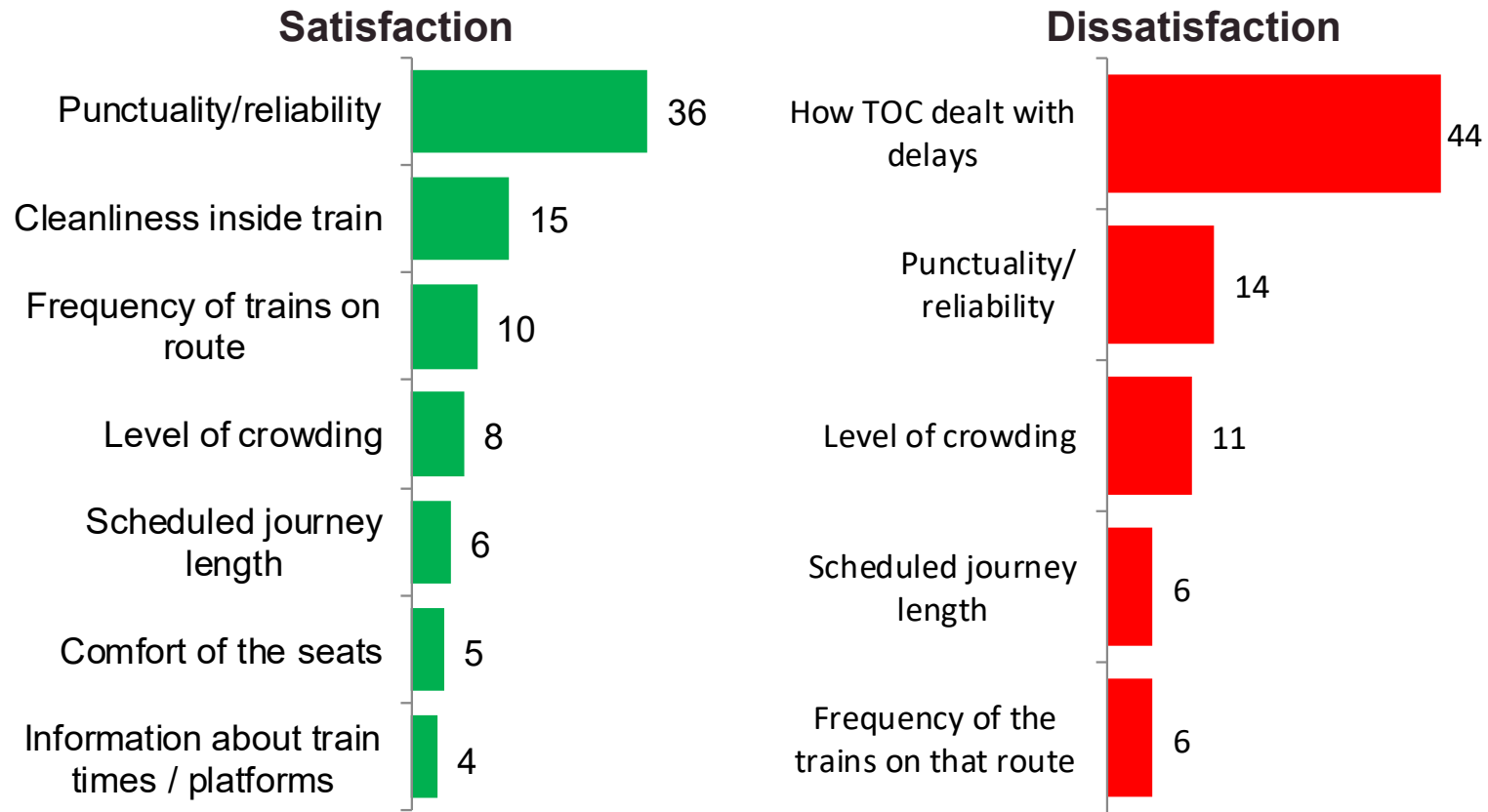
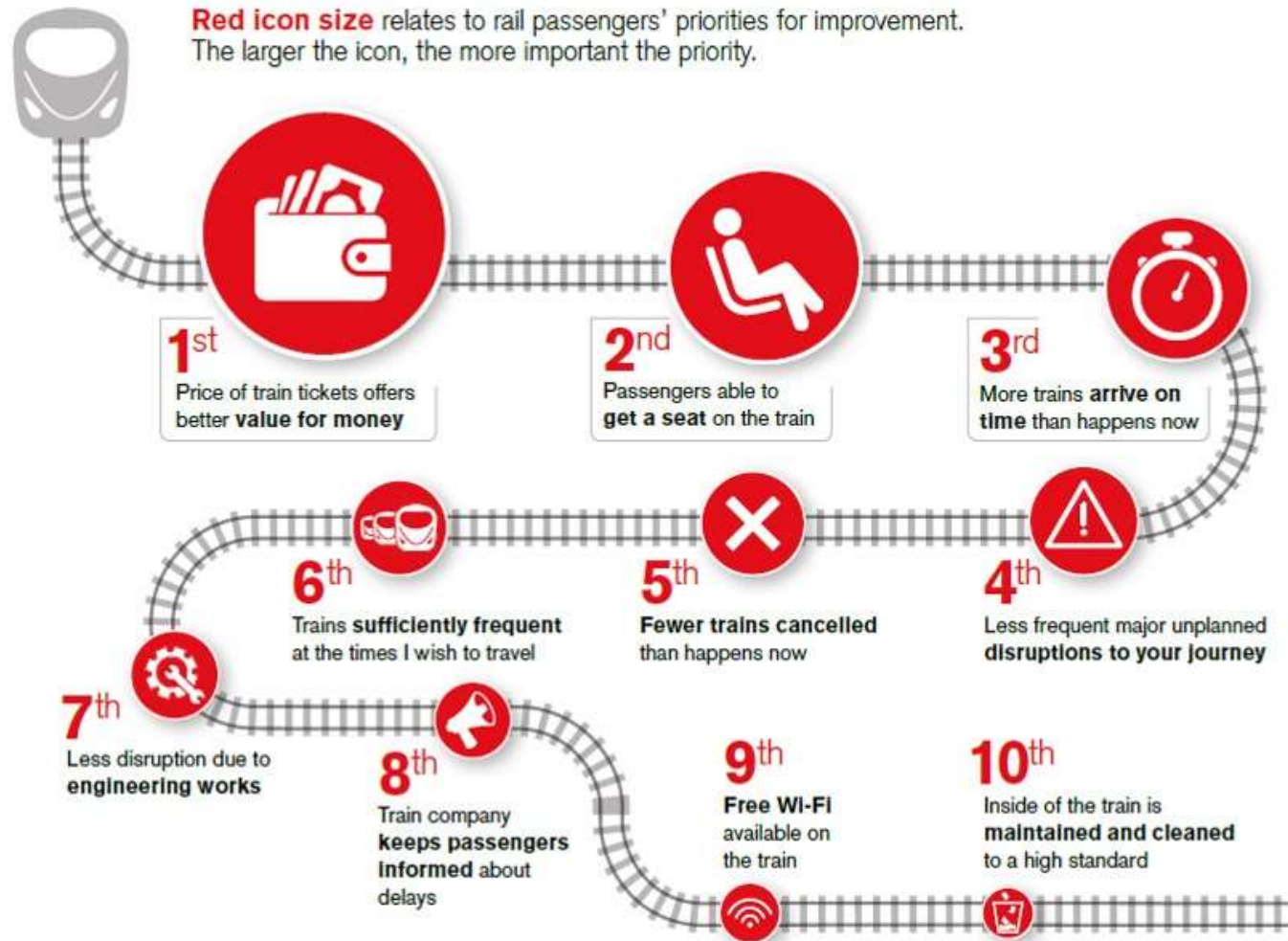


Chart displays importance for ratings with 4% or greater. Size of bar indicates relative importance to overall journey satisfaction (Autumn 2017 - Spring 2018 combined)

## Rail passengers' priorities for improvement 2017



Sample size **12,804**

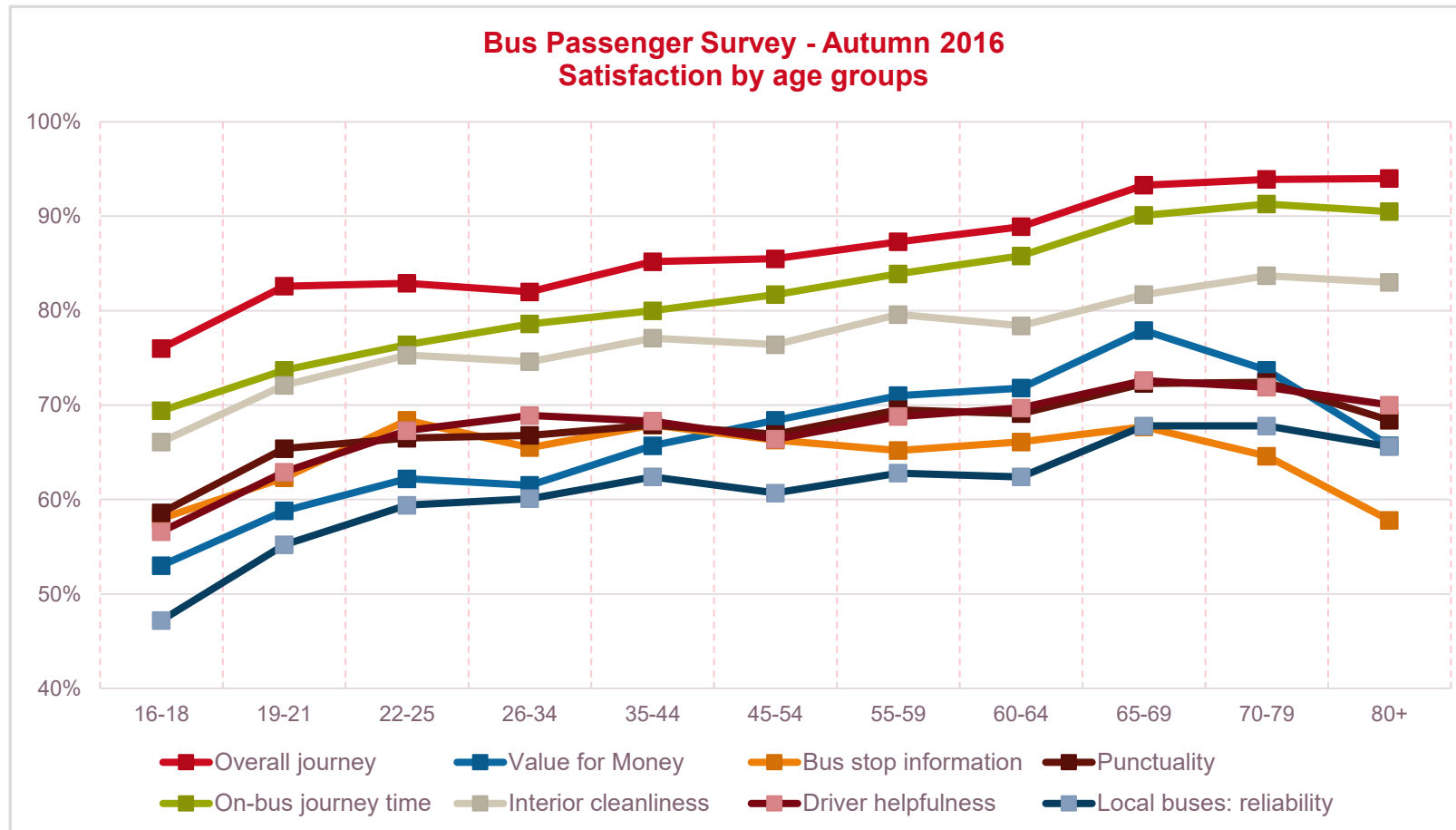
### How customers prioritise further areas for improvement

- 11<sup>th</sup> Journey time is reduced
- 12<sup>th</sup> Accurate and timely information available at stations
- 13<sup>th</sup> Well-maintained, clean toilet facilities on every train
- 14<sup>th</sup> Accurate and timely information provided on trains
- 15<sup>th</sup> Improved personal security on the train
- 16<sup>th</sup> Connections with other train services are always good
- 17<sup>th</sup> Good connections with other public transport at stations
- 18<sup>th</sup> Easier to buy the right ticket
- 19<sup>th</sup> Improved personal security at the station
- 20<sup>th</sup> Seating area on train is more comfortable
- 21<sup>st</sup> Stations maintained and cleaned to a high standard
- 22<sup>nd</sup> More room to stand comfortably on busy trains
- 23<sup>rd</sup> Train staff have a positive, helpful attitude
- 24<sup>th</sup> Station staff have a positive, helpful attitude
- 25<sup>th</sup> Free Wi-Fi available at the station
- 26<sup>th</sup> Sufficient space on train for passengers' luggage
- 27<sup>th</sup> More staff available at stations to help passengers
- 28<sup>th</sup> More staff available on trains to help passengers
- 29<sup>th</sup> Access from station entrance to boarding train is step-free
- 30<sup>th</sup> Easier to claim compensation when delayed
- 31<sup>st</sup> Better mobile phone signal on trains

Free Wi-Fi available on the train is the 3<sup>rd</sup> priority for improvement for 16 – 25 year olds

# Young people - Bus Passenger Survey context

Satisfaction is much lower for young people – especially key measures



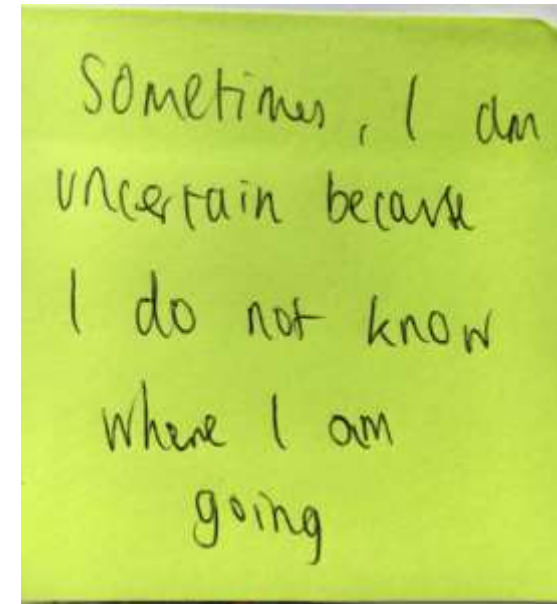


# Young people's experiences of bus travel

- Qualitative fieldwork with 64 participants
  - Tasked with taking a bus journey and recording details on an app
  - 8 face-to-face focus groups
  - 2 urban areas (Leeds/Solihull), 2 rural areas (Norwich/Shenfield)
  - Each area had one group of 14-16 year olds and one group of 17-19 year olds
  - Mix of school, college, university, working and others
- Quantitative survey of 1,000 14-19 year olds across England
- Topics covered:
  - Planning a journey
  - Views on transport options
  - How young people currently use buses
  - Views on existing bus services
  - How bus services can be made more attractive
  - Future bus use
- Fieldwork conducted February-March 2017

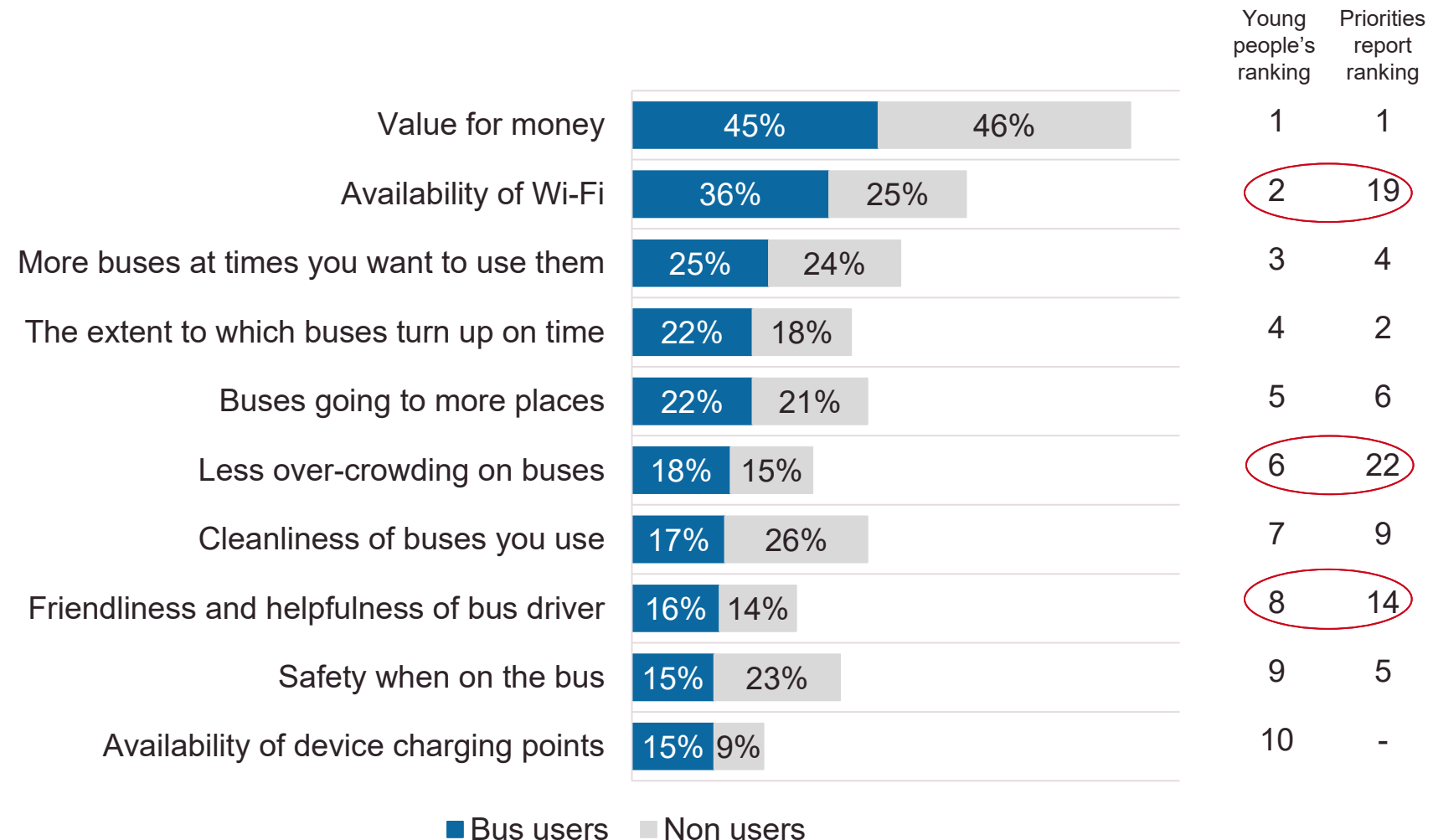
## Lack of confidence to 'get it right'

- This initial experience can impact on their enjoyment of the journey
- Concerns are focussed around the interaction with the driver
- Asking for a ticket/fare
  - Will the bus driver understand what I'm asking for?
  - Do I know where I am going?
- Paying for ticket/fare
  - Do I have enough money?
  - Do I have the right change?
  - Will my card/pass work?
- Finding somewhere to sit
  - How busy is it?
  - How noisy is it?
  - Do I feel comfortable sitting upstairs?
  - 'Randomers'



Sometimes, I am  
uncertain because  
I do not know  
where I am  
going

# Bus – young people’s priorities for improvement



# Key requirements for the bus (or rail?) industry

1. **Teach young people about how transport systems work**
  - Where to go and look & what to do. Effective communication channels
  - Make it simple to understand
2. **Build confidence around what to do**
  - Relieve anxieties
  - Don't assume they know what to do
3. **Design systems better**
  - Provide easy to find, centralised and streamlined information, visual map, detail on fares – with the ability to personalise
  - Minimal interaction needed, but make it more like other experiences, e.g. cinema, working easily on mobile with ticket purchase and activation
4. **Improve the journey experience – tackle perceptions**
  - Resolve issues with crowding/timekeeping – real time information at stop/on-board
  - At stops/on bus
  - Approachable drivers, information on-board
5. **Review fares for young people**
  - Consistent and logical fares for young people
  - How to find the 'best ticket' can I use my pass? – properly targeted promotions
  - Easy to find the cost, buy ticket and pay



# About Transport Focus

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- Robust evidence-based research and policy
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## **Rail passenger insights & young people's experience of bus travel**

Jordan Sargeant  
June/July 2018

# Thank you

**Jordan Sargeant, Stakeholder Manager**

jordan.sargeant@transportfocus.org.uk

0300 123 2143

transportfocus.org.uk

@transportfocus

## Questions?

**Luke Dixon**

bee friendly trust

The logo for the Bee Friendly Trust features the words "bee friendly trust" in a handwritten-style font. The word "friendly" is highlighted in a bright yellow color, while "bee" and "trust" are in black. A small, stylized bee icon is positioned above the letter "t" in "trust". A faint, dotted line forms a large, loose loop around the text, starting from the bottom left, curving under "friendly", and ending near the top right.





bee friendly trust 



bee friendly trust 





bee friendly trust 



bee friendly trust 





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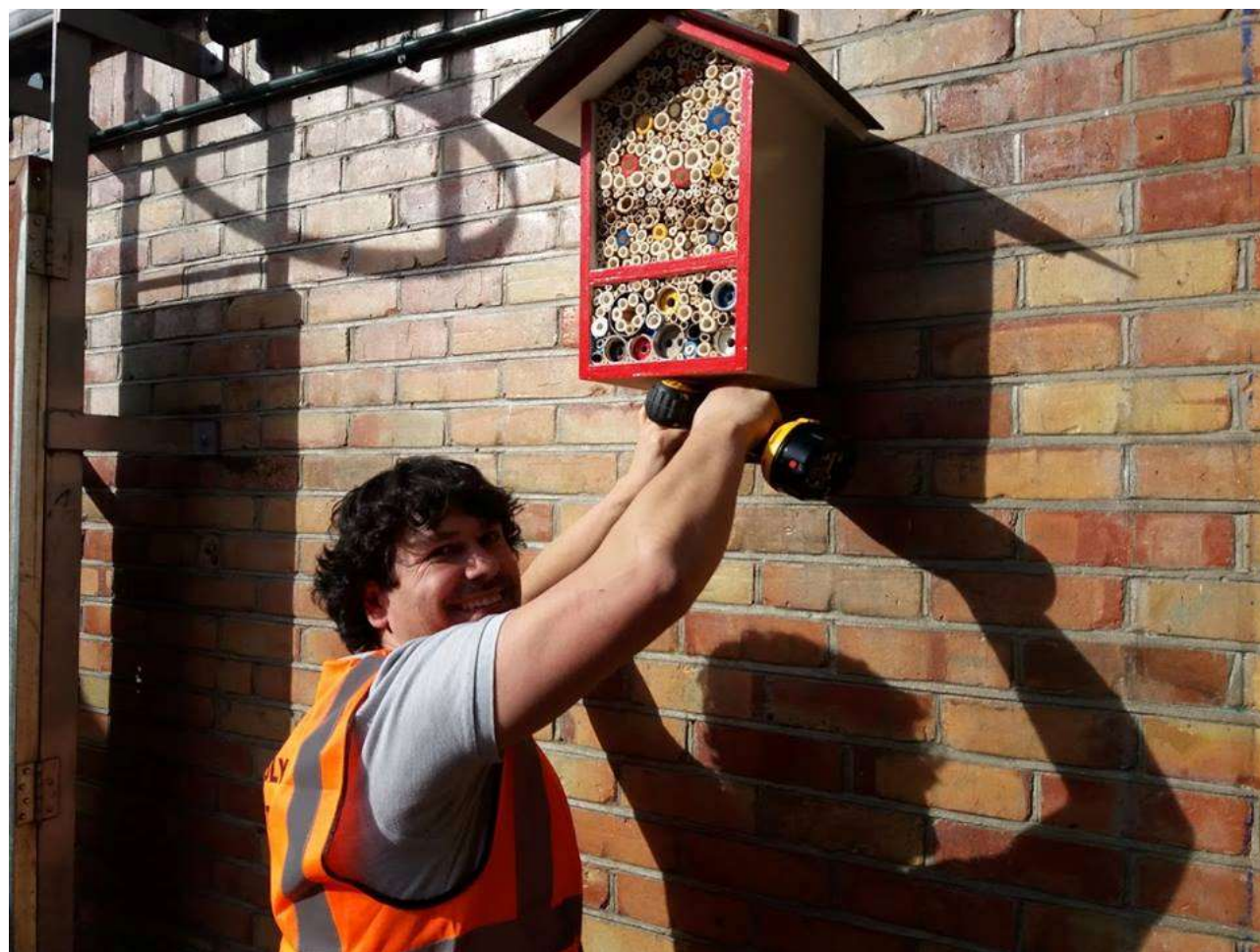
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bee friendly trust 



bee friendly trust 

# The Railway Heritage Trust

Andy Savage

Executive Director

# Formation of the Trust

- Network Rail © 1650 operational listed buildings and structures
- Network Rail © 100 ancient monuments
- Network Rail runs through some 17,000 conservation areas
- 1984 – Royal Society of the Arts conference on ‘The Future of Railway Heritage’
- Simon Jenkins (then a Director of BR) announced the formation of the Railway Heritage Trust



# Incorporation of the Trust

- April 1985 – Trust became operational
- Independent, registered, company
  - Limited by guarantee
- Supported by BR initially
- Now supported by
  - Network Rail; and the
  - Highways England (Historical Railways Estate)
    - formerly BRB(Residuary) Ltd

# The remit of the Trust

The conservation and enhancement of railway buildings and structures which are listed or scheduled, and are of special architectural or historical interest

To act as a catalyst between outside parties and owners on the conservation and alternative use of non-operational property, including the possible transfer of responsibility to local trusts or other interested organisations

# The scope of the Trust's work

- Listed buildings; or
- Listed structures; or
- Buildings and Structures in Conservation Areas; and
- Connected with the national railway system (Network Rail and Highways England (Historical Railways Estate))
- The Trust does not support projects on railways which are not owned by NR or HE(HRE).

# The extent of the Trust's work

- 1,670 Grants awarded in 33 years
- £54m value of grants awarded
- £74m value of external funding drawn in
- £128m value of non- Network Rail funded work carried out



# Specific RHT projects

# Frodsham

- Abandoned station building, Listed G2
  - Refurbished through Network Rail
  - Commercial businesses
    - Pet grooming and Hairdressing
  - £20,000 grant to Network Rail.



# Corrou

- Disused signal box, Listed Grade C
  - Restored through Network Rail
  - Bunkhouse linked to adjacent restaurant
  - £100,000 grant (no non- Network Rail contr'n)



# Littleborough

- Lancashire and Yorkshire station of 1839
- Local Historical and Archeological Societies leased and restored station
- Railway Heritage Trust support of £22k out of £52k cost





# Leamington Spa

- 1930s GWR station – fine art deco design
- Just over £200K in series of grants to restore rooms and provide heritage features



# Moorthorpe

- Swinton and Knottingley station of 1879
  - Leased as pub, allowed to fall derelict
  - Town council 20 year lease, restoration
  - RHT grant of £70k towards £425k cost



# Huddersfield

- Redundant water tower, in curtilage of G1 listing
- Restored as ACoRP office
- £55k grant for £345k project



# Fort Matilda

- Grade B listed Miller station
  - Restored as model railway club + community rooms
  - £15,000 grant of £60,000 project





# St Albans Signal Box

- Signalling museum
  - RHT grant of £35,000 towards £120,000 cost
  - Took nearly 30 years from closure to do
  - BUT – moving a box costs about £250,000



# Applying for grants

- Our processes are designed to be quick & simple
- We pay on completion – think bridging loans
- Early RHT commitment can free up other grant sources

BUT, REMEMBER

- It's not what your project is that gets you a grant, it's how your project meets the grant-giving body's objectives.

# Questions?



# Institution of Railway Operators

Jason Wade

IRO North East area Chairman



- About IRO
  - Its purpose, key facts , Board Members
- Corporate Members
  - Who they are , what they get out of it
- Education and Training
  - University level courses
  - Professional development and training

## IRO Vision

"To support the improvement in the quality of the railway operations workforce and help railway organisations succeed."



### 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 aims are underpinned by our commitment to deliver high quality services that offer value for money.

#### Aim 1:

- Assure the supply of suitable resources for members to use to continuously improve their professionalism at all stages of their career.
- Improve the quality of professional operators through standards management.

#### Aim 2:

- Helping railway organisations succeed & improve.

### 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](http://www.railwayoperators.co.uk/3yearplan) to find out more.

# Institution of Railway Operators

## -Key Facts

- Founded in 1999
- Has over 6,600 individual members
- Has over 35 corporate members
- Offers Degrees , Diplomas and Certificates in Railway Operations Management
- Sets and maintains professional standards
- Offers Continuing Professional Development to all members
- Runs over 50 local events per year through seven Area Councils
- Publishes **books** and articles
- Creates and curates the knowledge of operations
- Represents the profession in discussion with other bodies

# Our Board



**Alex Hynes**  
IRO Chair  
Managing Director  
ScotRail Alliance



**Jan Chaudhry-van der Velde**  
Managing Director  
West Midlands Trains



**Steve Cocliff**  
Managing Director  
VolkerRail



**David Franks FIRO**  
Chief Executive  
Iarnrod Eireann



**Ruud Haket**  
Interim Managing Director  
and Consultant  
Netherfield Partners LTD



**Mark Hopwood FIRO**  
Managing Director  
Great Western  
Railway



**Phil Hufton**  
Managing Director,  
England & Wales  
Network Rail



**Stewart Langridge AIRO**  
Mineral & Cargo  
Business Unit Director  
Saudi Railway Company



**Tim Shoveller FIRO**  
Managing Director  
Rail division,  
Stagecoach Group



**David Simpson FIRO**  
Production and  
Safety Director  
Caledonian Sleeper



**Howard Smith**  
Operations  
Director  
Crossrail



**Fiona Tordoff AIRO**  
CEO  
Institution of  
Railway Operators



# Our Corporate Members

ACRP  
Association of  
Chiltern Railways  
Partners

arriva rail london

ARRIVA  
The Rail  
Network

c2c  
Making travel simpler



Chilternrailways  
by arriva



crosscountry



Department  
for Transport

EAST MIDLANDS  
rail



Freightliner

GX  
GATWICK EXPRESS



Great Northern

greateranglia

GWR  
Great Western  
Railway



Hull Trains

Iarnród Éireann  
Irish Rail

Keolis amey  
SOT ALAN

Merseyrail  
More than just a journey



M  
MOTT  
MACDONALD

mtrcrossrail

NetworkRail

northern

QUINTIQ  
SOLVING THE WORLD'S PLANNING PUZZLES

Rail Delivery Group  
National Rail

RSSB

ScotRail  
Scotland's Railway

SLC Rail

SOUTH WEST TRAINS

southeastern

SOUTHERN

steer davis gleave

telent  
technology

ThamesLink

Tracsis

Translink

TRANSNET

TRANSPENNINE  
EXPRESS

Transport for  
Greater Manchester

Transport  
for London

VICTA  
VIRGINIA INTERNATIONAL  
TRANSPORT ASSOCIATION

Virgin  
trains

Virgin  
trains  
east coast

VolkerRail

West Midlands  
Railway  
Company

wsp

# Corporate Membership Benefits

- Being part of a strong, professional operations community
- Networking
- Brand exposure
- Free membership at Affiliate and Associate grades to any of your employees.

## Individual benefits:

- An online Continuous Professional Development (CPD) system that has been created for railway operators.
- A free industry mentor scheme with high quality railway operations professionals as mentors.
- Access to a free varied programme of local events including driving simulators, depot visits, leading industry speakers, company visits and social events.
- A free subscription to Rail Staff magazine.
- A free digital subscription to Rail Professional magazine.
- Access to a range of online and taught courses.
- Discount on books/e books.
- Free access to over 150 exciting and engaging e-learning modules with Litmos Heroes (this benefit expires in March 2019).

# Corporate Member Benefits 2

- Up to 2 free places at the Members' lunch each year – places need to be reserved.
- A dedicated page as part of the railway operators website which bears your company logo and acts as a portal for those interested in your company and links are provided to your careers page.
- Customised membership forms and posters
- Free to access to the IRO learn website that highlights fully archived valuable video resources of IRO Conference Programmes
- Free to view clips of conference talks, presentations and other valuable video resources, made available through IROtv. Taken from relevant industry events that the IRO has been involved in.
- Free posting of your career opportunities on the IRO jobsite, giving access to the best talent in the industry [www.jobs.railwayoperators.co.uk](http://www.jobs.railwayoperators.co.uk)

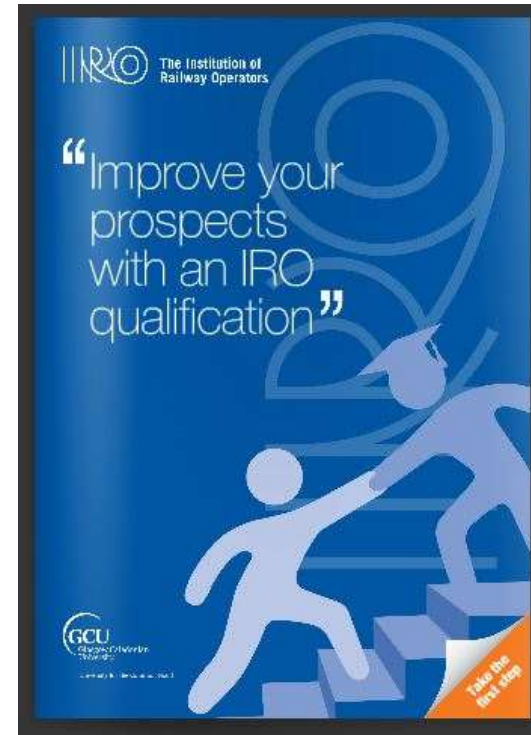




# Education and Training

# University Level Courses

- Three levels of course
- (+Masters in development)
- Part time, online
- IRO owns IP of railway content
- IRO runs 50 rail tutors
- IN UK is awarded by GCU and IRO
- In SA is awarded by UJ ,GCU and IRO



Some of our writers:



**Ben Rule**

Ops Director  
HS2



**Piers Connor**

rt'd Director, Capital Projects  
London Underground  
Bombardier Derby



**Stephen Grant**

rt'd Planning & Development  
Director  
Connex Rail UK Ltd

Public Member NR  
2008-2011



**Andrew Doherty**

Duty Control Manager  
Eurostar

Ops Manager & Safety and  
Standards Manager  
Railtrack West Coast

Our first South African graduation:





An intake for our UK university courses:



# Professional development and training

- To make sure everyone can access learning we offer a range of other resources-
  - Short courses
  - Online courses
  - Film archive
  - Conferences
  - Speakers and visits
  - Mentoring

# Professional Operator Development

We believe that people undertaking voluntary development should be recognised and so we are developing a scheme to give credit for different learning activities – including their employers own courses or work placements.

The recognition is given either by achieving a higher level of IRO Membership (there are 4) or by a nationally recognised qualification body such as a University or Vocational Awards body (like City and Guilds).

As no other universal model of Operations knowledge exists, some of our Corporate members have adopted this to use inside their organisation.



## Area Events





## Area Events



## Area Events

