

# Keith Winder

<b>Name</b>	Keith Winder
<b>Current Position</b>	Founding Partner
<b>Profession</b>	Railway Operator
<b>Years of Rail Experience</b>	47



## Professional Background

**Keith Winder** is a Senior Operations professional with proven ability to manage complex and diverse problems, and achieve results in demanding timescales. This experience has been gained in senior positions within the UK Railway industry where safety standards, quality and reliability of service are of paramount importance.

Together with Richard Phillips formed the consultancy partnership of Winder Phillips Associates which aims to provide clients with high quality rail operations advice and expertise. With a principal focus on achieving and maintaining step change in train service performance, projects cover all aspects of operations from safety approval and performance improvement, to organisational advice and change management.

Prior to this, Keith held a number of senior positions with British Rail including Area Manager Swansea, Area Manager Euston and Customer Service & Retail Manager for InterCity West Coast. Keith then joined Railtrack as Production Manager, Midland Zone before holding the post of Production Director at North West Trains.

## Key Skills

- ▶ Systematic and practical approach to problem solving
- ▶ Clarity of purpose in focusing on real issues and objectives
- ▶ Committed to the constant provision of the highest quality standards
- ▶ Man management and effective team building
- ▶ Innovative and creative in planning for future change

## Projects

### Interim Service Delivery Director, Northern Rail (2020)

A 12-month commission to lead the UK's second-largest TOC through change of franchise (to DOHL) on 1st March 2020, and to much improved safety and train performance, from the low point of November/ December 2019. Responsible for 4 Regional Directorates, 476 stations, 3,500 train crew, and the safety of operation of over 2,600 train services per day. The challenges of the COVID-19 pandemic were particularly severe for Northern, with training for

245 new drivers curtailed for 7 months, and a difficult resourcing position expected to last until 2022. Operational readiness planning for 6 timetable interventions, and mobilisation of two new train fleets. Interim commission closed on the appointment of a new position of Chief Operating Officer.

### **Interim Production Director, Arriva Trains Wales (2018)**

An 8 month commission to provide leadership, operational and technical capability in train service delivery to ATW. Covered Fleet and Depot management, Fleet contracts, operations, performance and safety management including TOC Control Office, and management of 960 train drivers. Included de-mobilisation of the Arriva franchise and mobilisation for the new Operator in October 2018.

### **Driver Safety Management, Various UK TOCs (2022/ 23)**

Review/ audit of the safety management arrangements for train drivers. Included comprehensive assessment of Depot & Driver Management organisation, systems & processes, assessment arrangements, incident review practice, investigation reporting, implementation of recommendations, and follow-up through Competence Development plans.

### **21st Century Operations Strategy, Network Rail (2019 onwards)**

Development (from scratch) of an Operations Strategy for Network Rail, widened subsequently to include the Train Operators and TOC Owning Groups.

### **Forward Review Assessments (1999 to 2008)**

Development and progression of annual national Performance Management Audits (Forward Review Assessments) for all Train Operators, Freight Operators, Railtrack Zones, Infrastructure Maintenance Companies and Rolling Stock Leasing Companies within the UK industry (in 9 of the 10 years to 2008), commissioned by National Task Force Operators Group and Association of Train Operating Companies (ATOC). Involved a critical assessment of each company's managerial arrangements, measured against agreed industry "best in class" criteria. Approximately 30 assessments per annum

### **Franchise/ Concession Bidding Support, Various UK TOCs**

Long range performance assessments and forecasts for franchise renewal and franchise re-negotiation including those for the successful bidders for Chilterns, South West Trains, Arriva Trains Wales, Northern Rail, and NX East Coast franchises.

### **Operational Delivery Reviews, Various UK TOCs**

A number of reviews undertaken on behalf of UK Train Operating Companies (TOCs) to assess the fitness for purpose of the operational delivery arrangements within the TOC, and the interface with the infrastructure provider and operator (Railtrack, subsequently Network Rail). Reviews have been stimulated either by poor/ declining train service performance or by forthcoming franchise bidding competitions.

### **Operator's Handbook (2012)**

Development and authorship (with WPA co-founder Richard Phillips) of a comprehensive Operators Handbook for a large TOC Owning Group, and ongoing support to the Group Senior Operations Management Training courses. Ownership of this 430-page publication, which gives managerial guidance on a wealth of rail operations subjects, has now passed to the UK Institution of Railway Operators as a vital educational resource for up-and-coming rail

operations managers within the industry, and is being used on Degree level, and Diploma courses, for students from railway undertakings across the globe. Now in its 3rd Edition.

## **Remedial Performance & Recovery Plans**

Support for, and development/ implementation of a Remedial Performance & Recovery Plans for TOCs in breach or default of their Franchise Agreements.

## **Service Recovery Code of Practice (2000 & subsequent iterations/ updates)**

Development of the Service Recovery Code of Practice for ATOC/Railtrack and roll out of principles and practice to all TOCs/Zones. This process was nominated by ATOC for an industry Excellence Award. WPA have been involved in development of the Approved Code of Practice subsequently, including the current iteration, and subsequent industry guidance.

## **Performance Management System (2004/25 & subsequent)**

Development of a comprehensive TOC Train Performance Management System, which was taken up by three Owning Groups responsible for 11 TOCs in total. Development and implementation of an Audit & Check regime formed part of this workstream. Similar Audit and Check protocols have been devised and piloted for another European administration, primarily to monitor, measure and improve their front line rail customer service delivery

## **Network Rail Independent Reporter from CP4 (2009 to 2023)**

Held the position of a Senior Reporter throughout this period working for ORR/NR auditing NR data and compliance with government requirements. Held a similar position with HS1 (London – Channel Tunnel High Speed Line), on behalf of the UK Rail Regulator. The Reporter role and audit responsibilities covered the following key areas:

- ▶ Performance
- ▶ Safety
- ▶ Network availability
- ▶ Infrastructure volumes
- ▶ Annual returns
- ▶ Bespoke investigations such as ITPS implementation

## **Formal Safety Inquiries (2001 to 2008)**

Independent Chairman for industry Formal Inquiries & Investigations. Following the creation of an independent Rail Accident Investigation Bureau (RAIB) in UK, the capability has been retained for non- RAIB investigations, and has been commissioned by UK TOCs, by the UK Rail Regulator, and by overseas administrations

## **Kuala Lumpur Central Station (2000/01)**

Operational mobilisation and emergency planning for the new Kuala Lumpur Central Station, Malaysia.

## **Singapore Metro (1999)**

Development of Control Office processes and procedures for a new, driverless Metro in Singapore.

## **Transnet Rail Freight, South Africa (2008 to 2010)**

Worked directly with the Regional Operations Executive Officer, and her team in TFR Central Region, to upskill operational, safety and performance staff, and deliver operational and performance improvements to a large and complex freight railway, focused particularly on intermodal traffic between Durban and Johannesburg.

## **Operational Readiness Assessments**

A number of critical assessments have been undertaken of the overall readiness for service launch of new railway services, new routes, and radical timetable changes, both in the UK and overseas. In a number of cases this has also required a thorough review and critique of operational & technical interfaces, operational rules, procedures, protocols, and contingency plans;

- ▶ Transpennine TOC (UK) (2013/4)
- ▶ South Island Line (East), Hong Kong (2016)
- ▶ Saudi Arabian Railways, North South High Speed Line (2016/7)
- ▶ East West Rail (UK) (2021)

## **Previous Positions Held**

- ▶ Senior Consultant; Transportation Consultants International (subsequently part of AEA Technology Rail 1998 - 1999)
- ▶ Production Director; North West Trains, Manchester (1997 - 1998)
- ▶ Zone Production Manager; Railtrack Midlands, Birmingham (1995 - 1997)
- ▶ Business Manager (London North West); InterCity West Coast Trains, British Rail (1994 - 1995)
- ▶ Customer Service and Retail Manager; InterCity West Coast, British Rail (1992 - 1994)
- ▶ Area Manager, London Euston; British Rail London Midland Region (1988 - 1992)
- ▶ Area Manager, Swansea; British Rail Western Region (1984 - 1988)
- ▶ Acting Area Manager, Dartford; British Rail Southern Region (1983 - 1984)
- ▶ Station Manager, Gravesend; British Rail Southern Region (1982 - 1983)
- ▶ Station Manager, Greenwich; British Rail Southern Region (1980 - 1981)
- ▶ Assistant Station Manager, Grove Park; British Rail Southern Region (1978 - 1980)
- ▶ Operations Management Trainee; British Rail Southern Region (1976 - 1978)

## **Qualifications and Professional Associations**

- ▶ BA (Hons) Business Studies; City of London
- ▶ Fellow of the Institution of Railway Operators (FIRO)
- ▶ Member of the Chartered Institute of Transport (MCIT)
- ▶ EFQM Accredited European Excellence Assessor