



Keith Winder

Current Position

Profession

Years of Rail Experience

Founding Partner

Rail Consultant

44



Professional Background

Keith Winder is a seasoned rail operator, whose considerable experience has been gained through senior positions within the UK Railway industry. As a former British Rail Area Manager, InterCity Customer Service & Retail Manager, InterCity Route Business Manager, Railtrack Zone Production Manager and TOC Operations Director, Keith has experience of senior management roles throughout the transition from public to private sector, and vertical integration to vertical separation, during which the focus on safety standards, quality and reliability of service has remained paramount. His deep understanding of the issues facing the industry has been further enhanced by a successful 'second career' in consultancy.

Keith formed the consultancy partnership of Winder Phillips Associates 20 years ago, which aims to provide clients with high quality rail operations and customer experience advice and expertise. With a principal focus on achieving and maintaining step change in train service performance, projects cover all aspects of operations and customer experience, from performance improvement to organisational advice and change management.

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 Trains (2020)

A commission to provide leadership, experience and stability to a TOC in considerable difficulty, both financially and operationally. Responsibilities included deployment of 2,800 train crew, and 400 station staff to deliver nearly 3,000 daily train services across the North of England.

Interim Production Director (Arriva Trains Wales) (2018)

An 8-month commission to provide leadership 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.

Programme Lead – NR 21st Century Operations Strategy (2019 onwards)

Irish Rail Customer Service Standards (2014 onwards)

A five year rolling commission to develop a comprehensive suite of Customer Service Standards, to provide support for implementation, and lead a repeating cycle of audits to ensure compliance, to embed arrangements and encourage a culture of continuous improvement in customer service and customer experience delivery.

Technical Advisor Team (Transport Scotland)

Support to Transport Scotland as part of the Scotrail and Sleeper Technical Advisor team. Undertook various tasks including assessment of bids covering operations, performance, fleet and industry partnerships.

Franchise Bidding Support (Various)

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.

Review of NR Strategic Business Plan (2007-2008)

Regulatory review of performance proposals in the NR Strategic Business Plan for CP4.

Formal Safety Inquiries (2001 to 2008)

Independent Chairman for industry Formal Inquiries & Investigations, both in the UK (for RSSB) and overseas.



Independent Reporter CP4 and CP5 (Network Rail)

Held the position of a Senior Reporter throughout CP4 working for ORR/NR auditing NR data and compliance with HLOS requirements covering the areas of performance, safety, network availability, infrastructure volumes and annual returns as well as bespoke investigations such as ITPS implementation. Keith was also part of the Independent Reporter team to HS1.

Performance Management System (2004 - 2010)

Development of a comprehensive TOC Train Performance Management System, which was taken up by three Owing Groups responsible for 11 TOCs in total. Development and implementation of an Audit & Check regime formed part of this workstream.

Remedial Performance Plan (2010)

Developed & implemented a Remedial Performance Plan for a TOC in default of its Franchise Agreement

Forward Review Assessments (Various)

Development and progression of annual national performance management reviews (Forward Review Assessments) for all Train Operators, Freight Operators, Railtrack Zones, IMCs and ROSCOs (in 9 of the 10 years to 2008), commissioned by National Task Force Operators Group and ATOC.

Operator's Handbook (Large TOC)

Development of a comprehensive Operators Handbook for a large TOC Owing Group, and ongoing support to the Group Senior Operations Management Training courses. The Handbook, now in its Third Edition, is now a primary education resource for undergraduates on the IRO degree-level education programme.

Service Recovery Code of Practice (ATOC)

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 ACOP subsequently, including the current iteration, SR 2009, and subsequent industry guidance.

Formal Safety Inquiries (Various)

Independent Chairman for industry Formal Inquiries & Investigations, both in the UK and overseas.

Operational Readiness Review (Saudi HS Line)

Review & assessment of operational readiness for launch of the North/South high speed line in Saudi Arabia.

South Island Line (East), Hong Kong

Review of operational readiness, and of operational rules & instructions, for start-up of services on a new fully automated (driverless) metro.

Operational, safety and performance support (Transnet Rail Freight)

Two-year commission to grow knowledge, understanding and competence in safety and operational management in the Central Region of Transnet Freight Rail, South Africa.

Previous Positions Held

- Senior Consultant; TCI (subsequently 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
- Fellow of the Institute of Railway Operators (FIRO)
- Member of the Chartered Institute of Transport (MCIT)
- EFQM Accredited European Excellence Assessor