



# Phil Dargue

<b>Current Position</b>	Partner
<b>Profession</b>	Rail Operations
<b>Years of Rail Experience</b>	40



## Professional Background

Phil Dargue is an experienced rail professional with considerable first-hand and consultancy experience and has been a partner in Winder Phillips Associates since 2006. Phil originally joined British Rail and spent 12 years gaining first-hand experience in managing rail operations and stations including managing traincrew, signallers and controllers. He held senior posts in Railtrack including safety and operational planning posts before being General manager on the east coast covering both operations and maintenance responsibilities. As a result, Phil has a very broad experience of working across all aspects of rail operations which he is able to bring to any consultancy role. He joined AEA Technology Rail in 2002 where he was latterly Head of Consultancy. Since joining WPA as a partner in 2006 he has worked on a wide variety of projects covering operations, stations and infrastructure management.

Phil has extensive experience of working with stakeholders and much of his project experience involves working with both senior industry figures and people responsible for day to day delivery and service planning, utilising the detailed rail system knowledge he has built up in over 40 years. He has been involved in a number of industry reform projects such as looking at the role of operations and setting out a series of steps to improve the way it is managed across the IM/Operator divide in place since 1994. He has also helped to develop the draft GBRTT performance plan. Phil has also extensive experience of working with ORR and DfT carrying out a number of projects for both. For example, he has been a member of the Network Rail Independent Reporter team since 2009 working on a broad range of remits.

## Key Skills

- Experience of working across the rail industry at both policy and delivery level
- A deep understanding of rail operations particularly performance, planning and safety
- Experience of GB planning systems and processes
- Deep understanding of cross industry working
- A strong background in regulatory/government issues
- Provision of independent advice based on knowledge and experience
- Experienced evaluator
- Ability to work across organisation boundaries

## Recent Projects

**GBRTT: Development of 10 Year Performance Plan:** Phil led the development of the performance initiatives for the medium term performance improvement plan working within an Arup team. These focused on how improved cross industry working can improve performance in line with the focus of the Williams/Shapp report. This involved wide industry consultation within the GBRTT team, Network Rail and operators to gather ideas and understand how GBR can break down existing barriers.

**Network Rail 2020/22: Performance Management:** Operational support to the Director Operations Strategy on the development of new approaches to train punctuality and performance management to provide a more detailed understanding of the operational performance of the network. One aspect of this work is looking at how the development of systems can improve the linkages between the train planning processes to day to day delivery. An example is using a detailed view of the network at both an operational and engineering level to enable engineering access to be planned on the same data set as the timetable. The work included developing a pilot for planning possessions and work sites on a GIS based network model to enable the planner to instantly see where possession limits will impact on train running.

**Assessor, ERMA Evaluation for DfT (2021/22):** Phil was an assessor for train operators for the autumn 2021 and summer 2022 round of evaluations, successfully working through the process. This gives him first hand experience of the process which utilised both his evaluation and technical skills. He has recently completed a review of an operators Good and Efficient Operator assessment.

**Senior Operations Advisor to Transport Scotland (TS): 2020/22:** Phil provided operational advice to Transport Scotland in its management of its train operators. This involved attending key meetings and providing constructive challenge to responses. This was been made more challenging through the impact of Covid and the use of EMAs and the less prescriptive regimes currently in place. The impact of COVID-19 on passenger numbers meant that a much more flexible approach to timetable production was been required and



this has created a number of pressures. Allied to this was the severe impact on driver training which is now a major constraint on service levels. His role has been to work with TS and Scotrail to develop pragmatic responses and to provide challenge to ensure robust solutions are implemented. Work included providing support to the EMA evaluation processes including the setting of relevant measures.

**Independent Reporter Team (2009-2023):** Phil has worked with both ORR and Network Rail on a broad range of mandates looking at the accuracy and effectiveness of a number of measures. He has been one of the senior reporters throughout this time utilising his broad experience and ability to work across organisations. These have covered performance, safety, maintenance and renewals volumes and a number of mandates looking specifically at network availability. The most recent mandates involved a review of Network Rail's Capacity Allocation Processes and an investigation into their occupational health processes.

**Support to EWR for their Track Access application (2018):** Phil led the WPA team that supported EWR in producing a timeline for the application for new access rights for the proposed service specification. EWR were concerned that the process could lead to other operators squeezing their ability to produce viable paths into key locations such as Milton Keynes. WPA were able to support them in discussions with ORR and set out a plan for specifying their requirements in advance of the appointment of an Operator.

**Industry Connected Leader Programme: 2020/23:** Provision of operational expertise to the Connected Leader development programme for senior industry managers from a broad range of companies. This included the design and delivery of the operations module for the recent first cohort of industry leaders. The programme requires Phil to lead workshops with very senior industry figures such as TOC managing directors and senior Network Rail directors, challenging them to explore difficult operational issues and how their decisions impact on other parts of the rail system. The focus is on improving cross industry co-operation to improve customer delivery

**Network Rail/RDG - Create Network Operating Strategy: 2020/21:** Phil was a primary lead in the research and development of a 10-year Network Operating Strategy to address multiple, complex network operating challenges within Network Rail. This led to the publication of the first edition in August 2020 along with the development of a series of action plans to support the rollout. Currently Phil is working on expanding the coverage to include train and freight operators. This required a major industry engagement exercise with TOC/FOC operations directors and some MDs as well as senior RDG figures. The final document was published in Summer 2021.

**Department for Transport TSGN: 2019-2020:** Pre-Project Phase Technical Advisor: Phil was a key member in the Arup team working on options for the future structure of UK's largest rail franchise. He led the Operations workstream looking at the traincrew and operational impacts of changes to the structure including the potential devolution of service groups to TfL. This required the review of traincrew route and traction knowledge, the existing link structures and the diagrams to understand how each option was likely to impact on both numbers of drivers and conductors and the impacts on service resilience. A similar exercise was done for the GTR fleet.

**Franchise/Concession Bid Support: 2006 – 2019:** Provision of support to various competition bids over this period including East Midlands, West Coast, Essex Thameside, Crossrail, London Overground, Northern as well as international competitions, most recently in Finland and Norway. In this time Phil has led the production of a number of different plans including performance, alliancing and partnerships and timetable planning.

#### Previous Positions Held

- Senior Consultant / Head of Consultancy; AEA Technology Rail (2002 - 2006)
- General Manager, North Eastern; Railtrack (2001 – 2002)
- Zone Production Manager, LNE Zone; Railtrack (2000 – 2001)
- Operational Planning Manager; Railtrack (1996 – 2000)
- Safety and Standards Manager, North West Zone; Railtrack (1994 – 1996)
- Signalling and Driver Manager, Regional Railways Central; British Rail (1992 – 1994)
- Operations and Traincrew Manager, Chilterns; British Rail (1990 – 1992)
- Assistant Operations Manager, South Humberside; British Rail (1989 – 1990)
- Passenger Services Manager, Nottingham; British Rail (1987 – 1989)
- Traffic Manager, Grantham; British Rail (1985 – 1987)
- Station Manager, Hull Paragon; British Rail (1983 – 1985)
- Graduate Trainee, British Rail (1982-1983)

#### Qualifications, Professional Associations, wider activities

- BA (hons) Politics, University of Nottingham
- MSc Transport and Distribution Management, University of Salford
- NEBOSH Diploma and Certificate
- EFQM Assessor, PerfEx Training (BQF training Provider)