



Keith Winder

Current Position

Partner

Profession

Railway Operator

Years of Rail Experience

40



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

Technical Advisor Team to Transport Scotland (2014)

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

Forward Review Assessments (1999 to 2008)

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.

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.

Operator's Handbook (2012)

Development of a comprehensive Operators Handbook for a large TOC Owning Group, and ongoing support to the Group Senior Operations Management Training courses.

Remedial Performance Plan (2010)

Development & implementation of a Remedial Performance Plan for a TOC in default of its Franchise Agreement.

Service Recovery Code of Practice (2000, iterations to 2009)

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.



Train Cleaning and Presentation Policy (2007)

Development and project implementation of Train Cleaning & Presentation Policy for a large TOC Owing Group.

Review of NR Strategic Business Plan (2007-2008)

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

Performance Management System (2004/5)

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.

Network Rail Independent Reporter CP4 and CP5 (2009 to 2015)

Held the position of a Senior Reporter throughout CP4 working for ORR/NR auditing NR data and compliance with HLOS requirements covering the following key areas:

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

Also part of the Independent Reporter team to HS1.

Formal Safety Inquiries (2001 to 2008)

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

Kuala Lumpur Central Station (2000)

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 (2008 to 2010)

Operational, safety and performance support to Transnet Freight Rail, South Africa.

Serco Dubai Metro (2013)

Review of safety management arrangements, Serco Dubai Metro.

Irish Rail (2014)

Customer Service Strategy, Irish Rail.

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