



# Richard Phillips

## Current Position

Partner

## Profession

Railway Operator

## Years of Rail Experience

44



## Professional Background

**Richard Phillips** is a Senior Operations professional with proven ability to manage complex and diverse operations to tight 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; and during wide-ranging consultancy support to UK and overseas rail businesses.

Together with Keith Winder, Richard formed the consultancy partnership of Winder Phillips Associates in 1999 which aims to provide clients with high quality rail operations advice and expertise. With a principal focus on achieving and maintaining step changes 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 Richard held a number of senior positions with British Rail including that of Director of Operations, Quality and Safety at Network South East. Richard then joined NSE South West and held the post of Production Director with South West Trains pre and post privatisation.

## 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
- Innovative and creative in planning for future change
- A commitment to continuous improvement and the spread of good practise

## Projects

### Review into Thameslink Tunnel Flooding (January 2015)

Review of the Govia and Network Rail response to flooding in Clerkenwell Tunnels that caused major disruption and resulted in significant damage to Thameslink rolling stock.

### London Overground Control and Command Review (February 2014)

Assessment of London Overground control and command arrangements against the emerging Network Rail Signalling strategy in order to identify and evaluate the available options and opportunities.

### Franchise Bidding Support (various)

Formulation and development of performance strategies and plans for a range of franchises and concessions. These have included development of operational performance narrative and plans for an ICWC franchise bidder. Development of the performance plan for a Crossrail concession bidder and input into a London Overground concession bidders plans. Input to East Coast and TPE franchise bid documents and contributions to the Red-Review of an Essex Thameside franchise bidder's performance and maintenance plans.

### Operator's Handbook (2011)

Editor of and major contributor to the Operator's Handbook produced by the Institution of Railway Operators. The aim was to provide collate and codify good practise advice and guidance for the benefit of operations practitioners.

### Passenger Information During Disruption (2010/11)

Review of national PIDD arrangements and subsequent development of the industry Passenger Information During Disruption (PIDD) code of practise and the associated Prioritised Planning guidance documents. Provided PIDD implementation support to the UK rail industry.



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**Stockholm Metro Operational Database (2009)**

Assessment of operational performance management processes in readiness for the implementation of a new Stockholm Metro operational database (Compass).

**Forward Review Assessments (1999 to 2007)**

Development and progression of UK railways annual national performance management reviews (Forward Review Assessments) which have included Train Operators, Network Rail Regions, IMCs and ROSCOs (ten successive years).

**Industry Service Recovery Plans (1999 to 2003)**

Development of the Service Recovery 2000 and 2003 initiatives, including facilitation of the SRA derogations and subsequent national roll-out and implementation.

**Operational Support to Taiwan High Speed Railway (1998 to 2006)**

Senior operations member of the independent Verification & Validation team for the Taiwan High Speed Railway project. This included continuous assessments of all critical operational activities at each phase of the project.

**Performance Management System (various)**

Development and introduction of systematic Performance Management Systems within TOCs (including the NX P-MIP and Virgin V-MIP processes).

**Formal Safety Inquiries (2000 to 2005)**

Independent Formal Inquiry & Investigation Chairman (for Rail Safety and the Rail Safety and Standards Board).

**Autumn Train Delivery (1998)**

Undertook a major investigation into the effects of autumn on Train Service Delivery (project NADIR), in conjunction with AEA Technology Rail.

**Route Performance Assessments - RADAR (2002/3)**

Undertook RADAR projects investigating performance changes on ECML and South Central, South West and South East, in conjunction with AEA Technology Rail.

**Operations advice for New Fleet Introduction (various dates)**

Provided Operations advice to the Independent Safety Assessors on Class 357, Class 220 Class 221 and Class 222 (MML and Hull Trains) introduction.

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**Previous Positions Held**

- Senior Consultant; AEA Technology Rail (1997 - 1999)
- Production Director; South West Trains Ltd (1994 - 1997)
- Director Operations Quality & Safety; Network SouthEast, British Rail (1993 - 1994)
- Total Quality Manager; Network SouthEast, British Rail (1992 - 1993)
- Quality Process Programme Manager; British Rail (1992 - 1992)
- Area & Production Operations Manager; British Rail (1988 - 1992)
- Various Roles; British Rail (1971 - 1988)

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**Qualifications and Professional Associations**

Fellow of the Institution of Railway Operators

Professional Training includes:

- Strategy Safety Management for Project Managers
- Rules and Regulations
- Financial Management and Internal Control
- Trading Workshops
- Media Training
- Coverdale Senior Management Courses
- Accident and Formal Inquiry learning programme
- EFQM European Excellence Assessor)