



Rebecca Freeman



Current Position
Profession

Partner
Rail Operations
Specialist

Years of Rail Experience

17

Professional Background

Rebecca Freeman is a Rail Operations Professional with an expertise in operational front line and project delivery. She has extensive operational experience having worked across the UK rail sector leading teams in Train Operating Companies. She has a wealth of experience of the operational planning of timetables and resource plans for new services, new timetables and new rolling stock fleets. She is experienced in the planning development, implementation and delivery of Operations and Workforce strategies, Operational Projects, Performance Improvement Plans, Operational Readiness Assurance and Performance and Access Regimes.

She has widespread experience working in a number of front line and customer facing environments and operational readiness projects. Rebecca has excellent communication and negotiation skills gained through working in multi-stakeholder environments.

Rebecca has been instrumental in the successful delivery of a number of multi-agency projects that have delivered key improvements for the wider rail industry including infrastructure and service improvement projects working with Network Rail and other key partners, She has also implemented a number of organisational changes working closely with key internal stakeholders on the significant change management programmes to ensure business continuity is maintained when transitioning to the new organisational structure.

Rebecca's career encompasses extensive experience in long distance, commuter and regional train service planning and operations.

Key Skills

- Experienced rail operational manager in service operator businesses.
- Collaborative leader skilled in creating clear operational and project strategies and objectives to achieve equitable outcomes.
- Experience in identifying, developing and implementing action plans to deliver performance and customer service benefits for the passenger.
- Proven ability to work with non-rail stakeholders to deliver key improvement programmes.
- Experienced in responding to and implementing DfT requirements.
- Excellent facilitation, presentation and chairing skills.

Recent Projects

West Midlands Trains 2020: Introduction of six successive emergency timetables as part of Rail Industry response to Covid 19 based on social distancing requirements, passenger demand and traincrew availability. Working with key stakeholders including DfT, WMRE and NR to deliver amended train plans considerably faster than usual industry timescales.

West Midlands Trains 2019 - 20: Led and delivered operational and train planning aspects of the HS2 programme to minimise the impact on WMT services including introduction of additional sidings at Camden.

West Midlands Trains 2019: Introduction of May 2019 timetable (TSR2), the biggest change to services on the West Coast and in the Birmingham New Street area for over 15 years and included significant changes to rolling stock usage, working practices and traincrew diagrams.

West Midlands Trains 2018: Electrification of Chase Line (Birmingham to Rugeley) and introduction of electric services on the route. Worked alongside Network Rail and their delivery partners to ensure that the electrification scheme on the Chase Line was delivered on time with minimal impact to customers travelling on the route. Also led the introduction of the 350 fleet on the route and subsequent cascade of the diesel units to other routes in the West Midlands area.



London Midland / West Midlands Trains 2016 - 2018: Acted as the key contact for Network Rail on the electrification of the Cross City route between Barnt Green and Bromsgrove. Led and coordinated the LM / WMT response on the project and the planned extension of Cross City train services to Bromsgrove, introduced in July 2018. Activities included the timetable alterations, delivery of traincrew training, customer communications and liaising with key stakeholders.

London Midland / West Midlands Trains 2016 - 2018: Led the introduction of the new passenger service between Leamington Spa and Coventry in April 2018 and the subsequent linking of the service with the Coventry to Nuneaton services. As part of the new service introduction collaborated with Network Rail and Warwickshire County Council on the specification, building and opening of the new station at Kenilworth.

London Midland / West Midlands Trains 2016 - 2018 Led the LM / WMT response to the impact of Birmingham New Street Area Resignalling Phases 4 & 5. Specified the amended train plans when access to the railway was limited, developed and delivered traincrew training plans, developed plans for amended fleet depot operations specified customer impact plans and developed the customer communication plan jointly with Network Rail.

London Midland 2016: Acted as key contact and TOC lead for the Stafford Alliance team for the Stafford Area Improvement Programme, a scheme which improved performance and reliability and enabled two additional trains per hour to run between London and the North West, speeding up journeys and improving reliability on the West Coast main line. Activities included specifying amended train plans during the project work, when access to the railway was limited, developing and delivering traincrew training plans, specifying customer impact plans and liaising with key stakeholders.

London Midland 2014 - 2016: Worked as the TOC operational lead alongside Network Rail, Transport for West Midlands, Warwickshire County Council and other key partners on the specification, building and opening of Coventry Arena and Bermuda Park stations on the Coventry to Nuneaton line.

London Midland 2013 – 2015: TOC lead on the Watford Area Renewals Programme working with Network Rail, Watford Borough Council and other key stakeholders on the multi-phase infrastructure improvement programme over a 2 year period. Activities included specifying amended train plans, developing and delivering traincrew training plans, specifying and delivering alternative transport and customer impact plans, liaising with key stakeholders and developing joint customer communication plans.

London Midland 2012: Led the delivery of the Station Staffing Change Programme for stations on the West Coast South, which involved a significant change of station opening times and changes to roles and responsibilities of station staff.

London Midland 2011 - 12: Accountable for the project management and delivery of a Traincrew Management Organisation change, including successful safety validation and consultation with the Trade Unions and the recruitment of 9 new management roles within the organisation.

Previous Positions Held

- Head of Train Planning, West Midlands Trains, 2018 - 2020
- Senior Operations Project Manager, London Midland / West Midlands Trains, 2013 - 2018
- Retail Manager West Coast, 2012 - 2013
- Traincrew Management Change Manager, London Midland, 2011 - 2012
- Head of Operational Delivery, National Express East Coast, 2008 - 2011
- Implementation Manager, National Express Ltd, 2007 - 2008
- Route Delivery Manager, Central Trains, 2006 - 2007
- Service Delivery Manager, Wessex Trains, 2004 - 2006
- Route Performance Manager, Wessex Trains, 2003 - 2004
- Graduate Trainee, National Express Group, 2001 - 2003

Qualifications, Professional Associations, wider activities

- Rules and Regulations including PTS
- Prince 2 – Practitioner
- NEBOSH National General Certificate
- Post Graduate Certificate in Management, University of Northampton
- Doctor of Philosophy (PhD), University of Birmingham
- BSc (Hons), University of Birmingham