



Rebecca Freeman

Current Position | Partner
Profession | Rail Operations Specialist
Years of Rail Experience | 21



Professional Background

Rebecca Freeman is a Rail Operations Professional with an expertise in operational front line and project delivery. She has extensive operational and customer service 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 for both traincrew and customer service teams, 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 operational 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
- Experienced in evaluation of Tender Responses and for DfT on EMA / ERMA / NRCs.
- Excellent facilitation, presentation and chairing skills.

Recent Projects

Independent Reporter, ORR/Network Rail (2023): Part of the Independent Reporter team working on a mandate relating to Network Capability. Identifying improvements and best practice in industry processes by auditing the processes, procedures and standards involved in these areas from a whole system perspective.

Operational Author, Light Rail System Bid (2022-2023): Worked as part of an international consortium producing a bid to design, build, maintain and operate a new light rail line. Lead author of Journey Simulation and Timetabling sections and supported on operational and customer service sections as required

Road Replacement Contract Tender, Author and Evaluator, CrossCountry (2022 – 2023): Worked as a subject matter expert (SME), to support to CrossCountry in the process of tendering its Road Replacement Contract for planned and emergency rail replacement and the taxi contract for moving traincrew around the network as required. Developed the Bidder Tender Response Document including completion of the requirements capture and development of the specification and key performance indicator's (KPI's). During the evaluation phase of tendering process acted as an evaluator and provided support for the commercial and contract negotiations during the appointment of the preferred supplier.

Interim Head of Operations, EWRCO. (2022): Covered the vacant Head of Operations role within the operations and customer service team at EWRCO, acting as the operational lead for the development and delivery of mobilisation plans for long lead items, including the Concept of Operations documentation, timetables and driver



recruitment and training for dynamic testing, trial running and trial operations from May 2024 and the introduction of passenger services on the route between Oxford and Milton Keynes in December 2024.

Engineering Access Strategy, HS1 (2022): Delivered and presented a report to identify the optimum engineering access strategy for delivering infrastructure works at 2 different locations on the HS1 route, taking into account the requirements of the different stakeholders on the route and the impact to the train service.

Lead Evaluator, ERMA Evaluation, DfT (2022): Worked as one of the evaluators during the ERMA evaluation process for 2 Train Operating Companies focusing on the criteria of Customer Experience. Delivered a report assessing and evaluating the evidence provided and collaborated with fellow evaluators to reach a consensus score. As the lead evaluator delivered a final report for each TOC incorporating the observations and feedback from the evaluators focussing on the area of Customer Experience.

Operational Support, National Rail Contract Technical Advisor Team, DfT (2021): Provided operational support to DfT as part of the Great Western Railways NRC Technical Advisor team. Undertaking various tasks including assessment of plans and costs covering operations, timetabling, performance and fleet.

Evaluator, EMA Evaluation, DfT (2021 – 2022): Worked as one of the evaluators during the EMA evaluation process for 2 Train Operating Companies focusing on the criteria of Operational Performance. Delivered a report assessing and evaluating the evidence provided and collaborated with fellow evaluators to reach a consensus on the score for the area of Operational Performance.

Engineering Access Strategy, HS1 (2021): Delivered a report reviewing the current Engineering Access strategy for the HS1 route working with NRHS and the affected Freight and Train Operators. As part of the review identified opportunities for improvements to the current strategy. Identified and presented optimum engineering access strategy for delivering high output ballast works that are due to take place on the route.

Operations Author, Annual Business Plan / ERMA, Greater Anglia (2021): Supported the development of the business plan for the Emergency Recovery Measures Agreement (ERMA) and Direct Award submissions authoring a number of the initiatives for the Operations, Performance and Fleet functions.

Operations Support, Station Staffing Requirements (2021): Provided operational support on review of proposed station staffing requirements for an international light metro system still under construction.

Operations Learning and Development, Network Rail (2021-Current): Work as part of a team developing scenario-based training for Graduate trainees and alumni in Network Rail. Delivering the train as part of a team of subject matter experts, offering insight and the opportunity for delegates to think through scenarios from the TOC and whole system perspective in a safe environment.

Operations Support, Technical Advisor Team, Transport Scotland (2021): Part of the Atkins TA team advising Transport Scotland on the specification of the service level commitment and the timetable for the new ScotRail franchise due to start in March 2022.

Operations Support, 'Project Operations Interface Specialist (POIS)', Network Rail (2021): Provided operational support on a project looking at the Project Operations Interface Specialist role including future training

Emergency Timetable Implementation as a result of Covid-19 (2020): Whilst working at West Midlands Trains as Head of Train Planning, introduced 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.

Introduction of TSR2 May 2019 Timetable (2019): As Head of Train Planning for West Midlands Trains led the 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.

Electrification of Chase Line and Introduction of Electric Services between Walsall and Rugeley Trent Valley (2018): Worked as the TOC lead and Project Manager for West Midlands Trains, 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.

Electrification of Cross City South and extension of Cross City services between Barnt Green and Bromsgrove (2016 – 2018): Acted as the key contact and operational lead for London Midland / West Midlands Trains working with 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.

New Station at Kenilworth and New Service Introduction between Leamington Spa and Coventry (2016 – 2018): Led the introduction of the new passenger service between Leamington Spa and Coventry in April 2018, for London Midland / West Midlands Trains, 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.

Birmingham New Street Area Resignalling Phases 4 & 5 (2016 – 2018) Led the London Midland / West Midlands Trains 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.

Stafford Area Improvement Programme (2016): Acted as key contact TOC lead and project manager for London Midland on 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.

New Station Development and Opening (2014 – 2016): Worked as the TOC operational lead for London Midland 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.

Watford Area Renewals Programme (2013 – 2015): Was the TOC lead and Project Manager for London Midland 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.

Station Staffing Change Programme (2012): Led the delivery of the Station Staffing Change Programme for London Midland 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.

Traincrew Management Organisation Change (2011 – 2012): Accountable for the project management and delivery of a Traincrew Management Organisation change for London Midland, including successful safety validation and consultation with the Trade Unions and the recruitment of 9 new management roles within the organization.

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

- 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