



JULIAN EDWARDS

Strategic thinker and leader

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A highly experienced board-level strategist with a visible and collaborative leadership style.

Julian is a commercial thinker with significant recent experience as a Managing Director of a complex operational organisation. He has also created value through business development and efficiency initiatives at group and operational level.

Julian is seeking collaborative opportunities in non-Executive roles, Strategic Advisory assignments, Board and Committee memberships, Company Facilitation, stakeholder management and mentoring and coaching.

Experience

Business Change Director – Abellio UK, January 2022 to June 2023

In this role, Julian steered two key new business opportunities for Abellio (Latterly Transport UK):

- The creation of capability within the organisation to become an aspirant applicant for OPEN ACCESS rail operation opportunities, with revenue, costs, fleet, operational and stakeholder management capabilities embedded in the organisation.
- The development and completion to launch of the www.transportworks.co.uk website. TransportWorks is Transport UK's new consultancy organisation, and the website captures the expertise capabilities and service offering of the consultancy team at Transport UK.

Managing Director, West Midlands Trains (Abellio) – January 2020 to December 2021

As Managing Director at West Midlands Trains (WMT), Julian steered the business throughout Covid-19, a period of huge business challenge, both contractually and operationally, providing visible leadership and up-skilling the top-team and "head-of" cohort in the organisation. Highlights of his leadership at WMT include:

- Refreshing the Executive Team, and instilling an excellence-in-people ethos for the "heads of" cohort in the company, which cascaded deep into the organisation.
- Finding a way to continue to train three-times the historical run rate of drivers to permanently rid WMT of a shortage of drivers inherited from previous operators. Traincrew cancellations at WMT have been eradicated resulting in better services for passengers and a happier traincrew workforce.

- Steering the company through the transition from its 2017 Franchise agreement to 2020 Emergency covid contracts and putting a flexible ethos into service offerings as demand changed throughout the pandemic.
- Improving WMT's position in the industry through a collaborative approach to key stakeholders and partners, including Network Rail, other train operators, Government agencies, both national and local/Mayoral.
- Making the role of MD much more visible to the organisation, communication became so important during covid, live coffee mornings, weekly updates along with specific Covid-19-related updates too.
- Steering, a significant gain in equality, inclusivity and diversity understanding in the business, resulting in accreditation and company awards.

(Julian stepped down as MD WMT in December 2021 after his wife was diagnosed with a terminal brain tumour).

Managing Director (interim) East Midlands Railway (Abellio) – July 2019 to January 2020

Julian was appointed interim MD at East Midlands Railway (EMR) when Abellio took over the franchise in August 2019. Julian was able to appoint the executive team and put in place early governance for the company after it changed group ownership at franchise commencement. In the interim role, key achievements include:

- A positive media launch for the company in the early days of the franchise.
- Board governance for the EMR board.
- Alliance relationships with key Region and Route management at Network Rail.
- Ensure senior management at EMR were fully apprised of the franchise plans, investments, branding and look and feel of the company going forward through a series of senior management briefings.
- EMR being tuned into the Abellio KPI reporting suite ensuring budgets were cascaded, reported-upon and ultimately met.
- Ensure a smooth handover to the permanent MD through a series of regular meetings in advance of his commencement in January 2020.

Other Roles, pre-2019

Development Director, Abellio UK (2015-2019)

Responsible for the key development opportunities in Rail for Abellio, winning East Midlands Railway, West Midlands Trains (with JRE and Mitsui), Scotrail and extensions to Greater Anglia (and Northern at the time). Participated in Transport for Wales's competitive dialogue bidding process in partnership with Carillion and Aecom.

Finance Director, Abellio UK (2011-2015)

Responsible for the total P&L, Balance-sheet and Cashflows of the UK arm of Abellio, and board member of each of the UK trading subsidiaries (Northern, MerseyRail, Greater Anglia, Abellio Bus, Scotrail). Consolidation of UK accounts (turnover £1.6bn, EBITDA >£50m) with regular reviews with Dutch owning group.

Finance Director London Midland (Govia) (2007-2011)

Finance Director Central Trains (National Express) (2004-2007)

Finance Director Wessex Trains (National Express) (2003-2004)

Financial Controller Wales & Borders Trains (National Express) (1999-2003)

Chief Accountant Bristol Studios, HTV West (1996-1999)

Management Accountant HTV Wales (1992-1996)

Qualifications

Associate Chartered Institute of Management Accountants (CIMA) 1994

BA(Hons) Business Studies (2-i) Bournemouth University 1992, which included a placement year based at HTV Cymru-Wales's production accounts function.

A Levels – Mathematics, Economics, Computer Science

AO level – Mathematics

O Levels – 9 in total

Interests

Gardening, Family time, crime novels, swimming and cycling, short breaks, brain-tumour research awareness and a fair-weather golfer.