



Anna-jane Hunter



Current Position	Partner
Profession	Rail Operations and Stakeholder specialist
Years of Rail Experience	16

Professional Background

Anna-jane Hunter is a Rail Operations Professional with an expertise in complex stakeholder relations. She has extensive operational experience having worked across the UK rail sector.

Having led teams in Network Rail, Train Operating Companies, and as part of multi-agency industry groups she has a wealth of experience. With her straightforward and collaborative approach, she has pragmatically followed a system engineering approach, focussing on the operational integration of new and old rail systems.

She is experienced in the development and implementation of Operations and workforce strategies, Performance Improvement Plans, Operational Readiness Assurance, Rail Industry Regulatory Contracts, Performance and Access Regimes, Alliance/Partnership Agreements.

She has widespread and hands on experience working in rail control centres and traffic management systems, operational integration and operational readiness projects. Anna-jane has excellent communication and authorship skills gained working in complex stakeholder environments and is able to convey understanding of rail system issues and complexities in a variety of mediums from senior meetings, to conferences and media coverage.

Anna-jane has been heavily involved in the successful franchise bids and mobilisations for Transpennine Express, South Western Railways and Avanti West Coast in addition to leading the operational strategy for First Groups' Rail Division. Her work has included working as part of international joint venture teams including both Trenitalia and MTR.

Key Skills

- Experienced rail operational manager in infrastructure and service operator businesses.
- Experienced in developing operational and performance strategies.
- Collaborative leader skilled in navigating complex stakeholder landscapes.
- Skilled in explaining complex rail concepts to non-rail stakeholders.
- Experienced in responding to and implementing DfT requirements.
- Excellent emotional intelligence and cultural awareness.
- Excellent facilitation, presentation and chairing skills.
- Experienced in working on international and overseas rail projects

Recent Projects

Independent Reporter 2022-23

Part of the Independent Reporter team working on two separate mandates: Network Capability and Network Capacity allocation. Identifying improvements and best practice in industry process by auditing the processes, procedures and standards involved in these areas.

Light rail system bid workstream lead 2022-23

Part of a complex international consortium producing a bid to design, build, maintain and operate a new light rail line. Lead author of Operations and Customer Experience sections and coordinating WPA input into other operational areas of the bid.

Driver management audit 2022-23

Audit of Driver management team in two UK rail operating companies covering safety, succession planning, new trains and other aspects of business planning. Deep dive into management procedures and processes to identify best practice and improvements around safety incident reporting, driver training and other key areas.



Station staffing proposition 2022

Audit of Customer Experience staffing strategy for onboard and stations for a new railway operation in the UK. Linking customer experience metrics to performance and other business outcomes in order to advise the client on presenting a compelling business case for investment in station and on board staffing arrangements.

EMA/EMRA Assessor 2022

Assessor for EMA and ERMA scorecards in Operations (performance) area. Working to clear assessment criteria, presenting objective appraisal of evidence provided by TOCs to demonstrate performance against the scorecard metrics.

Interim workstream lead 2021

Interim team lead developing the Operational Performance Incentives regime for the new Passenger Service Contract. Working with technical specialists to produce and communicate complex operational incentive regime strategy and mechanisms on behalf of the client with a view to replacing the existing arrangements. This role required Anna-jane to demonstrate an in depth knowledge of performance and contractual regimes in UK rail as well as leadership and complex stakeholder management skills.

Annual Business Plan development 2021

Developing and authoring the Collaboration section of the Annual Business Plan. Working with the client and Network Rail to develop compelling and value for money plans to improve joint delivery of rail services. This role required knowledge of Network Rail structures and procedures and navigating these to enable the client to present effective and compelling plans to DfT and their owning group.

Underground station staffing, light rail 2021

Reviewing proposed staffing arrangements for new underground stations. Ensuring operational and customer experience were suitably balanced with rigorous safety requirements in response to a robust challenge from the end client. Anna-jane undertook an international comparative study of staffing numbers and assessed this against the proposed arrangements for this new light rail system in the middle east. The case was then presented in order that the client could present a compelling bid to safely maintain planned staffing numbers without requiring further investment.

Operations Learning and Development 2020-current

Developing and delivering scenario-based training for Graduate trainees and alumni in Network Rail. Part of a team of experts with experience of working in multiple areas of the industry, offering insight and the opportunity for delegates to think through scenarios from the TOC perspective a safe environment.

Co-author, Network Operating Strategy 2020-2021

Delivering an extensive industry consultation process to support development of the Network Operating Strategy part 2 on behalf of the UK rail industry.

Control Centre Flexibility Study 2020

Supporting a review of control office flexibility and future strategy for managing complex and multiple incidents.

Network Rail, Director North of England Rail 2018-2020:

Co-ordinating and communicating independent expert review recommendations for May 18 timetable change. Founding and providing secretariat support to the North of England Railway Board (formerly Supervisory Board). Core member of Alliance/Partnership Boards for TPE and Northern, and a key voice in the region at the Transport for the North Rail North Committee and other important stakeholder meetings.

First Group 2012-2018

Various roles at TPE in resource management and operational delivery. This included the introduction of the new class 350 fleet, moving the control office into the integrated Rail Operating Centre (ROC) with NR and other TOCs, and mobilization the new TPE franchise, including franchise remapping, in 2016. Whilst at First Group the Head of Operations Strategy role involved supporting all FG TOCs in areas of operational strategy such as resource management and performance improvement as well as mobilizing the new South Western Railway franchise as project lead for the unprecedented 3 week partial closure of Waterloo station. Finally, as bid sponsor leading the development of the operations proposition for the successful Avanti west coast bid in partnership with Trenitalia.



For the past 5 years Anna-jane has regularly contributed to UK media coverage of rail industry issues as well as regularly participating at industry conferences as a speaker or panel discussion member.

In her spare time Anna-jane is a Magistrate on Merseyside and plays cricket for Liverpool Cricket Club ladies.

Previous Positions Held

- Director, North of England Rail, Network Rail (2018-2020)
- Head of Operations Strategy, First Group Rail Division, (2016-2018)
- Head of Resource Planning, TPE, 2012-2016
- Local Operations Manager Liverpool Lime Street area, Network Rail, 2010-2012
- Customer Manager (Cross Country), Network Rail, 2008-2010
- General Management Graduate Trainee, 2006-2007

Qualifications, Professional Associations, wider activities

- MBA (Global), University of Manchester.
- B.A (Hons), University of Nottingham.
- Fellow of the Chartered Institute of Logistics and Transport (FCILT). Board Member of CILT UK, Vice Chair Strategic Rail Policy Group.
- Chair, Women in Rail North West.