



*Welcome*



# *Welcome*



## *Craig Harrop*

Regional Director, North West



# Today's Agenda

- 1 Levelling-up & the year ahead – Nick Donovan
- 2 Performance and Modernisation – Tricia Williams
- 3 External speaker – Emma Degg
- 4 Going for Growth – Mark Powles
- **Panel discussion**
- 5 Regional update – Craig Harrop
- **11.50 - Coffee break**
- 6 Rolling stock and future services – Rob Warnes
- 7 Investing in skills – Lisa Leighton
- 8 A journey to a more accessible North – Maxine Myers
- 9 Wrap-up and close – Craig Harrop
- **13.30 - Lunch**



# Market Stalls



Central & West Stakeholder Team



Talent and Development



Economic and Social Value



Business and Partnerships



Transpennine Route Upgrade



Voice of the Customer



Digital Railway



Innovation Team





NORTHERN

***Nick Donovan***  
Managing Director





NORTHERN

***Tricia Williams***  
Chief Operating Officer

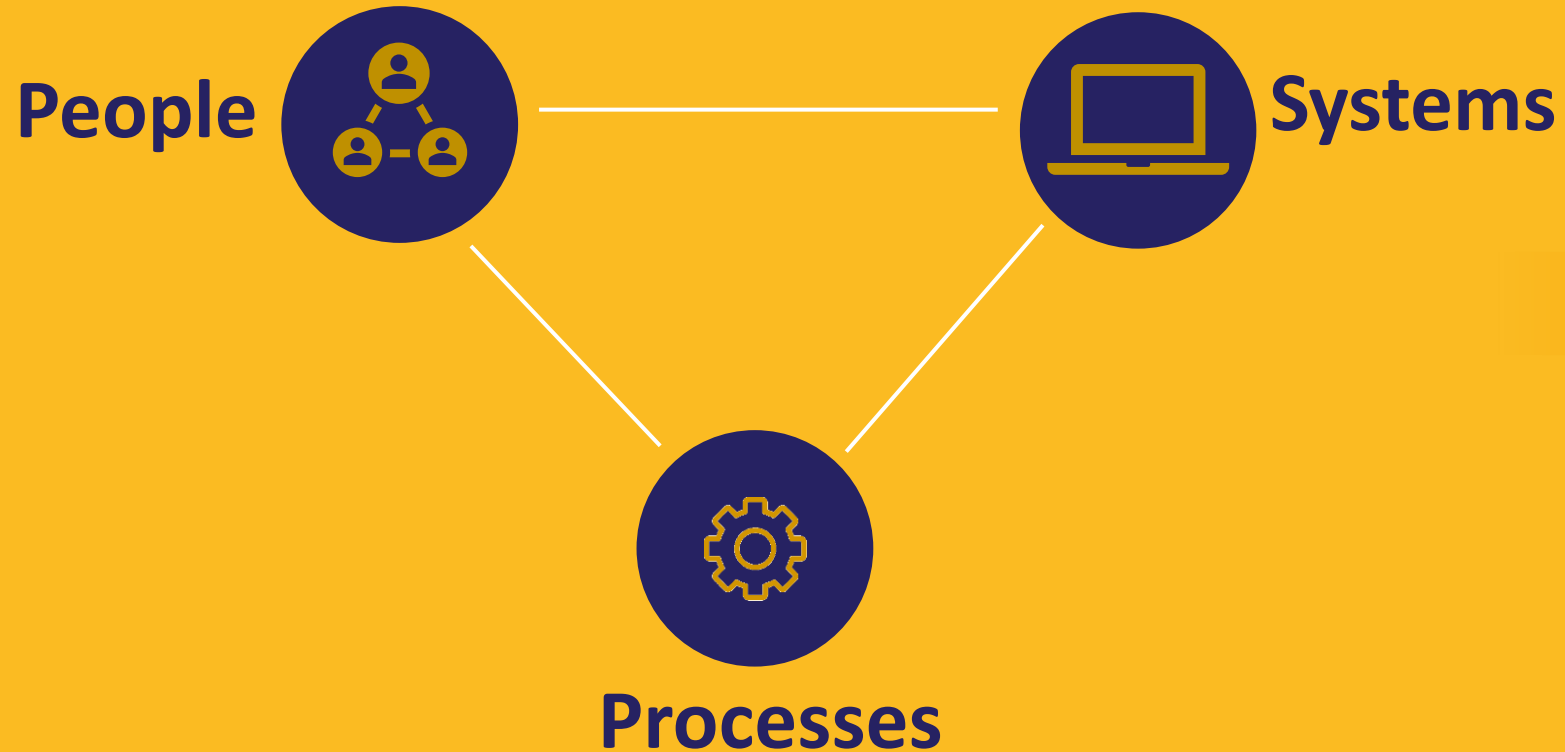
# *Performance challenges*

Train crew  
cancellations





# *Change and transformation*



# Engineering transformation & innovation

Power Car Bay at Neville Hill TrainCare Centre



Hull Botanic Gardens Training Centre



Rail Industry Award for Innovation





North West Business  
Leadership Team



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***Emma Degg***  
Chief Executive  
North West Business  
Leadership Team





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***Commercial  
& Customer  
Transformation***



# *Connecting People with Places*



# *Our Philosophy*



*Think  
National*



*Act  
Northern*



*Deliver  
Local*



# *The World of Customer & Commercial*

*Grow  
Revenue*

*Delight  
Customers*

*Protect  
Revenue*

*Transform  
stations &  
retailing*

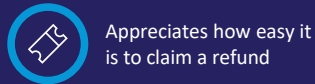
*Drive  
Digital  
Transformation*

# Single View of the Customer



Digital Dom

**Who:** Savvy Young Professional  
**Age:** 23 | **Salary:** 22k  
**Kids:** None



Appreciates how easy it is to claim a refund



5% of customer database

My life is pretty fast-paced – so I expect my train to keep up.



Student Steph

**Who:** Money-Conscious Student  
**Age:** 18 | **Salary:** PT min wage  
**Kids:** None



Appreciates good value for money



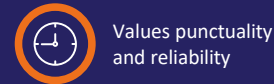
9% of customer database

Every penny counts as I look to make my way in the world.



Lively Lisha

**Who:** Punctual Go-Getter  
**Age:** 31 | **Salary:** 32k  
**Kids:** None



Values punctuality and reliability



19% of customer database

I like to stick to my routine – so it's a pain when things don't go to plan.



Family Man Frank

**Who:** Hard-Working Family Man  
**Age:** 37 | **Salary:** 40k  
**Kids:** Yes



Values punctuality and reliability



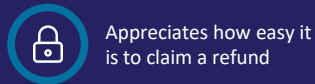
13% of customer database

Being timely for work is important, but family time is everything.



Go Getter Graham

**Who:** High-Earning Achiever  
**Age:** 44 | **Salary:** 45k  
**Kids:** None



Appreciates how easy it is to claim a refund



15% of customer database

I'm driven to succeed – always up for challenges and off on adventures.



Organised Orla

**Who:** Organised Senior Exec  
**Age:** 50 | **Salary:** 90k  
**Kids:** Yes



Values personal security on board



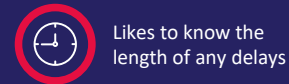
17% of customer database

I'm known for making plans and managing people – at work and at home.



Day Trip Diane

**Who:** Recently Retired Explorer  
**Age:** 66 | **Salary:** Pension  
**Kids:** Yes + grandkids



Likes to know the length of any delays



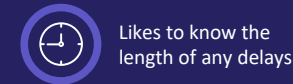
8% of customer database

It's a thrill to visit all these places I've always wanted to see.



Laid Back Lenny

**Who:** Easy-Going Grandfather  
**Age:** 62 | **Salary:** 26k  
**Kids:** None



Likes to know the length of any delays



5% of customer database

Happily still working but winding down towards an easy life.

Supporting better customer relationships and driving customer satisfaction

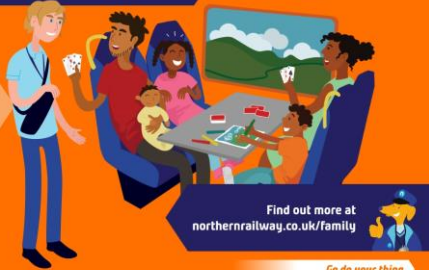




# Go Do Your Thing

Save with the new **Northern Family ticket.\***

Great value for the whole gang.



Find out more at [northernrailway.co.uk/family](http://northernrailway.co.uk/family)

Go do your thing

\*Families of up to 6 can travel on the ticket. Saving is only valid on single tickets. Maximum of two adults. On selected routes only. Must be bought up to 7 days in advance via the Northern app or website. Subject to availability.

Rake in the savings with the train.

Save 65% with **Advance train tickets.\***



Buy now

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Go do your thing

\*Northern Advance tickets on selected routes only and subject to availability. [northernrailway.co.uk/advance](http://northernrailway.co.uk/advance)

Ready, steady, ghoul!  
Winning starts now...



Save up to 75% on group travel in our winter sale.\*

When you travel in groups of 10+.



[northernrailway.co.uk/group-sale](http://northernrailway.co.uk/group-sale)

NORTHERN

Go do your thing

\*75% off available 29th Oct - 22nd Dec 2023. 10-22. Saving up to 75% off 10+ on 10+ seats. Group travel only. Maximum of 10 seats per group. Saving not available on direct routes. For full details visit [northernrailway.co.uk/group-sale](http://northernrailway.co.uk/group-sale)

For a better way into work...  
Try the train.

Save with a commute that suits you\*.



NORTHERN

Go do your thing

\*B&C apply. Lorem ipsum dolor sit amet, consectetur adipiscing elit.



# Precision Marketing



It's **Raining!**  
Take the train to **Leeds**

*Weather*

Trains from Blackburn to Manchester from **£4.00**

*Price*

There's a quieter train at **10.05am** – take the kids

*Time of Day*

Hidden gems in **Beverley**.  
Discover them by train

*Location*

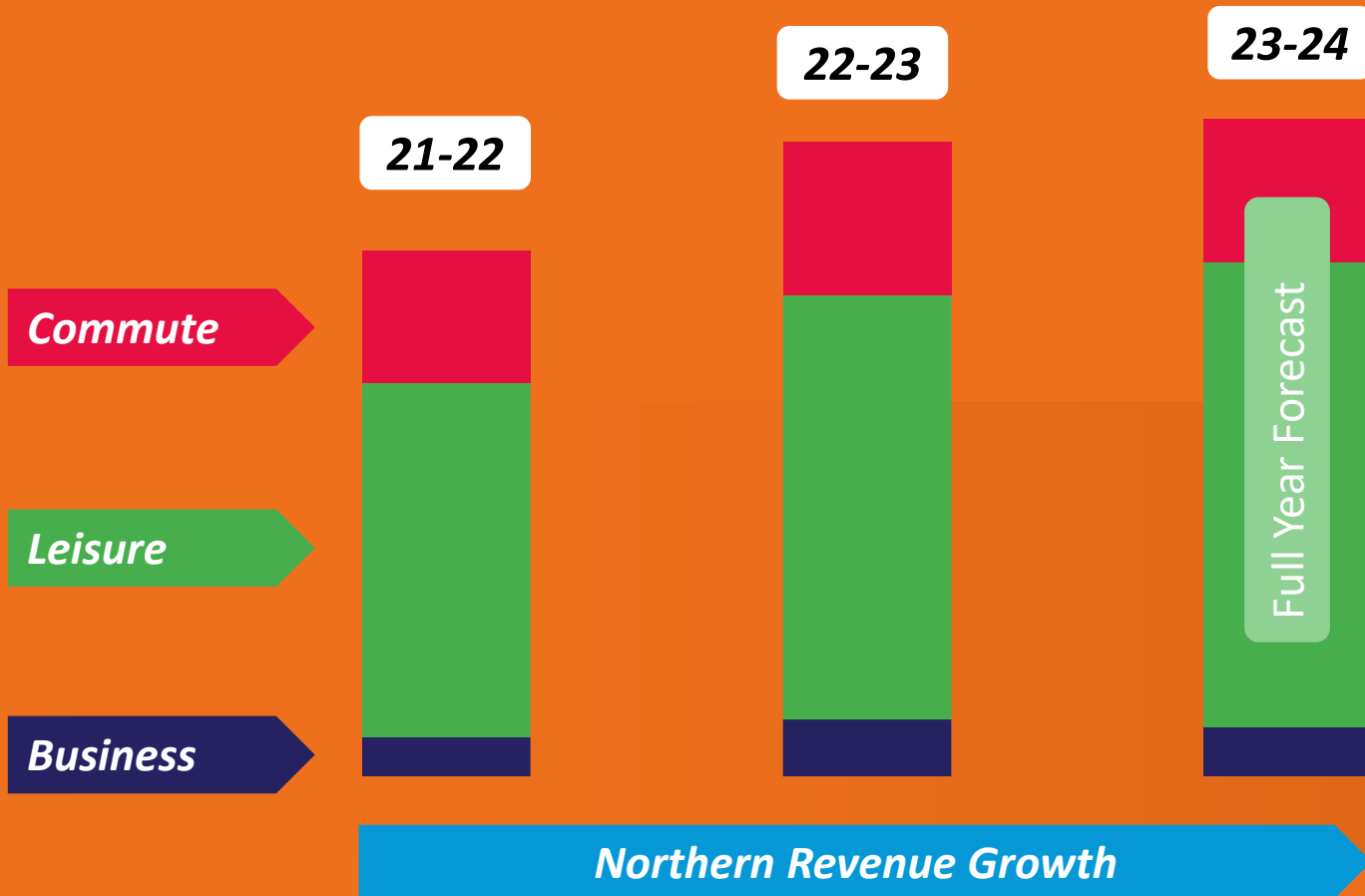
Commute to work **20 minutes** faster by train

*Time Saving*



# Moving Into Growth

## Revenue & Demand



70%

Proportion of Leisure journeys

35%

Advance tickets demand growth

140k

January Flash Sale tickets sold

20%

Increase in Education Seasons sold

6:1

Marketing Return on Investment



# Retail transformation

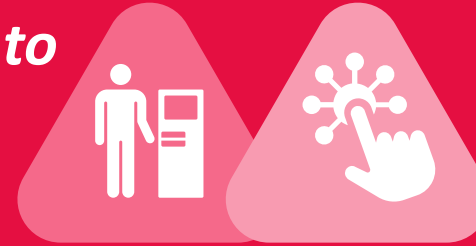


2018:  
**16%**



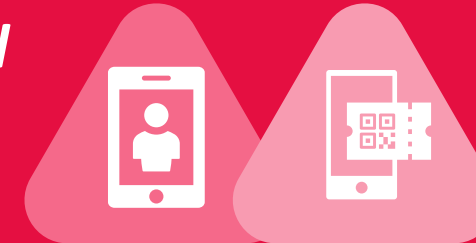
2024:  
**69%**

*Easier to  
use Ticket  
Machines*



*Remotely  
Supported  
Self Service*

*Stronger Digital  
Channel  
Retailing*



*New  
Digital  
Products*

*Off-station  
Retailing*



*Pay As  
You Go*

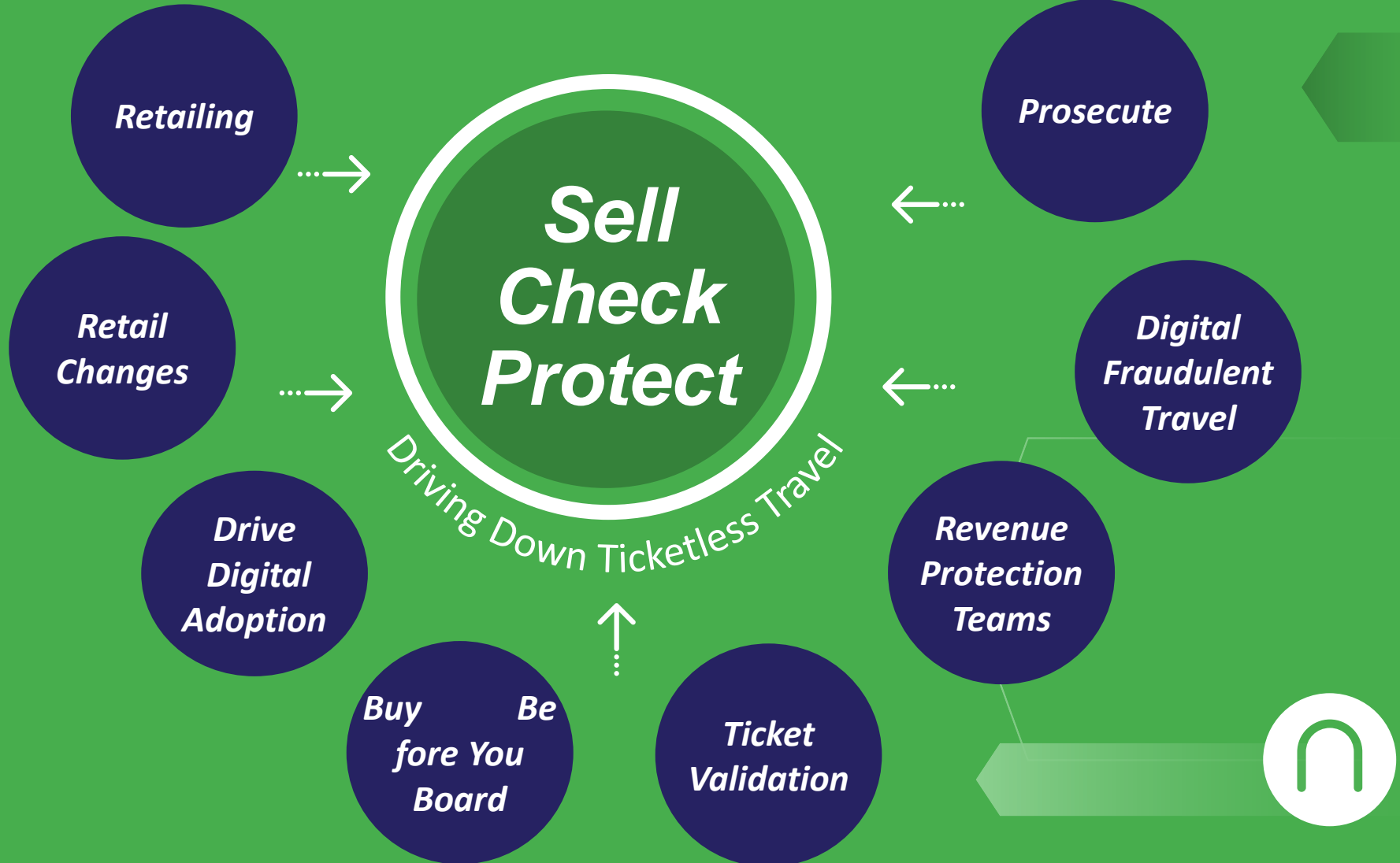


# Revenue Protection End to End Model

2019:  
**10%**



2023:  
**3.7%**



# Our Customer Experience Model



# *Customer priorities*

## The Big Eight

*Punctuality*

*Staff  
Presence*

*Reliability*

*Clean Trains  
& Stations*

*Crowding*

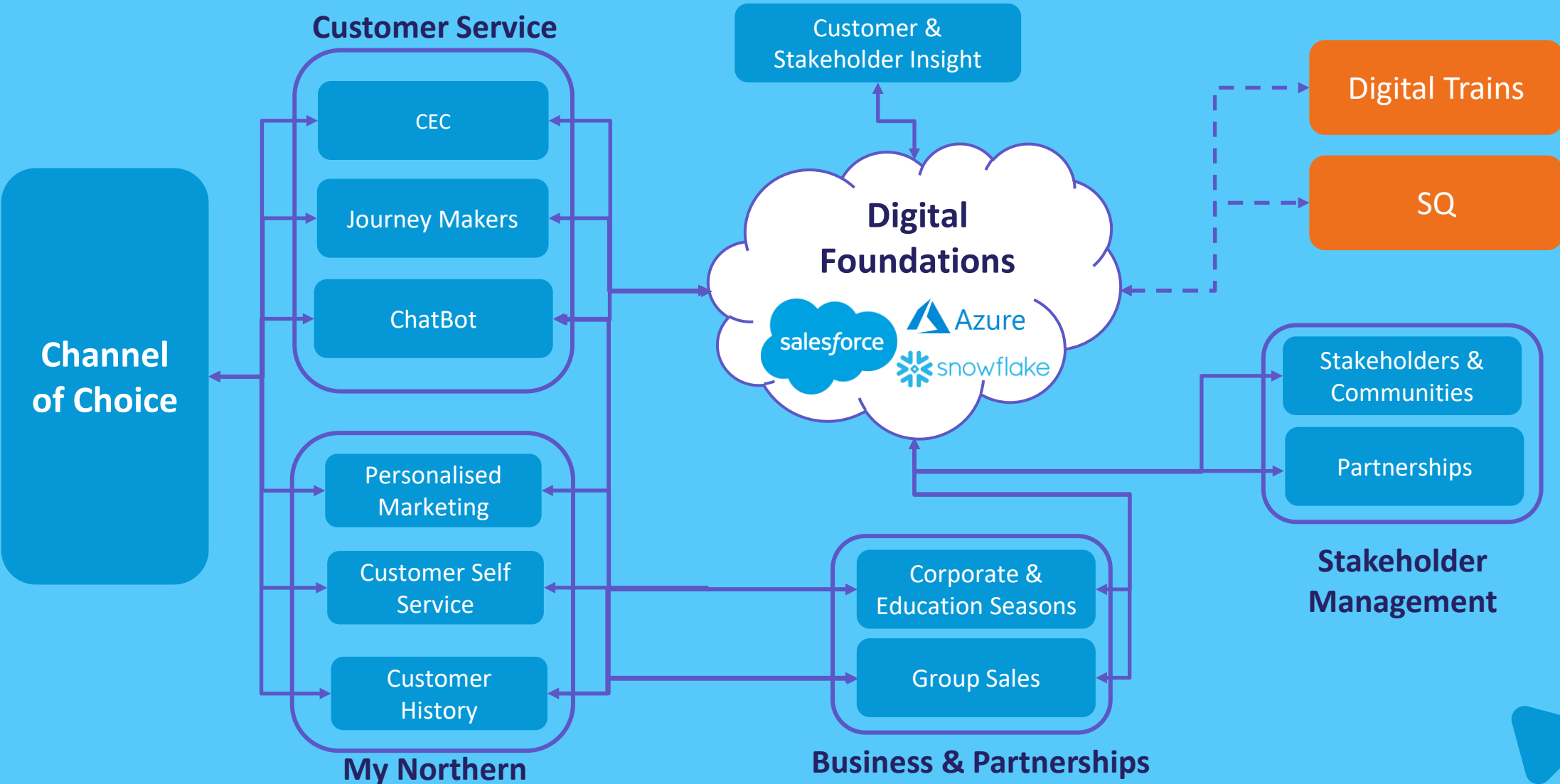
*Personal  
Security*

*Information  
in Disruption*

*Easy to Buy  
Ticketing*



# Digital transformation

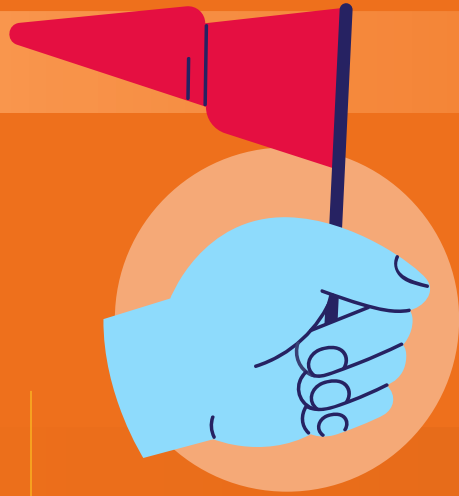




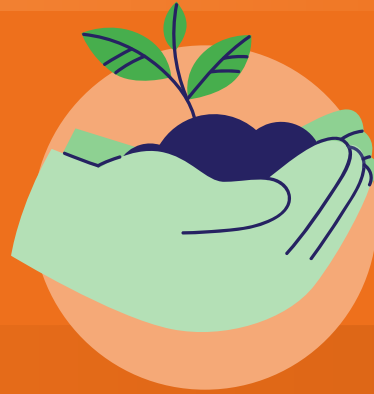
# *Station as a place*



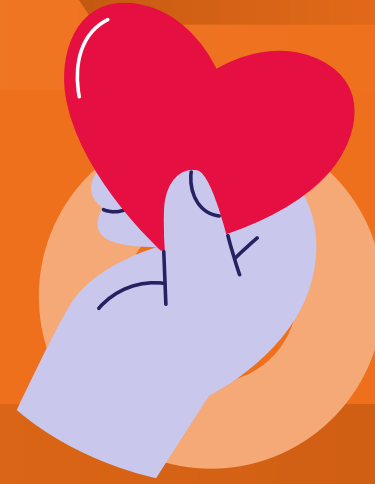
*Retail Transformation*



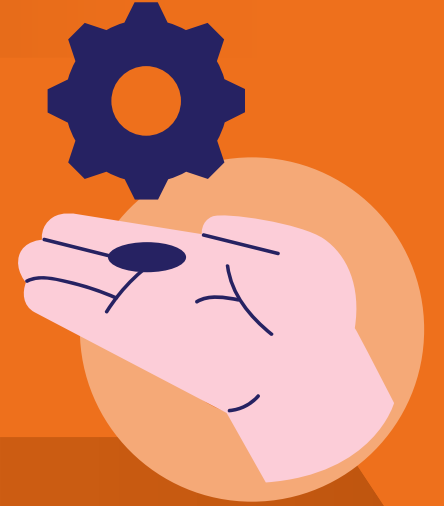
*Destination Station*



*Responsible & Sustainable*



*Supporting Our Communities*



*Accessible & Efficient*



# Prospectus



Stations as a Place Programme Prospectus

## Stations as a Place

**Unlocking station potential**  
Train services across the North of England play a general role in connecting communities to jobs, essential services and leisure opportunities. The stations that those services use represent unique opportunities for commercial enterprise, to be a place of community cohesion, provide connection and support local identity.

Stations are therefore places where people, resources and activities combine to create a sense of identity, purpose and value.

This prospectus describes opportunities for us to help the stations in the North of England realise their full potential. For them to become places of Northern pride and be generators of social, economic and commercial value.

**Stations as a Place Concept**  
The Stations as a Place concept is built around four pillars that reflect the changing nature of use of our stations and services. It has been developed to better utilise underused spaces in our stations and activate surrounding land and assets to:

- Improve the passenger experience
- Increase access (made by the local community (customer using rail services or not))
- Generate income
- Generate economic benefit for the wider community

The concept and anti-ramp programme is built around changing the way that we think and work with our stations. Through effective partnering on the concept we want to:

- Make sure our stations are in good condition
- Bring currently unused buildings, rooms, and spaces back into active use
- Create attractive investment and trading opportunities
- Improve connections with the local community

**Our programme pillars**

- Easier ticketing
- Destination station
- Supporting our Communities
- Changing how we do things

Stations as a Place Programme Prospectus

## Workshop station opportunities

Commercial	Community	Collaborative
<p><b>Commercial retail</b></p> <ul style="list-style-type: none"> <li>Rehabilitate vacant units to support employment or commercial uses</li> <li>Potential for retail, food and beverage uses</li> </ul>	<p><b>Spitting</b></p> <ul style="list-style-type: none"> <li>Secure capital/mobility hub (under construction)</li> <li>Community retail</li> <li>Community cafe/coffee shop</li> <li>Community facilities</li> <li>Repurpose vacant units for community meeting hubs or community skills workshops</li> <li>Pop-up hot desk hub</li> <li>Community recycling</li> <li>Located in underutilised space in car park 2</li> </ul>	<p><b>EV charging</b></p> <ul style="list-style-type: none"> <li>Provision of EV charging bays</li> <li>Shared mobility</li> <li>Mobility hub with:               <ul style="list-style-type: none"> <li>Car share</li> <li>Demand responsive transport</li> </ul> </li> <li>Benefits:               <ul style="list-style-type: none"> <li>Road discounts in return for activation</li> </ul> </li> </ul>

**Parcel lockers**  
Parcel lockers by main entrance in car park 1

**Activities**  
Activate the station forecourt in car park 1 to generate footfall - rotating programme of:

- Flood tracks
- Weekend antique craft / food market
- Farmer's market

Stations as a Place Programme Prospectus

## Stations as a Place process

**Stage 1** Current conditions

**Stage 2** Opportunities & constraints

**Stage 3** Shortlist opportunities

**Stage 4** Refine and prioritise

**Stage 1b: Station assets**

- Station buildings
- Station operations
- Additional features

**Stage 1c: Station context**

- Land use (>200m radius)
- Other transport (>500m radius)
- Pricing and funding alignment
- Local community

**Opportunities**

- Land use function
- Complementary strategies, pricing & incentives
- Customer profile and trends

**Constraints**

- Ticket gates
- State of repair
- Additional works needed

**In the station**

- Retail and commercial
- Other land use functions
- Community facilities

**Outside the station**

- Car park activation
- Facilities site mobility
- Community facilities
- Activate underdeveloped land
- Sustainable infrastructure

**Opportunity type**

- Maximise in-site spaces and services
- Maximise park use and other uses
- Collaborate with others

**Phasing**

- Short term/quick wins
- Medium term
- Long term

Stations as a Place Programme Prospectus

## St Helens Central station opportunities

Map showing station layout and various opportunity zones (1-6) and facilities (EV charging, recycling, etc.).



# Working in partnership



**+ all our Local Authority, Community and Supplier partners**



# Summary

*Insight  
Driven*

*Customer  
Obsessed*

*Value  
Led*

*Digitally  
Enabled*

*Partnership  
Driven*

*Bold &  
Ambitious*





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# *Panel Discussion*



# Panel discussion



**Nick Donovan**  
Managing  
Director



**Mark Powles**  
Commercial &  
Customer  
Director



**Rob Warnes**  
Strategic  
Development  
Director



**Emma Degg**  
Chief Executive





# *Regional update*

Craig Harrop, Regional Director



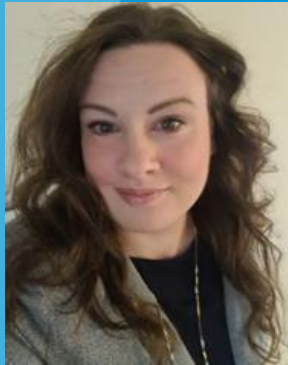
# Team update



Craig Harrop



Alberti Benson



Gail Torrance



Tim Owen

## Stakeholder & Community Team



Martin Keating



Simon Abbott



Owain Roberts



Rebecca Styles





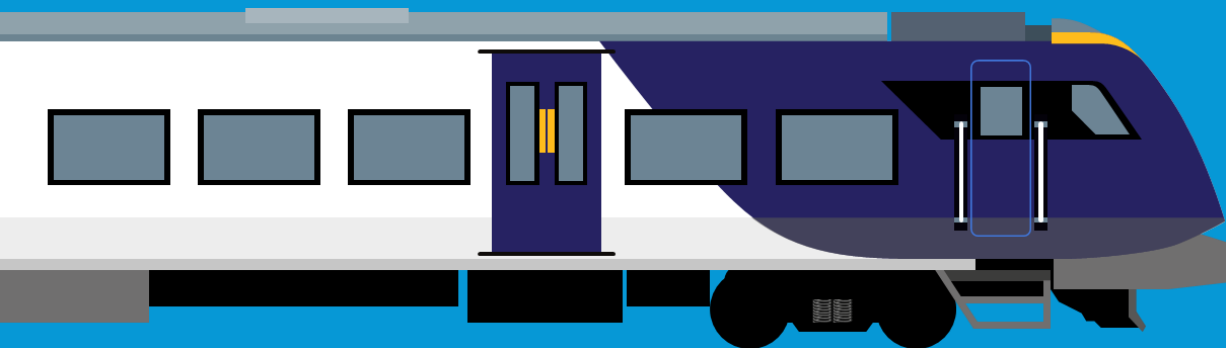
# Performance

Sickness  
absence

Skills &  
Sundays

Timetable &  
capacity

Seasonal  
resilience



# Station improvements

- Improved CIS, CCTV & accessible toilets
- Access for All schemes at Broad Green, Chorley, Daisy Hill & Irlam
- Lea Green – rebuilt station with accessibility improvements
- Supporting development work for
  - Eden Project North
  - New station at Cottam Parkway



**Trains from Blackpool North to Manchester Airport**  
**From £9.20**

**Trains from Leeds Train Station to Chester Train Station**  
**From £9.50**



**Explore the Cumbrian coast** from **£2.20\***  
 Explore for less when you book in advance.



**NORTHERN** Go do your thing

**Explore Cumbria all day by train.**  
 Hop on and off services all day with a Cumbria Day Ranger ticket.



**NORTHERN** Go do your thing

- ✔ Visit **Chester** for festive fun
- ✔ Buy Secret Santa

Save up to 60% with Advance tickets. \*T&Cs apply. Visit northernrailway.co.uk/advance

**NORTHERN** Go do your thing

- ✔ Visit **Blackpool** for festive fun
- ✔ Buy Secret Santa

Book early and save\*

**NORTHERN** Go do your thing

Save up to 60% with Advance tickets. \*T&Cs apply. Visit northernrailway.co.uk/advance

- ✔ Visit **Blackpool** for festive fun
- ✔ Buy Secret Santa

Save up to 60% with Advance tickets. \*T&Cs apply. Visit northernrailway.co.uk/advance

**NORTHERN** Go do your thing

**NORTHERN** 31 Oct 2023 · 📍  
 Happy Halloween! 🎃 🕸

What do you have planned this spooky season? 🗣️

**Happy Halloween!**

**Travel between Carlisle and Workington** from **£2.20\***  
 Explore for less when you book in advance.



**NORTHERN** Go do your thing

**Travel between Workington and Whitehaven** from **£1.60\***  
 Explore for less when you book in advance.



**NORTHERN** Go do your thing

\*T&Cs apply. Price shown is valid for a one way advance ticket from Carlisle to Workington. Off-peak only. Price correct as of July 2023 and is subject to availability. Visit northernrailway.co.uk/advance

\*T&Cs apply. Price shown is valid for a one way advance ticket from Workington to Whitehaven. Off-peak only. Price correct as of July 2023 and is subject to availability. Visit northernrailway.co.uk/advance

# Our work in communities



# Market Stalls



Central & West  
Stakeholder Team



Talent and  
Development



Economic and  
Social Value



Business and  
Partnerships



Transpennine  
Route Upgrade



Voice of the  
Customer



Digital Railway



Innovation Team





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***Rob Warnes***

Strategic Development  
Director

# Let's Celebrate



# Train fleet challenges



- Large and ageing fleet
- **11** different types
- **Two thirds** more than **30** years old
- Only **36%** of fleet currently electric
- Network only **24%** electrified
- **2050** Net Zero requirement

**c. 550 vehicles to be replaced by 2032**

**Plan to replace 83% of fleet by 2040**



# Ambition – our strategy



# *Technical specification*

Output based

Up to three units in multiple

Single common platform

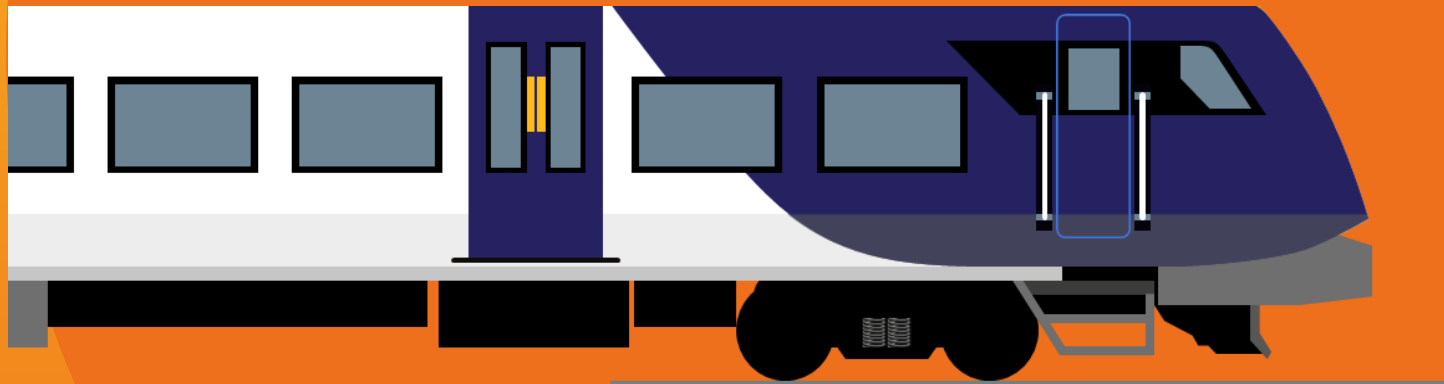
Decarb future-proofed

Intelligent train

Self power range 1,700 miles

100 mph capacity

Operation in -25 to +45 degree temps



# Insight & engagement

Customer  
insight

Design &  
mockups

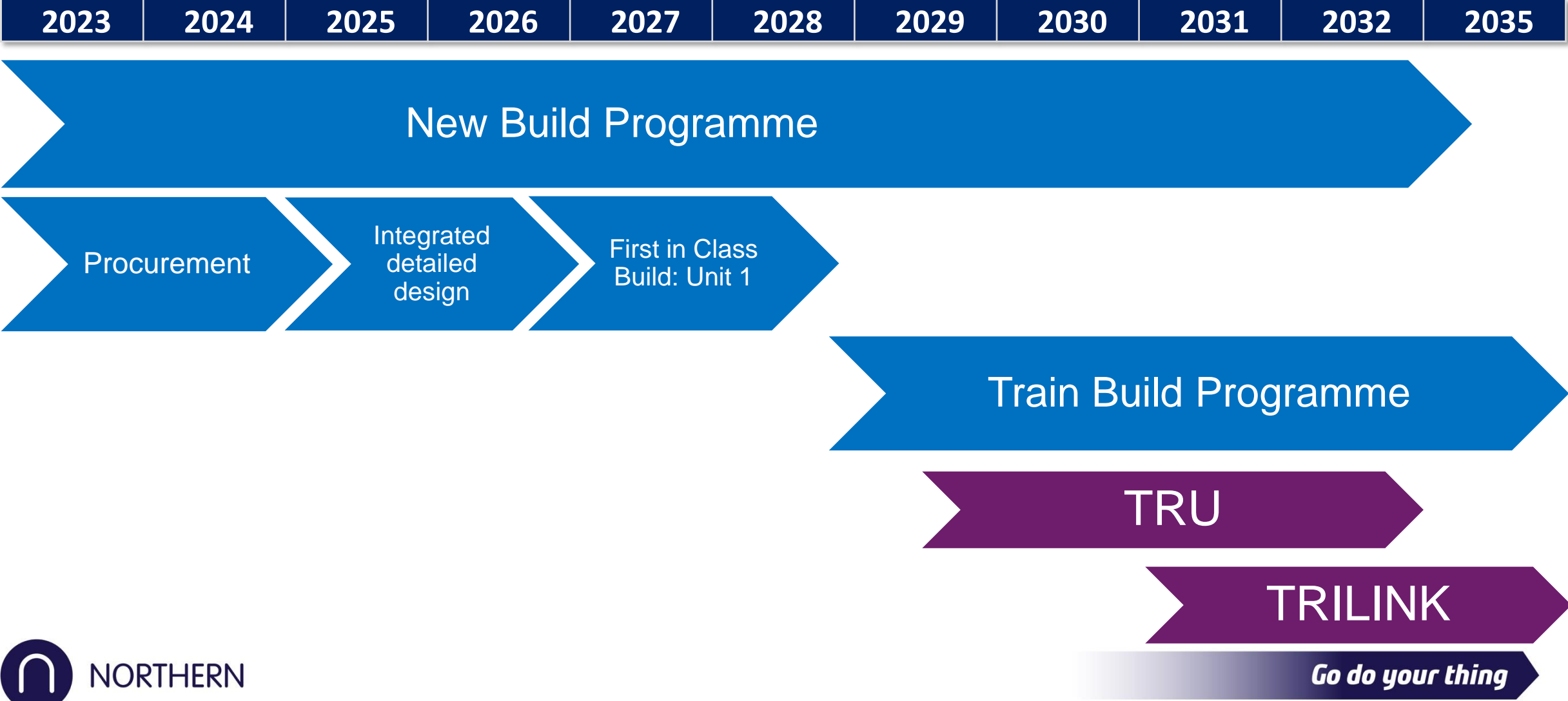
Ongoing  
engagement

Industry  
capability &  
research

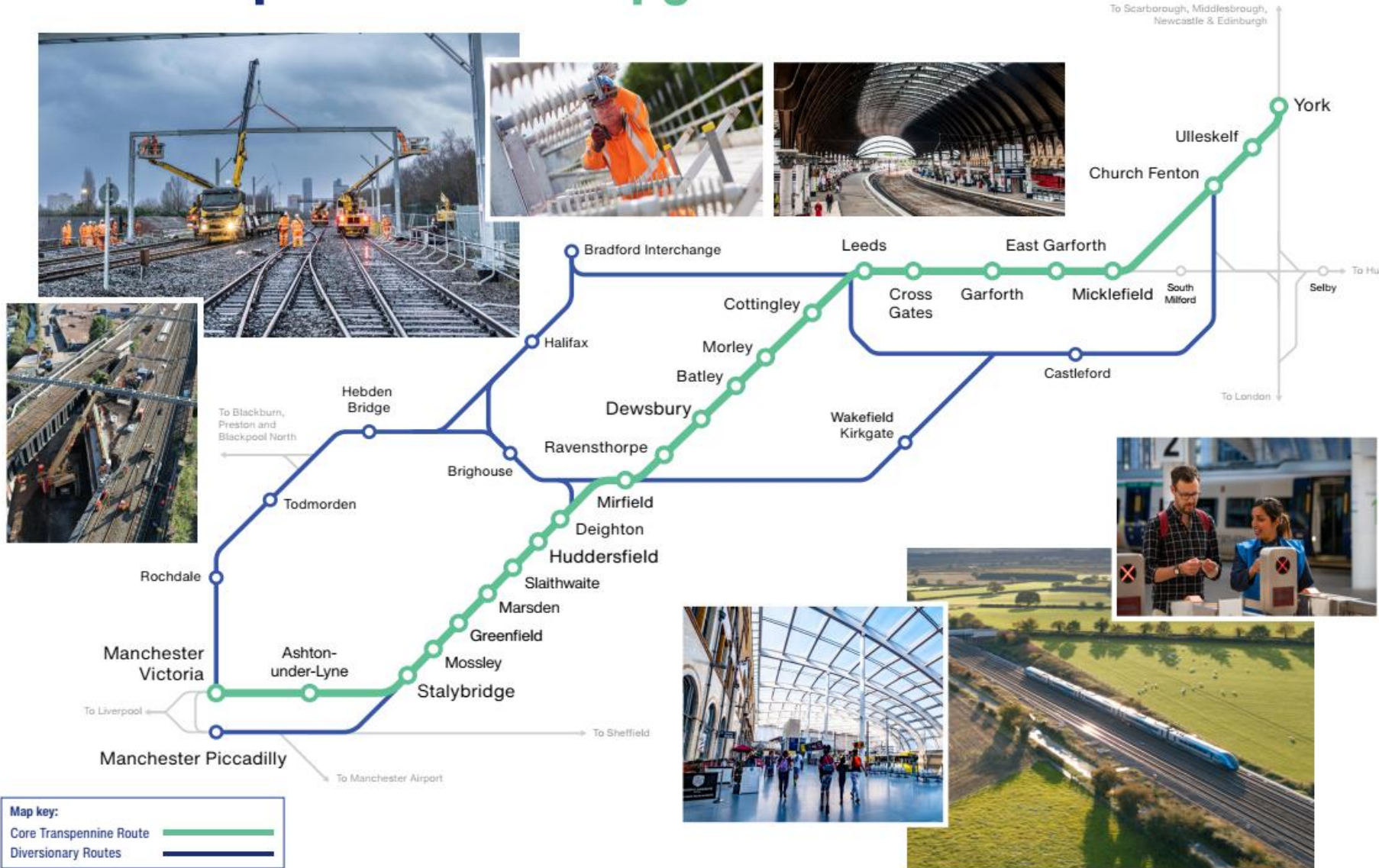
2022



# Timeline and progress



# The Transpennine Route Upgrade



**70 MILES OF RAILWAY LINE** 

**6 MILES OF TUNNELS** 

**DIGITAL SIGNALLING** 

**DOZENS OF BRIDGES & VIADUCTS** 

**23 STATIONS ON THE LINE**

**NEARLY 30 LEVEL CROSSINGS** 



**ELECTRIFY LINES FROM MANCHESTER TO YORK**




**QUICKER JOURNEYS WITH HIGHER LINE SPEEDS**



**ADDITIONAL TRACKS MEANING MORE TRAINS AND MORE SEATS**



**STATION UPGRADES INCLUDING ACCESSIBILITY IMPROVEMENTS**

**GREENER AND CLEANER TO IMPROVE AIR QUALITY** 

# Manchester Task Force - Blueprint



2500+



Signalling  
Equivalent Units

120+



S&C  
Units

250+ kms



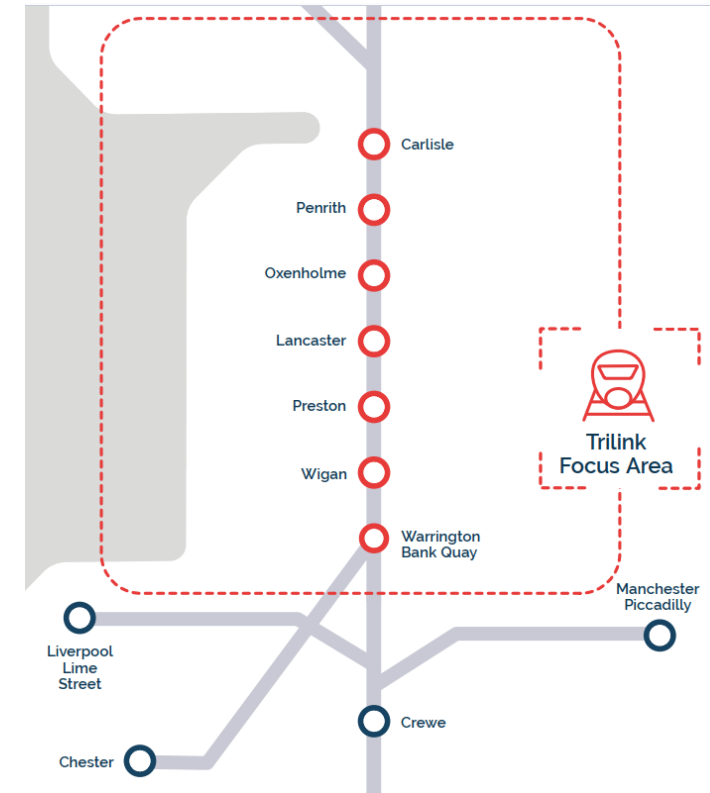
Overhead  
Line Equipment  
Re-wiring

250+ kms



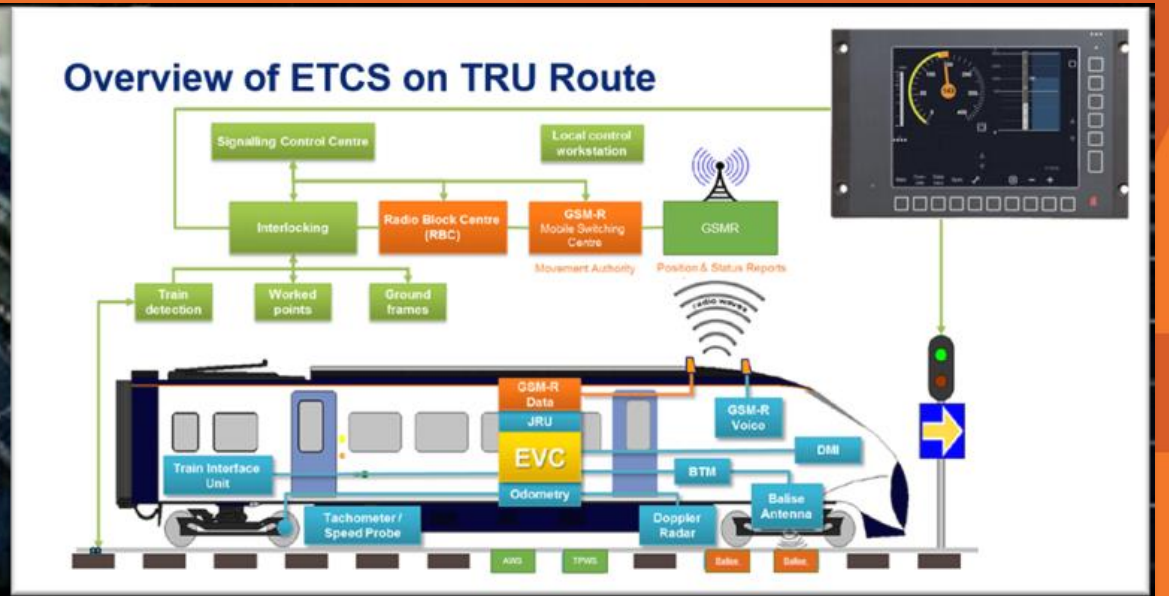
Along route  
track, civils and  
drainage works

**“An opportunity to renew differently”**



**Go do your thing**

# Modernisation of signalling (ETCS)





# Wider Network Developments

## Restoring Your Railway

1. Northumberland Line
2. Sheffield – Chesterfield via Beighton
3. Don Valley
4. Stoke – Leek



## Other Developments

1. ECML North
2. Teesside Enhancements
3. Leeds Station Capacity
4. Sheffield Capacity
5. New Stations
6. many more.....

.....and “Network North”

# Investment in the North's Railways

TRU

Trilink

MTF

RSS

RYR

Leeds



Biggest investment  
in the North's  
railways ever!



Network Rail



Department  
for Transport



TRANSPORT FOR THE  
NORTH

*Questions?*



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***Lisa Leighton***  
People Director



# *Employment and skills development for the North*



# Enabling our people to go do their thing



***... building a place where people can perform at their best and be THE BEST***



**Develop an Inclusive workplace**

- A truly inclusive culture that is fully embedded
- A strategic workforce plan that delivers skills & capabilities for the future
- Clear and visible career paths from frontline to leadership
- Training transformation that creates development opportunities for everyone



# .... and where everyone's welcome into the rail family

11%

Retail

5%

Transportation

8%

Civil Service

7%

Other TOC /  
FOC

6%

Education

5%

Healthcare

4%

Distribution

4%

Trade

21%

Science & Research | Food & Beverage | Hospitality | Production |  
Manufacturing | Engineering | Travel | Fire & Rescue |  
Entertainment | Telecoms | Aviation | Construction | Consultancy |  
Finance | Insurance | First Job | Unemployed





# *We're creating multiple routes into rail and Northern....*

## *Early careers*

- Apprenticeships
- Graduates
- Year in industry
- Work experience
- Degree apprenticeship



## *Direct entry*

- Northern Careers site
- LinkedIn and Job Boards
- Referrals
- Employability and community schemes

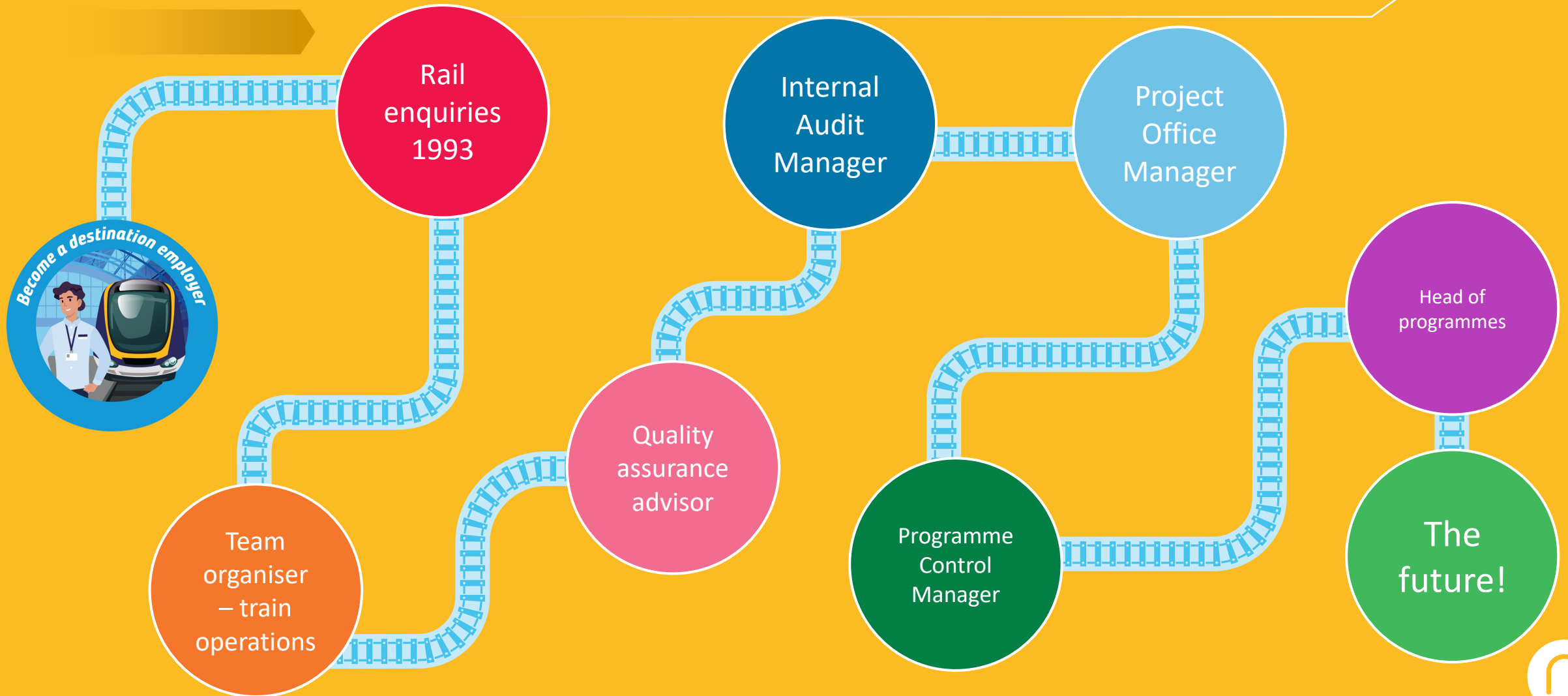


## *Industry secondments*

- Other train operators
- GBRTT
- Network Rail
- Talent transfers

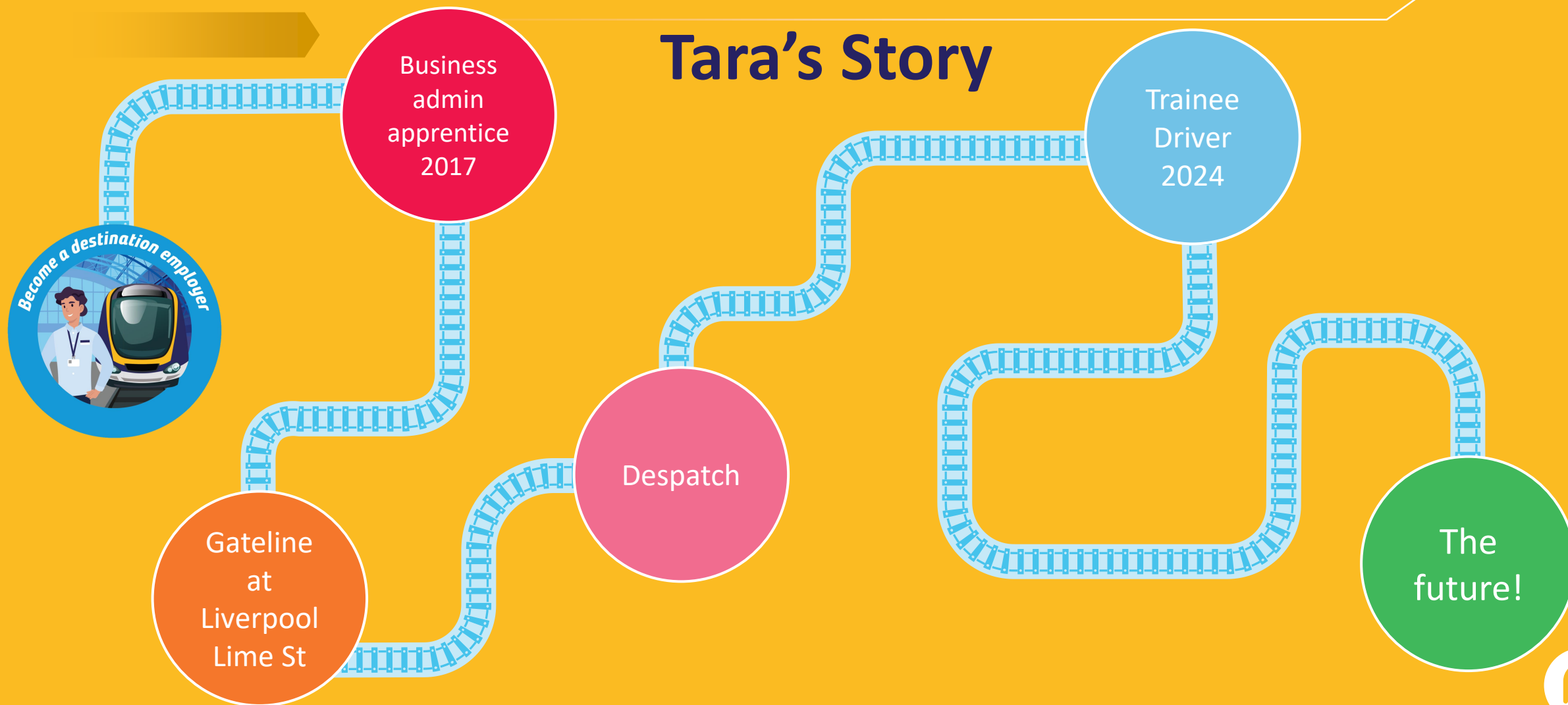


# Sue's Story

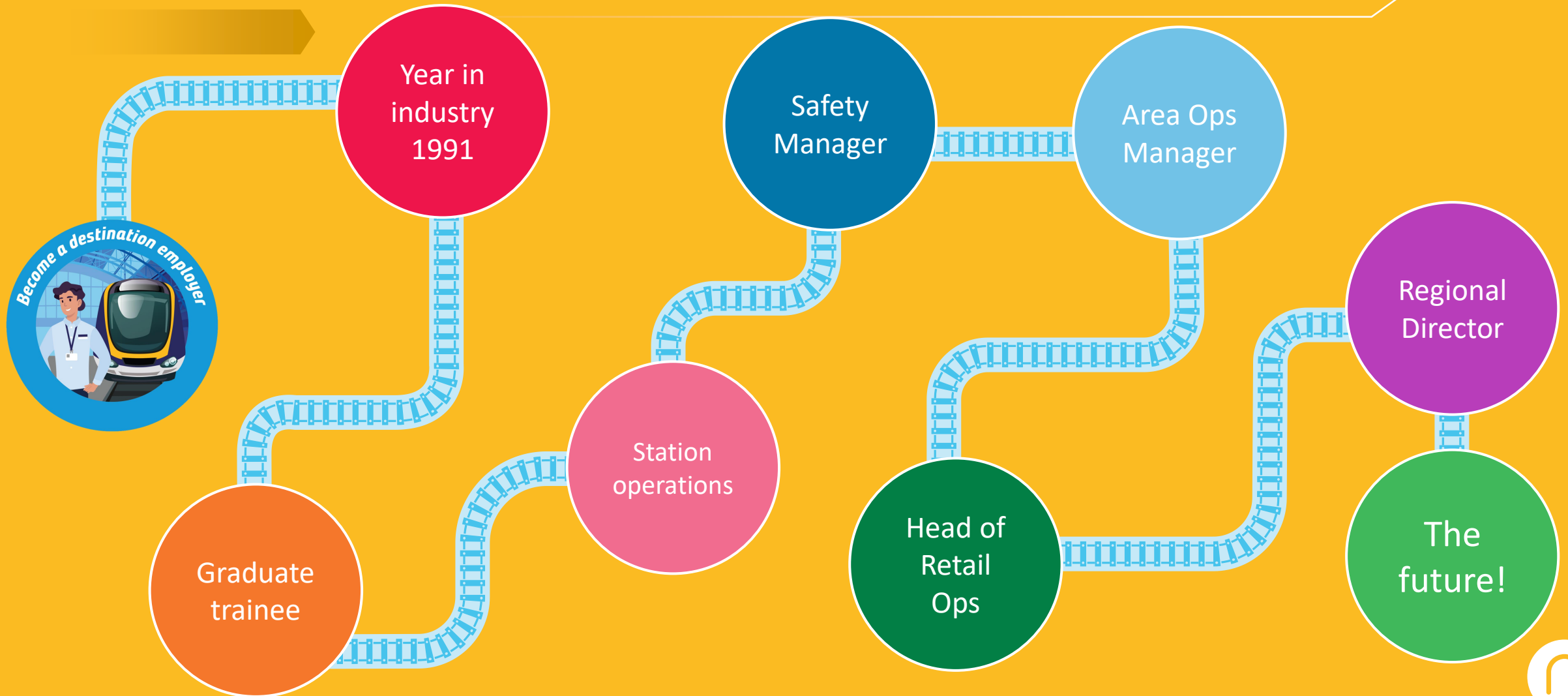


*...and we'll provide the best development deal*

## Tara's Story



# Jason's Story

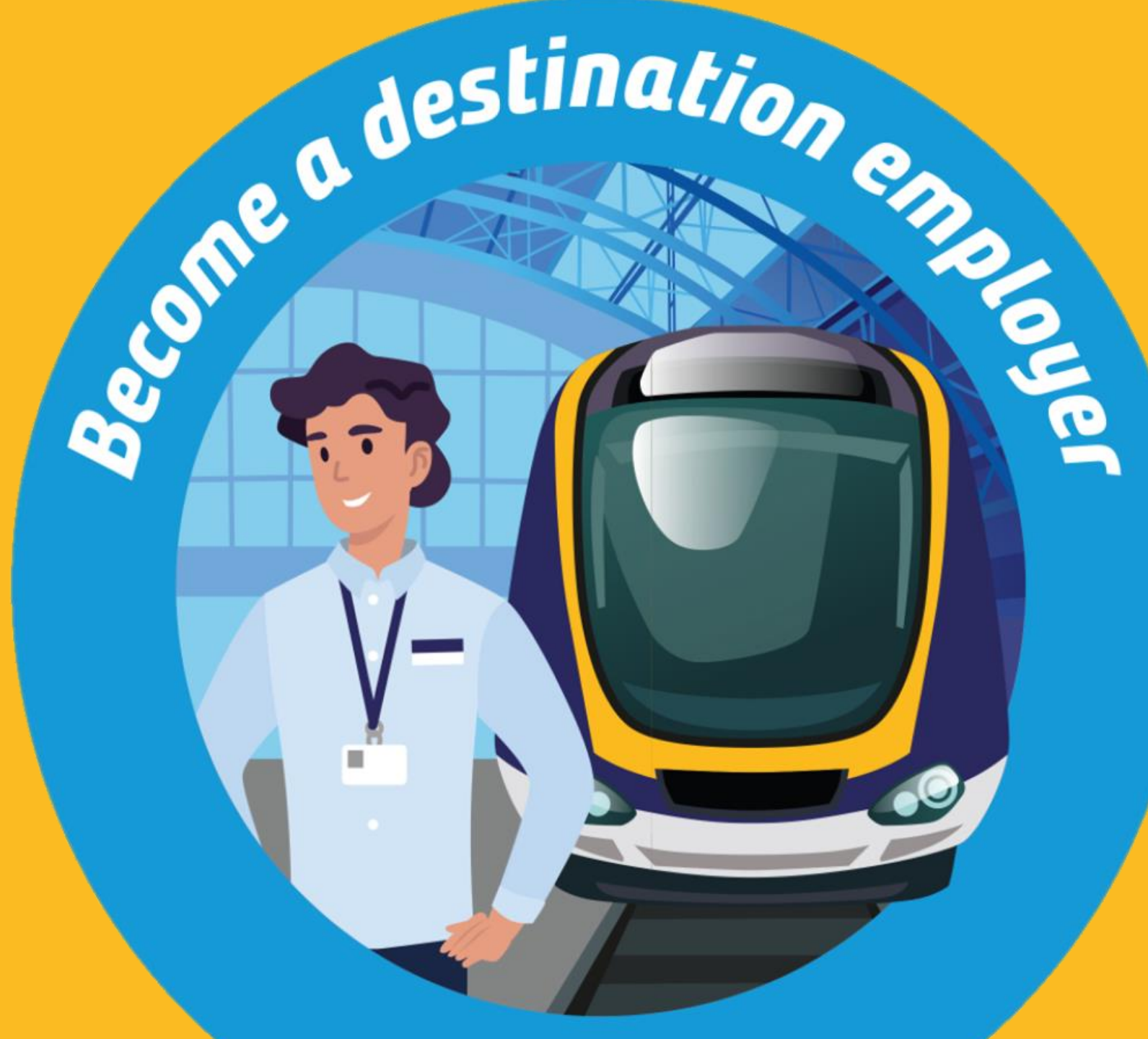


# *Trailblazing technology to transform the learning experience*





*.... So that we  
can truly  
transform into  
a destination  
employer of  
choice*





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***Maxine Myers***

Accessibility Improvement  
Manager





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# *Accessibility*

A journey to a more  
Accessible North



Our aim:  
***Northern is  
accessible to all***



# *But what about Northern Stations?*

**32%** *Fully Step Free*

**11%** *Fully Accessible*

**57%** *Partially Step Free*



*So, what are we actually aiming for?*

All of Northern has the  
right Accessibility  
mindset



# Access for all infrastructure standards

2022-2028

Platform &  
Handrail  
tactiles



Accessible  
toilet Pods



Investment  
opportunities  
CP7



Improving our customers lives



4 x key work  
packages  
(Top 160 stations)



CCTV



CIS/PAs



# *Northern Accessibility User Group*



*“Nothing About Us, Without Us”*

*New Chair – Mark Cutter*

*New members always considered*

*Where can we overlap with your organisations to support each other?*

# Accessibility: Key Plans



**Try the Train:** Continue and expand



**BSL:** Keep pace with the industry



**Smart Beacons:** New, innovative solutions



**Passenger Assist App:** Roll out



**Training:** More of it!



*Questions?*





*Thank you*



# Market Stalls

14:00 – Transpennine Route Upgrade presentation, Dalton & Joule room



Central & West Stakeholder Team



Talent and Development



Economic and Social Value



Business and Partnerships



Transpennine Route Upgrade



Voice of the Customer



Digital Railway



Innovation Team

