



*Welcome*



# *Welcome*



## *Kerry Peters*

Regional Director East



## *Jason Wade*

Regional Director North East



# Today's Agenda

- 1 Levelling-up & the year ahead – Nick Donovan
- 2 External speaker – Beckie Hart
- 3 Going for Growth – Mark Powles
- **Panel discussion**
- 4 Regional update – Kerry Peters / Jason Wade
- **11.50 - Coffee break**
- 5 Rolling stock and future services – Rob Warnes
- 6 Investing in skills – Lisa Leighton
- 7 A journey to a more accessible North – Matt Wilson
- 8 Wrap-up and close – Kerry Peters / Jason Wade
- **13.30 - Lunch**



# Market Stalls



North East  
Stakeholder Team



Talent and  
Development



Economic and  
Social Value



Business and  
Partnerships



Transpennine  
Route Upgrade



Voice of the  
Customer



Digital  
Railway



East Stakeholder  
Team





NORTHERN

***Nick Donovan***  
Managing Director





NORTHERN

***Beckie Hart***

Yorkshire and Humber  
Regional Director CBI



NORTHERN

***Mark Powles***

Commercial and Customer  
Director





NORTHERN

***Commercial  
& Customer  
Transformation***



# *Connecting People with Places*



# CARES

Consistent

Affordable

Reliable

Effortless

Safe



# *Our Philosophy*



*Think  
National*



*Act  
Northern*



*Deliver  
Local*



# *The World of Commercial & Customer*

*Grow  
Revenue*

*Delight  
Customers*

*Protect  
Revenue*

*Transform  
stations &  
retailing*

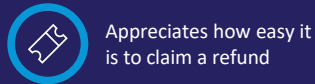
*Drive  
Digital  
Transformation*

# 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



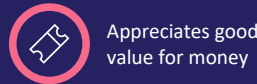
5% of customer database

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

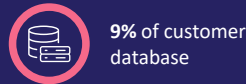


Student Steph

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



Appreciates good value for money



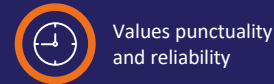
9% of customer database

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



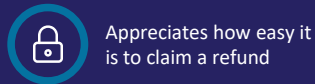
13% of customer database

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



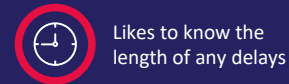
17% of customer database

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



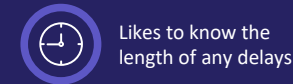
8% of customer database

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

NORTHERN

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, ghou!  
Winning starts now...



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

When you travel in groups of 10+.



NORTHERN

Go do your thing

\*Subject to availability. Offer valid between 01.12.21 - 31.01.22. Saving up to 75% on 10+ Group travel tickets (maximum of 100 tickets) from any route. Prizes are subject to availability and cannot be cashed in. For more information, 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

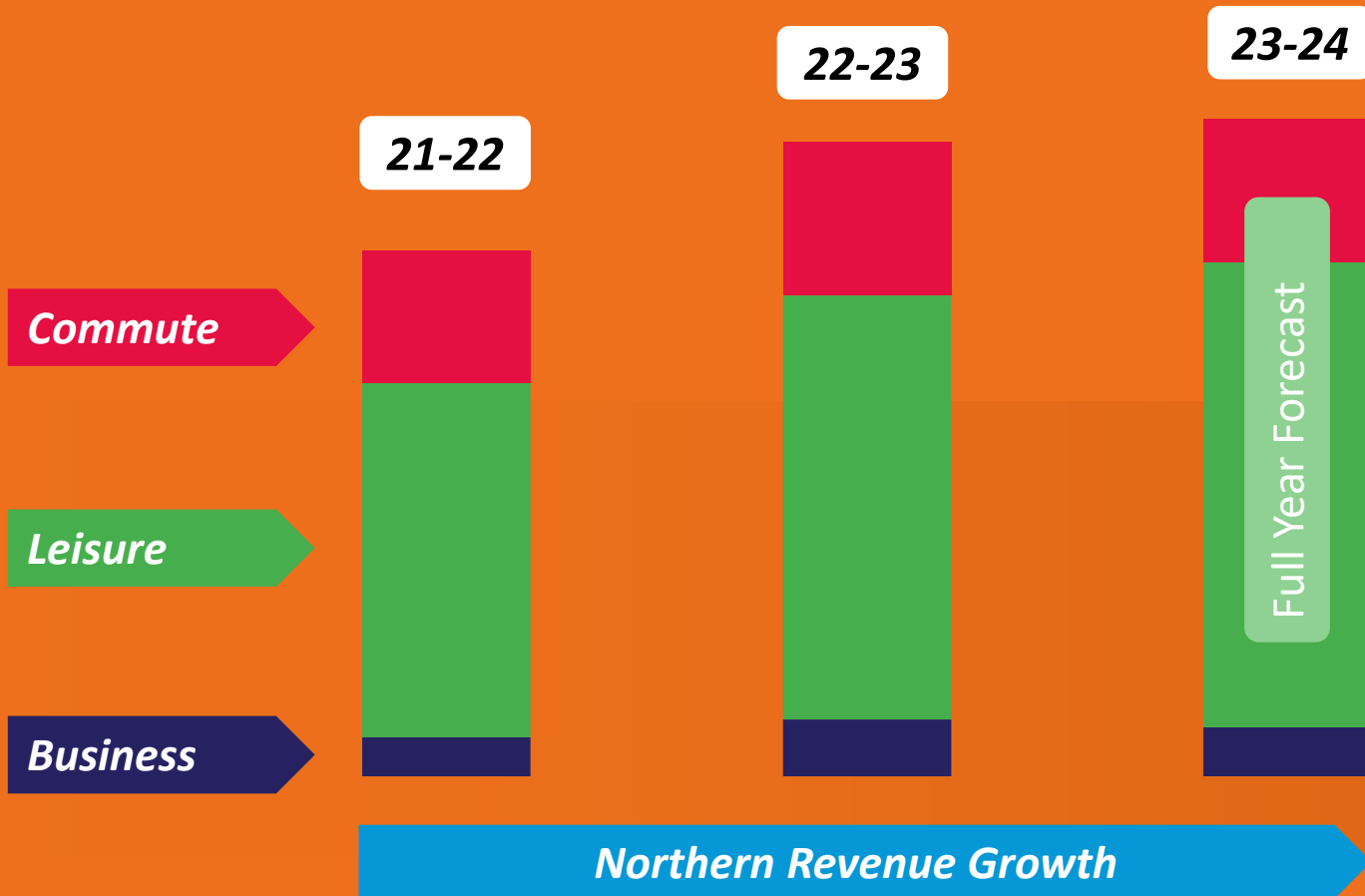
Go do your thing

\*TfCs apply. Lorem ipsum dolor sit amet, consectetur adipiscing elit.



# 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

Northern Revenue Growth





# Retail transformation

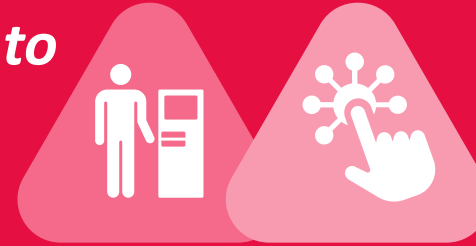


2018:  
**16%**



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*

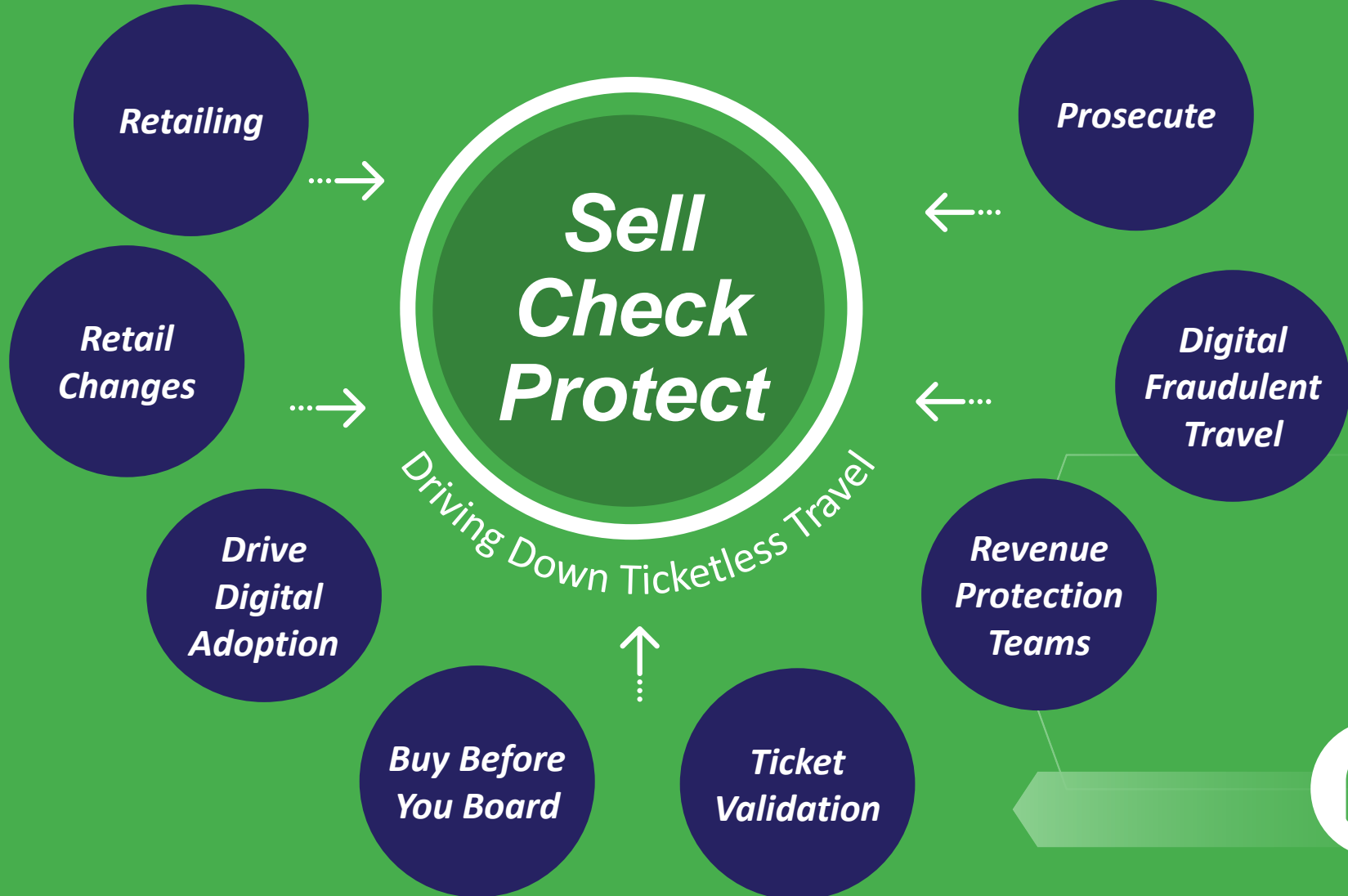


# Revenue Protection End to End Model

2019:  
**10%**



2023:  
**3.7%**



# Our Customer Experience Model



# *Customer priorities*

## The Big Eight

*Punctuality*

*Staff  
Presence*

*Reliability*

*Clean Trains  
& Stations*

*Crowding*

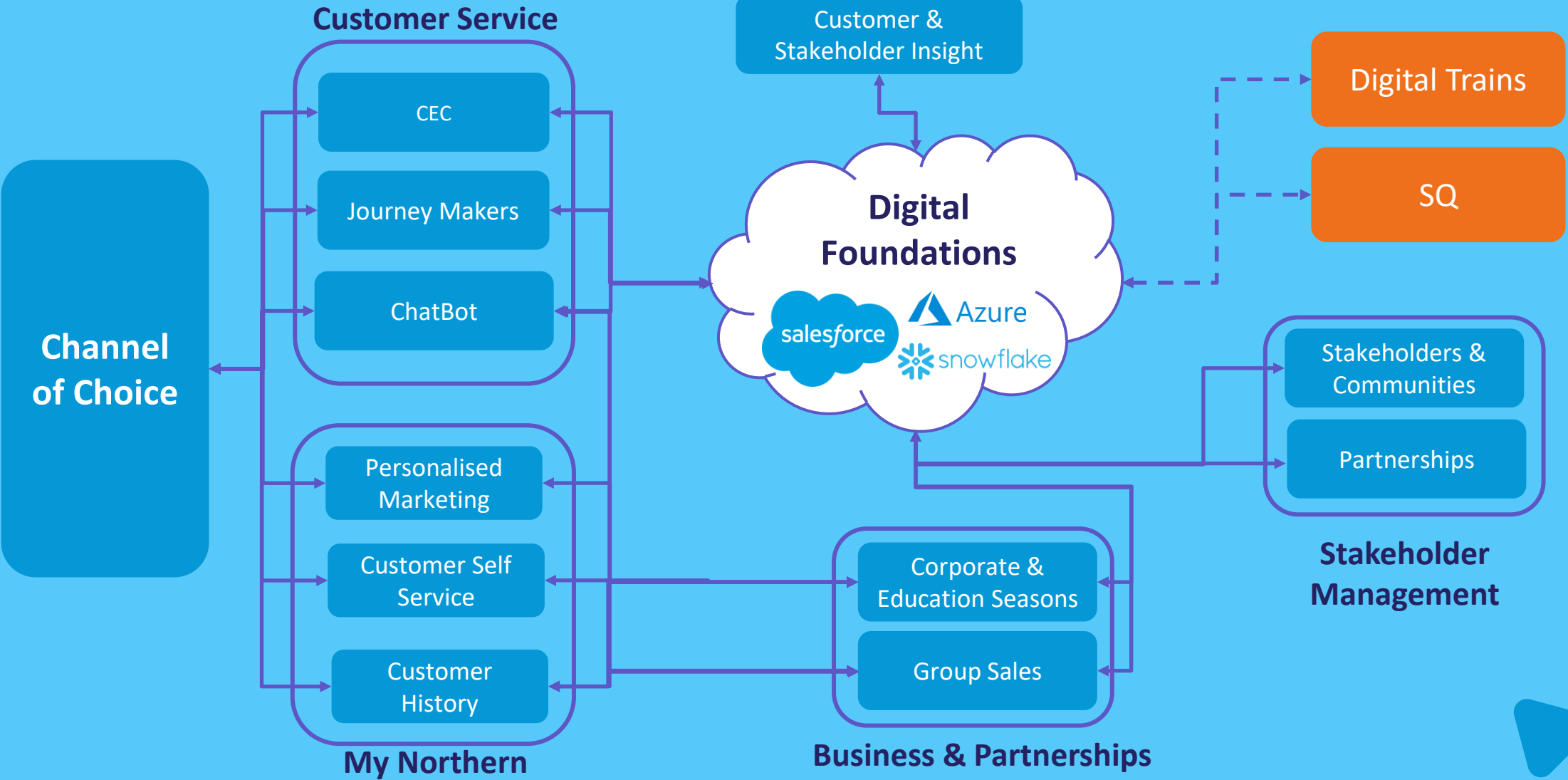
*Personal  
Security*

*Information  
in Disruption*

*Easy to Buy  
Ticketing*



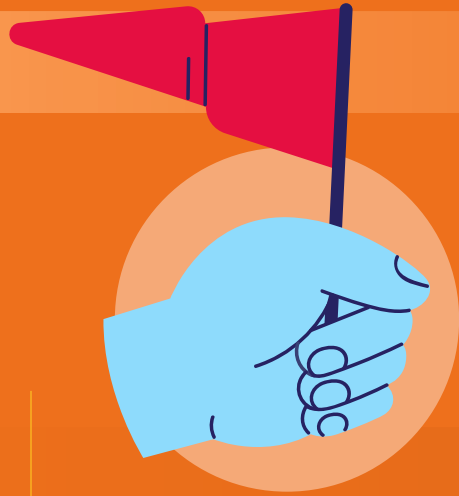
# Digital transformation



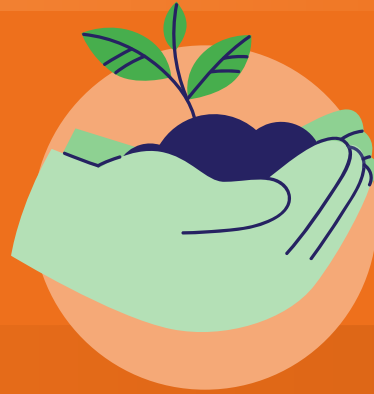
# Station as a place



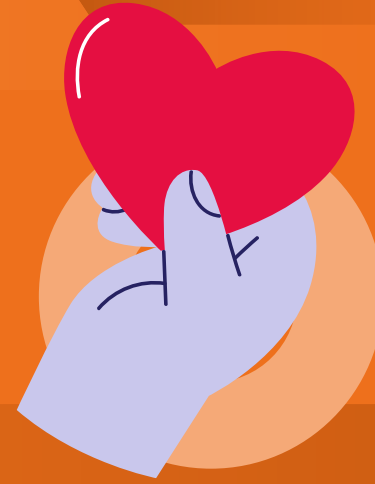
*Retail  
Transformation*



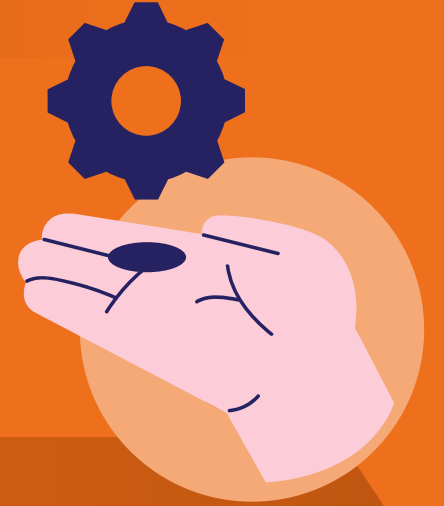
*Destination  
Station*



*Responsible  
& Sustainable*



*Supporting Our  
Communities*



*Accessible &  
Efficient*



# Working in partnership



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



# Summary

*Insight  
Driven*

*Customer  
Obsessed*

*Value  
Led*

*Digitally  
Enabled*

*Partnership  
Focused*

*Bold &  
Ambitious*







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# Panel Discussion



**Nick Donovan**  
Managing  
Director



**Mark Powles**  
Commercial &  
Customer  
Director



**Rob Warnes**  
Strategic  
Development  
Director



**Darren Oldham**  
Rail and Roads  
Director



**Beckie Hart**  
Regional  
Director





## *Regional update*

Kerry Peters, Regional Director East

Jason Wade, Regional Director North East



# Team update

## Stakeholder & Community Team



Kerry Peters



Richard Isaac



Danielle Clarkson



Darren Allsopp



Jason Wade



Marie Addison



Matt Croasdale

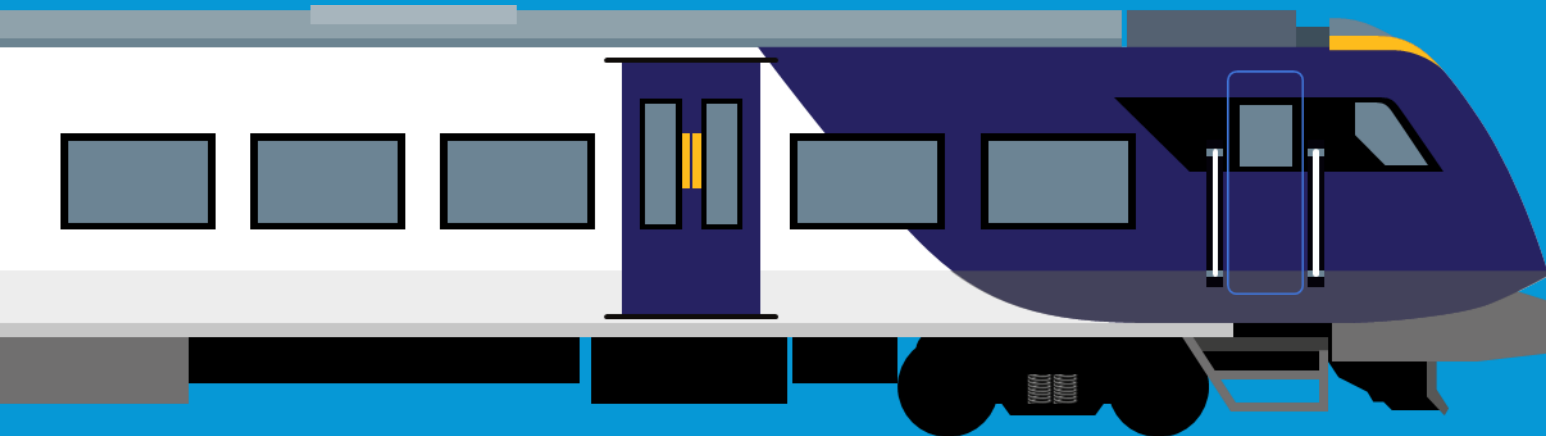


# Performance

Line speed  
improvement

Seasonal  
plans with  
Network Rail

Sickness  
absence  
management



# Trains from Leeds Train Station to Chester Train Station

## From £9.50



### Bradford to Ilkley from £2\*

Visit a Christmas market for less, with this limited time offer.



Go do your thing

\*T&Cs apply. £2 fare subject to availability. Online offer only. Advance ticket only – must be bought at least 3 days before travel. Northern services only from Bradford to Ilkley. Offer includes all intermediate stations between stated stations above. Full details [northernrailway.co.uk/christmas-markets](http://northernrailway.co.uk/christmas-markets)

### Hull to Scarborough from £2\*

Visit a Christmas market for less, with this limited time offer.

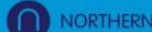


Go do your thing

\*T&Cs apply. £2 fare subject to availability. Online offer only. Advance ticket only – must be bought at least 3 days before travel. Northern services only from Hull to Scarborough. Offer includes all intermediate stations between stated stations above. Full details [northernrailway.co.uk/christmas-markets](http://northernrailway.co.uk/christmas-markets)

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

Great-value journeys whatever your workday.



\*T&Cs apply. £2 fare subject to availability.

### For healthier commuting costs... Try the train.

Beat petrol and parking headaches with a Northern Season ticket.



Go do your thing

### If your shifts keep shifting... Try the train.

Commute when it suits with a Northern Flexi Season ticket.



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 5 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.

Buy tickets - No booking fees

Leaving from



Going to

## Save with our new family ticket

Great value for the whole gang



# Service changes

Northumberland Line



Transpennine Route Upgrade



# Our work in communities





# Market Stalls

14:00 - Transpennine Route Upgrade  
Presentation, Castle Howard Suite



North East  
Stakeholder Team



Talent and  
Development



Economic and  
Social Value



Business and  
Partnerships



Transpennine  
Route Upgrade



Voice of the  
Customer



Digital  
Railway



East Stakeholder  
Team





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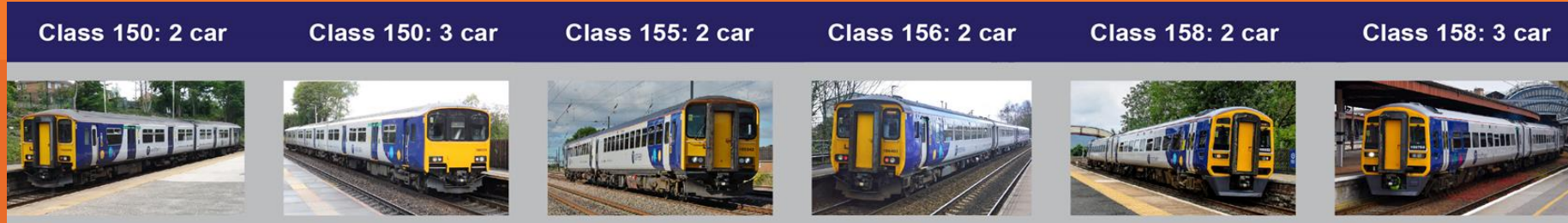
***Rob Warnes***

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



A single configurable **electric** platform with three power variants

# *Technical specification*

Output based

Up to three units in multiple

Single common platform

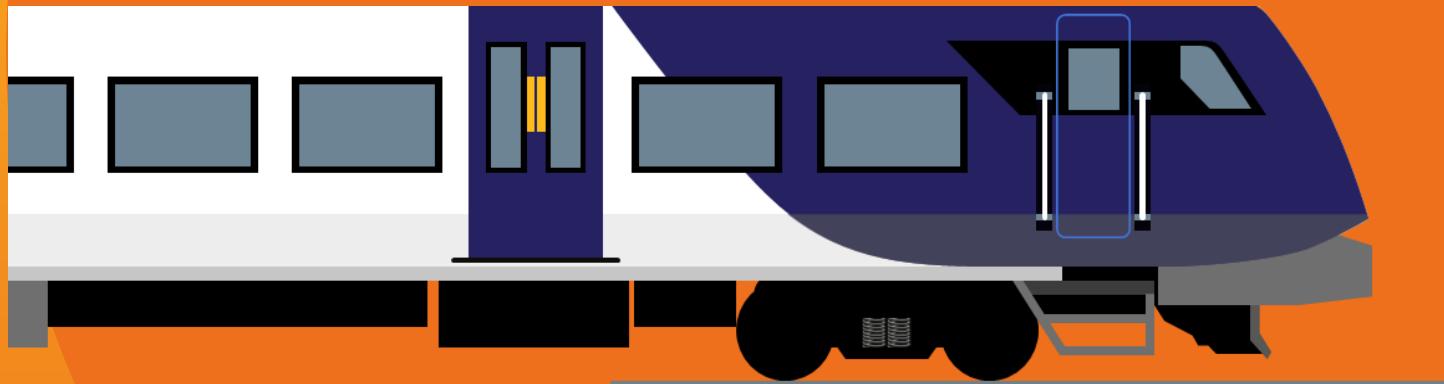
Decarb future-proofed

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

2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2035
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New Build Programme



Train Build Programme

TRU

TRILINK



# December 2024 New East Coast Mainline Timetable

Realising  
benefits of  
investment on  
the route

Building a  
case for future  
investment

**16,000**  
additional seats  
per day  
Newcastle to  
York

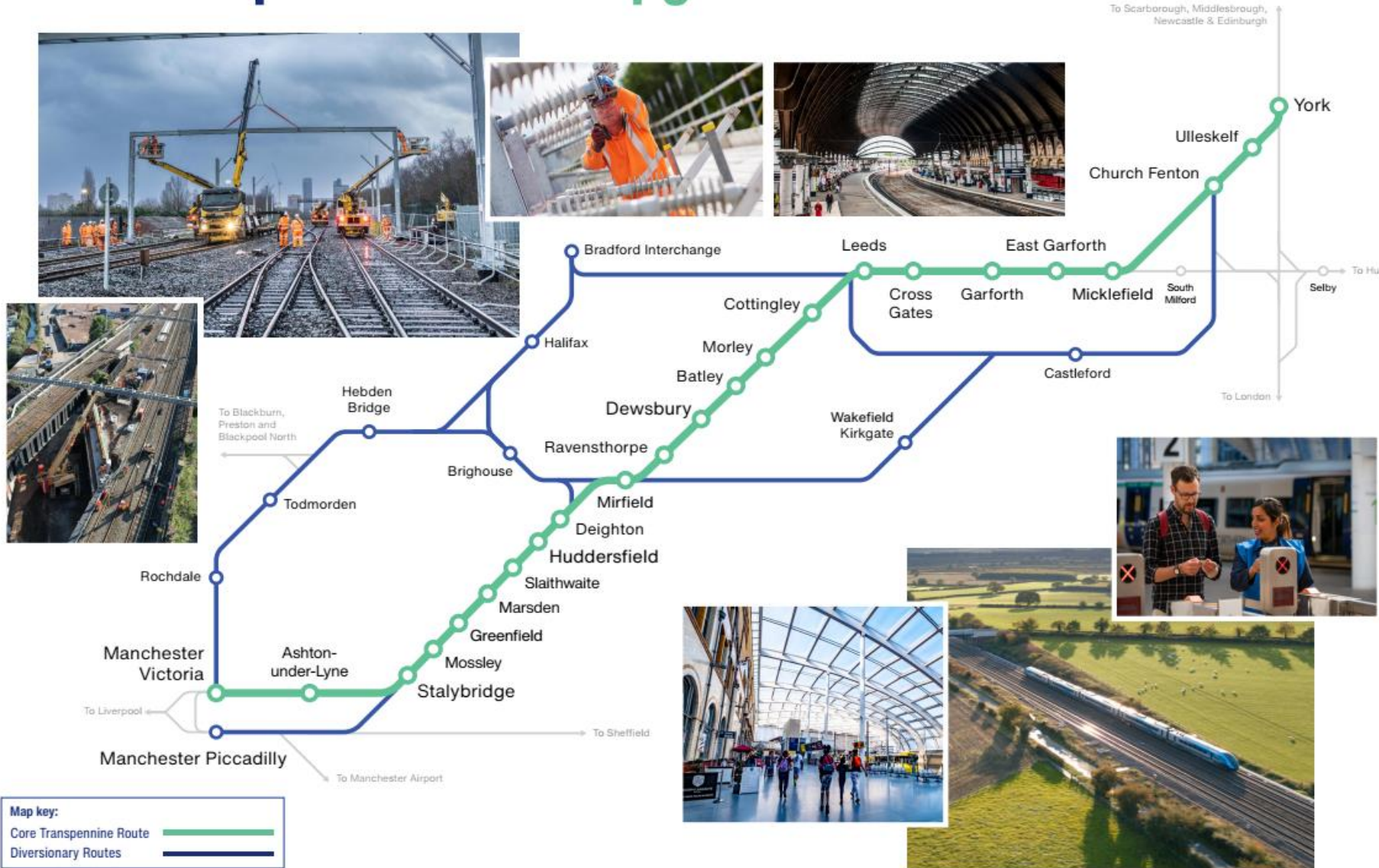
The timetable brings in a new LNER Newcastle to London service and facilitates (subject to funding and service specification):

- Northern hourly service Leeds – Wakefield Westgate – Sheffield
- Northern hourly service between Middlesbrough and Newcastle via Sunderland
- LNER daily service Cleethorpes - London
- LNER service every two hours between Bradford Forster Square and London King's Cross
- LNER service every two hours between Middlesbrough and London King's Cross

**£66M** per year  
generated for  
industry



# 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

Stalybridge  
Electrification

Wigan – Bolton  
Electrification

Salford Crescent, Central &  
Victoria Enhancements

Piccadilly Plat 13/14

Manchester Airport  
enhanced capacity

Manchester Oxford Road  
Remodelling & Resignalling

Manchester Piccadilly – new Platform 0

Potential Grade Separation – South Manchester

Manchester Piccadilly & Castlefield Corridor  
– convert to ETCS



2500+



Signalling  
Equivalent Units

120+



S&C  
Units

250+ kms



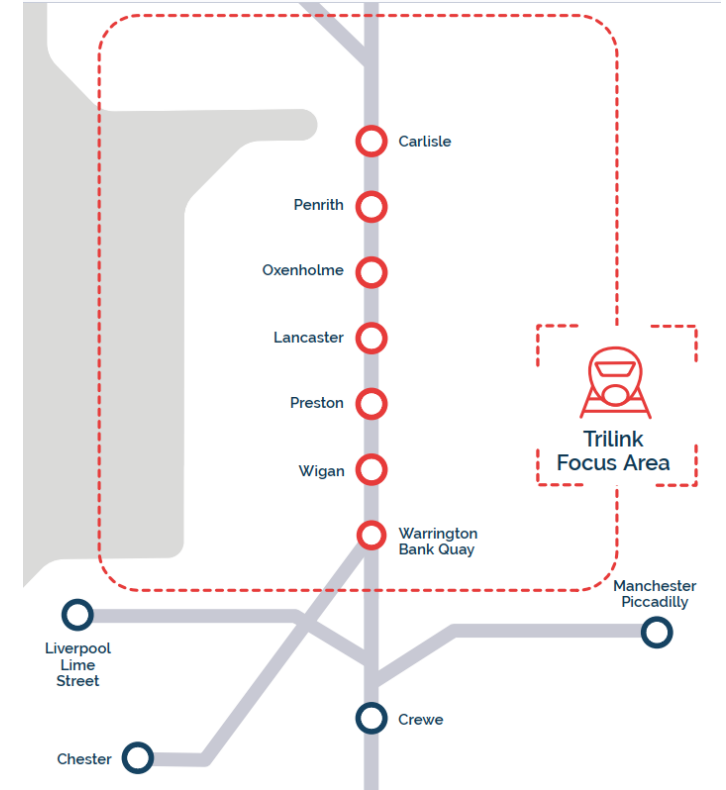
Overhead  
Line Equipment  
Re-wiring

250+ kms

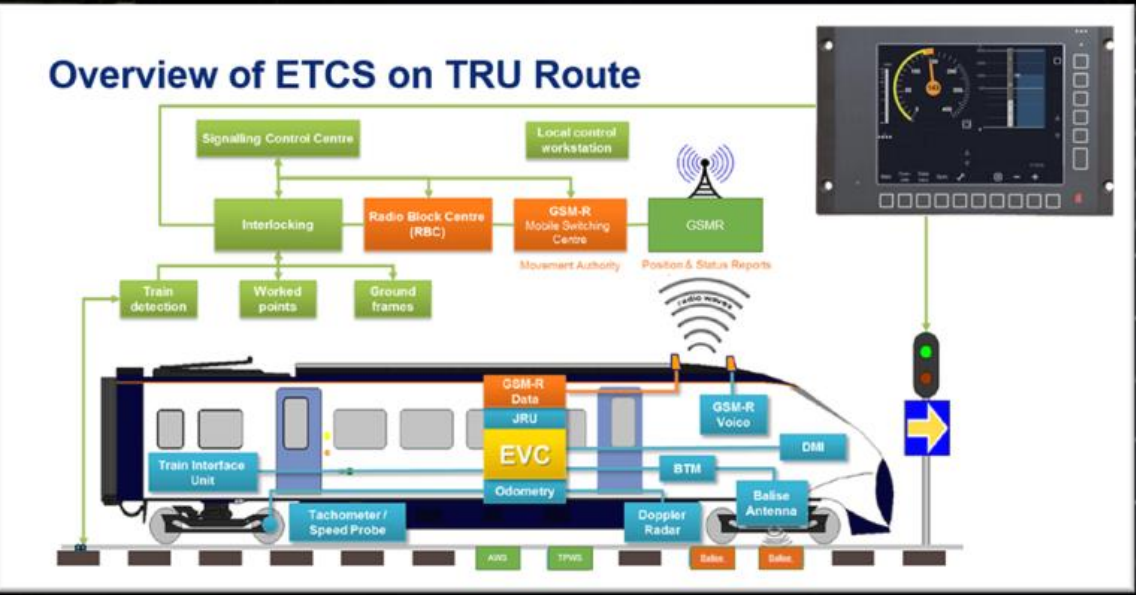


Along route  
track, civils and  
drainage works

**“An opportunity to renew differently”**



# 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. And 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!



NetworkRail



Department  
for Transport



TRANSPORT FOR THE  
NORTH

*Questions?*





NORTHERN

***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



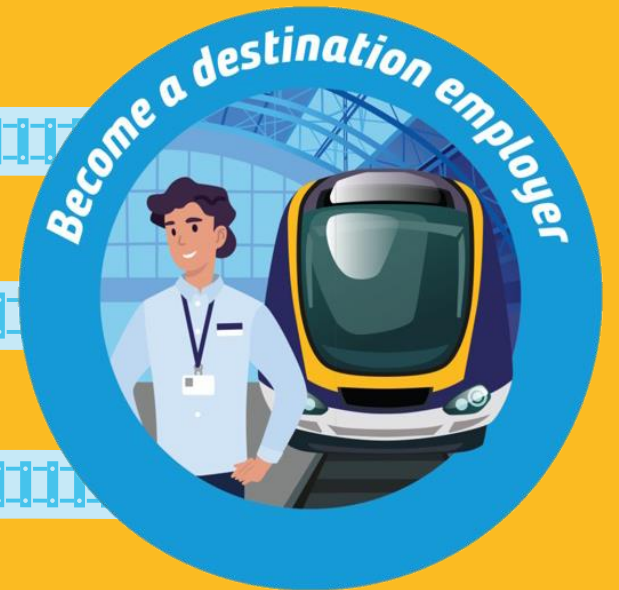
## *Direct entry*

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

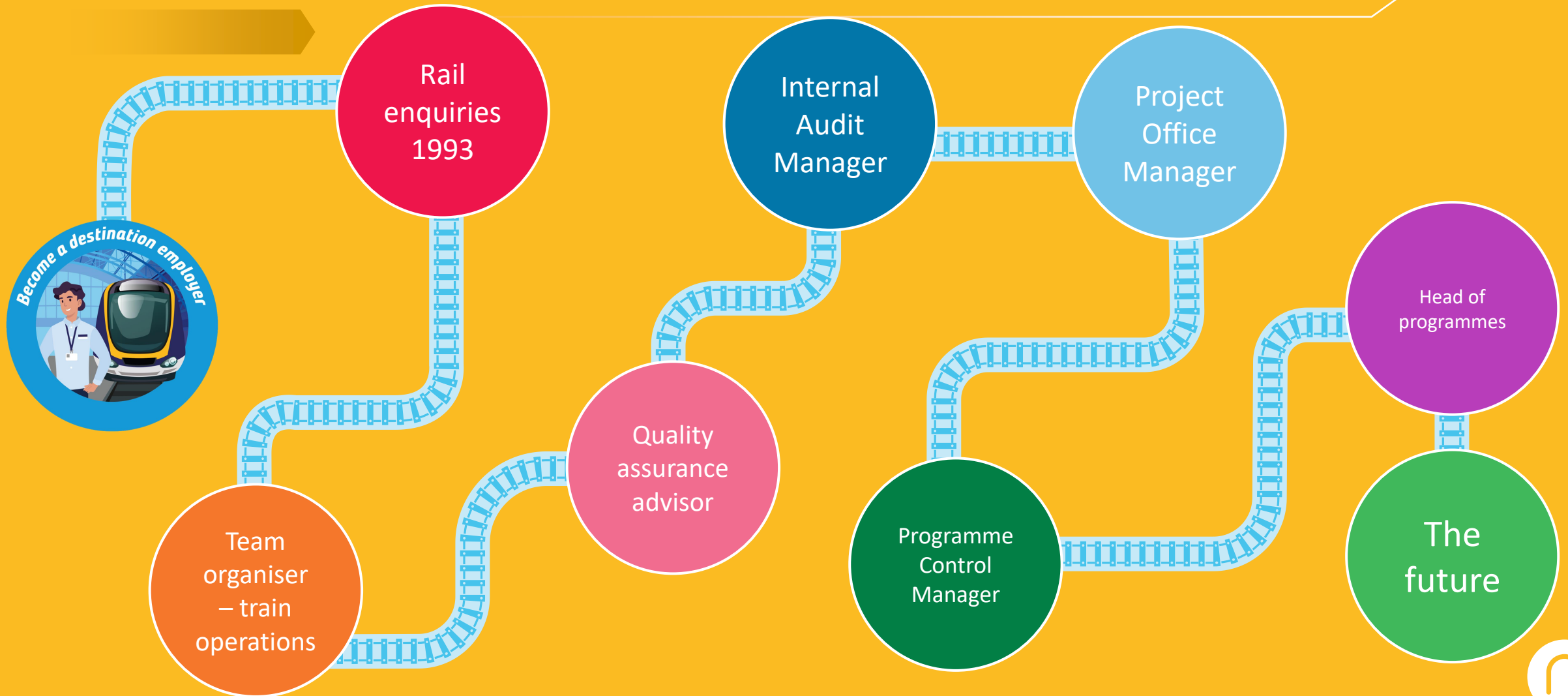


## *Industry secondments*

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

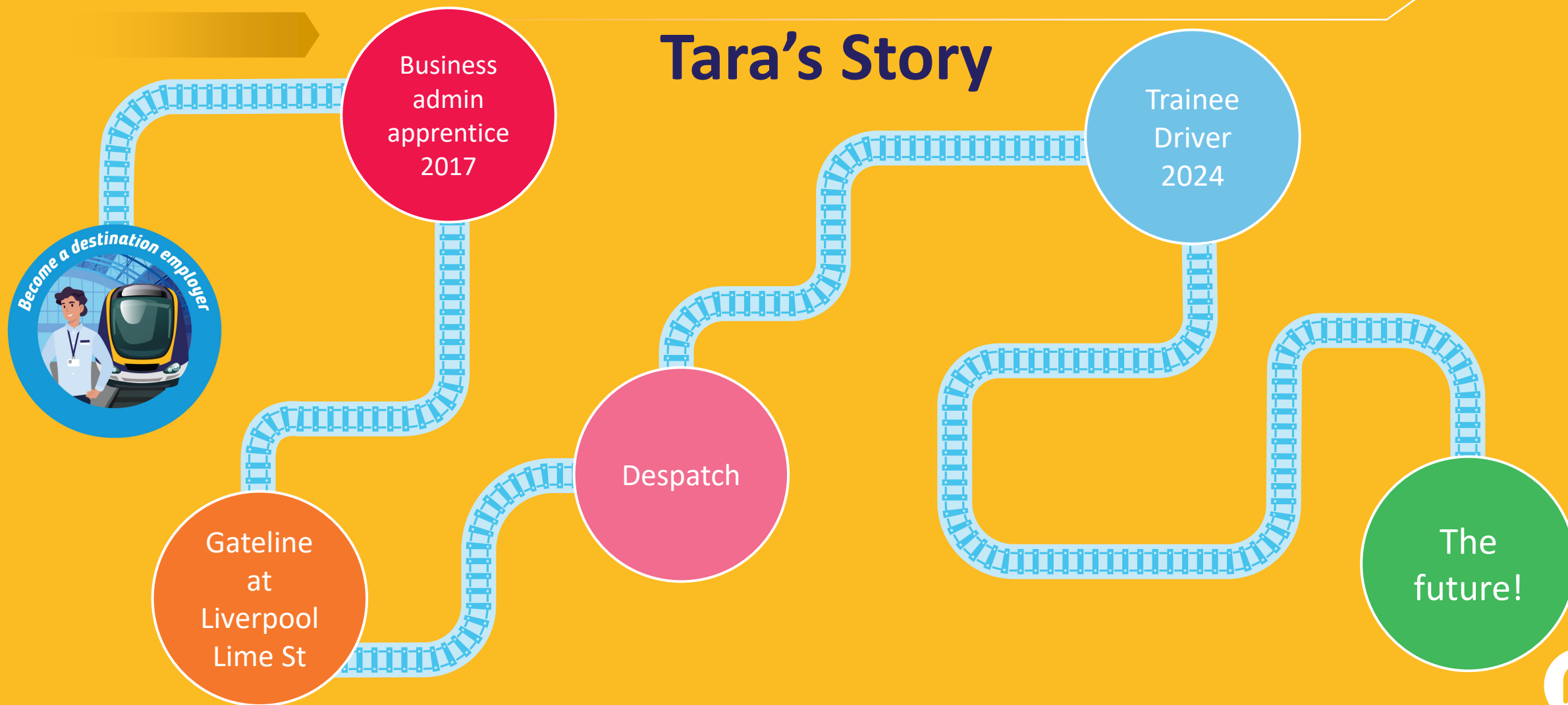


# Sue's Story



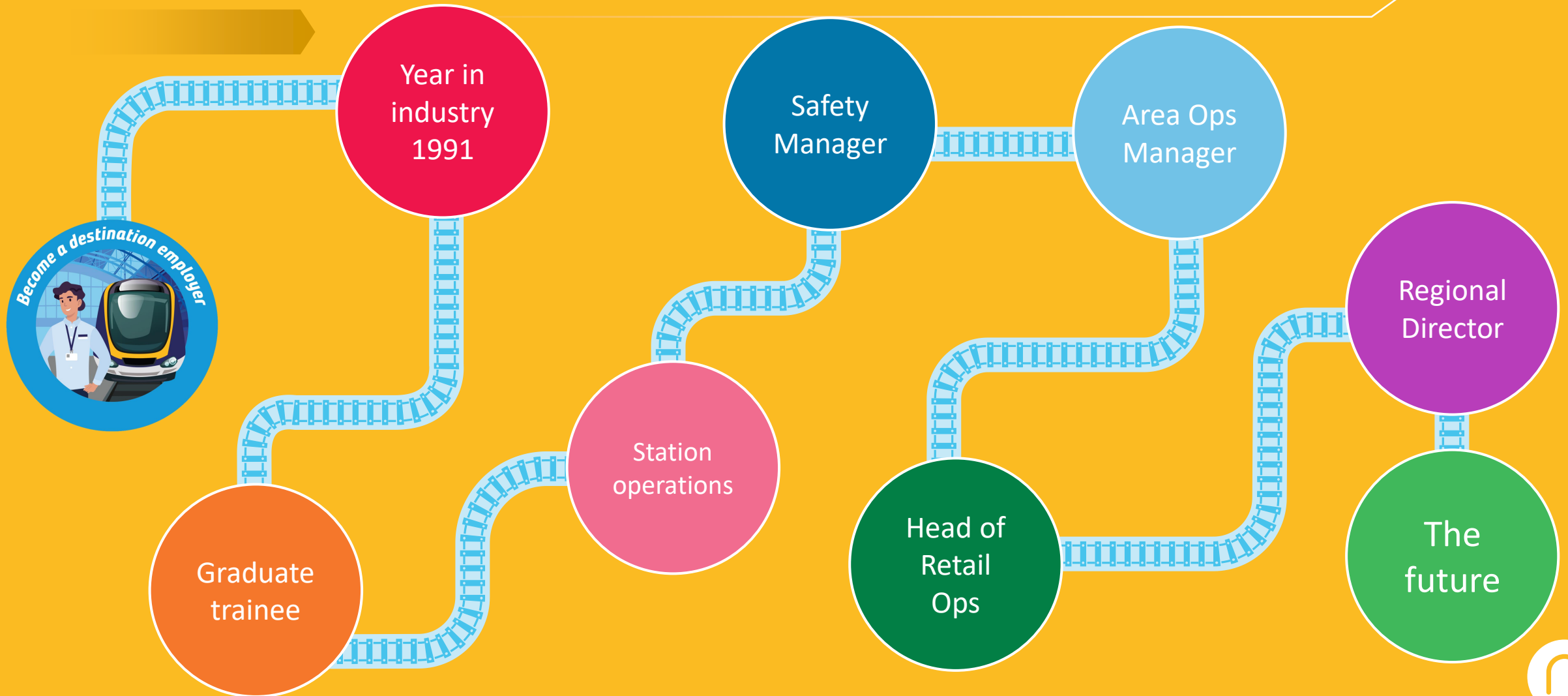
*...and we'll provide the best development deal*

## Tara's Story





# Jason's Story

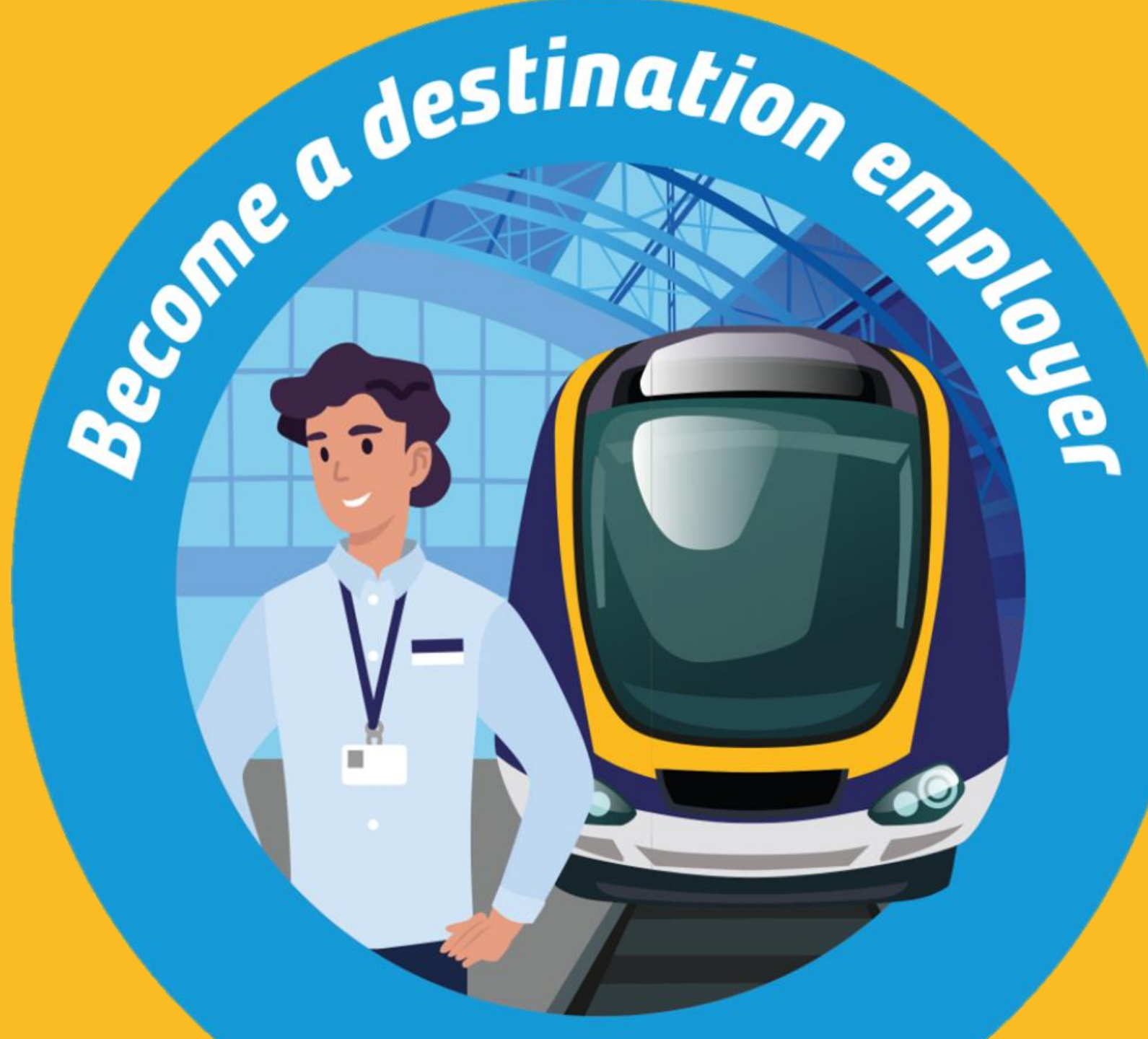


# *Trailblazing technology to transform the learning experience*





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





NORTHERN

***Matt Wilson***

Accessibility and Integration  
Manager



NORTHERN

# *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 Inaccessible*

**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



Improving our customers lives



Investment  
opportunities  
CP7



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!



*Thank you*



# Market Stalls

14:00 - Transpennine Route Upgrade  
Presentation, Castle Howard Suite



North East  
Stakeholder Team



Talent and  
Development



Economic and  
Social Value



Business and  
Partnerships



Transpennine  
Route Upgrade



Voice of the  
Customer



Digital  
Railway



East Stakeholder  
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