

# *Northern Stakeholder Conference Manchester*

## Welcome

# *Welcome*

**Craig Harrop  
Regional Director**

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NORTHERN

# ***Northern's commitment to the North***

Tricia Williams  
Managing Director



NORTHERN

# ***Our vision: Make a positive impact in the North, in all we do and for all we serve***

**Our priority is getting our  
customers where they want  
to be**

**Our timetable is our promise**

- We have a laser focus on delivering our timetable on time and consistently
- We want an accessible and inclusive service that connect people and places and is representative of the people we serve
- We will build trust by enabling more customers to make more journeys, having the confidence to go do their thing

**Delivering Services in the North as a safe and efficient operator**

**Go do your thing**



# *Training transformation update*

Smart One Prototype



*Go do your thing*



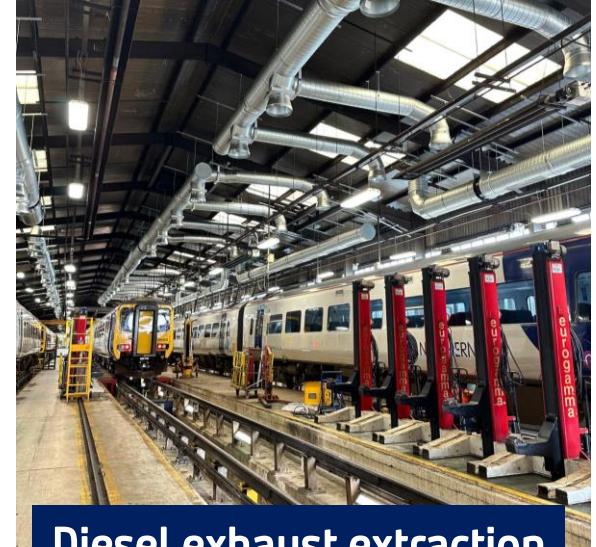
# *Engineering transformation update*



16 new engineering  
apprentices

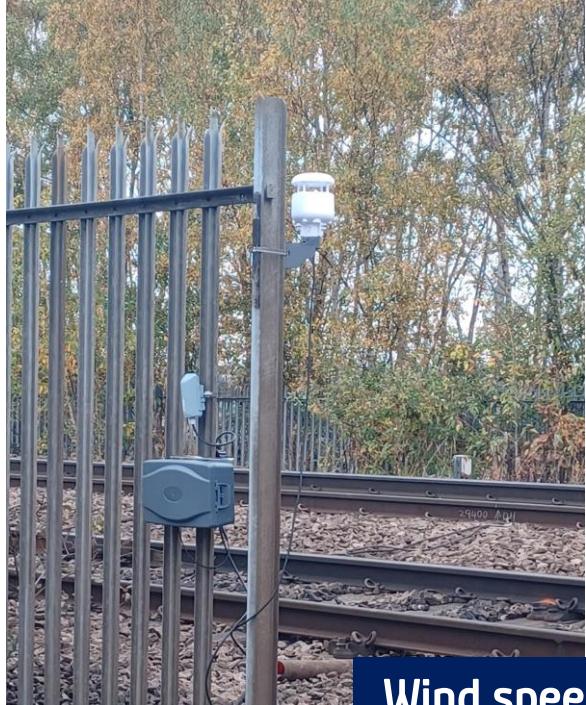


Wheel lathe at Allerton  
Traincare Centre



Diesel exhaust extraction  
equipment at Heaton

# Innovation update



Wind speed sensor at Neville Hill - Treeva Project



Future Labs Expo

# *Our work with the Purpose Coalition*

15 working in partnership

12 Place: building sustainable communities

11 infrastructure for opportunity

6 Fair career progression

# *The pathway to high performance*

***Craig Harrop,***

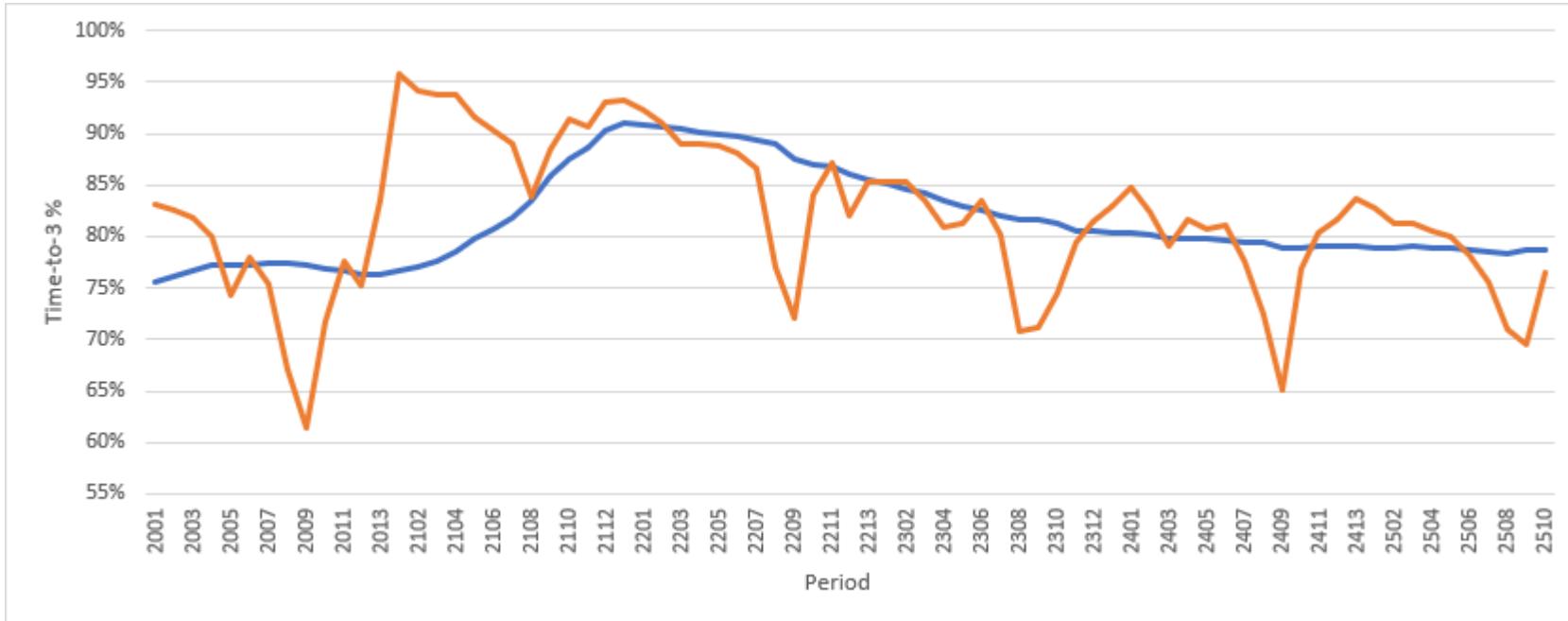
***Regional Director***

***Go do your thing***



# *What our customers experience - punctuality*

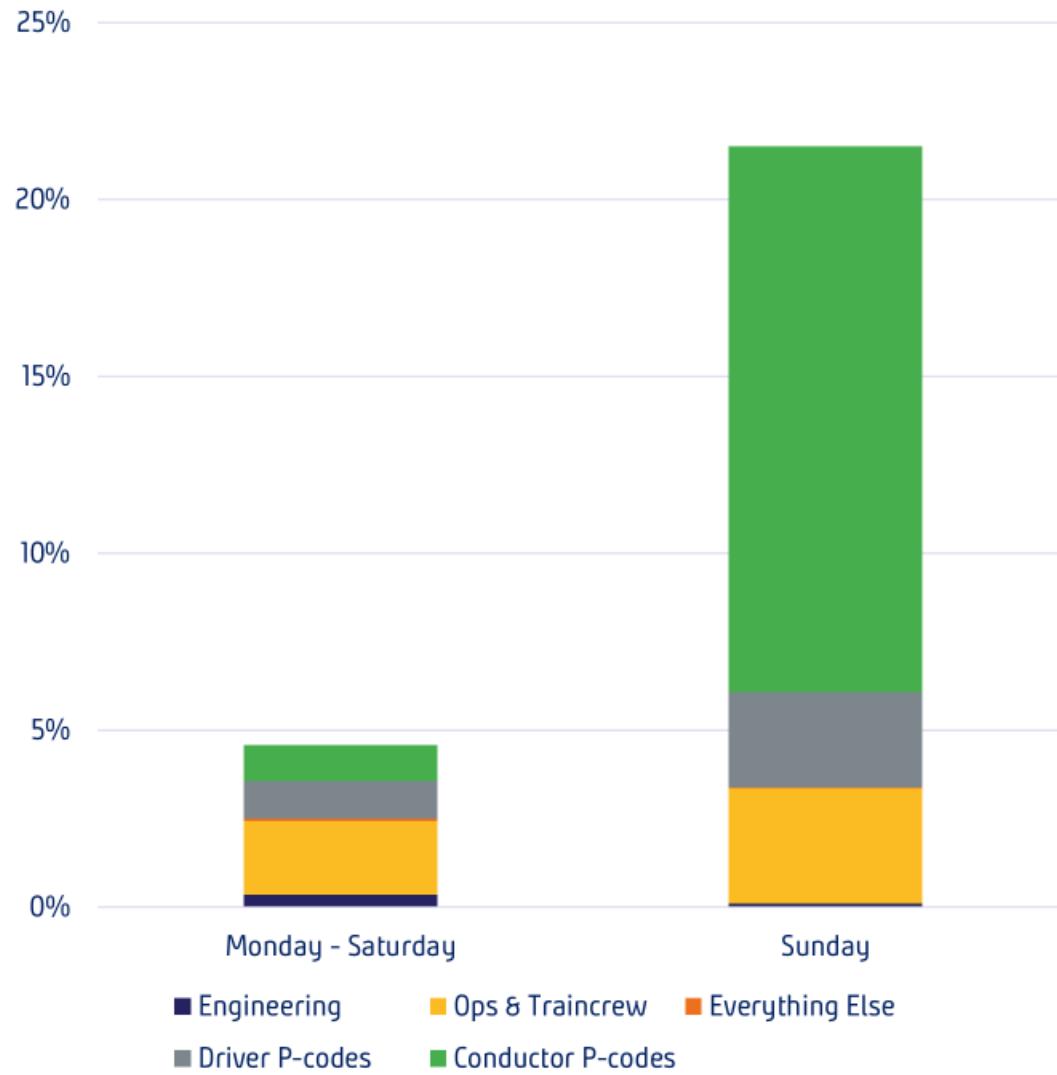
Time to 3 (T3)



*Go do your thing*



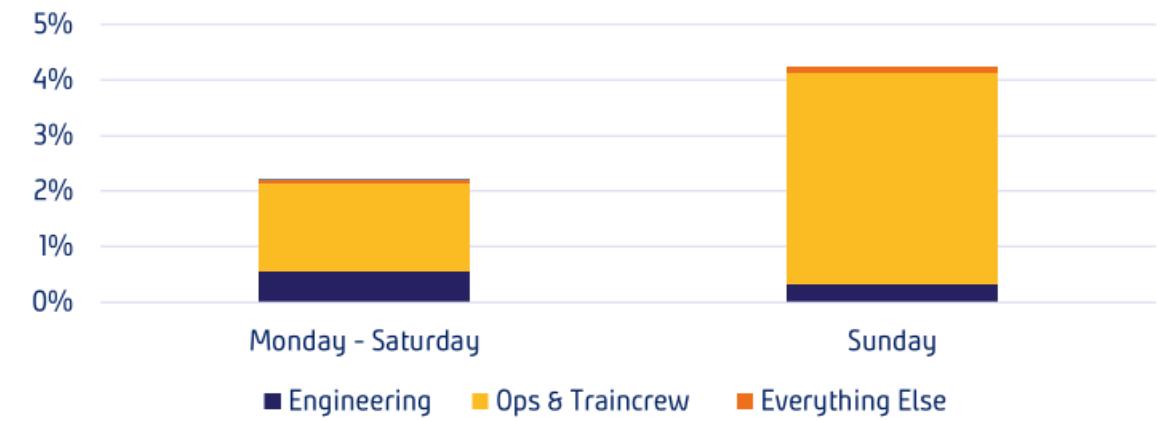
### West & Central Cancellations by day, year to date



## Cancellations by day, by cause

The data identifies the impact on Sundays, and how this differs by region.

### East & North East Cancellations by day, year to date



# Northumberland Line

- The reintroduction of passenger services between Newcastle and Ashington, with the line opening on 15 December.
- Multi agency project delivered as part of the Restoring Your Railways scheme.
- A half hourly service Mon-Sat, hourly Sunday, with an end-to-end journey time of 35 minutes.
- Connecting communities with a railway that hasn't had a passenger service since 1964.

*Go do your thing*



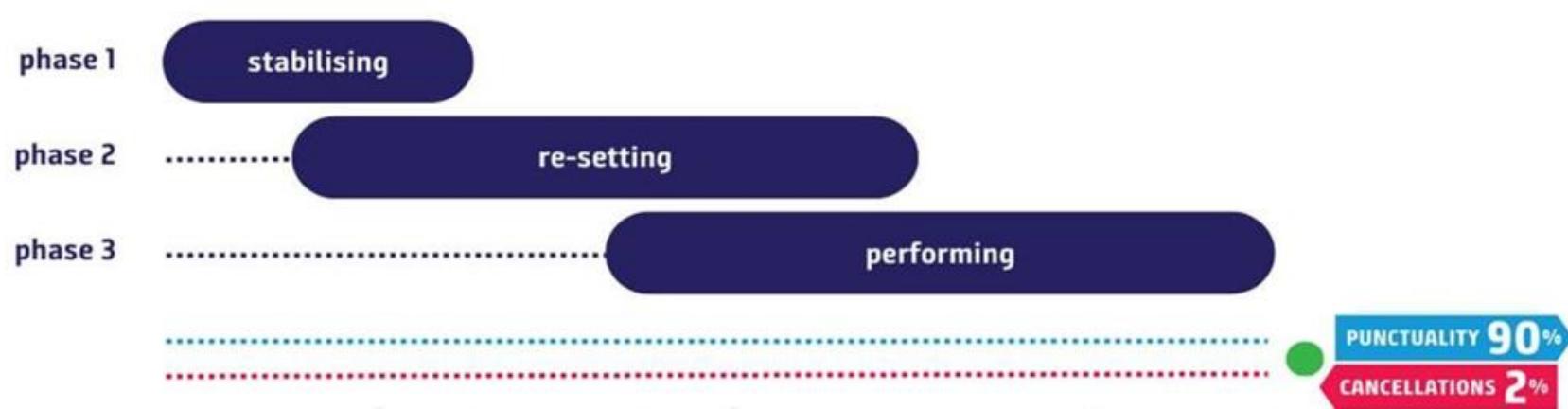
# *What we need to do*



*Go do your thing*



# *Our plan*



*Go do your thing*



## ***Training Delivery & Resources - Jan 2024 to Dec 2024***

- New RDW deal with ASLEF supporting training
- Training days delivered in the North West 9,140
- Overall outstanding driver training reduced by 1,292 days
- Despite challenges with high attrition and ASLEF ASOS
- Best driver competency levels across our 9 North West depots for 10 years

➤ Establishment requirement 1468

➤ Actual traincrew 1554 plus 141 currently in training

# *Our plan*



*Go do your thing*



# ***North West Route Performance***

Phil James  
Route Director

*Go do your thing*



# ***North West Performance Strategy***

Performance is the outcome of the whole systems and needs a coordinated strategy to achieve a step change in the output for our customers.

1. Timetable
2. Reliability
3. Recovery

# ***Changes to Performance – Weather Resilience***

- More intense rainfall on a more regular frequency
- Flooding events have significant impact on train performance
- Vast asset base across geography that needs monitoring and intervention

## ***Changes to Performance – Hague Bar***

- Example of monitoring resulting in an intervention being required to maintain safety of railway
- Performance impact significant
- Proactive monitoring and intervention aim to minimise this level of disruption and performance impact

# ***Changes to Performance – Castleton Bridge***

- 1% of all On-Time failures attributed to Castleton Bridge
- Historic closure of the M62 to enable works
- Aging asset base will need renewing

# *New trains update*



***Rob Warnes***, Strategic Development Director

***Go do your thing***



# *Our fleet*



*Go do your thing*



# ***Three phases to deliver our strategy***

Our rolling stock strategy is for phased replacement – a strategy fit to address the short, mid and long-term challenges.

- Phase 1
  - Replace the oldest of our trains and begin to support Transpennine Route Upgrade.
- Phase 2
  - Replace those remaining trains which are at the end of life, or cannot run beyond 2040.
- Phase 3
  - Replace those trains which cannot run beyond 2050, and decarbonise our newest (2020-bought) diesel trains.

# ***What our new trains will be like***

- Our new trains will meet the needs of our customers and colleagues, whilst providing many operational benefits over our current fleet.
- Reliable
- New trains will run for 35,000 miles before needing reactive maintenance from our team.
- Fit for purpose
  - Going beyond accessibility requirements and being designed for comfort, connectivity and safety.
- Flexible
  - Though across three lots, the specification requires compatible elements giving operational familiarity.
- Modern
  - ETCS signalling, Remote Condition Monitoring, clean power, and the on-board features customers expect.

# ***Wider Network Developments***

- Stalybridge Electrification
- Salford Crescent, Central & Victoria Enhancements
- Wigan – Bolton Electrification
- Manchester Airport enhanced capacity
- Piccadilly Plat 13/14
- Manchester Piccadilly – new Platform A & B
- Manchester Oxford Road Remodelling & Resignalling
- 2033 Timetable to include Manchester ambitions & TRU end state Timetable
- Manchester Piccadilly & Castlefield Corridor – convert to ETCS

HS2/NPR Integration Challenge



- 2500+ Signalling Equivalent Units
- 120+ S&C Units
- 250+ kms Overhead Line Equipment Re-wiring
- Along route track civils and drainage works

"An opportunity to renew differently"

# ***Supporting Customers and Growing Demand***



Alex Hornby  
Customer and Commercial Director



*Go do your thing*



# *Our philosophy*

- Think national
- Act Northern
- Deliver local

*Go do your thing*



# ***Building our insight***

## **Vision**

*Through an insight led approach, drive changes that benefit customer markets, leverage growth opportunities and support economic growth across the North*

- Data Expanding data & knowledge of market conditions
- Insight Improving insight tools & processes
- Action Clear insight to action culture driving growth
- **Collaboration & Developing our People**

# ***Local Partnerships***

## ***Local Visitor Economy Partnerships (LVEPs)***

- Strong partnerships across the network
- Travel & Tourism initiatives
- Inward Investment Opportunities
- Attraction Partners
- Integrated ticket initiatives and Promo codes

## ***Group Travel***

- Online quote and order system
- Route itineraries
- Proactively working with Tour operators, travel trade and LVEP partners

## ***Leisure Travel***

- OTA partnerships (Ctrip) to increase 3<sup>rd</sup> party revenue and promote international travel

***Inspiring Demand***

***Strong ROI***

***New TV Advert***

***The rise of social***

***Go do your thing***



# *Direct to Customer*

*Surprise and  
delight*

*Reopening  
Baildon*

*Innovation*

*Go do your thing*



# Frictionless ticketing

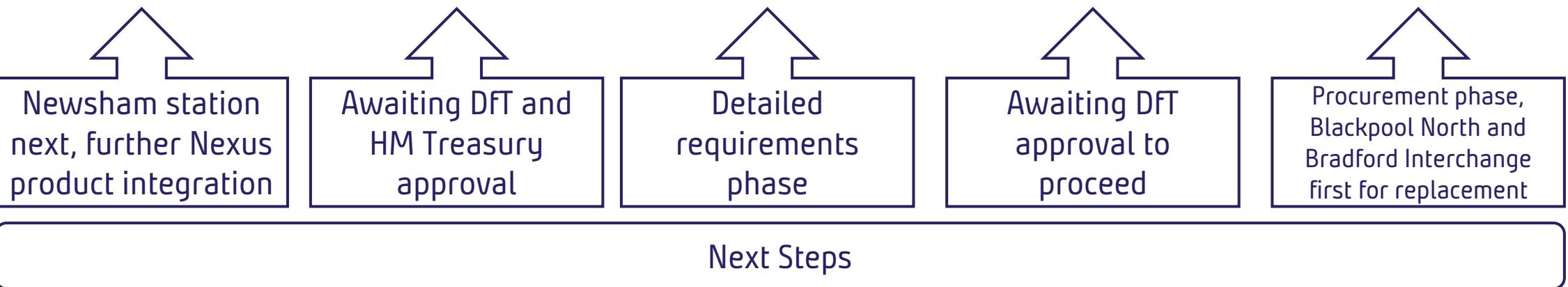
Northumberland Line – Open!  
First PAYG integration on heavy rail in the UK

TfGM PAYG – stage 1 business case approved in principle

Digital PAYG – exploration of costs with the DfT on selected trial routes

Ticket Stops  
Off-station retailing in partnership with Payzone/Sil verrail for cash users

New ticket gate procurement and gateline renewals



# ***Education & Employee Season Tickets***

Industry leading season ticket scheme for under 16 travel to school

- Start of 'Commuter Lifecycle'
- 20% year on year growth
- Working proactively with local authorities to make school travel affordable and cost effective
- Recently launched collaboration with TPT to extend the scheme

Employee season ticket scheme – supporting back to the office working

- Bespoke portal to order and spread the cost
- Try the Train initiatives
- Developer and planning voucher support
- Government relocation schemes

# *Reducing Ticketless Travel*

## *Ticketless Travel*

3.69%

+0.76% vs previous cycle

## *Route improvements*

Doncaster – Scunthorpe

**10.4%**

## *The Challenge*

Regions

Promise to Pay

## *Looking Ahead*

Collaboration

People

Data



# Passenger Assistance

Passenger Assistance plays a pivotal role in the achievement of our Vision

***“Make a positive impact in the North, in all we do and for all we serve”***

We are committed to delivering improvements in our delivery of Passenger Assistance.

***Go do your thing***

**The PA Programme will deliver meaningful enhancements to Passenger Assistance ...**

Workstreams of activity across 5 key themes

1. Policies and Procedures
2. Information
3. Technology
4. Disruption
5. Human Factors

**... and provide benefits for our Customers and Colleagues**

- Improved visibility of support
- Better quality and consistency
- CEC Travel Companion provides dedicated support through PA disruption – smarter planning and faster responses
- Colleagues have the right tools, knowledge and approach to deliver with confidence



# Try the train

- In partnership with Community Rail Lancashire to deliver the Try the Train program to over 250 people a year.
- Taking groups of people with little or no confidence to use rail through a 7-part program enabling them to travel independently.
- 86% following the program said they were confident enough to travel independently and were planning to do so.



Go do your thing



# *Station as a place*

***Retail  
Transformation***

***Destination  
Station***

***Responsible  
& Sustainable***

***Supporting Our  
Communities***

***Accessible &  
Efficient***

***Go do your thing***



# *Dealing with Disruption*

## ***Business Question:***

“How do we enable all colleagues in the front-line to deliver excellent customer service?”

**Problem:** Too many apps, fragmented data, poor access to content, no access to customer service functionality

## ***Solution:***

Single app connecting all data & content needed to serve customers & extending service & knowledge from contact centre to front-line

# *Thank you*

*Go do your thing*

