



NORTHERN

Welcome



Go do your thing

Craig Harrop
Regional Director,
Central and West



Go do your thing



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Supporting our customers and growing demand

09

13:30 - Lunch and networking

10

14:10 - Transpennine Route Upgrade (optional session)

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Northern's commitment to the North

Tricia Williams

01



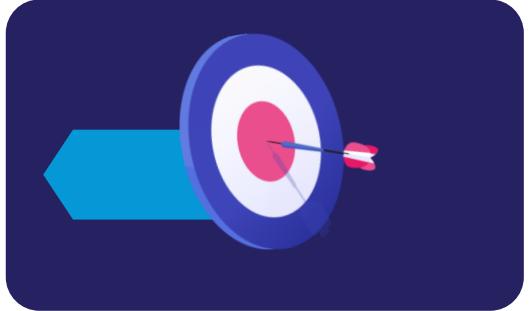
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Our vision: Make a positive impact in the North, in all we do and for all we serve



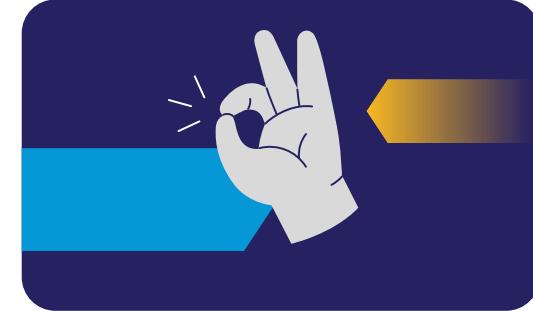
Our priority is getting our customers where they want to be
Our timetable is our promise



We have a laser focus on delivering our timetable on time and consistently



We want an accessible and inclusive service that connects 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

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Delivering Services in the North as a safe and efficient operator



Training transformation update

Smart One Prototype



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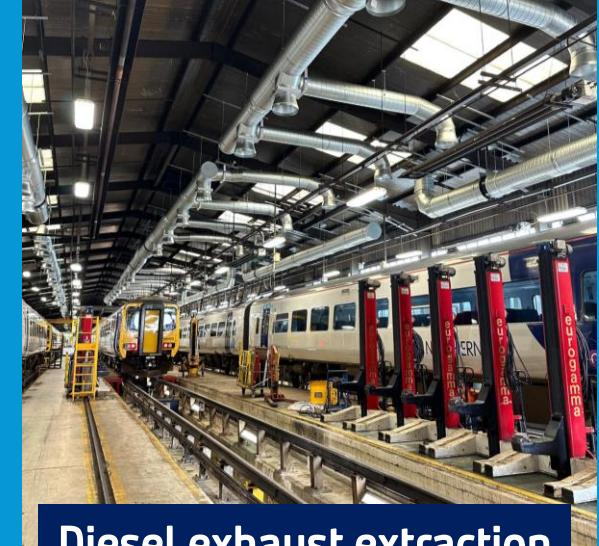
Engineering transformation update



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

**THE PURPOSE
COALITION**

PROUDLY RUN BY
THIS IS PURPOSE

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15 Working in
Partnership



11 Infrastructure
for opportunity



12 Place: building
sustainable
communities



6 Fair career
progression





02

The pathway to high performance

Craig Harrop, Regional Director West and Central

Phil James, Network Rail Route Director North West

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The pathway to high performance

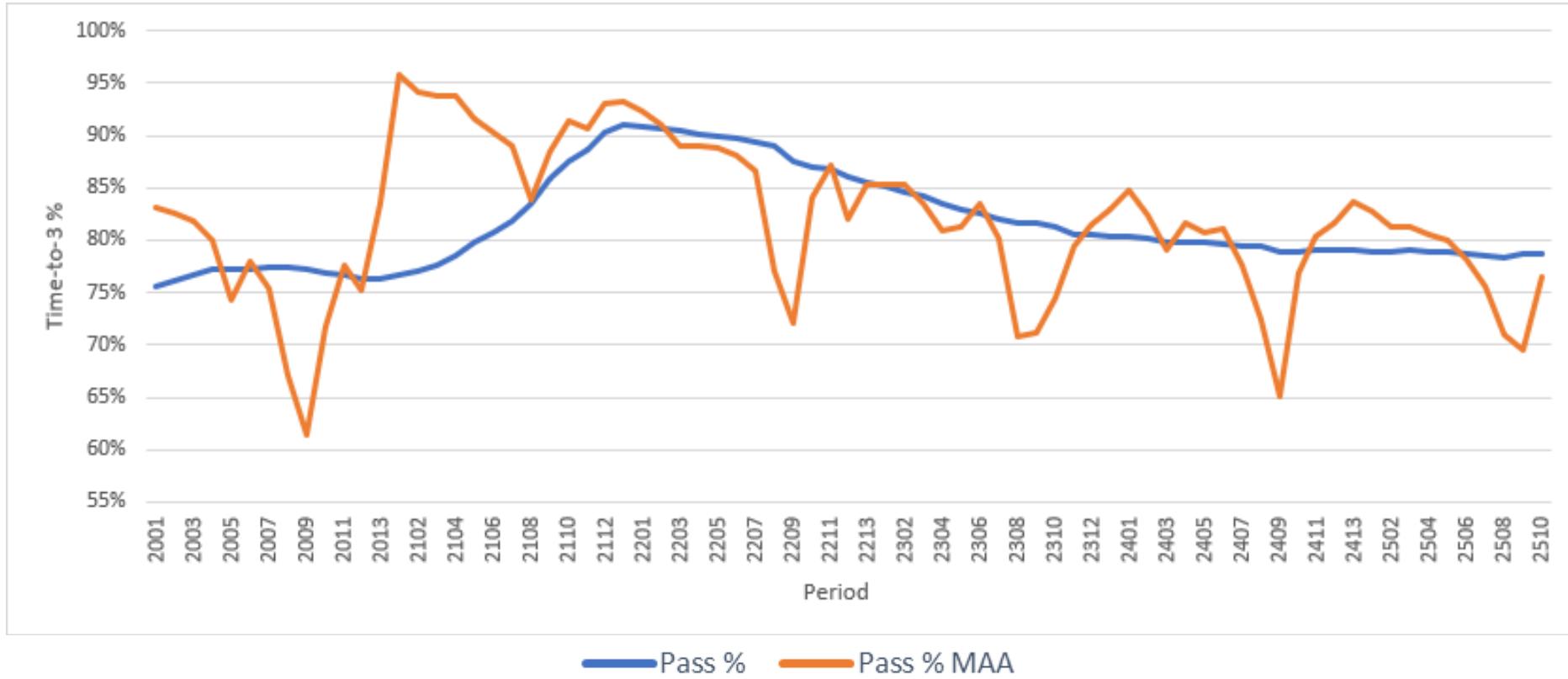
PUNCTUALITY **90%**

CANCELLATIONS **2%**

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What our customers experience - punctuality

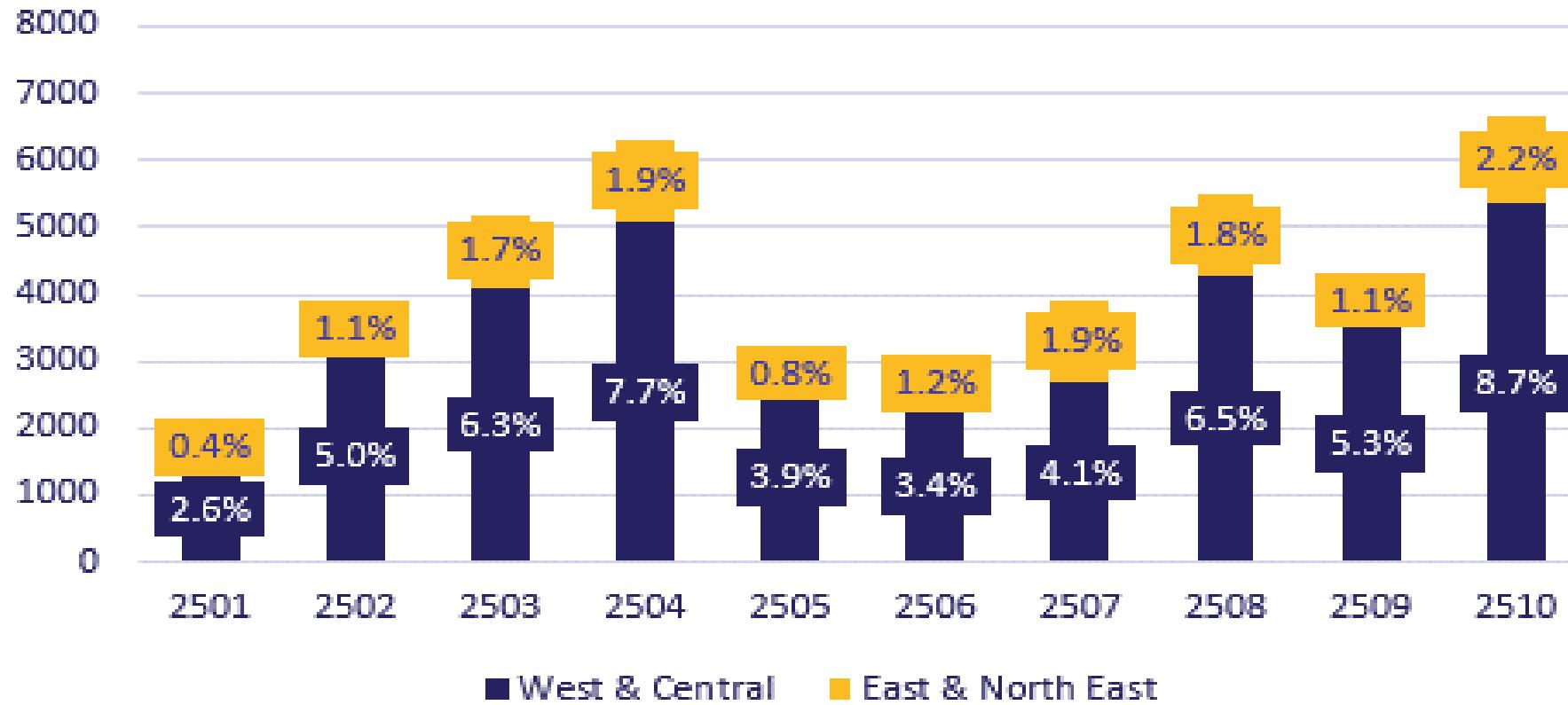
Time to 3 (T3)



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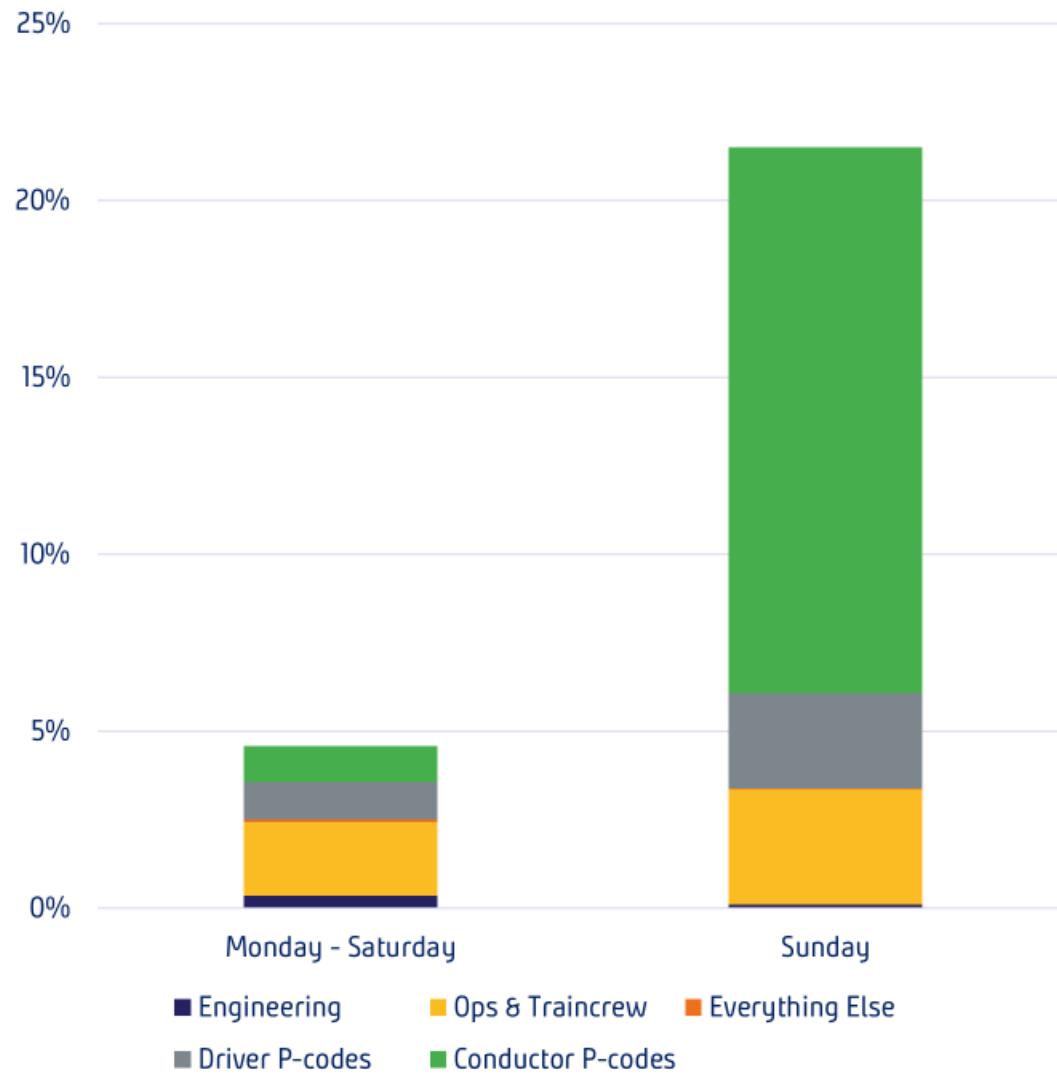


What our customers experience – cancellations



Graph shows % of cancellations on all NTL services

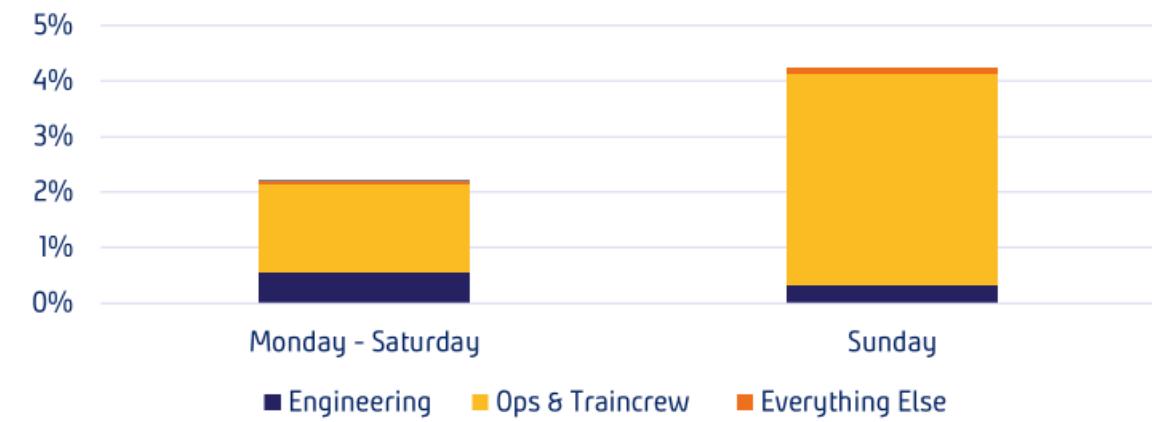
West & Central Cancellations by day, year to date



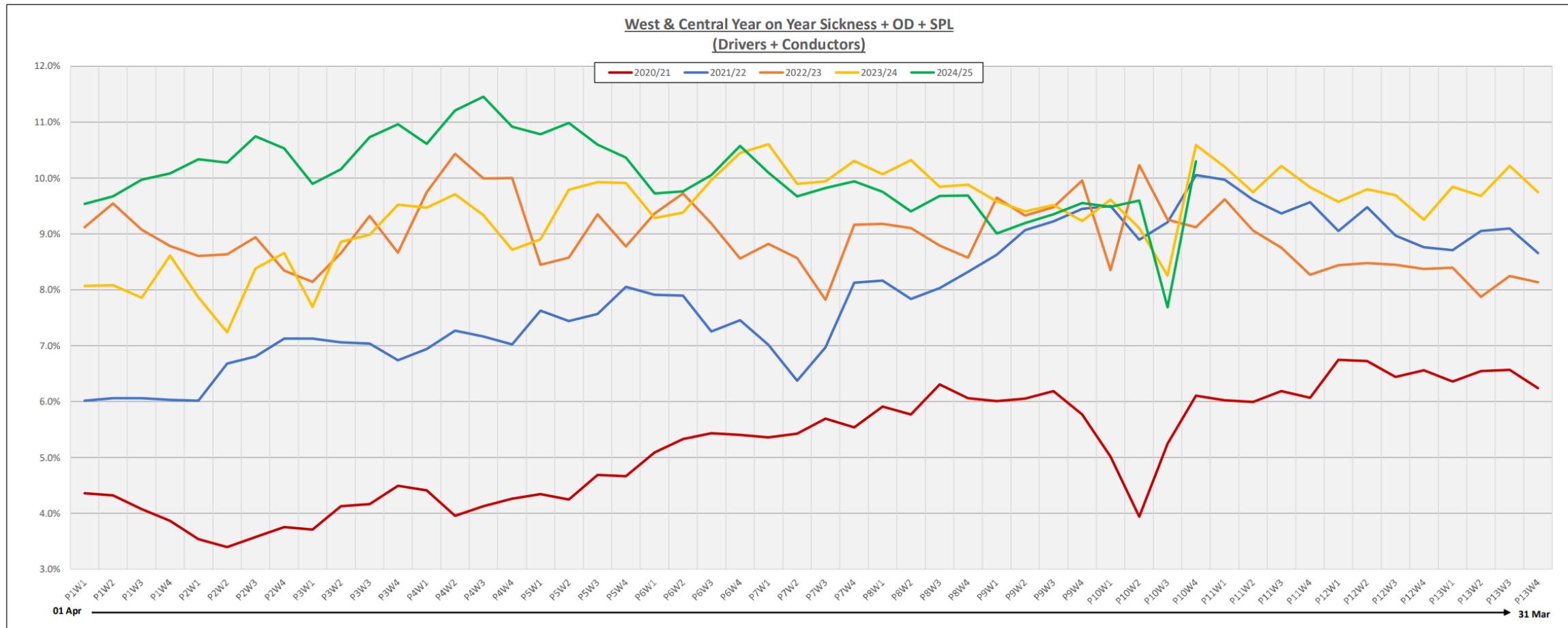
Cancellations by day, by cause

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

East & North East Cancellations by day, year to date



Traincrew Availability



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What we need to do

PUNCTUALITY **90%**

CANCELLATIONS **2%**

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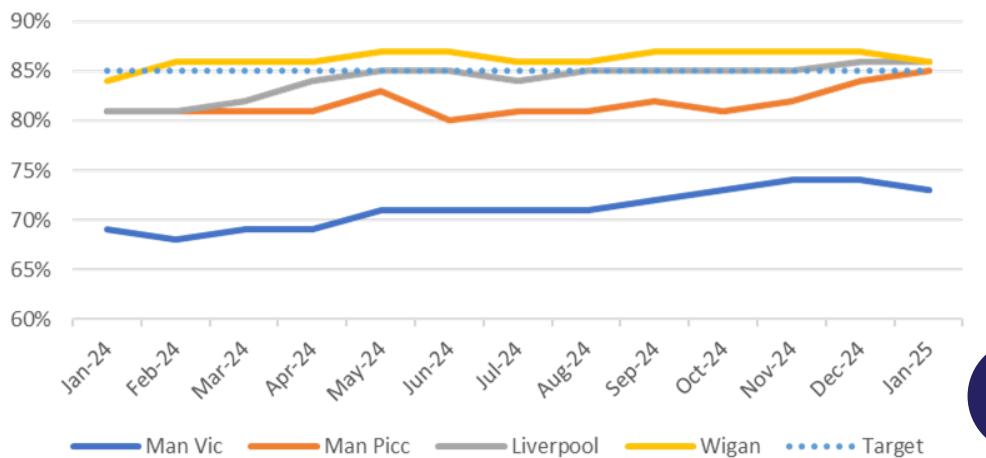
Training Delivery & Resources - Jan 2024 to Dec 2024

- 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

Depot	Jan-24	Dec-24	Jan-24	Dec-24
Buxton	107	59	91%	97%
Manchester Picc	1519	1386	81%	84%
Manchester Vic	2623	1987	69%	74%
Barrow	0	0	100%	100%
Barrow (Ex-TPE)	97	5	90%	100%
Blackburn	48	40	96%	97%
Blackpool	809	657	90%	89%
Blackpool (Ex-TPE)	63	60	92%	93%
Liverpool	774	699	81%	86%
Wigan	628	483	84%	87%
Workington	0	0	99%	100%
Total O/S Days:	6,668	5,376		



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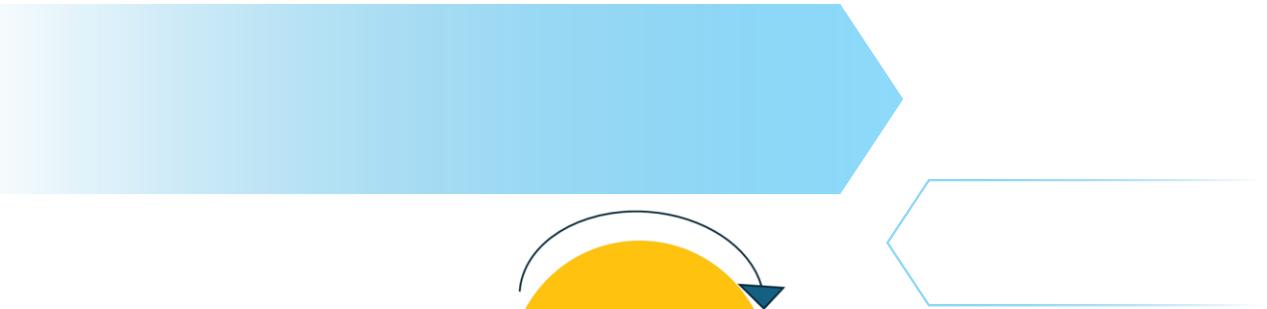
Our plan

phase 1 stabilising

0k

phase 2 re-setting

phase 3 performing



PUNCTUALITY 90%
CANCELLATIONS 2%

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PUNCTUALITY **90%**

CANCELLATIONS **2%**

North West Route Performance

Phil James – North West Route Director,
Network Rail

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



Timetable



Reliability



Recovery

Challenges 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

Challenges to Performance – Hague Bar

Hague Bar mid construction: contiguous piled wall installed and failed slope material removed ready for rockfill placement.



Hague Bar mid construction: Benching and rock fill placement ongoing, drainage being installed at the regrade toe.



- **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**

Challenges 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

03



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Our fleet



Go do your thing



Powering new trains

To support the Department for Transport's ambitions, our procurement identifies three lots for market engagement, business-case development, funding agreement and contract award.



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Lot 1 – Electric Multiple Units (EMUs)

The most straightforward design, and the quickest to build.

Lot 2 – Multi-mode Multiple Units (MMUs)

Most our new trains in phase 1 will be MMUs. These are futureproofed to allow conversion to BEMU or EMU when the infrastructure allows.

Lot 3 – Battery Electric Multiple Units (BEMUs)

The most complex because of the need for associated charging infrastructure, and not yet proven on the UK rail network.

These allow conversion to EMU when the infrastructure allows.



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.



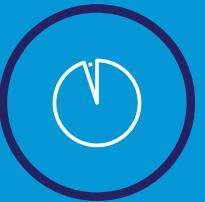
Phase 1

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.



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Bringing that together into a plan



	Lot 1 - EMU		Lot 2 - MMU		Lot 3 - BEMU		Total (units)	Total (cars)
	3-car units	4-car units	3-car units	4-car units	3-car units	4-car units		
Phase 1	12		48	63		8	131	464
Phase 2 <i>Indicative</i>	34	16	30	20		24	124	432
Phase 3	To be developed							

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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



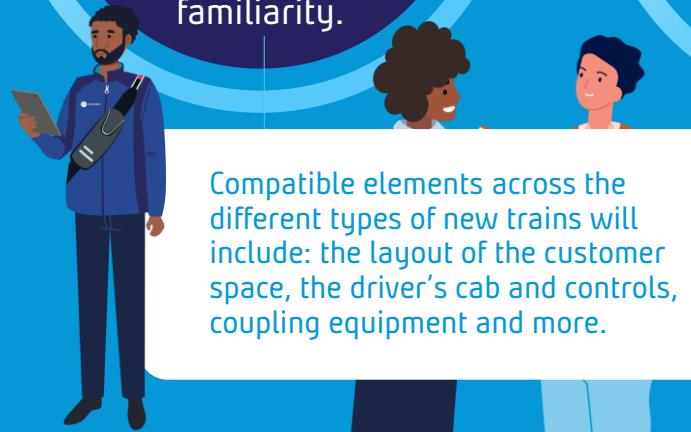
Though across three lots, the specification requires compatible elements giving operational familiarity.

Modern



ETCS signalling, Remote Condition Monitoring, clean power, and the on-board features customers expect.

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Compatible elements across the different types of new trains will include: the layout of the customer space, the driver's cab and controls, coupling equipment and more.



Phase one timeline



New trains programme



Procurement
manufacture and finance

Detailed design

First train build(s) & delivery

Train build(s) programme

Transpennine Route Upgrade
Delivery 2029 and entry into service 2030 – EMU/MMU

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Infrastructure
planning/procurement

Infrastructure
Depot and network requirements



The Transpennine Route Upgrade



TRU Benefits



August 2024

Electrification
Man Vic to Stalybridge

Class 769s to Stalybridge under electric power



2023 - 2027

Depot & Stabling mitigations coming on-line

Shipley
Hillhouse
Holbeck
Hull BG
Wakefield Top
Healey Mills
Heaton



c. 2029

Rollout of new trains for TRU

Total of 34 x new trains (22 x MMUs & 12 EMUs)

Completion of core infrastructure York - Leeds - Huddersfield

Re-mapping of local services from TPE to NTL + uplift in frequency

Late 2030 (earliest)

Key Output 4

Benefits realisation milestone



Completion of core infrastructure Huddersfield - Manchester

Re-mapping of local services from TPE to NTL + uplift in frequency

Late 2032 (earliest)

Key Output 5

Benefits realisation milestone



Early 2030s (earliest)

Rollout of ETCS

Transition from conventional signalling to ETCS



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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”



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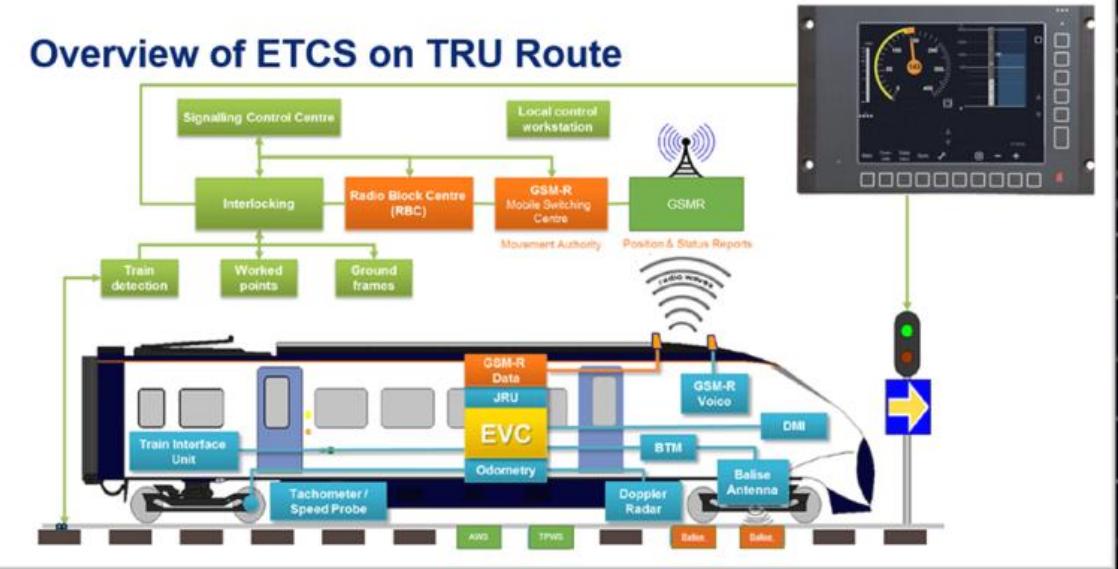


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Modernisation of signalling (ETCS)



Overview of ETCS on TRU Route



04

Panel Discussion

Facilitated by
Carolyn Watson,
Director of Stakeholder
and Community
Engagement



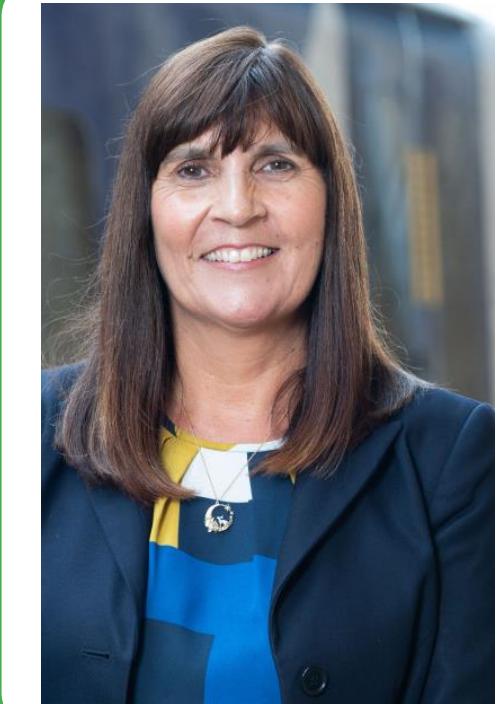
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Panel discussion

Tricia Williams

Managing Director



Rob Warnes

Strategic
Development Director



Craig Harrop

Regional Director



Phil James

Route Director –
North West



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NetworkRail






06

Workshops

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Workshops



Room 1:
Foster

**How we develop
our service plan,
balancing
ambitions with
constraints**



Room 2:
Chadwick C

**Customer insight
and our new
rolling stock**



Room 3:
Main room

**Accessible travel:
Journey mapping**



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Accessible travel: Journey mapping

Jordan Harlow, Maxine Myers & Mark Cutter



Northern accessibility team



Matthew Wilson – Travel Integration and Accessibility Manager



**Maxine Myers -
Accessibility Improvement
Manager**



**Jordan Harlow -
Accessibility Improvement
Manager**



**Mark Cutter - NAUG
Chair**

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(gentle upbeat music)

Exercise 1: Storyboarding!

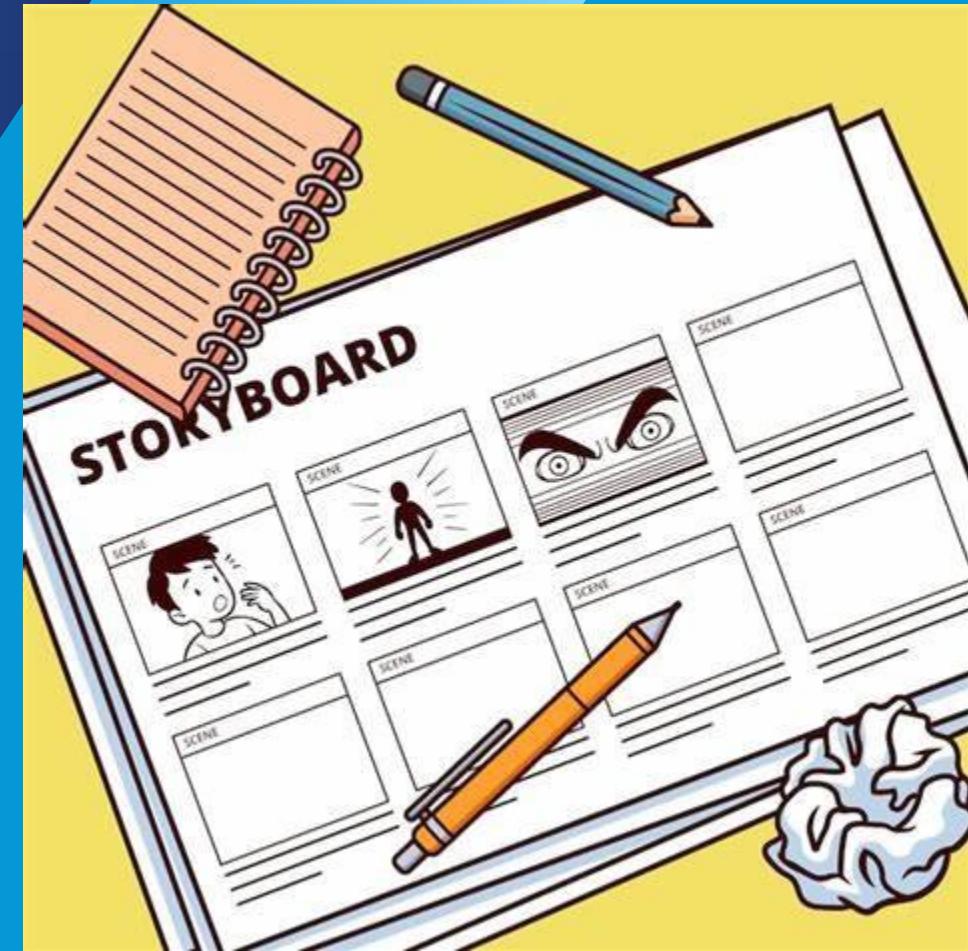
Think about the last train journey you went on. From beginning to end, storyboard it!

Hint: How did you plan your journey/buy your ticket? How did you get to the station?

Go do your thing



5 mins



Exercise 2: Applying the design toolkit

Turn over the inclusion card that is next to you.

How might your journey be different if your card applied?

Hint: Was there sufficient step-free access at both ends of the journey?



3 mins

Go do your thing



Exercise 3: Ideation task

Write your ideas on the post it notes!
😊

We are currently working on introducing a Travel Companion service. The service will be based in our contact centre and will be on hand to help with any and all queries for disabled customers.

Using your story board & your inclusion card, pinpoint aspects of the journey that we could support through this service. No idea is a silly idea!

Hint: Think about which aspects of your journey could be difficult/go wrong!



12 - 15 mins

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Thank you 😊





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*Welcome
back*

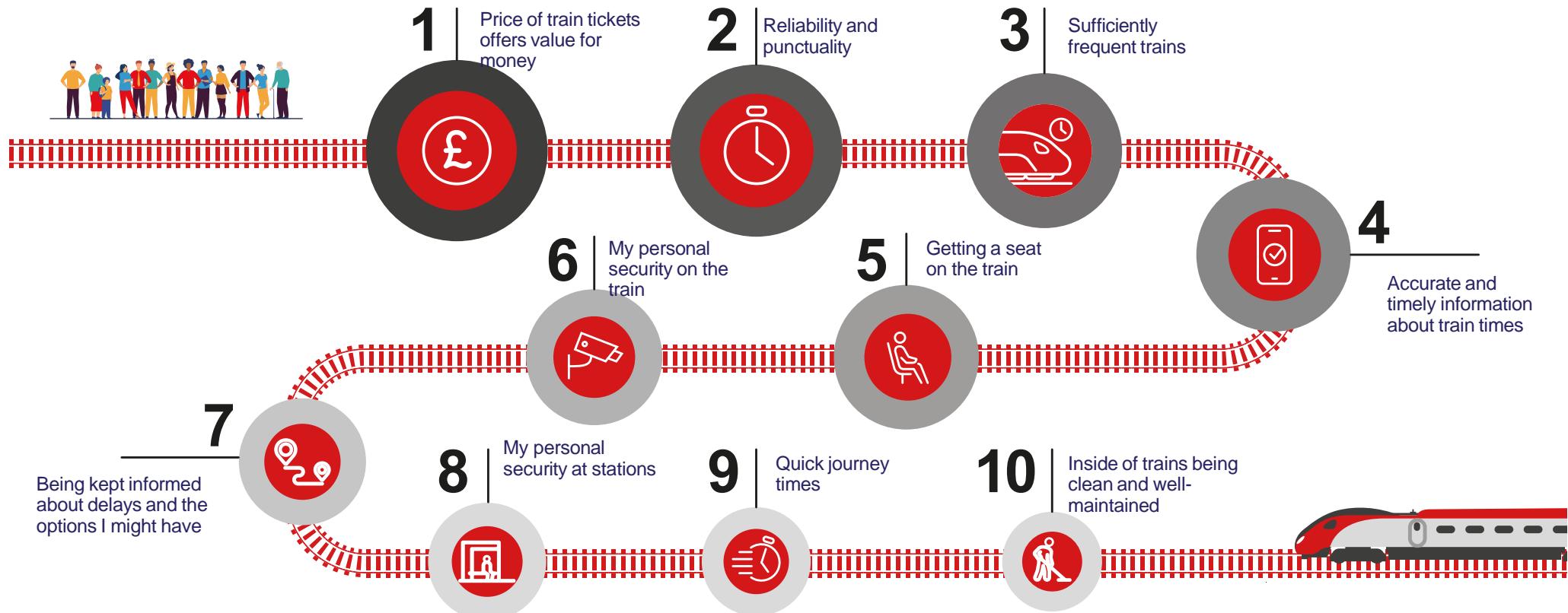


Go do your thing



Natasha Grice
Director - Rail, Transport Focus
17 January 2025

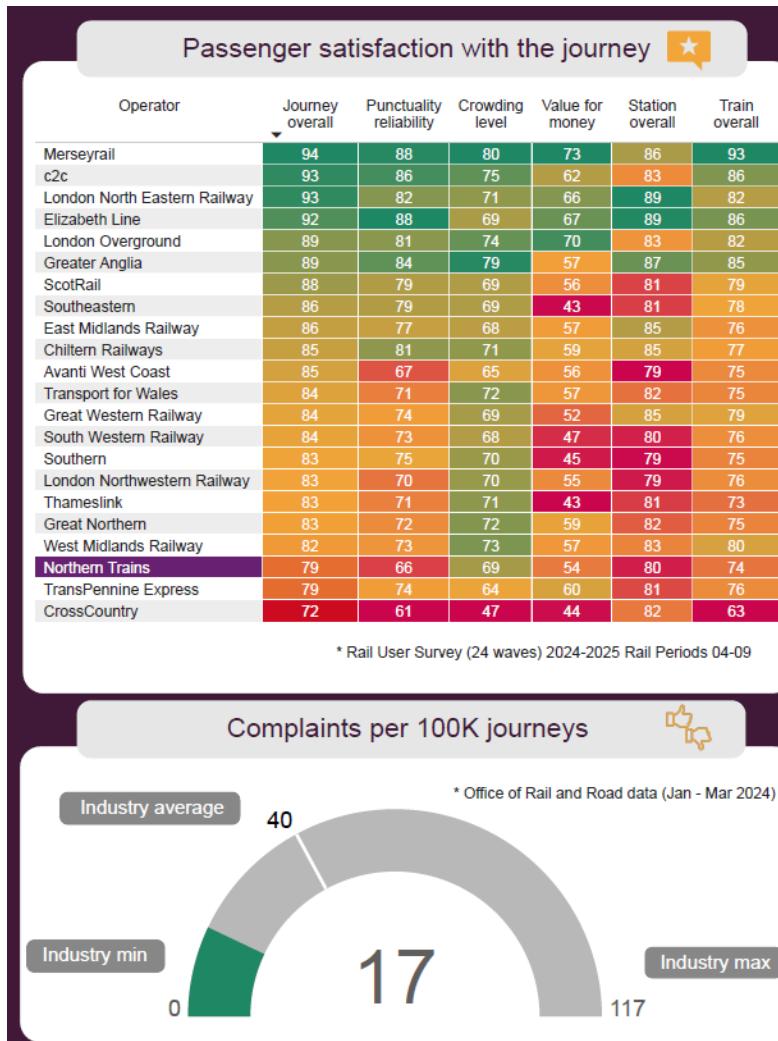
What matters to rail passengers in England 2022



- 11. A railway that can cope with adverse weather events (snow, wind, flooding and extreme heat)
- 12. Easy to buy the right ticket
- 13. Trains and stations easily accessible by older and disabled people and those with pushchairs, bicycles, luggage etc.
- 14. Good connections with other train services
- 15. Engineering works planned to keep passenger disruption to a minimum
- 16. Comfortable seats on trains
- 17. Good connections with other public transport at stations
- 18. Well-maintained, clean toilets on the train
- 19. An environmentally responsible railway that is reducing its carbon emissions
- 20. Helpful staff at stations
- 21. Stations being clean and well-maintained
- 22. Helpful staff on trains
- 23. Reliable Wi-Fi and mobile reception on trains
- 24. Easy to claim compensation when delayed
- 25. Sufficient space on the train for luggage

Icon size in the red circles relates to what matters to rail passengers. The more important, the larger the icon.

Rail scorecard

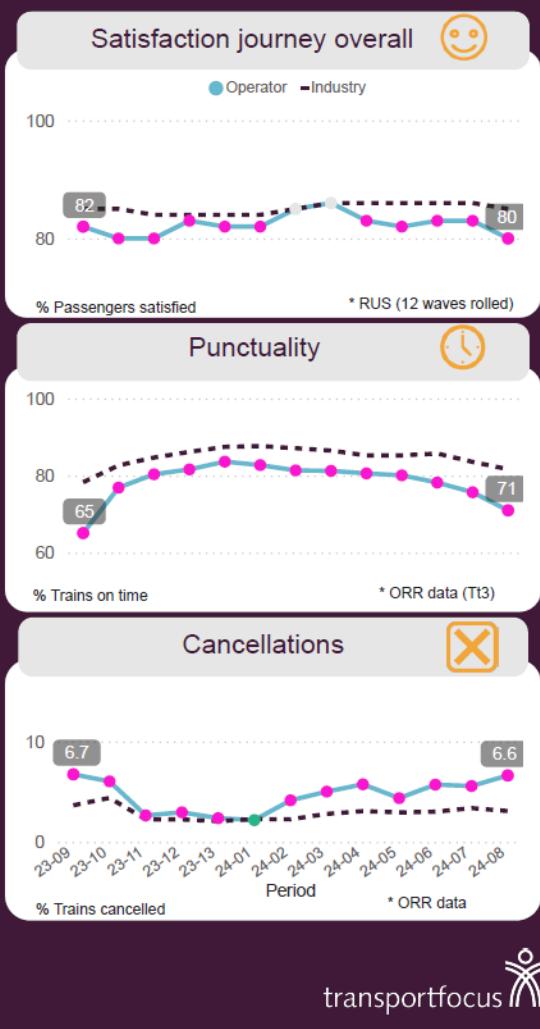


Northern Trains

Across the national network, passengers in the Rail User Survey are talking about...

"My return scheduled train was over an hour delayed. The only **information** given was 'delayed'. No reason why. No information for how long. Next train scheduled for an hour and no information about if that was running. Different staff told me different updates."

"Feel that **overcrowding** is now a huge issue and that companies do not put on enough carriages to cope with demand. Clearly some services are busier than others and this should be relatively predictable. With the price you pay for a ticket you would like a proper seat and although it's manageable when I'm travelling alone it is extremely stressful if I'm travelling with older relatives who actually need to sit."



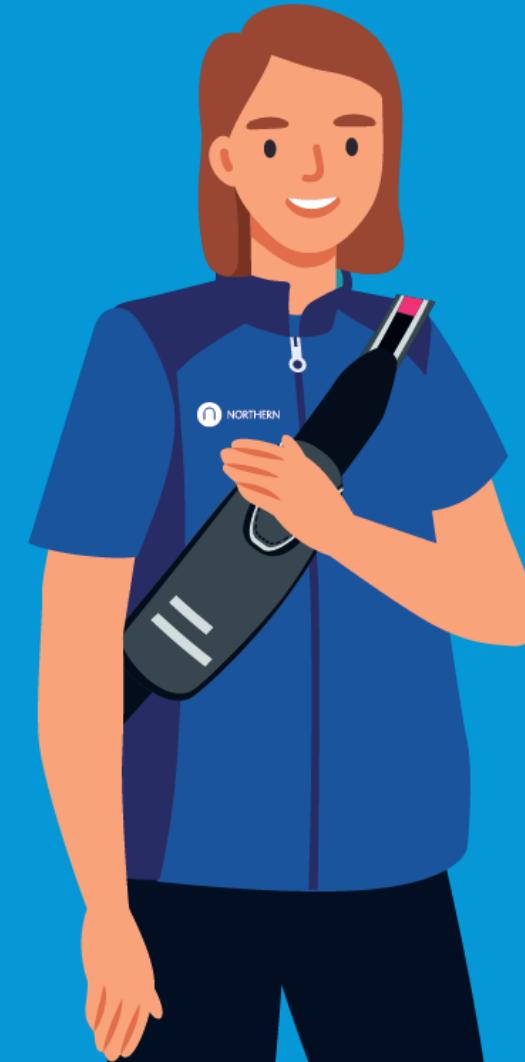


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Supporting Customers and Growing Demand

Alex Hornby

Commercial and Customer Director



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Our Philosophy



*Think
National*



*Act
Northern*



*Deliver
Local*



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

Priorities

Data

Insight

Action

1 Expanding data & knowledge of market conditions

2

Improving insight tools & processes

3

Clear insight to action culture driving growth

4

Collaboration & Developing our People

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Delivering Growth

2023:
+21%



2024:
+5%



2025:
+6%

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2.1M | *Extra journeys*



+32% | *Leeds-Nottingham*



30% | *More journeys in Hull*



20% | *Growth in Education Seasons*



+ | *Promoting a range of destinations:
Chester at Christmas*



50K | *Trips on the Northumberland Line*

Frictionless Ticketing

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

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

New ticket gate procurement
and gateline renewals

TfGM PAYG – Manchester to
Hadfield and Stalybridge
routes by Q3 2026

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

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 3rd party revenue and promote international travel



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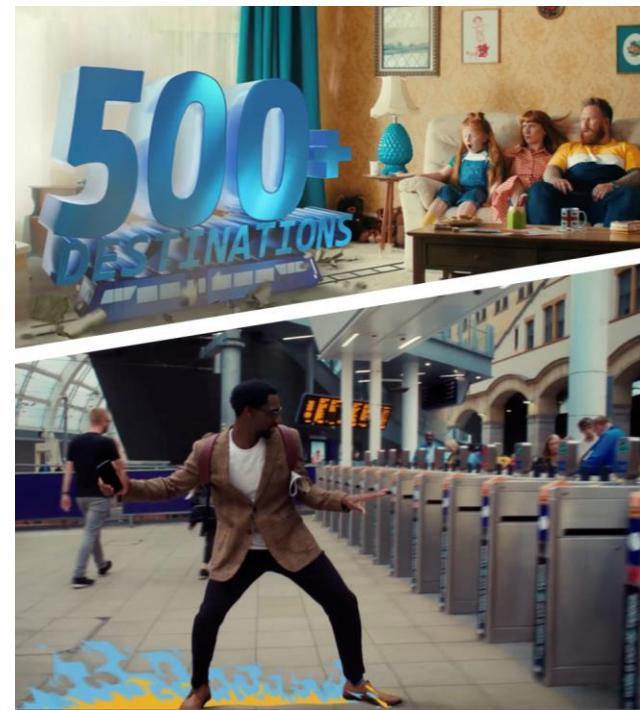
Inspiring Demand

Strong ROI

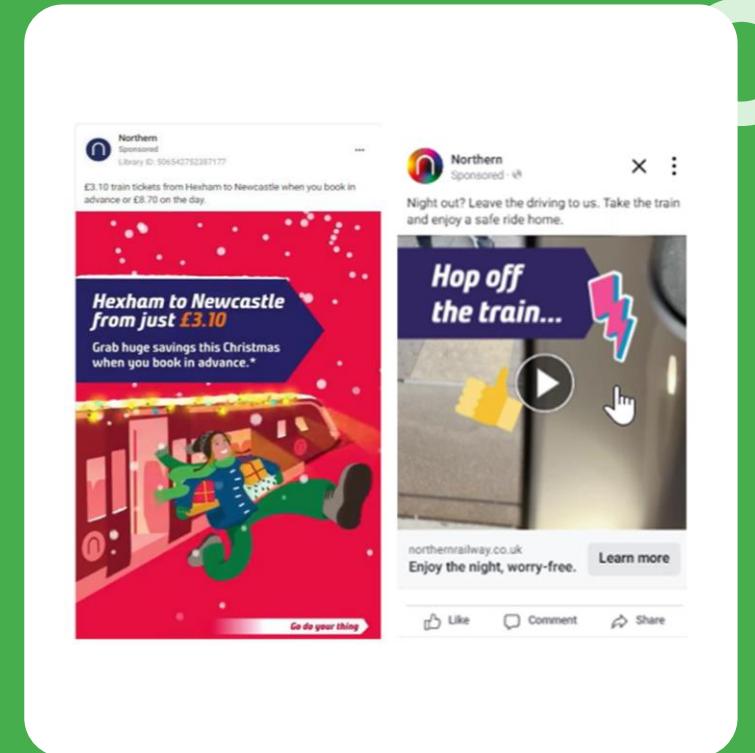


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New TV Advert



The rise of social



Direct to the Customer

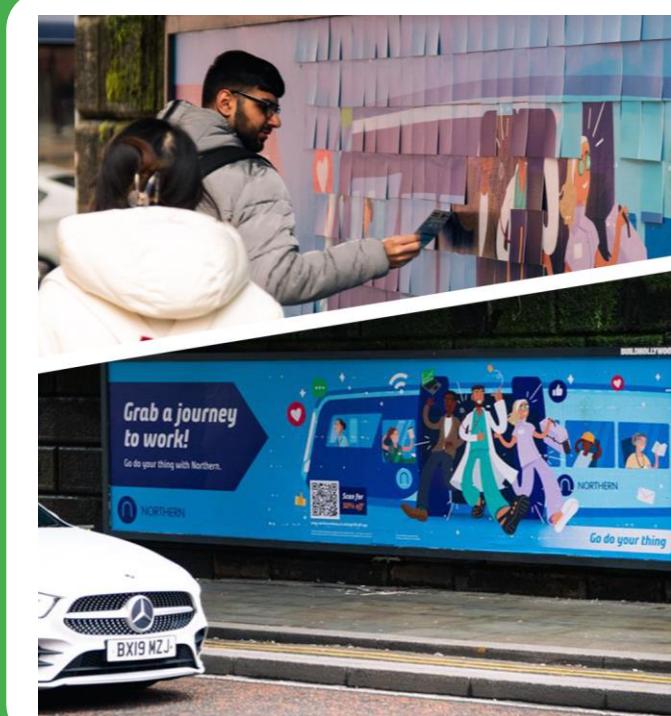
Surprise and delight



Reopening Baildon



Innovation



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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, & Insight

Investment in
Gatelines and Better
Payments

Go do your thing



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”

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

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.



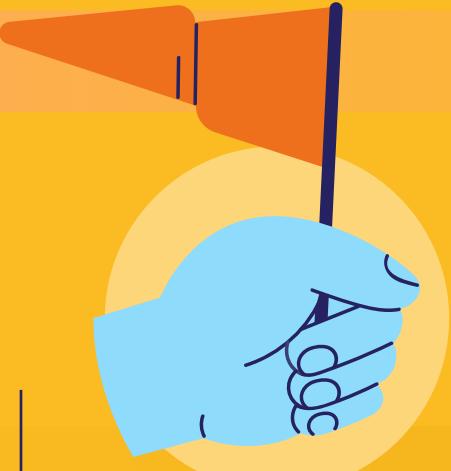
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Enhancing the Station Experience



*Retail
Transformation*



*Destination
Station*



*Responsible
& Sustainable*



*Supporting Our
Communities*



*Accessible &
Efficient*



Industry Collaboration

Industry Wide
DFTO Only

Workstream	Tickets & Fares	Digital	Revenue Protect	Customer	Marketing	Station (NTL)
Group 1 Initiatives	Great British Rail Sale Updated Ticket Acceptance policy Cross TOC Advance Purchase	Colleague App		Visual Disruption Maps New Passenger Charter Station Welcome Points Accessibility Public Consultation	Industry Safety Campaign	One Station
Group 2 Initiatives	Railcard Simplification Increased Advance Purchase Booking Horizon		Increased Revenue Protection Budgets Fraud Collaboration	Passenger Assistance Enhancements	Increased Marketing Budgets	
Group 3 Initiatives	Revised Flexi Season Tickets Disabled Railcard	Colleague App Enhancements		Smarter Information, Smarter Journeys Accessibility Consultation Colleague Culture Passenger Assist		

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DFTO



Dealing with Disruption

Business Question:

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

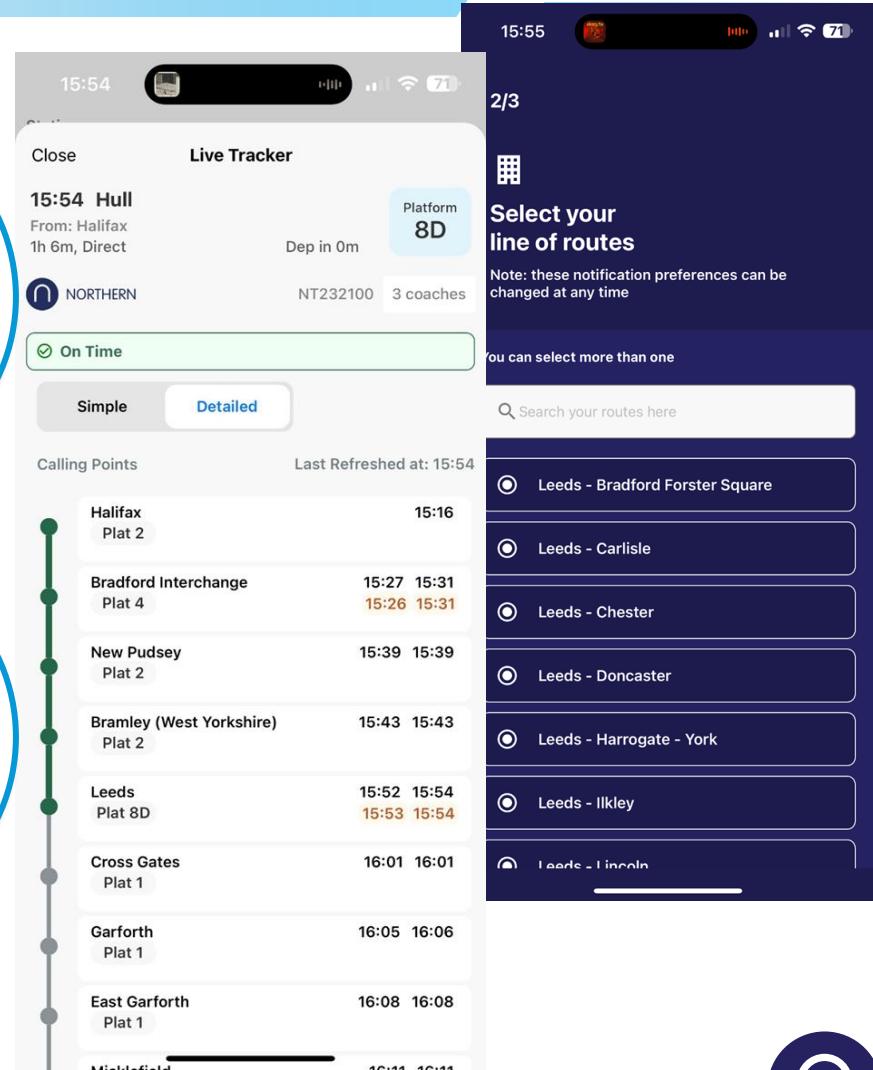
Problem: Too many apps, fragmented data, poor access to content, no access to customer service functionality

Solution:

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

+5%
CSAT During Disruption

Reduce
redirects to
contact
centre or
website



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Our Approach





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Questions



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