



NORTHERN

# Welcome



*Go do your thing*



***Kerry Peters***  
Regional Director,  
East

***Jason Wade***  
Regional Director,  
North East

***Go do your thing***



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***Go do your thing***



# *Northern's commitment to the North*

**Tricia Williams**  
Managing Director

*Go do your thing*

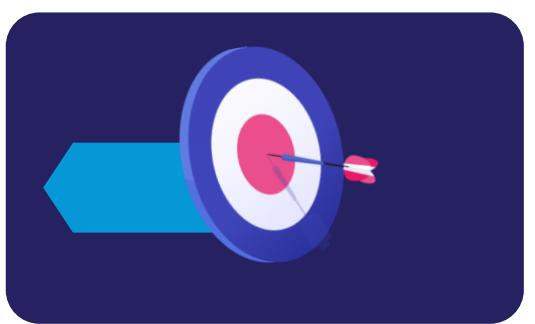
01



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



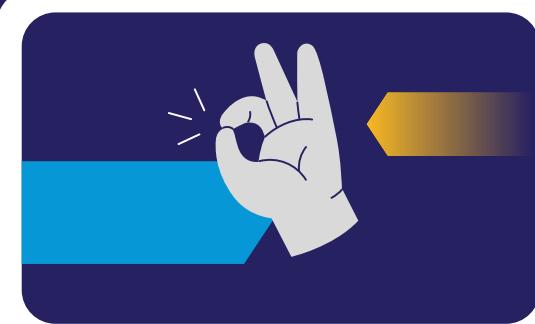
**Our priority is getting our customers where they want to be**  
**Our timetable is our promise**



**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**

***Go do your thing***

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



# *Training transformation update*

Smart One Prototype



*Go do your thing*



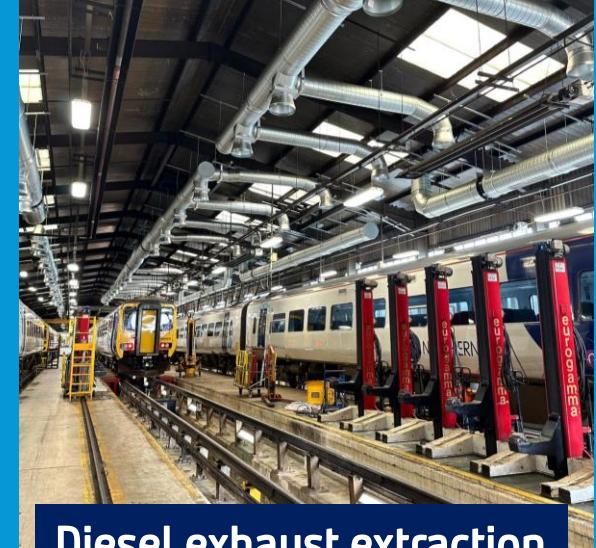
# *Engineering transformation update*



**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*

**THE PURPOSE  
COALITION**

PROUDLY RUN BY  
**THIS IS PURPOSE**

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**15** Working in  
Partnership



**12** Place: building  
sustainable  
communities



**11** Infrastructure  
for opportunity



**6** Fair career  
progression





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# *The pathway to high performance*

**Kerry Peters**, Regional Director East

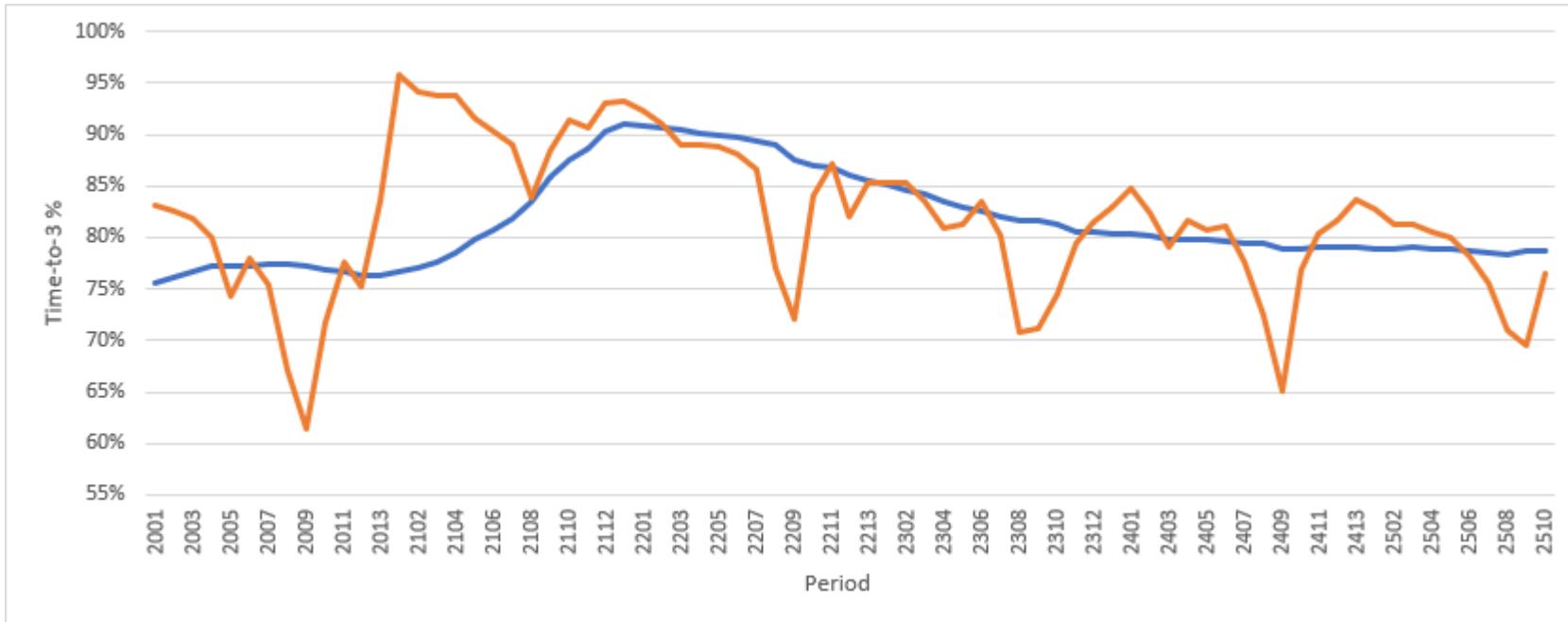
**Jason Wade**, Regional Director North East

PUNCTUALITY 90%  
CANCELLATIONS 2%

*Go do your thing*

# *What our customers experience - punctuality*

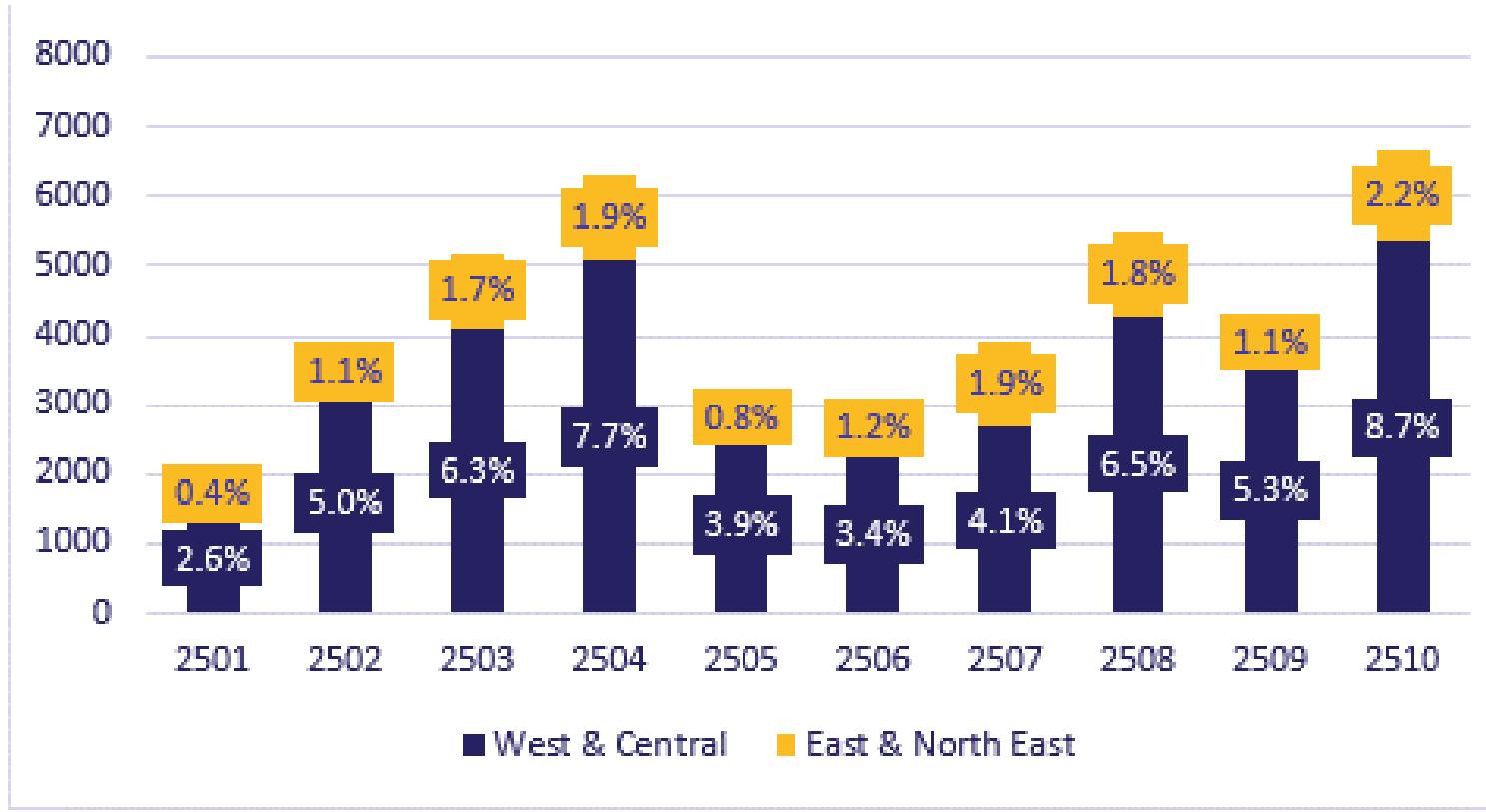
Time to 3 (T3)



*Go do your thing*



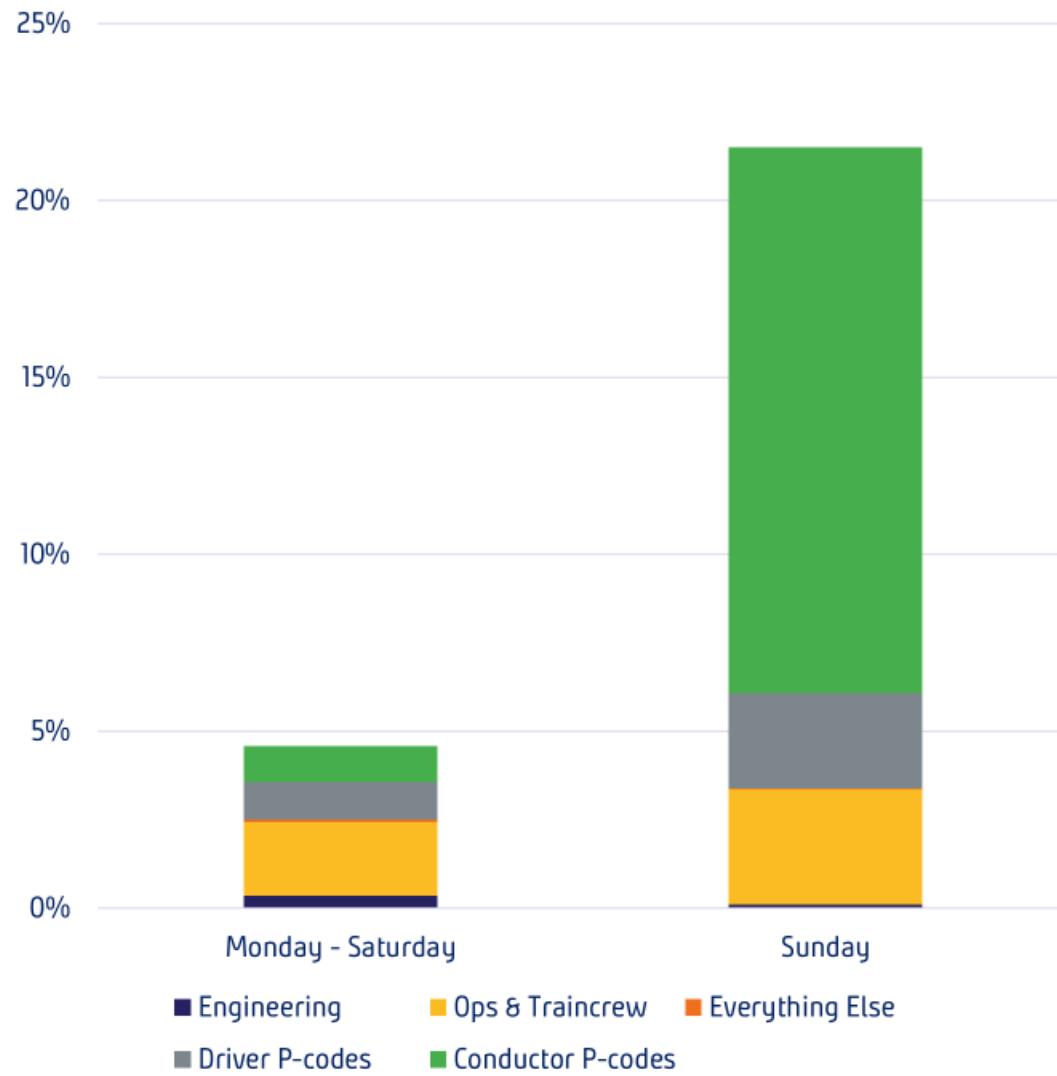
# *What our customers experience – cancellations*



*Go do your thing*



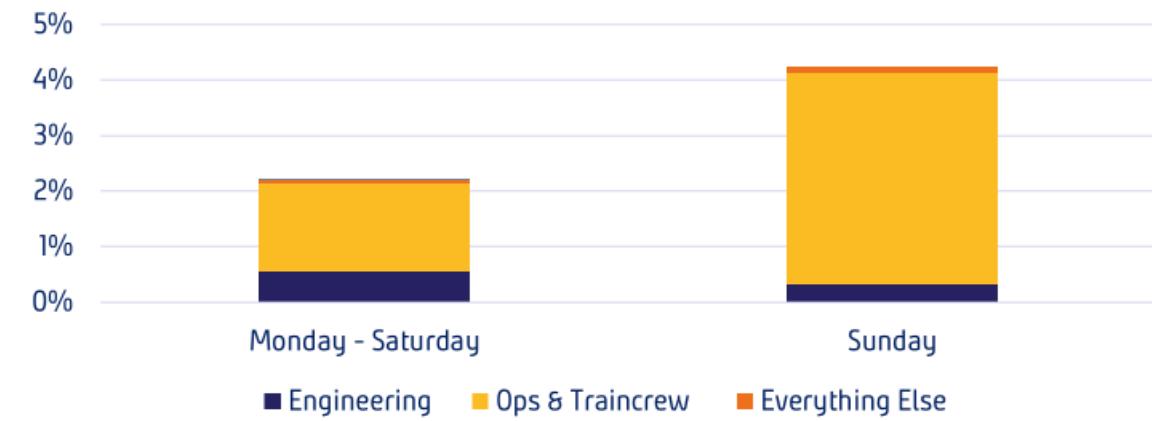
### West & Central Cancellations by day, year to date



## 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.

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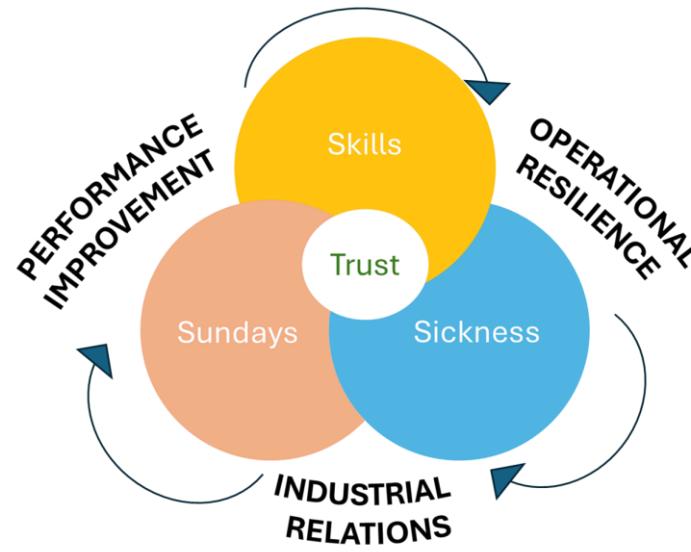
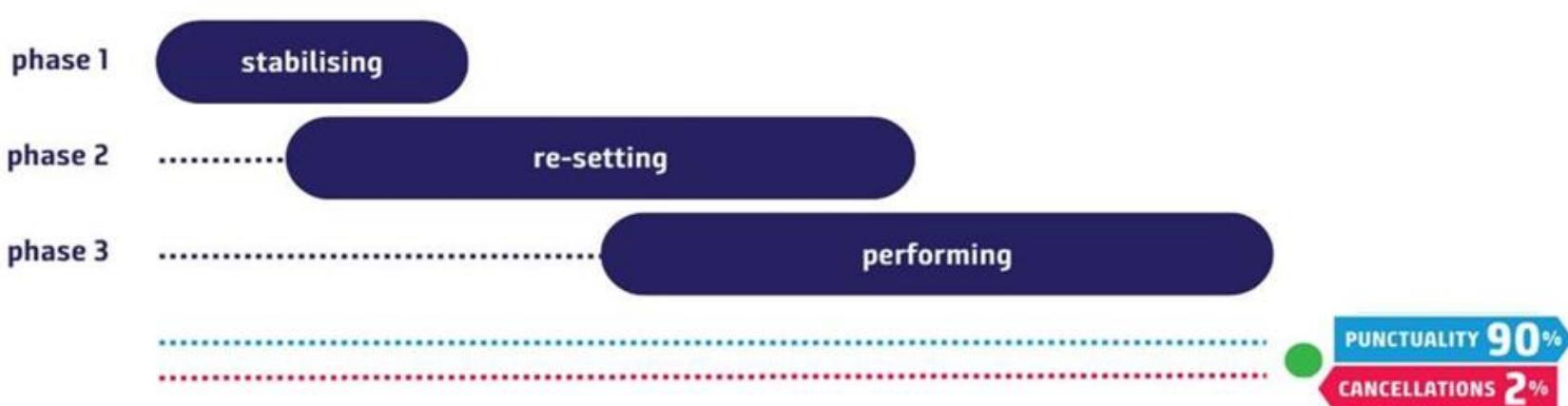
*What we need to do*

PUNCTUALITY **90%**

CANCELLATIONS **2%**

*Go do your thing*

# Our plan

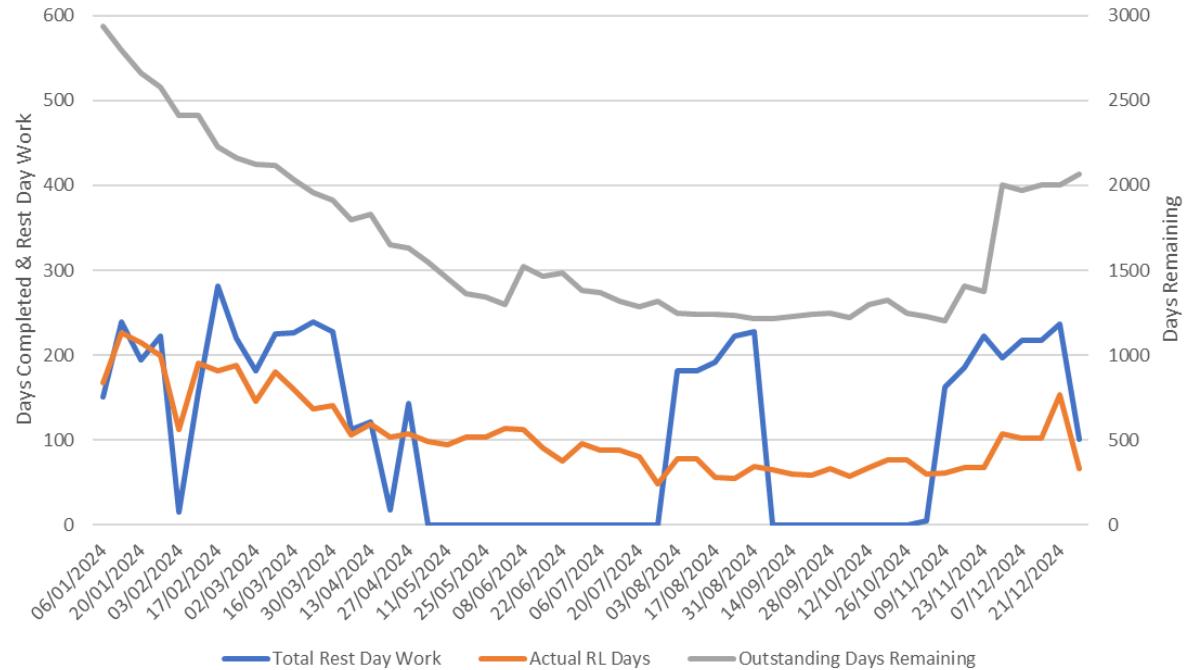


Go do your thing



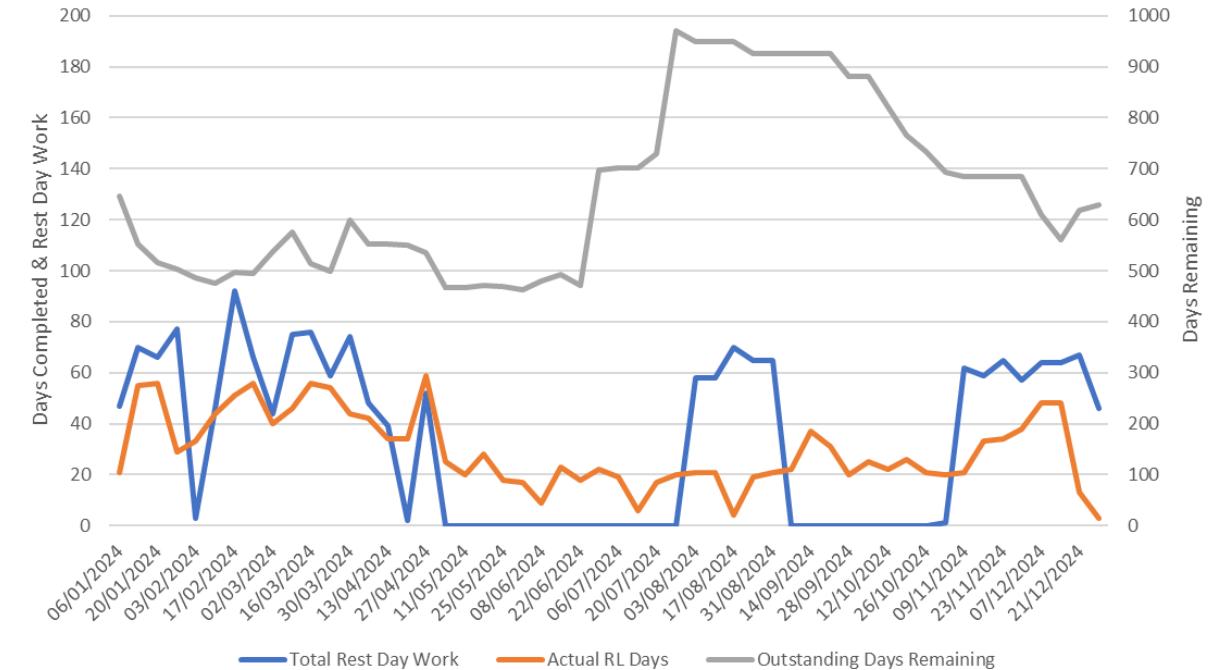
# Route Learning Progress- East & North East

East Route Learning Complete, Remaining & RDW Usage



5519 R/L days completed in 2024

NE Route Learning Complete, Remaining & RDW Usage



1544 R/L days completed in 2024

PUNCTUALITY **90%**

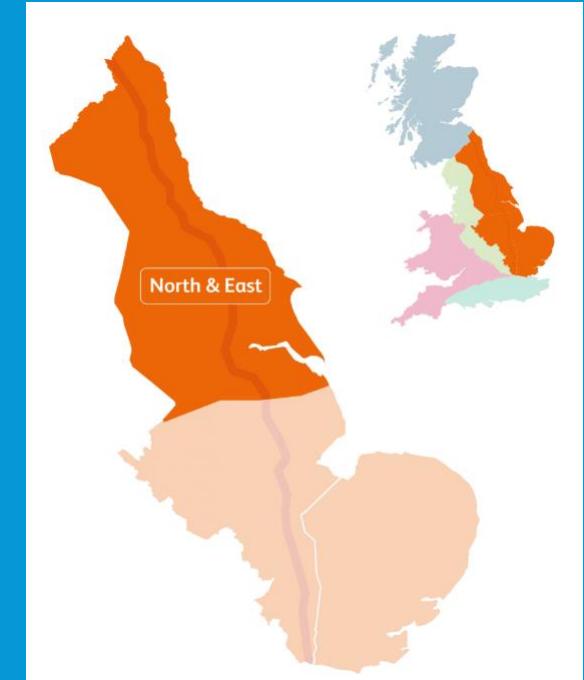
CANCELLATIONS **2%**

# *Network Rail Update*



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***Jason Hamilton***  
North and East Route  
Director



# *New trains update*

**Rob Warnes**, Strategic  
Development Director

03



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# Our fleet



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# 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*



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



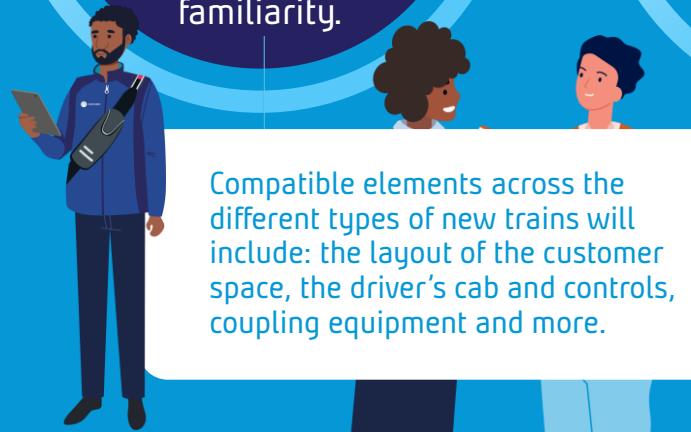
Though across three lots, the specification requires compatible elements giving operational familiarity.

## **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

**Go do your thing**

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



**Depot & Stabling mitigations coming on-line**

Shipley  
Hillhouse  
Holbeck  
Hull BG  
Wakefield Top  
Healey Mills  
Heaton

**2023 - 2027**



**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

**Go do your thing**



# ***Wider Network Developments***

Leeds Station

New Footbridge

Enhanced Concourse

Platform 17

G Line

Bradford Forster Square

ECML

Teesside Enhancements

Sheffield Capacity

New Stations

& lots over in Manchester



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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



**Kerry Peters**  
Regional Director,  
East



**Jason Wade**  
Regional Director,  
North East



**Jason Hamilton**  
Route Director, North  
and East



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# Workshops



**Room 1:  
Castle Howard**  
Customer insight  
and our new  
rolling stock



**Room 2:  
North Ridings**  
How we develop our  
service plan, balancing  
ambitions with  
constraints



**Room 3:  
West Ridings**  
Accessible travel:  
Journey mapping



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*Welcome  
back*

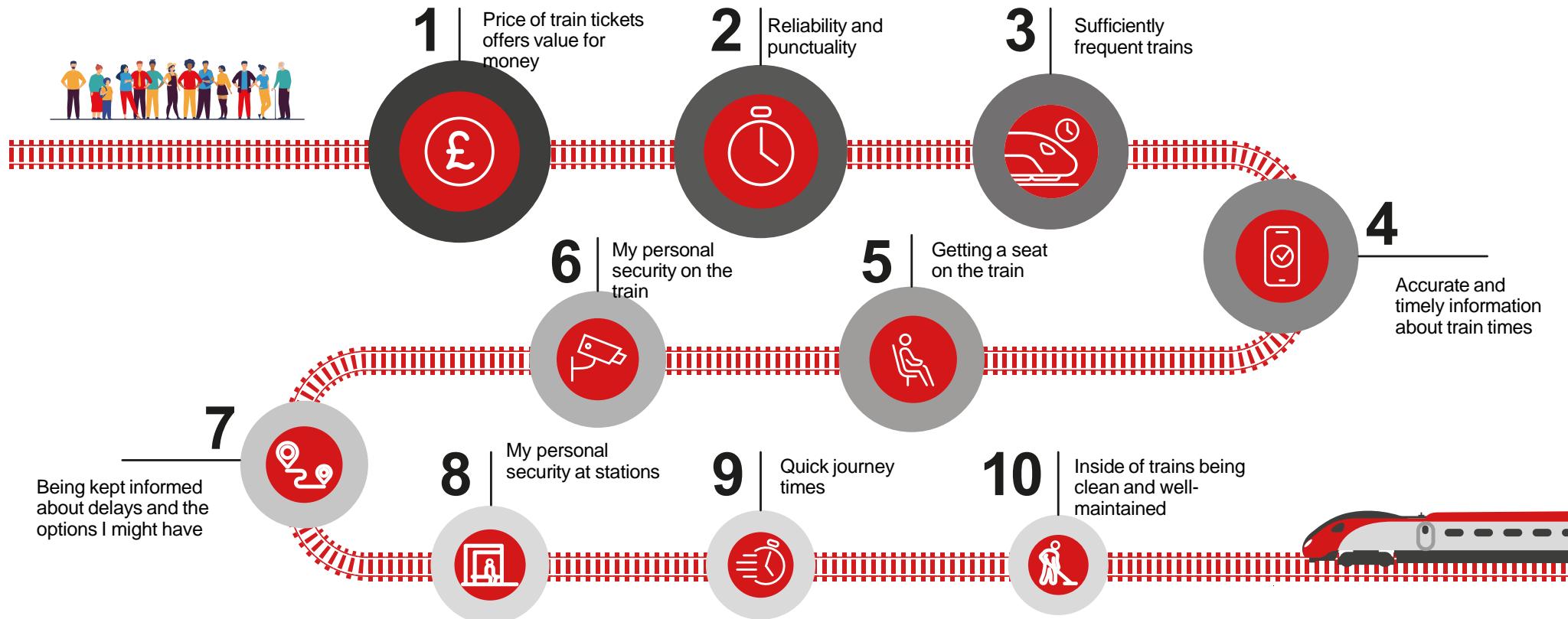


*Go do your thing*



**Alex Robertson**  
**Chief Executive Officer, Transport Focus**  
**10 January 2025**

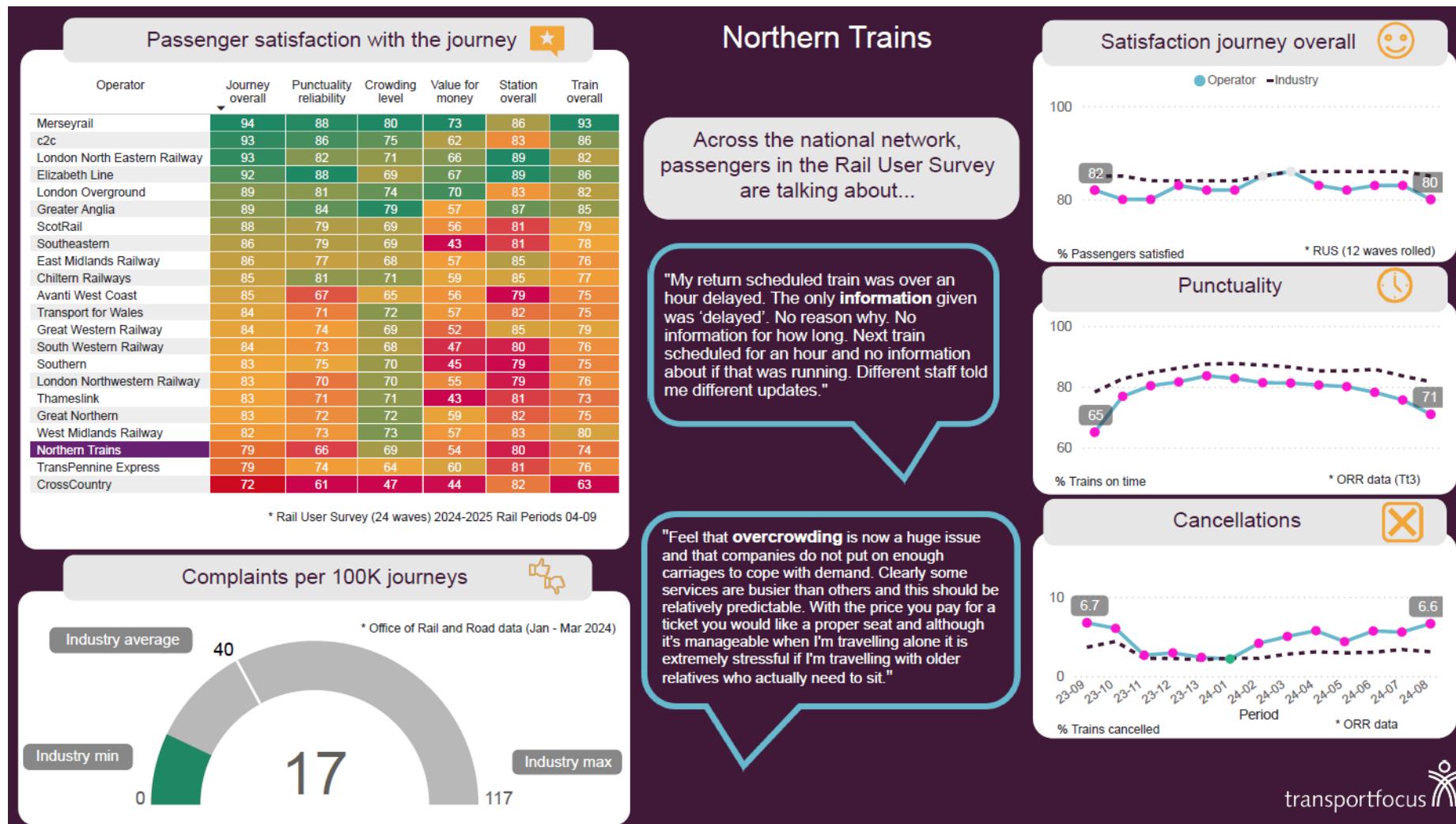
# What matters to rail passengers in England 2022



- 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



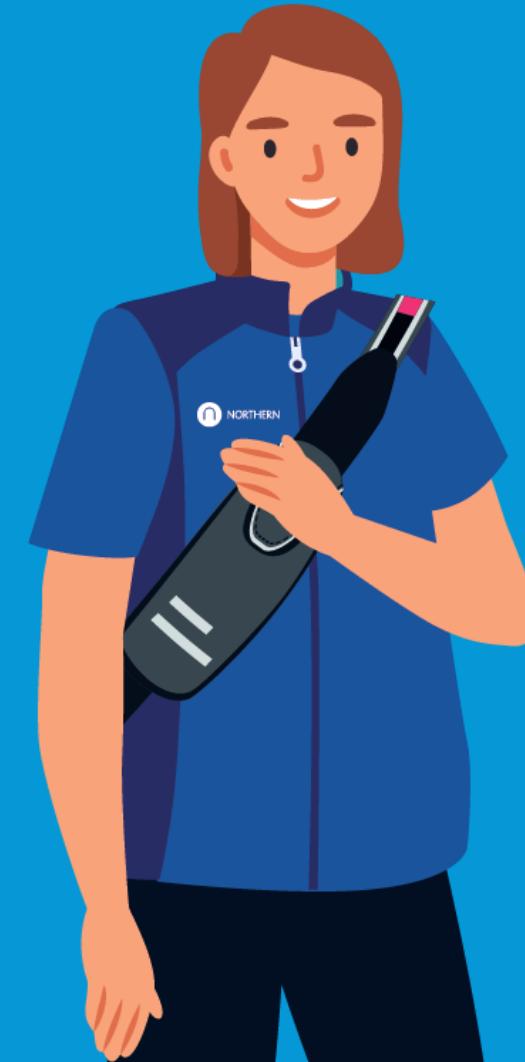


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# *Supporting Customers and Growing Demand*

**Alex Hornby**

Customer and Commercial 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

Demand is building:

2023:  
+21%



2024:  
+5%



2025:  
+6%

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## Growth Initiative Highlights:



+32% | Leeds-Nottingham



2.1M | Extra journeys



30% | More journeys in Hull



20% | Growth in Education Seasons



21% | Growth on the Durham Coast



35K | Trips on the Northumberland Line

# 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

*Go do your thing*

## *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



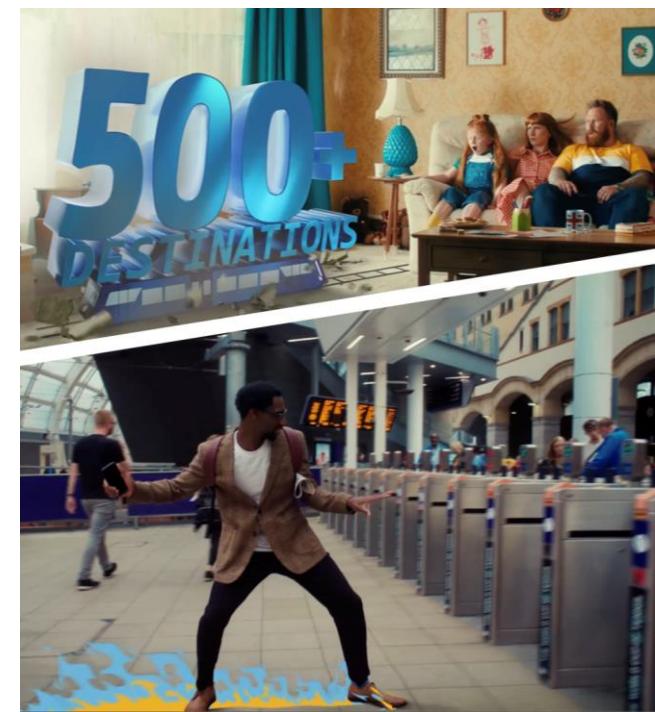
# *Inspiring Demand*

## *Strong ROI*

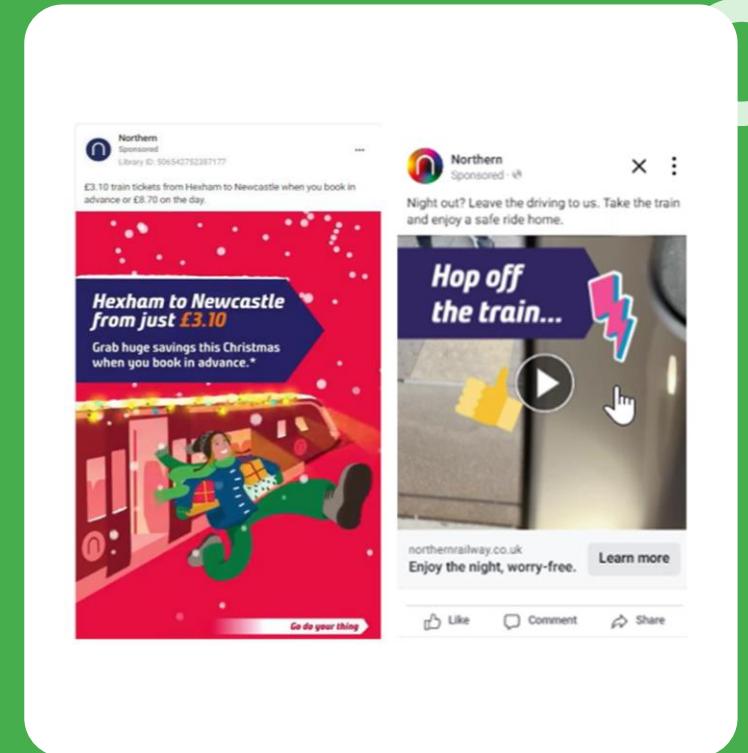


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## *New TV Advert*



## *The rise of social*



# *Direct to the Customer*

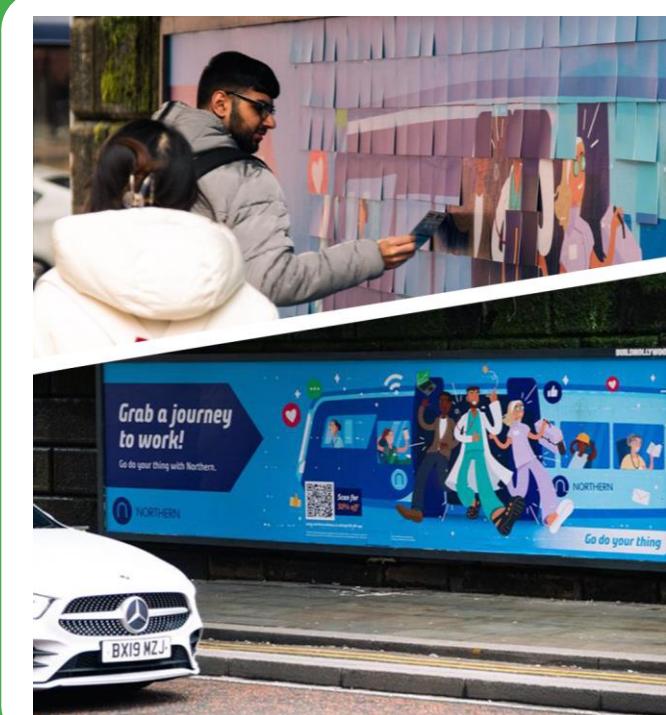
## *Surprise and delight*



## *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/ Silverrail for cash users

New ticket gate procurement and gateline renewals

Newsham station next, further Nexus product integration

Awaiting DfT and HM Treasury approval

Detailed requirements phase

Awaiting DfT approval to proceed

Procurement phase, Blackpool North and Bradford Interchange first for replacement

Next Steps

# ***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



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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  
People  
Data**

***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”***

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

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.



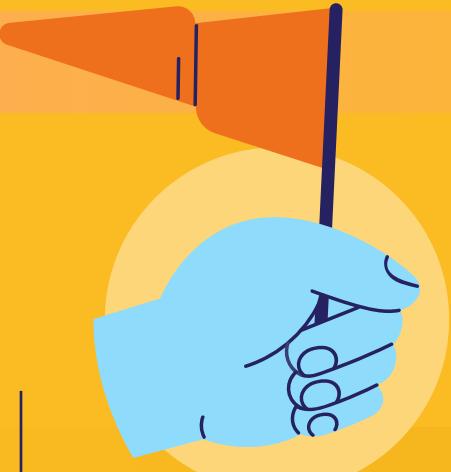
**Go do your thing**



# *Station as a place*



*Retail  
Transformation*



*Destination  
Station*



*Responsible  
& Sustainable*



*Supporting Our  
Communities*



*Accessible &  
Efficient*



# Industry Collaboration

Industry Wide

DFTO Only

Workstream	Tickets & Fares	Digital	Revenue Protect	Customer	Marketing	Station (NTL)
<b>Group 1 Initiatives</b>	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
<b>Group 2 Initiatives</b>	Railcard Simplification Increased Advance Purchase Booking Horizon		Increased Revenue Protection Budgets Fraud Collaboration	Passenger Assistance Enhancements	Increased Marketing Budgets	
<b>Group 3 Initiatives</b>	Revised Flexi Season Tickets Disabled Railcard	Colleague App Enhancements		Smarter Information, Smarter Journeys Accessibility Consultation Colleague Culture Passenger Assist		

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# 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:**

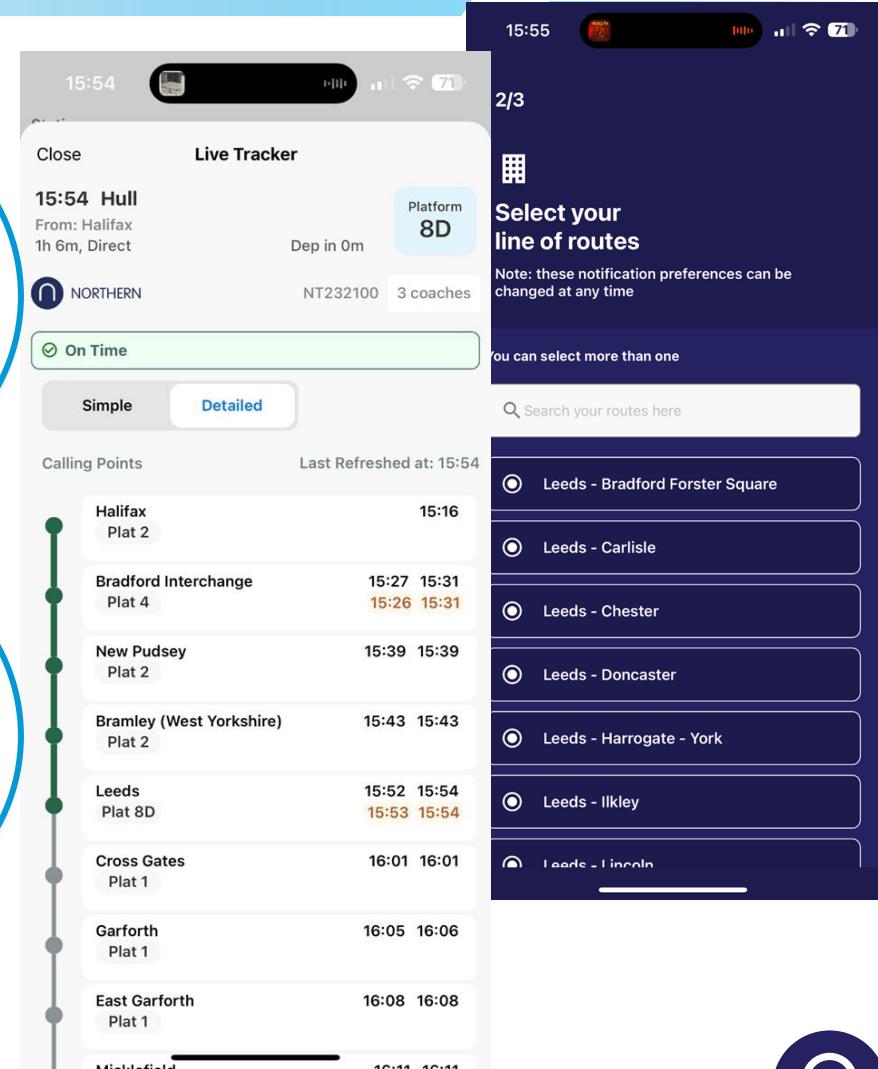
Single app connecting all data & content needed to serve customers & extending service & knowledge from contact centre to front-line

+5%

CSAT During Disruption

Reduce

redirects to contact centre or website



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# *Our Approach*





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*Thank you*

