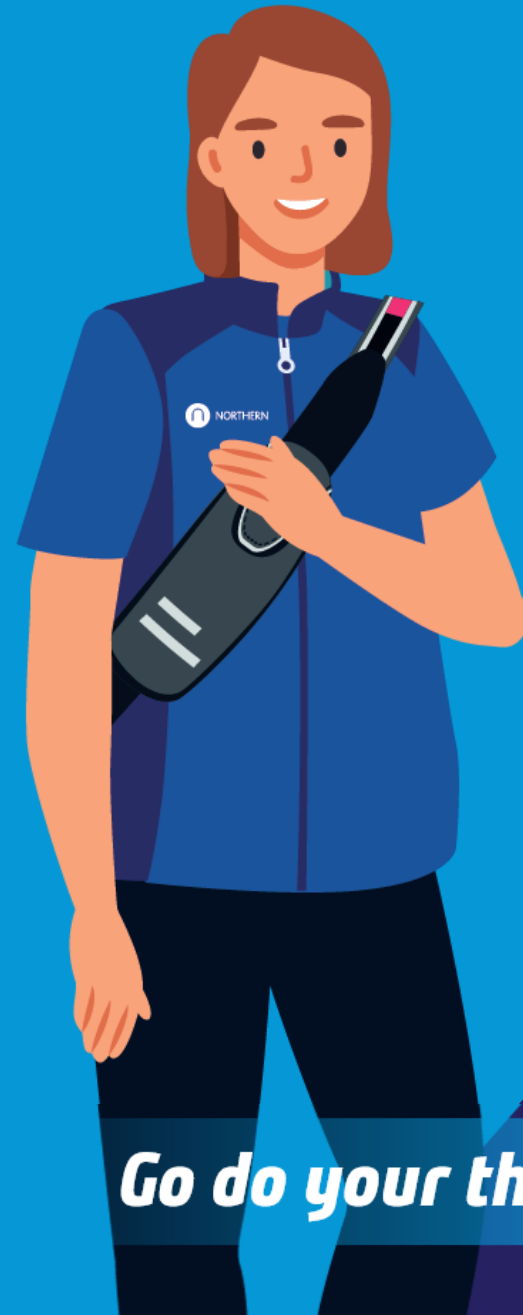




# Welcome

Stakeholder Conference 2025



*Go do your thing*

# Agenda

**01 Performance, impact  
and future direction**

Tricia Williams & Phil James

**02 In conversation with  
the Strategic  
Development Team**

Richard Crabtree & Rob  
Warnes

**03 Panel and Q&A**

**04 Break**

**05 Workshops**

**06 Lunch**

**07 Safe Journeys: Tackling Violence  
Against Women and Girls**

Lisa Leighton

**08 Rail 200 celebratory  
session**

**09 Close**

*Go do your thing*





# Performance, impact and future direction



Tricia Williams & Phil James



**EXTERNAL  
FACTORS**



**RECOVERY**



**OPERATING PLAN**



**FIXED  
ASSETS**



**FLEET**



**PEOPLE**



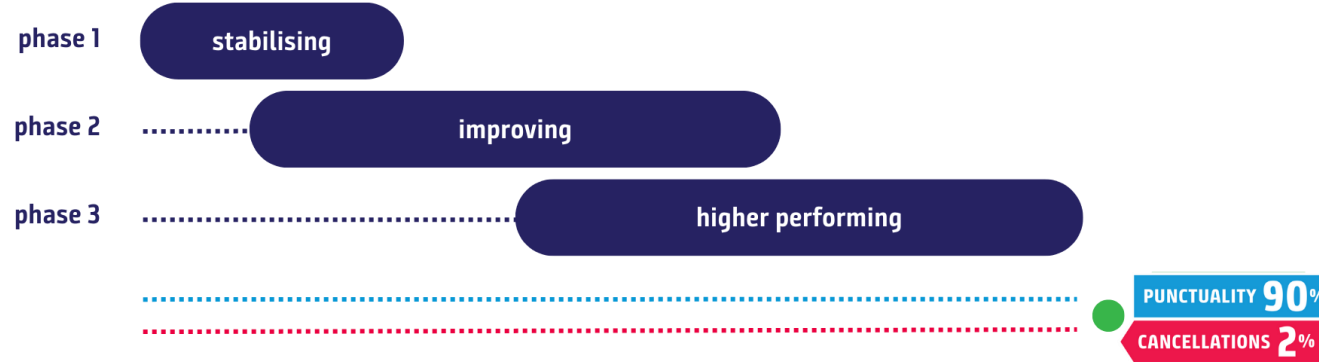
**P**

**PERFORMANCE  
AND CHANGE  
MANAGEMENT**



# Performance Improvement Programme

**To achieve:**  
**90% punctuality and 2% self-caused cancellations.**



*Organisational design*

*Skilled and available traincrew*

*Discovery*

*Engineering excellence*

*Operational excellence*

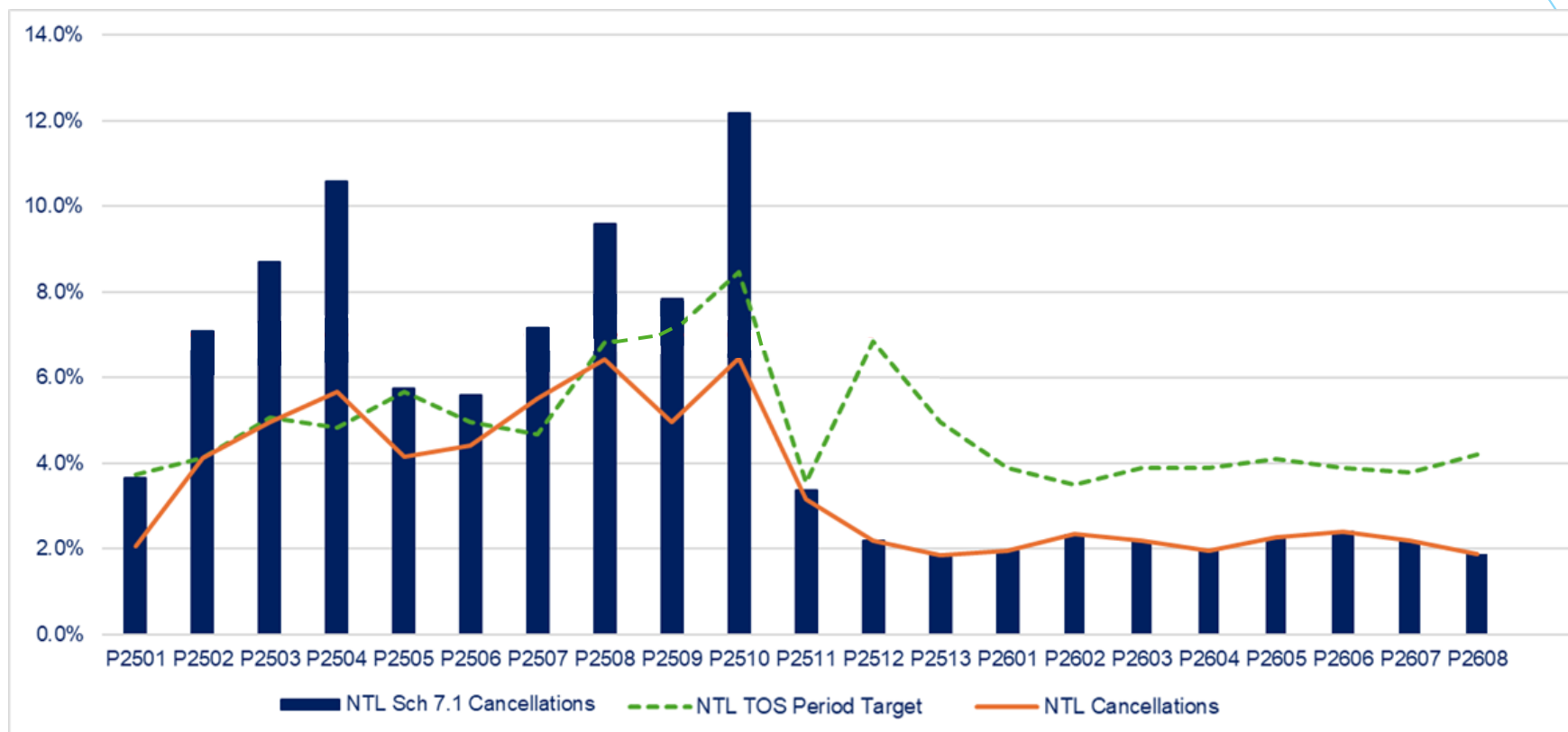
*Timetable review*

*Working in partnership with Network Rail and industry partners*

**Go do your thing**



# Northern-caused cancellations



**Go do your thing**

NTL Sch 7.1 Cancellations: Northern-caused cancellations, including p-coded cancellations.  
NTL Cancellations: Northern-caused cancellations, not including p-coded cancellations.





# North West Route Performance



Phil James – North West Route Director,  
Network Rail

# We know what makes performance good Northern and Network Rail – in partnership

## Recovery

Collaboration with NR Routes on Key Route Strategies.  
Joint Autumn and extreme weather readiness activities.  
Reviews of disruption contingency plans.  
Operational Decision Making, including G-FORCE.  
TOC cooperation during disruption.

## Operating Plan

December 2026 Timetable for Performance.  
Line of Route deep dives e.g. Calder Valley, East of Leeds.  
Traincrew link and diagram efficiency reviews.  
Station dwell improvements.  
Autumn Timetable amendments.

## External Factors

Joint work to identify the key areas for trespass and protection of the asset.  
Vegetation management plans and reporting.  
Extreme weather and climate change response.  
Platform congestion management.

External  
Factors

Performance

Recovery

Operating Plan

Fixed Assets

Fleet

People

Performance  
and Change  
Management

## Performance & Change Management

Focused working groups and task & finish groups e.g. East of Leeds; CAF fleet performance improvement.  
Driving styles analysis and training for modern trains.  
RM3P assessments across multiple departments.  
Operational excellence focus.

## Fixed Assets

Delivery Unit effectiveness workstreams to improve maintenance team incident responses including joint response deployment.  
Asset reliability improvement plans.  
Continued focus on removing and proactive mitigation of TSR risks.

## Fleet

Engineering transformation delivery.  
Fleet reliability improvement plans for all fleets with additional focus on Class 158, 170, 195 and 769.  
Autumn wheel adhesion innovation, Watertrak, DVRS and Cryogenics.  
Train Care Centre flow and capacity management and infrastructure investment.

## People

Availability improvement (traincrew).  
Maintenance vacancy gap reduction and upskilling.  
Traincrew training and competence (end-to-end).  
Relationship building with Trade Unions.  
Operational Excellence programme.



# Operating Plan: Our approach

OFFICIAL

The efforts to make improvements in the Operating Plan are tempered by the Dec25 timetable change and associated changes to Eastern Region performance targets which hamper efforts to deliver improvements. However, we are working hard through the ECML readiness process to review dwell times, ensure right time operations and robustly managed turnarounds

## Non-Structural Improvements

**Dec 25\*:** Interventions around dwell times and performance allowance to better cater for known areas of operating performance loss for both TPE and Northern across the North of England across 25 lines of route

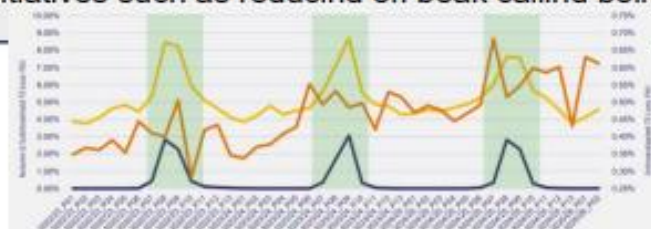


Intervention  
Dec 25 TT

Where possible have dwells at Rainhill and Edge Hill increased from ½ minute to 1 minute, arriving 1 minute later into Lime Street. Engineering allowance is also split, 1 minute before Newton-le-Willows (Parkside Jn) and 1 minute before Wavertree (Olive Mount Jn)

## Focus on Autumn

**Autumn 2026 Timetable:** Further Autumn Interventions have been developed which are now going through RNP approval for implementation at Northern. These do include more intrusive initiatives such as reducing off peak calling points.



## Getting the building blocks right

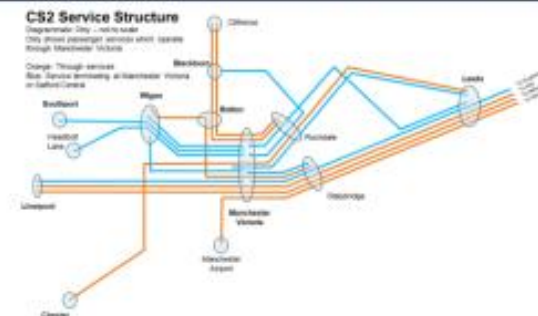
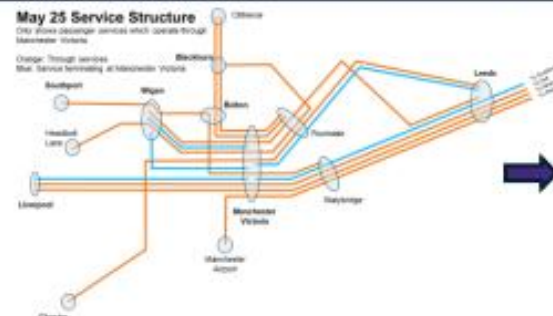
**Dec 26:** TPR and SRT review covering Manchester, Calder Valley, Diggle and Leeds area to align to December 2026 changes, working with System Operator

Route Section	Modelled performance (T3)
Calder Valley (aggregate)	88.7%
Calder Valley TRU 3 TPH (agg.)	88.5%
Northern (Victoria. to Leeds via Bradford)	89.8%
TPE (via Calder Valley)	81.2%
Manchester Victoria to Milner Royd (agg.)	91%
Milner Royd to Leeds (agg.)	87.2%

Table shows modelled  
Railways position used to  
derive TPR and SRT issues  
for WTT and Amended  
Timetable structure

## Manchester structural change

**December 26:** Splitting of poor performing services groups across Manchester enabled by new turnback facilities, which will reduce delay propagation from east and west of Manchester. Allowing reduced reliance of Class 769s and reduction in train crew relief-on-route at Manchester Victoria.



# Performance Improvement Programme

PUNCTUALITY **90%**

CANCELLATIONS **2%**

## Organisational design

- 6 Service Delivery Areas
- New Operations Director
- Each led by a Director of Service Delivery
- New Dedicated Director Stations

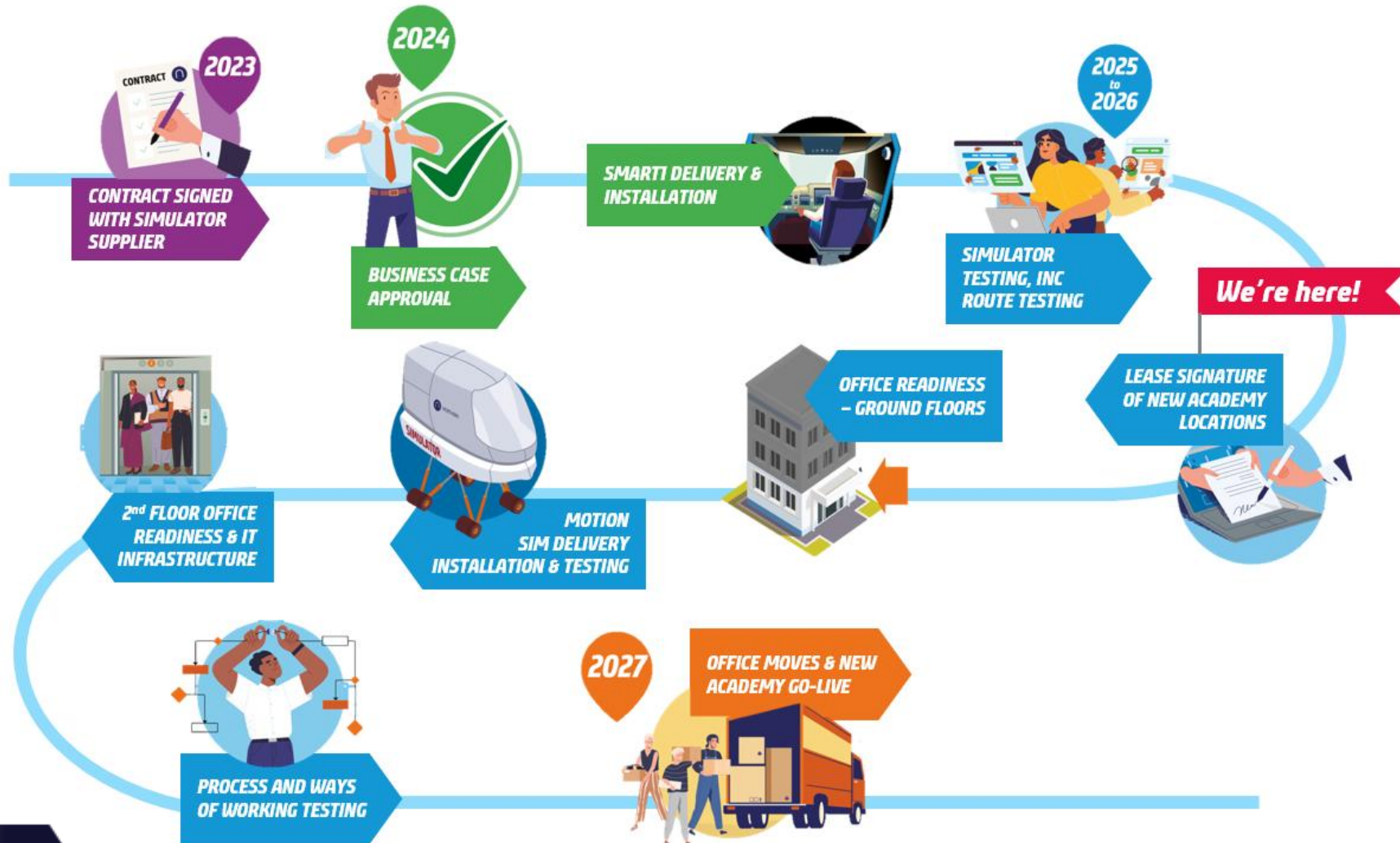
Skilled and available  
traincrew

Operational excellence

*Go do your thing*



# What's next – training transformation



Go do your thing







# 8.2m

Highest customer journey  
week since pre-COVID



*Go do your thing*



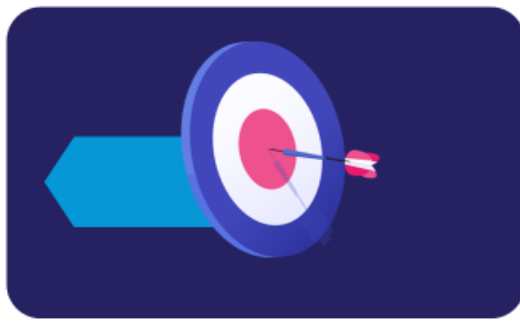
# ***Our vision: Make a positive impact in the North, in all we do and for all we serve***

Northerns value to the economy is £3.1bn, more than 4 times the level of subsidy invested



**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**

**90% T3  
2% TOC on self  
cancx**



**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**

**+30m Journeys by 2030**

***Go do your thing***

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



# Demand Growth: 30 By 30



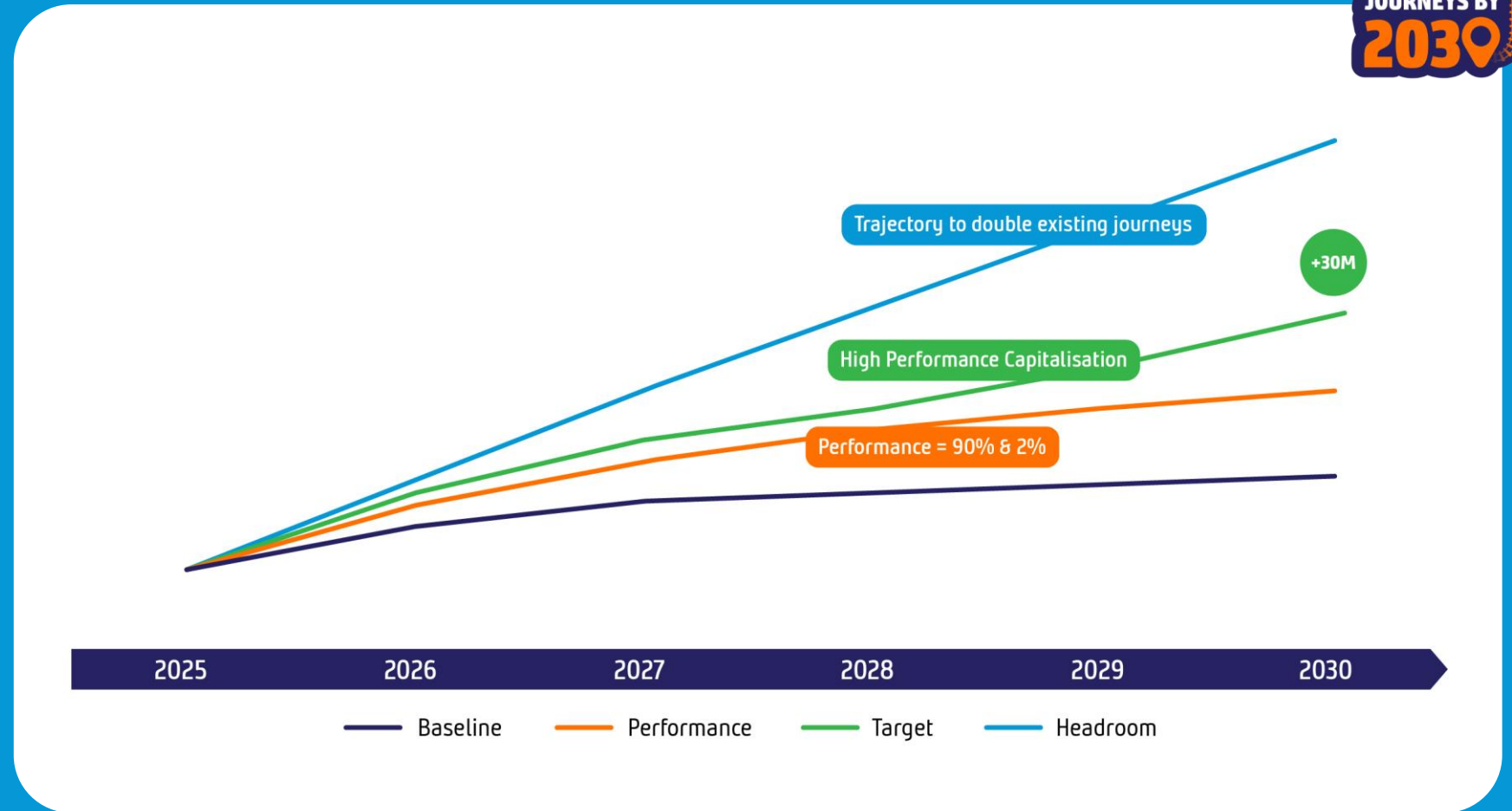
Performance stability can be a springboard for realising Headroom, delivering ambitious medium-term growth...

Do Minimum +10m

Do Something +10m

Do Maximum +10m

30m growth in journeys by 2030



Go do your thing



# Improving confidence to travel

Building trust, increasing customer journeys for all.

Embed consistent standards to meet our customers needs.

Ensure all customers have the right information at the right time through channel of choice



All Northern has the right mindset to Accessibility.

Deliver great customer service

*Go do your thing*









# In conversation with the Strategic Development team and GBR

**Rob Warnes**

Director of Strategic Development



**Richard Crabtree**

Head of Mayoral Partnerships



**Carolyn Watson**

Director of Stakeholders and Communities



*Go do your thing*





# Panel discussion and Q&A

**Tricia Williams**  
Managing Director



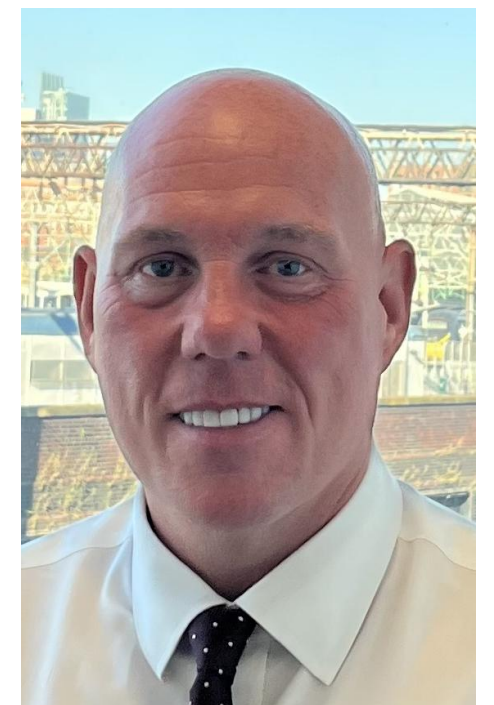
**Rob Warnes**  
Director of Strategic  
Development



**Chris Nutton**  
Major Projects &  
TRU Director



**Phil James**  
Route Director –  
North West



*Go do your thing*

TRANSPENNINE  
**EXPRESS**



# BREAK

until 12:00 then:

# WORKSHOPS

*Please look at the  
back of your badge for  
workshop allocations...*

*Go do your thing*

**Example:**

Go here first



**Second session**







***Welcome  
back!***

***Go do your thing***





# *Safety on Rail*

Lisa Leighton, People Director





# Prevention of violence on the railway

- Rail is statistically safe, but violence and anti-social behaviour remain priorities
- Northern is working to **prevent Violence Against Women and Girls (VAWG)** in partnership with Rail Delivery Group and DfT
- Overall aims;
  - Make rail hostile to perpetrators
  - Increase security
  - Train staff on VAWG awareness
  - Improve incident reporting

*Go do your thing*



Rail industry VAWG conference 2025



# *Northern trains and rail industry commitments*

- **Data-driven approach:** Identify VAWG hotspots (e.g. Liverpool–Manchester, Leeds–Sheffield)
- **Staff training:** raise awareness of VAWG amongst customer-facing colleagues via safety briefs
- **Technology:** Expand use of Body-Worn Cameras
- **Leadership:** Executive sponsor for VAWG initiatives
- **Victim-focused:** Understand what makes women and girls feel safer on rail

**Rail Delivery Group**



greateranglia

**LNER**  
LONDON NORTH EASTERN RAILWAY

**South Western  
Railway**

**southeastern**

**c2c**

**TRANSPENNINE  
EXPRESS**

# Supporting our customers and colleagues

**We continue to increase focus on supporting customer and colleagues to feel safe on the railway;**

- Maintained accreditation with the Safeguarding on the Railway Scheme for 3 years
- White Ribbon accredited employer promoting respect and equity to reduce gender-based violence on our services
- Member of the Employers Initiative on Domestic Abuse (EIDA)
- VAWG awareness roadshows in partnership with Victim Support, Women's Aid, British Transport Police and Railway Children, amongst others.



***Go do your thing***



# Supporting our customers and colleagues

Raising awareness across the business has inspired a number of actions;

## Policy, guidance and training development;

- Sexual harassment
- Domestic abuse

## Support networks

- Trained Sexual Harassment Advisors
- Domestic Abuse Champion
- People Advisory Services team trained to respond to calls from colleagues experiencing domestic abuse

## Workplace accommodations

- Relocation
- Additional leave
- Financial support

**Go do your thing**



16 DECEMBER 2024

**Train operator vows to help transform harmful culture towards women and girls across the North of England**



## Sexual Harassment at Work (SHaW) Policy

What's included:

1. Policy Statement.....	2
2. Scope .....	2
3. Commitments .....	2
4. Principles .....	3
5. Preventing Sexual Harassment .....	3
6. Definition of Sexual Harassment .....	4
7. How to Report Sexual Harassment .....	4
8. Confidentiality .....	5
9. Further Information and Support on Sexual Harassment .....	5

**Policy should be read alongside:**

- Reporting Sexual Harassment
- Sexual Harassment Disciplinary Guidance
- Supporting Colleagues who have experienced or Witnessed Sexual Harassment Fact Sheet
- Sexual Harassment Risk Assessment Template

Northern Trains Ltd

Department: HR

Published: October 2024

Review date: November 2025

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# *Table discussion*

- Safety on rail is a key priority – what active projects do you have in place which align with Northern's aim to reduce violence on rail and specifically against women and girls?
- What data or insight can you share with us?
- How can we collaborate to reduce violence and anti-social behaviour on rail?







Celebrating  
200 years

200<sup>TM</sup>   
Years of Train Travel  
Since 1825

# ***Timeline activity***

**Step 1:** Review the timeline provided – it contains key years related to Rail 200.

**Step 2:** You have an accompanying sheet with key events, work as a team to match each event to the correct year on the timeline.

**Step 3:** You have 10 minutes to complete, then we will tot up the answers and crown our winner!



***Go do your thing***







NORTHERN

Thank you!