



NORTHERN

East Lancashire Community Rail Partnership AGM

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The pathway to high performance

PUNCTUALITY **90%**

CANCELLATIONS **2%**

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Overview of Performance Improvement Programme delivery

- Following a breach of TOC-on-Self cancellation performance in 2024, **Northern created a Performance Improvement Programme to address the fundamental issues** that prevented the delivery of a customer focused, seven-day railway
- The Performance Improvement Programme is made up of six themes and will be delivered over three stages – **the first stage being stability**
- **We hold a 4 weekly Operations Delivery Group forum** which assures the initiatives, and their associated milestones are supported, validated, challenged and monitored on our journey from stabilisation right through to delivering our aspirational vision of a 90/2 railway

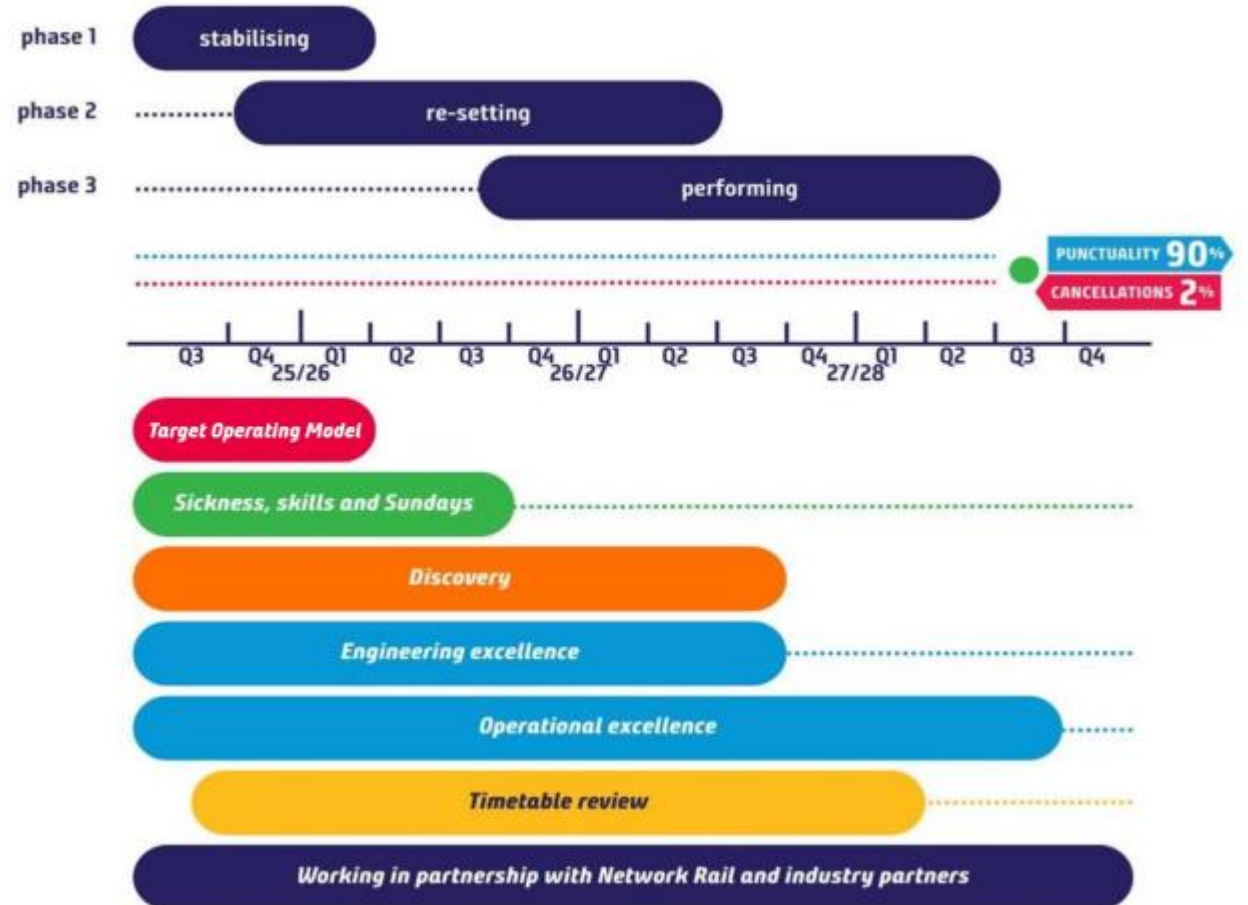
Performance Improvement Programme



Our focus today – phase one

to drive sustainable improvement – we know complex deep-rooted issues require systemic changes which take time.

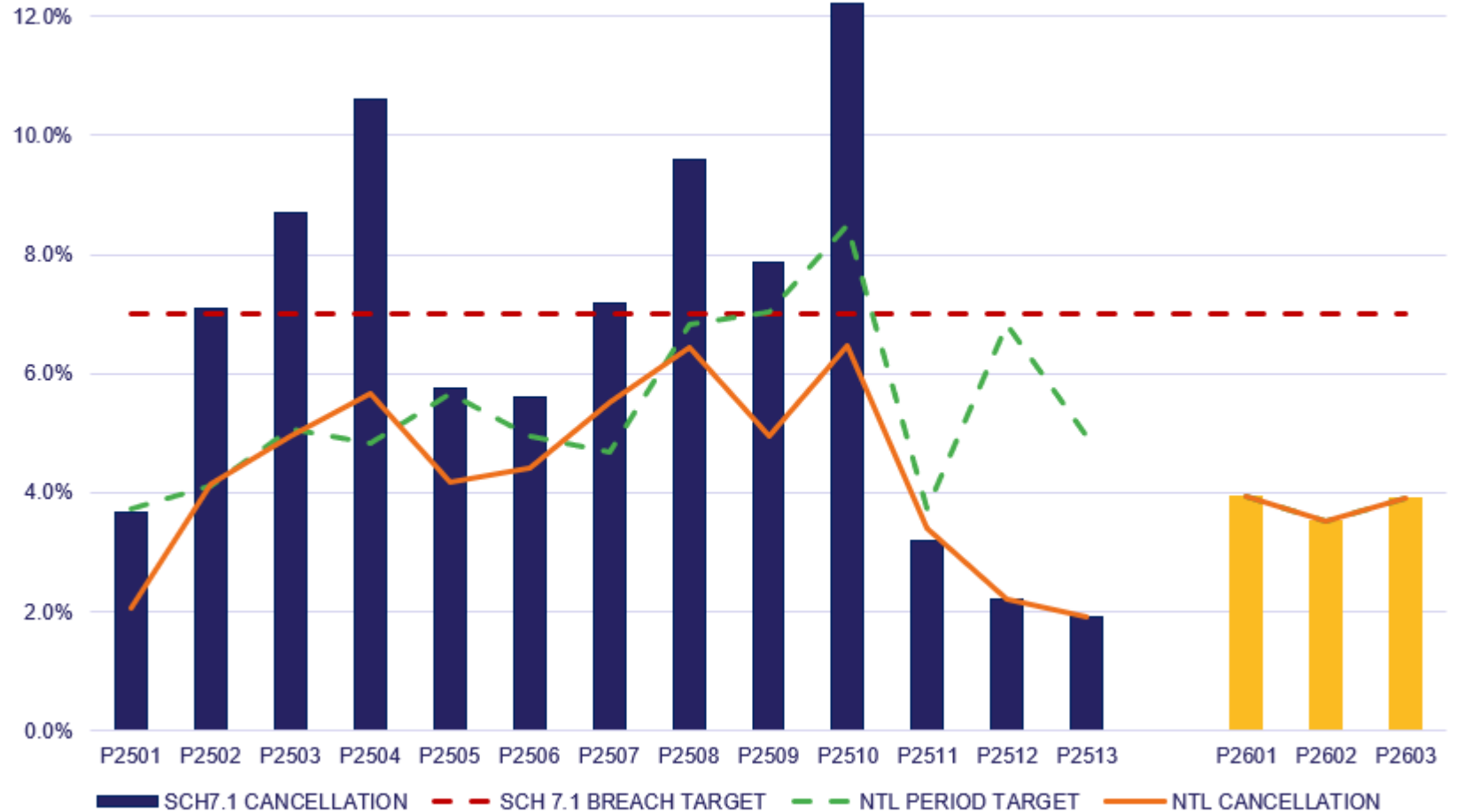
- Our work is across three phases:
 - Phase one – stabilising
 - Phase two – improving
 - Phase three – higher performing
- During phase one we must address our main challenge:
 - to provide a sustainable and reliable customer-focused seven-day railway and to resolve the historical role of the guard dispute.



Performance Look Ahead

Headlines

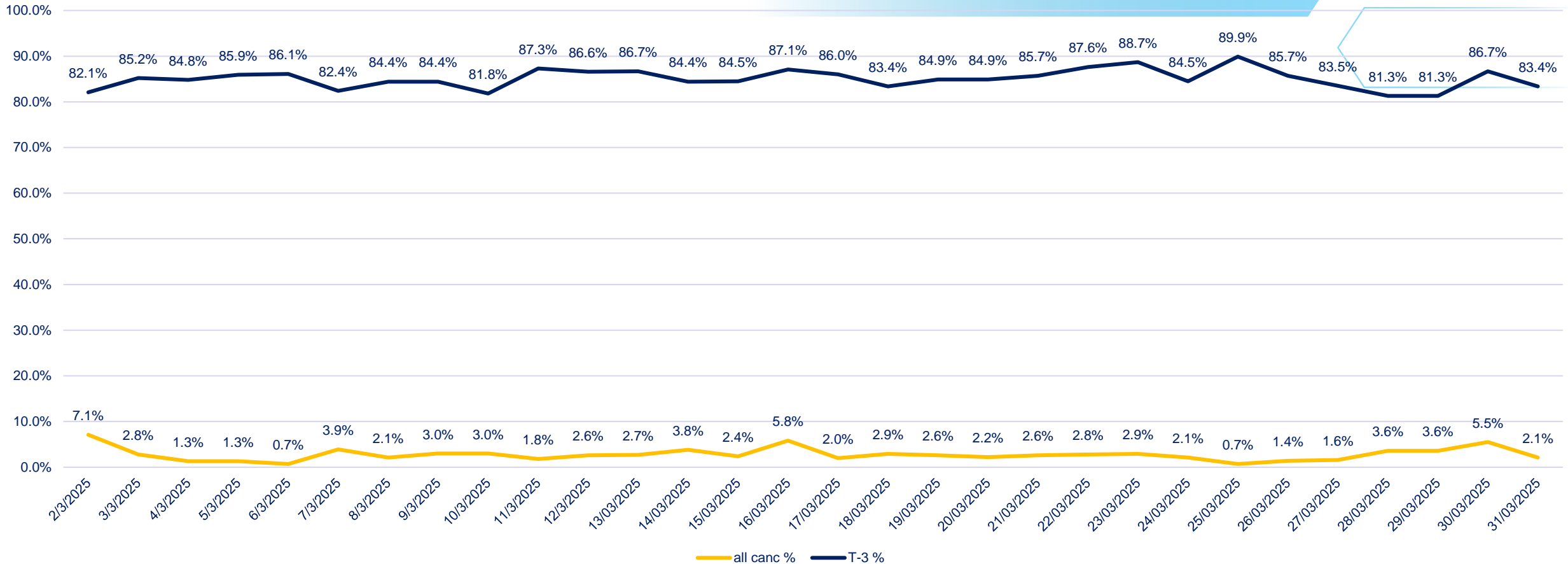
- Continued improvements in TOC-on-SELF cancellations in Period 13.
- Easter falls in Period 01 so increasing the risk to operational delivery.
- Improvements driven by reduction in traincrew unavailability and Sunday Short Term Plan (STP) intervention.



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Period 13 Performance Overview



Cancellation Headlines

- All cancellations 2.55% against target of 4.96%.
- TOC-on-SELF cancellations 1.86% (inc p-codes).

Punctuality Headlines

- T3 in Period 13 was 84.96% against a period target of 83.7%
- T3 MAA remains at 78.69%.



Training Delivery & Resources - Jan 2024 to Mar 2025

- New RDW deal with ASLEF supporting training
 - Training days delivered in the North West 10,140
 - Overall outstanding driver training reduced by 2,292 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 first Smart training simulator prototype has arrived in the business

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New Trains

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 & decarbonise our newest (2020-bought) diesel trains.



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

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.

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Working with CRL

Working in Partnership with CRL



