

# Rail Scotland Conference

## March 2025



# Economic and Social Value



01

**We aim to deliver a total of £2,000 million in economic and social value across our network by the end of the decade.**



02

**Growth will drive an increase in ratio of Economic Value to Net Subsidy of 15:1 by end of decade.**



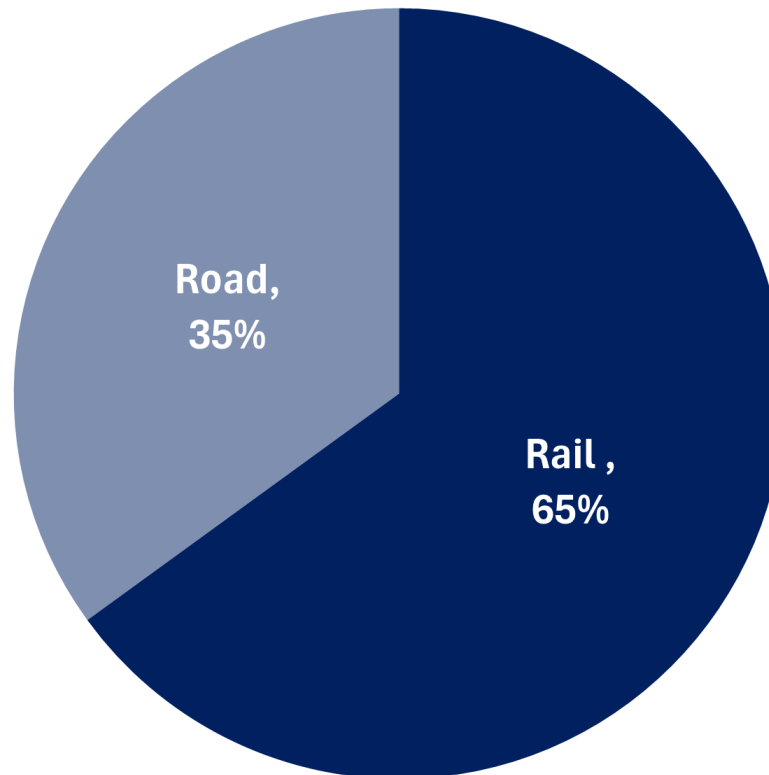
03

**Delivered 357 volunteering hours, exceeding our targets by 30%.**

## Cross Border Context

- Rail has strong modal share for large cities in Scotland and North of England
- Key market for cross border travel is connecting Scotland and the North East and North West of England
- New borders services have grown since 2021, including over 60% in last 12 months
- Rail has benefited from decline in air services since 2015
- Substantial opportunity for TPE to continue growth on WCML and deliver the benefits of the ECML Dec25 recast

***Mode share: central Edinburgh –  
Manchester***



London , 34%

North East or  
Yorkshire, 28%

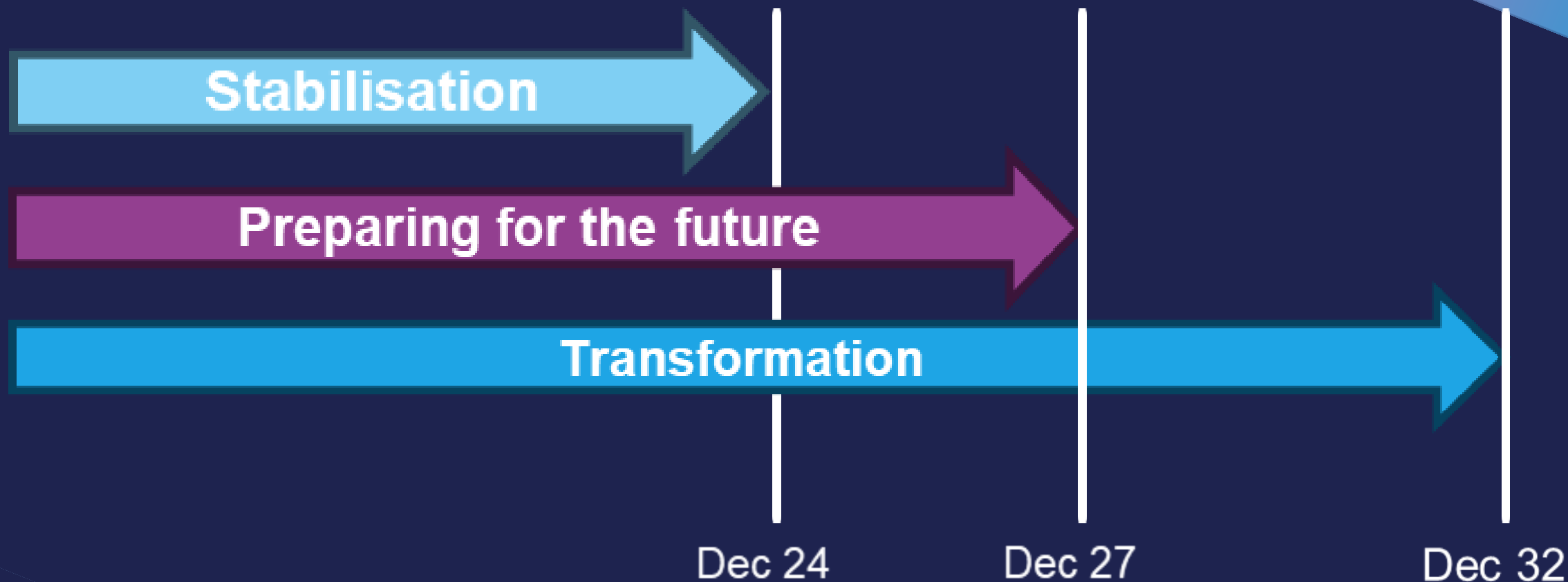
North West, 25%

Rest of Great  
Britain, 13%

“

**Our Ambition** – to delivery premium,  
sustainable and reliable connectivity across  
the North of England and into Scotland, for  
everyone

”



# Completion of the stabilisation plan



01

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Reset our relationships with customers, colleagues and stakeholders



02

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Right sized the business, operational simplicity, resourcing and discipline



03

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Improved our approach to, and management of, workforce planning



# Driver Training

Successfully completed 20,000 days of driver training in the past 18 months, and:

- 63 new drivers have been recruited
- 92 trainee and qualified drivers have become operational
- 169 drivers have acquired new traction knowledge
- 300 drivers have passed out on diversionary routes
- On average, every driver has become qualified on two new routes
- New depot investment underway at Glasgow





# Service Improvements

## June 24

- Resumption of a two-hourly service between Manchester Airport and Glasgow Central,
- Consistent hourly service between Manchester and Lockerbie between 0600 and 1800.
- Three trains per day between Liverpool Lime Street and Glasgow Central

## Dec 24

- Additional deployment of class 802s to protect timetable resilience during class 397 overhaul





## Delivering great service to customers every day



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Reduction in  
cancellations  
since December  
2023



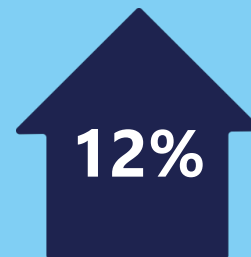
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Most improved  
company in the  
latest Institute of  
Customer service  
UK customer  
satisfaction index



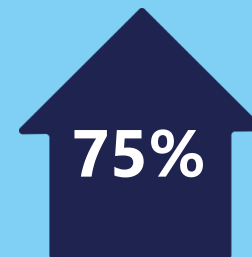
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Increase in  
number of  
Passenger  
Assists delivered  
since 2023



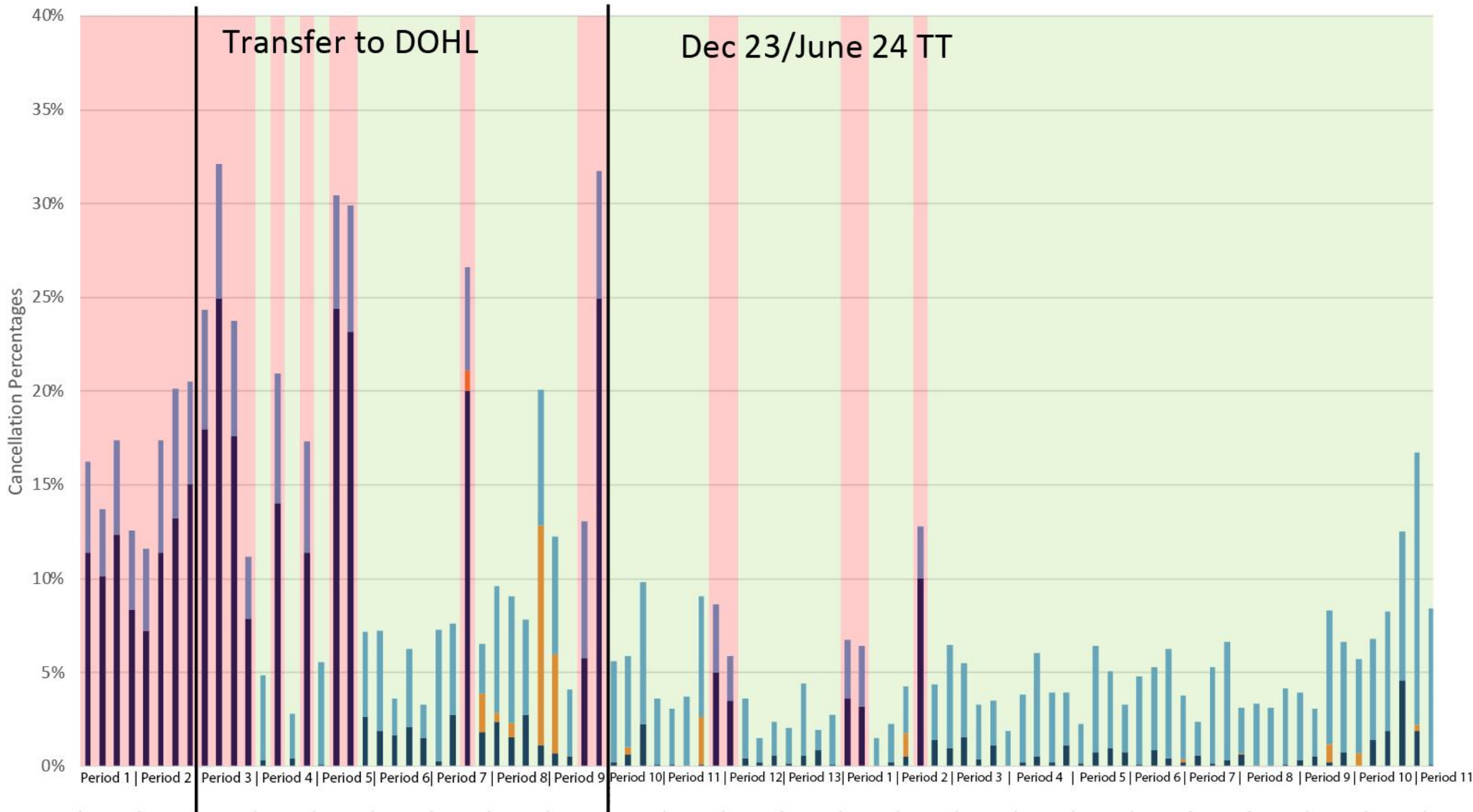
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Additional 1,300  
seats across our  
network each  
day

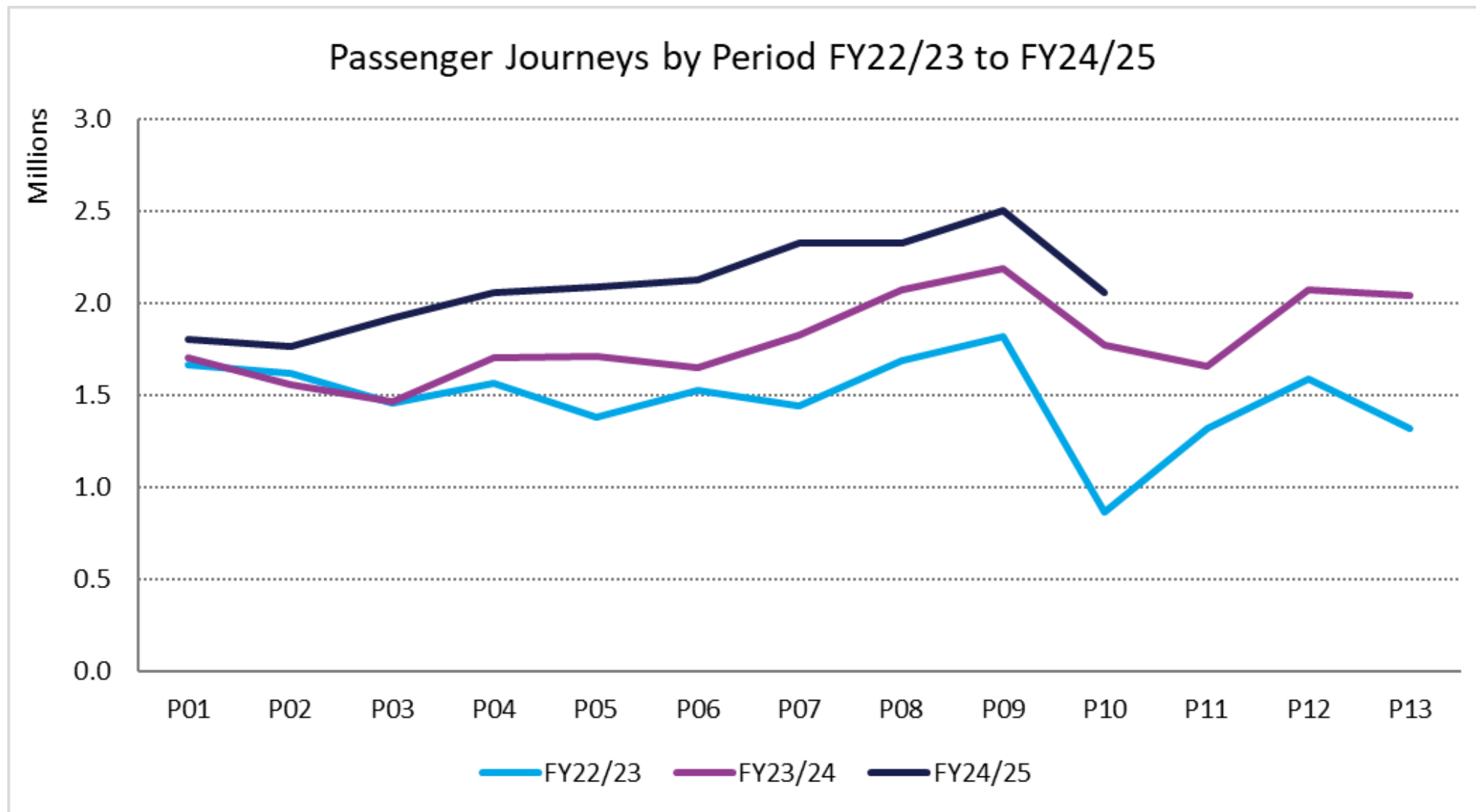


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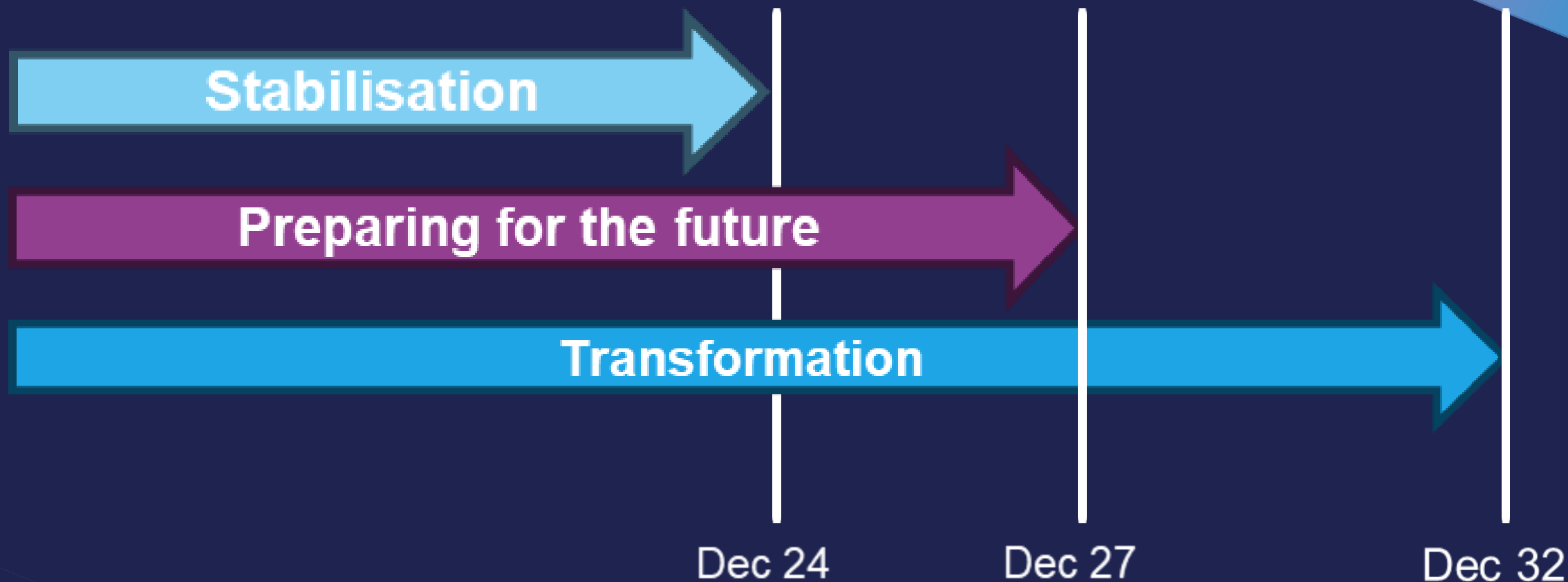
A 39% increase in  
our employee  
engagement  
score



# Passenger journeys







# Three pillars of preparation

## **Modernising our Systems**

Greater digital  
enablement and more  
data informed decision  
making

## **Enhancing our Customer Offer**

Providing our  
customers with a  
premium experience

## **Creating Room to Grow**

Bringing the economic,  
social and  
environmental benefits  
of growing rail travel to  
our communities

# Modernising our Systems

- Replacing control and planning systems
- Modernising back office systems
- Better utilising on train systems
- Continuing the roll out digital ticketing





# Enhancing our Customer Offer

- New Customer Experience Director
- Fleet refresh
- Integrated transport partnerships and station developments
- Catering offer improved with more to come this year

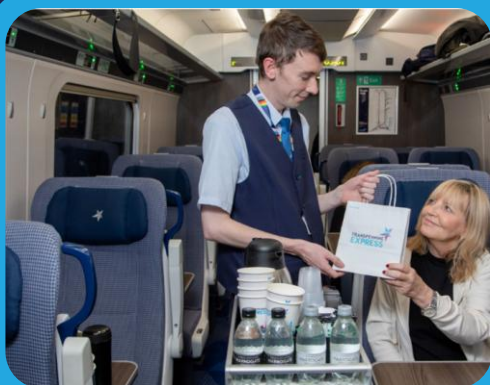




THEN



NOW



# West Coast Kitchen

- Customers in First Class can tuck into customer favourites including
  - Regional Breakfast
  - Pancakes with Berry Compote
  - Macaroni with Belhaven Cheese
  - Sausage and Mash
- Since launching West Coast Kitchen, we have had over 120,000 customers in First-Class along the route
- Services are now staffed with 2 Customer Hosts, 1 dedicated to First-Class and 1 to Standard Class





# Success of West Coast Kitchen

ATV up 20% on  
benchmark week

Onboard retail sales  
on average in P9 were  
over double the  
benchmark

Average of 82  
Seatfrog upgrades  
per week on Anglo-  
Scot

Good options and great  
service. Best first class  
service I've been for a  
long time.

I thought the food and  
service was of a higher  
standard than I've  
experienced when  
travelling with Avanti at  
this time of day.

Average takings per  
trip increased by 52%

Additional 34 hosts  
recruited for WCK

Staff availability has  
increased by 4%  
compared to  
benchmark period on  
the Anglo-Scot route

Gwen was so attentive,  
constantly checking if I  
needed anything and  
always with a smile. Great  
sense of humour and  
gave top tourist tips for  
Liverpool too.

We usually travel 1st  
Class Avanti West Coast.  
Our experience with TPE  
was considerably better in  
comparison and we will be  
looking to journey with  
TPE in the future.

Customer feedback  
shows 99% to be  
satisfied with the  
service provided by  
the host

3,881 customer  
feedback postcards  
submitted since  
launch

NPS has increased by  
+26 compared to  
benchmark period on  
the Anglo-Scot route

Tracy was an excellent  
host, very friendly, helpful  
and constantly going up  
and down the carriage to  
check whether  
passengers needed  
anything.

TPE used to have the  
worst first class product  
in the UK, and I'd have  
taken detours with Avanti  
to avoid it, but this new  
product is fabulous and  
will be booking it  
regularly.

# Creating Room to Grow

- Effective marketing, improved ticket offer and revenue protection improvement
- Work in partnership to develop cross border services
- Provide seating capacity to support continued growth



# Enhanced Marketing

“Together, We’re Going Places”  
campaign aligned to national  
campaigns

- A positive audience who are inspired by visiting people and places.
- 50% Student discount now in place
- Club 55 offers now available - Flat fare for travel across the breadth of our network, typically around £25 for Standard Class and £45 for First Class





# December 2025 changes

- Introduction of the ECML timetable rewrite
- Enhancement of Edinburgh – Newcastle, with an uplift to eight through trains per day between Edinburgh and Newcastle.
- Previous concerns related to evening peak services from Edinburgh to East Linton, Dunbar and Reston have been addressed by retimings which provide 1720 from Edinburgh Waverley – Newcastle
- West Coast Main Line Service Group unaffected
- Investments been advanced to enable more resilient class 397 performance through improved maintenance facilities
- Stable base allows for consideration of further enhancement option



# Working with Stakeholders

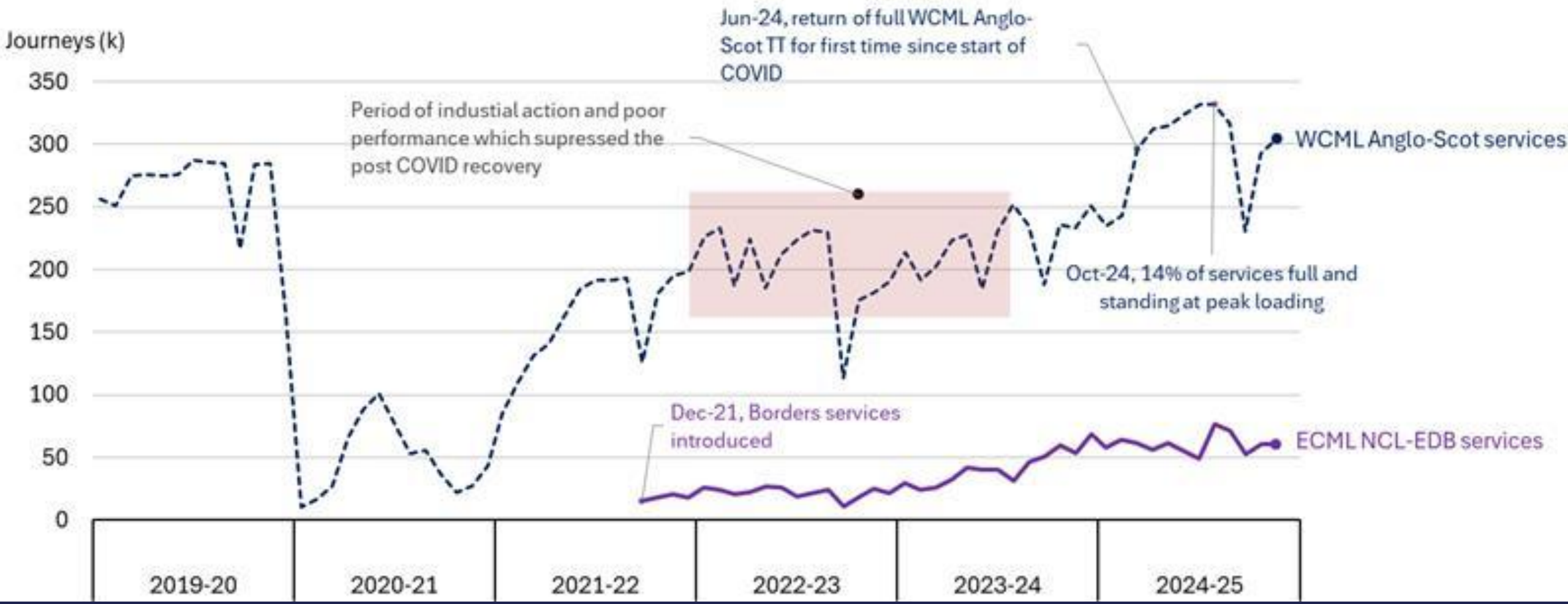


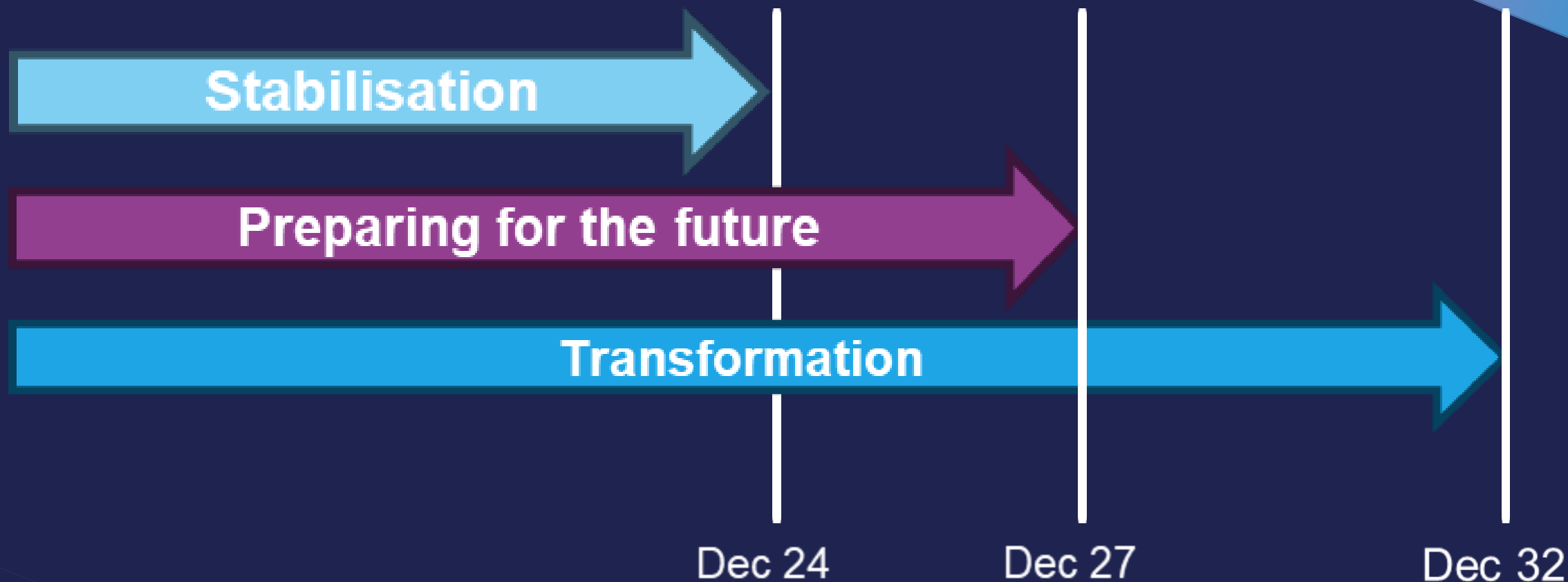


# Cross Border Opportunities

## Periodic passenger journeys on TPE cross-border services

2024 saw passenger growth across both of the ECML and WCML TPE cross-border services, with journey numbers of the West Coast exceeding pre COVID, with a further 20% increase in journeys forecast by 2026-27







# Transformation

## **Infrastructure investment**

Transpennine Route Upgrade, Trilink, Manchester Transformation Programme and ECML investment

## **Digital Signaling**

Fitment and training to begin in 2026 moving from TRU to WCML

## **New trains**

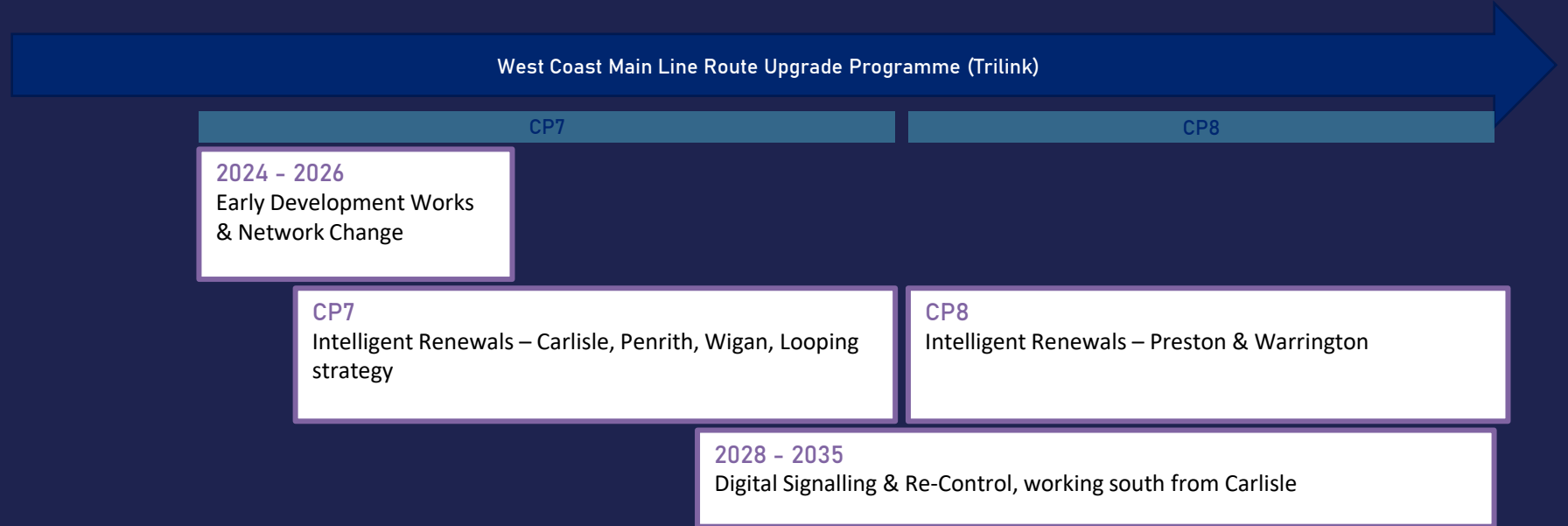
Tender process to replace Diesel trains is well progressed

# TRILINK (WCML-N)



The TriLink programme is a West Coast North collaboration, delivering intelligent renewal North of Weaver Junction (WCML-N).. Delivering...

- Infrastructure Installed
- All affected train fleets fitted
- Drivers Trained
- All software systems integrated (to avoid delays to Entry Into Service)



TriLink will encompass both 'traditional' infrastructure work and Digital Signalling, including:

- Level crossing closure
- Loop strategy
- Layout optimisation
- Station remodel
- Bi-directional running
- Power supply upgrades
- Disruption management

# We're transforming the Transpennine main line

## More reliable journeys

To bring passengers  
smoother, on-time  
journeys



## Faster journeys

Travel to your favourite  
towns and cities more  
quickly



## Better stations

Bringing passengers a  
better travel experience

## Greener travel

Move more goods by rail  
to remove over 1,000  
lorries off the road each  
day



## More trains, more seats

Up to six fast services  
every hour between  
Leeds and Manchester





# Digital signaling





2024 Weeks	January				February				March					April				May				June				
	41	42	43	44	45	46	47	48	49	50	51	52	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	July				August				September					October				November				December				
	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
2025 Weeks	January				February				March					April				May				June				
	41	42	43	44	45	46	47	48	49	50	51	52	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	July				August				September					October				November				December				
	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
2026 Weeks	January				February				March					April				May				June				
	41	42	43	44	45	46	47	48	49	50	51	52	53	1	2	3	4	5	6	7	8	9	10	11	12	13
	July				August				September					October				November				December				
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39

	Weekend & Midweek Closure
	Weekend Closure
	Sunday Closure
	Midweek Closure







# New Trains

New trains tender  
process is underway

Focused on multi-mode  
trains for post TRU

Provides options/  
cascade for other routes



# Summary



01

**We have stabilized  
TPE performance**



02

**Growth in key cross  
border markets is  
now strong**



03

**We are progressing  
plans to transform  
our business**