

Connecting the North West to drive national prosperity

Our prospectus for a modern Liverpool-Manchester Railway — backbone of the Northern Arc

GMCA GREATER MANCHESTER COMBINED AUTHORITY

LIVERPOOL CITY REGION COMBINED AUTHORITY

WARRINGTON Borough Council

Cheshire West and Chester

Cheshire East Council

ST HELENS BOROUGH COUNCIL

MANCHESTER CITY COUNCIL

TRAFFORD COUNCIL

Transport for Greater Manchester

MAG Manchester Airport

PEEL PORTS GROUP PORT OF LIVERPOOL

Liverpool City Council



May 2025



Source: Liverpool City Region



Source: Manchester City Council

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Foreword

Members of the Liverpool-Manchester Railway Board

Two hundred years ago, the world's first passenger railway between Liverpool and Manchester didn't just connect two cities – it sparked a transport revolution and reshaped the economy of a nation. That pioneering Northern spirit is still alive today – and it's time we backed it with the ambition and investment it deserves.

In April, we set out our vision for the Northern Arc – a bold strategy to drive green, inclusive growth from the Mersey to the Pennines, stretching into Yorkshire, Lancashire, North Wales and beyond. The scale of the opportunity is enormous – around £90 bn in additional GVA by 2040 from the North West section of the Northern Arc alone – but we'll only seize it by improving the connections that have held our communities back for far too long.

A year ago, we launched the Liverpool-Manchester Railway (LMR) Board to put local leadership at the heart of this vital infrastructure project. Our first meeting in July 2024 marked the start of a new approach – bringing together metro mayors, council leaders, and businesses in a genuine partnership, driven by place not process.

We're following in the footsteps of those original rail pioneers – not with a top-down model, but by working from the ground up. Learning from the past and building a future that's led by the people who know this region best.

In September, we published our first report, laying out how the LMR can boost productivity, create high-quality jobs, support new homes, unlock clean energy, and move freight more efficiently. Since then, the LMR Board has been working with businesses and communities to explore what this project could mean for them – and how it can help meet their ambitions. We've also established a new Partnership Board, chaired by former Rail Minister Huw Merriman, drawing on some of the brightest

minds across transport, growth, logistics, and technology.

The LMR is a project of national significance. It would connect two Investment Zones and the Liverpool City Region Freeport – aligning infrastructure directly with the government's industrial strategy.

It would act as a catalyst for delivering 1.5 million new homes, accelerating regeneration across the corridor through new towns, urban extensions and brownfield development.

And it would enable radical and much-needed improvements to Liverpool Central – already the busiest underground station outside of London – future-proofing a key gateway to meet growing demand.

Across the North West – from Warrington and Crewe to Liverpool, Chester, Manchester and the Cheshires – we've got the vision, the skills and the appetite to deliver. We've shown what we can achieve when we're given the tools and the trust to get on with the job. But to move from ambition to action, we need a proper partnership with government.

Our asks are straightforward:

- Commit long-term to the Liverpool-Manchester growth corridor, with the Railway as its spine – as part of the UK's 10 Year Infrastructure Strategy.
- Provide development funding in this Spending Review to take forward the LMR business case, shaped in partnership between the Board and Government and leading to the start of construction by the early 2030s.

This isn't another 'big rail' vanity project. It's a practical, deliverable plan focused on people, place and prosperity. We're not turning up cap in hand. We're offering leadership, solutions, and the chance to pilot a new model for

infrastructure delivery – one that's rooted in local knowledge and national interest.

The LMR can be a testbed for how we do things differently – and better – in Britain:

- Unlocking housing through new towns, urban extensions and brownfield regeneration.
- Speeding up planning through consenting reform.
- Cutting costs and risks by learning from past projects and applying the new National Infrastructure and Service Transformation Authority 'Teal Book' principles.
- Making more of our existing assets – like the Port of Liverpool and our airports – to power global trade and investment.
- Keeping the rail industry moving with a pipeline of projects that support skills, supply chains and local jobs beyond HS2 and the Transpennine route upgrade.

We want to come to the table with government – not just to ask for change, but to help deliver it. The North isn't waiting around. We've got the people, the plan, and the political will to get this done.

As the Prime Minister said in March: "after years of false promises and under delivery, this government is delivering real change for the North."

We're ready. Let's deliver that change – together.

THE LIVERPOOL-MANCHESTER RAILWAY BOARD

Steve Rotheram

Mayor of Liverpool City Region (Co-Chair)

Andy Burnham

Mayor of Greater Manchester (Co-Chair)

Cllr Bev Craig

Manchester City Council Leader (Joint Vice Chair)

Cllr Liam Robinson

Liverpool City Council Leader (Joint Vice Chair)

Cllr Anthony Burns

St Helens Borough Council Leader

Cllr Louise Gittins

Cheshire West and Chester Council Leader

Cllr Nick Mannion

Cheshire East Council Leader

Cllr Hans Mundry

Warrington Council Leader

Cllr Tom Ross

Trafford Council Leader

Claudio Veritiero

Port of Liverpool CEO

Chris Woodroffe

Manchester Airport Managing Director



1 A powerful growth corridor to drive prosperity across the North West and the United Kingdom

The new Liverpool-Manchester Railway is essential to realising the potential of the 'Northern Arc' to drive the UK's economic growth. This report sets out how the new railway is essential to creating a more integrated, efficient, and productive economy across the North, details the clear plan being developed for the scheme, its delivery, and the measures to realise its transformational benefits.

This chapter (**Chapter One**) sets the context of the Northern Arc, outlining the strengths and potential of the corridor connecting Liverpool, Manchester, West and South Yorkshire, and Hull. The North West section of this corridor has been growing faster than the national average over the past decade, but its long-term growth-rate and potential could be much greater if it could operate at full capacity. The area's rail network is outdated and congested, reducing the size and potential of labour markets, the scale and productivity of main employment hubs, and the positive economic role of economic assets.

Chapter Two outlines our vision for the new Liverpool-Manchester Railway. It shows the high-level details of the proposed route, station locations, rail journey times, and train frequencies. It explains how the new railway will be integrated within a coherent strategy for the rail network as a whole, including the improvements to east-west routes across the North, north-south routes between the Midlands and North West, and how the benefits for rail passengers and freight can be realised from released capacity on existing lines.

Chapter Three sets out the scale of regeneration and development potential around the proposed stations on the Liverpool-Manchester Railway (Liverpool Lime Street, Liverpool Gateway, Warrington Bank Quay, Manchester Airport, and a new through station at Manchester Piccadilly), as well as Crewe

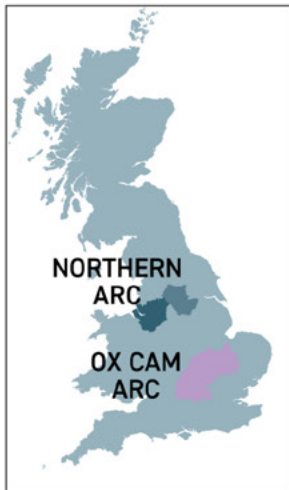
and Chester which will benefit from improved rail services. These locations are already important hubs for employment, innovation, high-value economic activity, and housing, and can continue to grow in the short to medium term. Through better connectivity they can realise their full potential in terms of regeneration, densification and productivity levels of economic activity, and residential development.

Chapter Four explains how the Liverpool-Manchester Railway will strengthen international trade and supply chains. It will achieve a step change in connecting the region and the wider north of England to the world, through enhanced links to Manchester Airport, Liverpool Airport, and the Port of Liverpool, all of which have huge growth potential, as well as the importance of links to North Wales and on to Ireland. It will release capacity on existing rail routes for freight.

Chapter Five outlines our commitment to deliver the new railway differently, learning the lessons of other infrastructure projects. We propose a collaborative, bottom-up approach to scheme development, derisking the project, achieving efficiencies in consenting and construction, and a phased approach to delivery. We will integrate policy and delivery mechanisms for the railway and regeneration and economic growth, establishing Station Growth Opportunity Areas and getting our people ready with the skills needed to access the opportunities created. We will work with government to assess the options for capturing and sharing the value created by the new railway, and for leveraging private sector investment and delivery expertise.

Chapter Six sets out the difference the project will make to our people in accessing jobs and opportunities, helping them contribute to and benefit from more rapid economic growth to their full potential.

Core LMR alignment
Potential options
Other key North West rail links



What makes this region unique?

We have four key pillars which we believe set us apart

1 Leadership and vision

- ◊ A commitment to maximising growth
- ◊ Liverpool-Manchester Railway Board in place to drive the project forward
- ◊ Working together, across administrative boundaries and sectors, taking a place-first approach

2 Capacity and assets

- ◊ Energy and water
- ◊ Airports and ports with opportunities to grow
- ◊ Availability of strategic development sites and land
- ◊ Anchor institutions for innovation
- ◊ A diverse, rapidly growing population

3 Track record of delivery

- ◊ Sustained economic growth, guided by clear strategies
- ◊ Successful delivery of major infrastructure projects
- ◊ Transformation of cities, town centres, and employment hubs
- ◊ Thriving innovation districts and science and business parks

4 A clear plan

- ◊ Northern Arc (new railway needed to fulfil long-term potential)
- ◊ A clear plan for growth
- ◊ Phased delivery, derisking
- ◊ Commitment to look at innovative funding and delivery mechanisms



NORTHERN ARC

The Northern Arc is a series of economic areas stretching from the North West across the Pennines and connecting into West and South Yorkshire, Hull and the Humber, North Yorkshire and the North East, and into North Wales and beyond. The North West section alone, encompassing the Liverpool City Region, Cheshire, Warrington, and Greater Manchester, covers an area home to 5.4 million people, two Investment Zones, and an annual economic output of £150 bn.

Growth in the Northern Arc matters across the North of England and beyond, with close trading links with Lancashire, North Wales, and across to Hull and the North East. With connections through two international airports and the UK's largest Atlantic-facing port, and important links via North Wales to Ireland, the region is well positioned for global trade.

Realising the huge potential of the Northern Arc requires a world class transport network, unlocked by a new Liverpool-Manchester rail route and enabling the full potential of existing, under-performing assets.

Analysis shows that new infrastructure investment, along with other investments in innovation, skills, and regeneration, can accelerate economic growth. Even a modest increase in economic growth across the Liverpool-Manchester section of the Northern Arc would generate a £90 bn uplift to the national economy in the next 15 years, and much more for generations beyond. This would complement the economic growth that could be generated by 2035 by plans for an Oxford-Cambridge Arc, which is now widely regarded as a successful model of attracting investment and innovation. The Northern Arc has the potential to help the UK build a more balanced, competitive, inclusive, sustainable, and resilient national economy for decades to come.

THE NORTHERN ARC CONNECTS HIGH-VALUE GROWTH SECTORS



Clean energy and industrial decarbonisation – such as the HyNet carbon capture and hydrogen network, the Mersey tidal barrage, clean tech, nuclear, and providing links to the significant clean energy capabilities in Yorkshire and the Humber;



AI, cyber, and computational science, focused on the digital clusters in Manchester and Liverpool, and at successful science facilities such as Sci-Tech Daresbury;



Life sciences and health innovation, linking capabilities in vaccine research and manufacturing, health informatics, and R&D across the investment zones in Liverpool and Manchester, and other assets such as Alderley Park in Cheshire East, with important links to the capabilities in Yorkshire around informatics and medical devices;



Advanced materials and manufacturing, with opportunities to spread the benefits of innovation from city centres across the wider economy and area through projects such as Greater Manchester's Atom Valley, with the potential to create 20,000 jobs and 7,000 new homes;



Knowledge intensive business services, creative and digital, film and TV, including digital, data, media, creative, film and TV, financial services, professional services, and corporate headquarters functions.

Despite historic underinvestment in transport infrastructure in the North, the Liverpool City Region, Greater Manchester, and Cheshire and Warrington have a strong track record in delivering growth (2% average compound annual growth rate over the past decade, compared to 1.6% across the UK). The area has the potential to contribute more, and along with the enhanced economic growth that can also be achieved in other parts of the Northern Arc, LMR can play a huge role in accelerating the growth and economic security of the UK. It would be part of a wider set of interventions to support good growth, and green growth, including large industrial decarbonisation projects such as HYNET.

While the Northern Arc vision is about more than just transport – encompassing innovation, regeneration, inward investment, and export promotion – the new railway is the ‘missing link’ in creating an economic supercluster, accelerating economic growth and competitiveness over the longer term. It is necessary because, despite being close geographically, currently the main economic assets, clusters, labour markets, and supply chains across the Northern Arc are poorly connected and links are capacity-constrained. This means that people may find it difficult to take-up new jobs, firms cannot access wide pools of skilled workers, the flows of knowledge between innovators and entrepreneurs is constrained, industries cannot move freight efficiently across supply chains, and access to global markets via ports and airports lags behind competing regions.

The Northern Arc is pump-primed for growth, with strong availability of development land, and without the scale of constraints in energy and water infrastructure that other parts of the UK face.

Research and case studies globally show how improved rail connectivity can address the problem of “infrastructure bottlenecks”, increasing the rate at which knowledge and talent can travel between regional economic clusters.

The Liverpool-Manchester Railway, along with wider connections across the Pennines to the east, and also to Crewe, Chester, and North Wales will support the long term growth of the Northern Arc by:

- Connecting the economic clusters of innovation and knowledge intensive sectors in Liverpool, Cheshire, Warrington, Manchester, and across to Yorkshire and the North East, enabling knowledge and innovation to flow more freely between them;
- Increasing the density and productivity of economic activity at these main hubs, creating more and better jobs for people across the North;
- Transforming access to jobs, apprenticeships, and learning opportunities for people across the North, enabling them to contribute to and benefit from economic growth to their full potential;
- Enabling industry and energy producers to move goods more efficiently, creating more efficient, sustainable, and resilient supply chains, strengthening economic security;
- Enhancing international connectivity for people and firms, significantly enhancing the positive economic role of ports and airports; and
- Supporting clean growth and sustainability in the region, enabling the creation of integrated transport systems, reducing road congestion, and achieving a fair transition to net zero.



Today's rail network is struggling to meet our changing and growing needs for connectivity and economic growth

The rail network in this growth corridor is under immense pressure, struggling to accommodate a mix of long-distance, local, and freight services, all vying for capacity on one of the world's oldest rail networks.

Manchester's four city centre stations are cumulatively the second busiest in the country outside of London and the South East, with Liverpool's stations ranked fourth busiest. Liverpool Central is also the busiest underground station outside of London.

The network also handles significant freight traffic, including flows to and from the Port of Liverpool, one of the UK's busiest ports, and Trafford Park, which manages approximately 20 daily intermodal services to and from the UK's deep-sea ports.

Central Manchester's rail network is broadly at capacity and unable to accommodate additional services, as evidenced by the disruption seen following the implementation of a new timetable in 2018. This bottleneck impacts the whole of the North of England, limiting services from east of the Pennines to Liverpool and reducing direct access to Manchester Airport.

Station capacity is another critical issue. Liverpool Lime Street, Liverpool Central, Manchester Airport, and Manchester Piccadilly stations experience high platform utilisation (particularly the through lines at Piccadilly) and the lines approaching all of these stations are at or are reaching capacity.

Given these demands and the constrained infrastructure, compromises are inevitable to balance the competing needs on the rail network. Economic growth is already being restricted by reducing services to manage existing infrastructure limitations, and further demand simply cannot be met by the existing assets – **creating a genuine 'brake on growth'.**

1. SLOW INTER-CITY JOURNEYS

The average train journey between Liverpool and Manchester takes 53 minutes for a distance of under 40 miles. There is a faster option, however only two trains per hour (tph) can meet this speed due to the congested infrastructure. It takes 54 minutes to travel by train from Warrington to Manchester Airport, over double the typical car journey time.

2. INFREQUENT SERVICES

The network also lacks frequent services between key destinations. For example, as of December 2024 there are only 2tph from Liverpool to Leeds, and 1tph from Liverpool to Manchester Airport. Few stations receive more than 2tph, despite serving significant local populations.

3. PERSISTENTLY UNRELIABLE SERVICES

The lack of segregated infrastructure for different service types makes the rail network prone to delays. In 2023, 10% of services at Manchester Victoria were cancelled, the second highest figure in the UK. Manchester Oxford Road was in joint third-place at 9%.

4. FRAGMENTED ROUTES

Few rail services traverse the entire region, making it difficult for people to access the full range of opportunities in the area. For instance, Greater Manchester's northern and eastern boroughs such as Bolton, Rochdale, and Oldham lack direct rail connections to Liverpool.

5. FREIGHT SERVICES SQUEEZED OUT

Due to the passenger pressures above, the number of freight paths is limited. This constrains growth in the freight sector and leads to unnecessary lorry trips that contribute to road congestion and pollution.



Source: Warrington Borough Council



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A new Liverpool-Manchester Railway: Our vision for North West connectivity



The backbone of the Northern Arc growth corridor, LMR can remove the 'brake on growth' created by today's challenges:

1. Slow intercity journeys
2. Infrequent services
3. Persistently unreliable services
4. Fragmented routes
5. Constraints on freight



Express Liverpool-Manchester trains departing every 10 minutes



Traversing the corridor in just over 30mins

The Liverpool-Manchester Railway will address the constraints to growth outlined in the previous section, playing a pivotal role in catalysing the Northern Arc growth plan. The LMR is a core section of the wider Northern Powerhouse Rail plans, stretching from Merseyside to Manchester to Bradford / Leeds, and onwards to the Humber and North East.

A NEW RAILWAY WITH FIVE STATIONS

The route from Manchester Piccadilly to Manchester Airport and Warrington Bank Quay has a single preferred alignment, with the portion north of the airport in tunnel. A hybrid bill is currently in Parliament for the segment between Millington and Piccadilly, which was part of the previous HS2 Phase 2 scheme.

The LMR Board's priority is for an underground through-station at Piccadilly that maximises the local regeneration opportunity by unlocking an additional 15 hectares of prime developable land and allowing for future onwards connections to West Yorkshire. The airport station will be new, while Warrington Bank Quay will be expanded with a new low-level station to serve LMR and interchange with the West Coast Main Line (WCML). This new service will enable transformational improvements to connectivity between North Wales, Chester, Manchester Airport, and Manchester.

West of Warrington Bank Quay, the alignment will utilise some or all of the now redundant rail freight corridor that passes the decommissioned Fiddlers Ferry Power Station and Widnes (subject to further route development).

We are keen to work further with Government to determine the most appropriate route alignment into a transformed Liverpool Lime

Street/Central gateway. Potential options include connecting into the existing WCML, or developing a new, more direct route. The option to progress along the existing WCML alignment carries a greater risk of significant long-term disruption during delivery, with consequential impacts on existing services and local businesses, while a dedicated alignment would require a new tunnel to provide access into Liverpool Lime Street from the eastern outskirts of the city.

In either case, services would call at a new Liverpool Gateway station, with a specific location still to be determined pending further options analysis. The station will be a major transport hub, linking LMR services with multi-modal connections, and potentially improving connectivity to Liverpool John Lennon Airport.

PHASED DELIVERY

A lesson from other projects is that major schemes should be packaged into smaller and more manageable phases, helping to spread capital costs, unlock benefits on a rolling basis, and provide long-term certainty to supply chains. This approach has been used successfully on major rail programmes such as the Transpennine Route Upgrade, Thameslink Programme, and East-West Rail. The LMR could similarly be delivered in affordable increments within an overall programme, each with standalone benefits and capacity release on the existing network. The phasing plan below is a starting point for further review and refinement with Government and partners.



Phase	Description
A1	Millington to Manchester Piccadilly – the most advanced section from a planning and design perspective, previously part of cancelled HS2 plans. To ensure this phase delivers benefits, it would need to be combined with either the proposed Cheshire Connector (see page 15), bringing services south to Crewe and beyond, or the proposed LMR Phase A2 (or both).
A2	Millington to Warrington Bank Quay
B	Phased delivery west of Warrington is subject to route and Gateway station option development.



A new route between Liverpool and Manchester improves passenger and freight services across the entire region

The new LMR **delivers** dedicated infrastructure for fast and reliable inter-city journeys between our major cities, towns, and airports and supports improved connectivity onwards across the North and to elsewhere in the UK.

This is far from the only benefit, however. A crucial aspect of the scheme is that it **releases** enough capacity on existing routes to potentially triple or quadruple current train frequencies, benefitting a much wider mix of places and passengers.

The LMR scheme enables connections between Liverpool and Manchester to shift from two lines—both currently struggling to cope with a mix of express, local, and freight services—to a network of three complementary lines. Express services would be concentrated on LMR, with the existing Chat Moss and Cheshire Line Committee (CLC) lines providing increased freight and local passenger services.

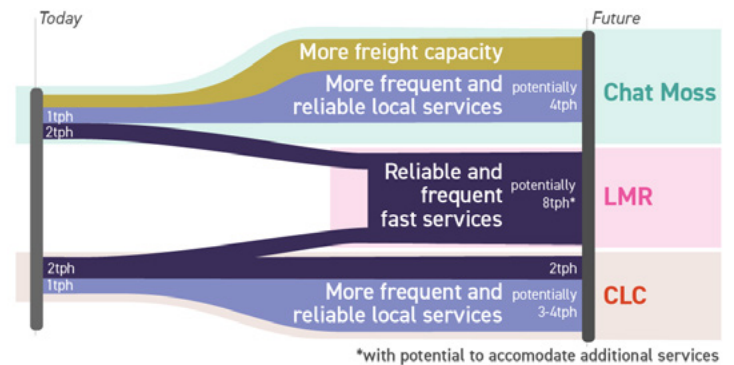
For instance, with corresponding investment in the local network, the capacity released on the Chat Moss line would allow for increased freight paths to the Port of Liverpool and proposed intermodal facilities like ILP North and an expanded Port Salford.

Paired with investment on existing routes, LMR enabled released capacity would transform our network into one where people simply turn up and go, safe in the knowledge that there is a resilient network of options to get them to where they need to go—a quality of service long-enjoyed by Londoners. This certainty has corresponding benefits for economic activity, for instance through higher yields and improved viability of commercial development as investors and tenants have confidence in their access to a wider labour pool.

The Mayors of Greater Manchester and Liverpool City Region as well as local leaders along the corridor are actively planning for how LMR could best **integrate** with expanding local rail, Metrolink, Merseyrail, bus, and active travel networks at interchange stations, enabling better door-to-door public transport.

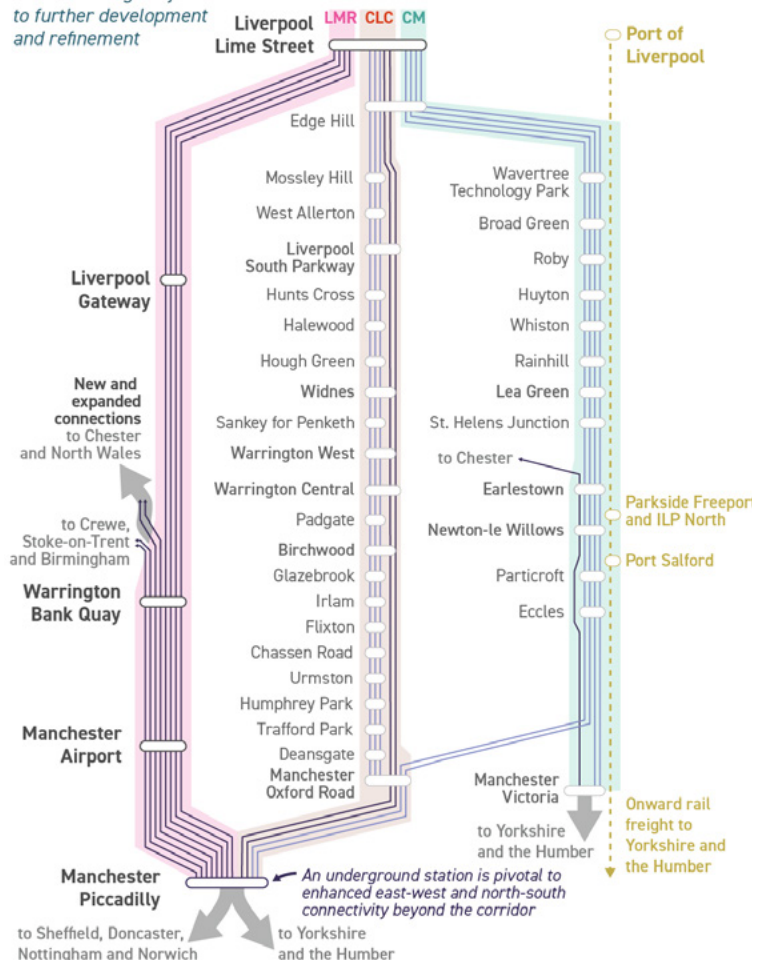
Moving from two congested routes struggling to do everything...

...to three reliable routes able to focus on providing specific types of service



Potential future services across the three routes

Initial thinking subject to further development and refinement

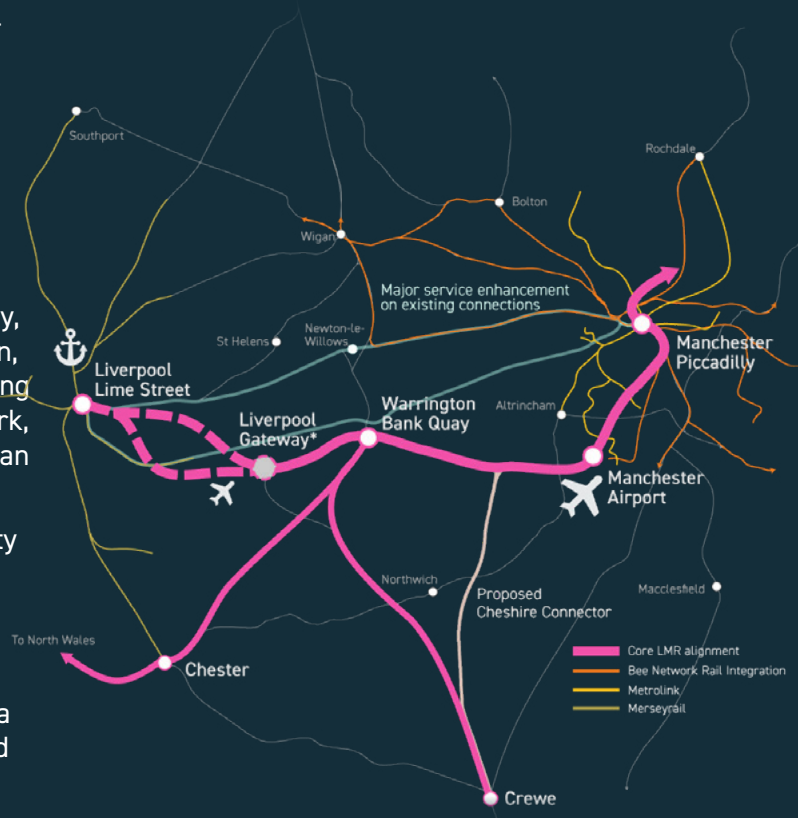


Building on the investments already underway to create a future integrated North West regional network

We are already getting the local transport network ready to maximise the benefits of the Liverpool-Manchester Railway, which will be integrated seamlessly with local and light rail and active travel routes.

Greater Manchester is currently investing in streets, using a 'Streets for All' approach to balance different demands; walking, wheeling, and cycling routes; the franchised bus system, driving down journey times, improving reliability, and increasing patronage; Metrolink, to maintain, enhance, and expand the network; and integrating GM's suburban rail network into the Bee Network, with the goal of improving frequency on suburban lines.

Recent and current investments in Liverpool City Region include an improved bus network that will be franchised; a new fleet of state-of-the-art Merseyrail trains; new stations at Maghull North and Headbolt Lane, and plans for a new station in the Baltic Creative Quarter; plans for a major upgrade for Liverpool Central station; and expanding active travel.



WHAT LMR MEANS FOR PLACES BEYOND THE LINE, SUCH AS...

FLIXTON

The over 18,000 people living within 2km of the station are currently served by only one train per hour in either direction most of the day—severely limiting reliable and attractive public transport services to Warrington and Manchester, both only roughly 15 minutes away. By diverting other services, LMR could release capacity for frequencies at Flixton every 20 minutes, attracting new riders and supporting local growth.

ST. HELENS JUNCTION

St. Helens Junction is the main railway station for southern St. Helens; with a population of over 20,000 within one mile – but it is currently only served by one train per hour for most of the day. Delivering LMR could release enough capacity on the Chat Moss route to enable up to four services per hour to call at St. Helens junction, transforming connectivity to both Liverpool and Manchester.

LMR and enabled improvements on existing lines is game-changing for almost all destinations on your station departure board

FLIXTON		
DIRECT TRAIN DEPARTS EVERY ...		
DESTINATIONS	CURRENT	POST-LMR
MANC OX RD	60mins	20mins
TRAFFORD PARK	60mins	20mins
URMSTON	60mins	20mins
BIRCHWOOD	60mins	20mins
WARRINGTON CTRL	60mins	20mins
WIDNES	60mins	20mins
HALEWOOD	60mins	20mins
HUNTS CROSS	60mins	20mins
LPOOL S. PARKWAY	60mins	20mins
MOSSLEY HILL	60mins	20mins
LPOOL LIME ST	60mins	20mins

WARRINGTON BANK QUAY		
DIRECT TRAIN DEPARTS EVERY...		
DESTINATIONS	CURRENT	POST-LMR
LPOOL LIME ST	NONE	15mins
MANC PICCADILLY	60mins	15mins
MANC AIRPORT	60mins	15mins
CREWE	60mins	30mins
CHESTER	30mins	30mins
BANGOR	NONE	15mins
HUDDERSFIELD	NONE	15mins
LEEDS	60mins	15mins
NEWTON-LE-WILL...	30mins	15mins

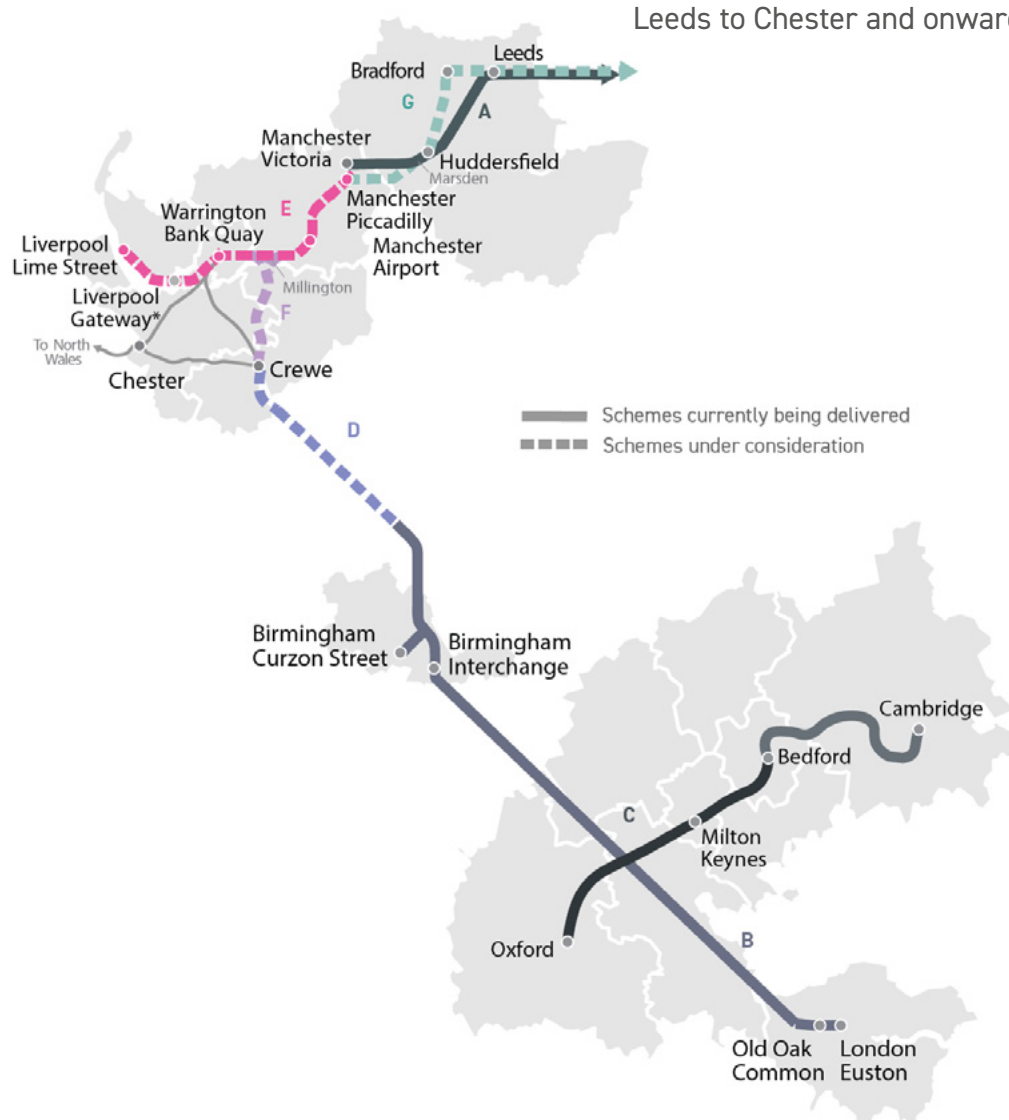


The Liverpool-Manchester Railway can form a critical stage in an integrated long-term rail pipeline

Liverpool-Manchester Railway could form part of an integrated national transport strategy, with schemes sequenced over time to improve affordability and provide long-term certainty to the supply chain. Each of these projects would deliver social, economic, and environmental benefit for millions of people — but collectively they could dramatically improve prosperity and quality of life across the North.

Building on the benefits unlocked by the TransPennine Route Upgrade (TRU)

TRU Investment underway between Manchester and Leeds will begin to unlock improvements across the North that can be significantly further enhanced with the delivery of LMR. Services will be able to use TRU and LMR infrastructure to increase frequency across the Pennines through the North West and onwards to North Wales and the Midlands. With TRU and LMR in place, up to two additional trains per hour can run from York to Birmingham, and two additional trains from Leeds to Chester and onwards to North Wales.



* Precise station location to be confirmed.

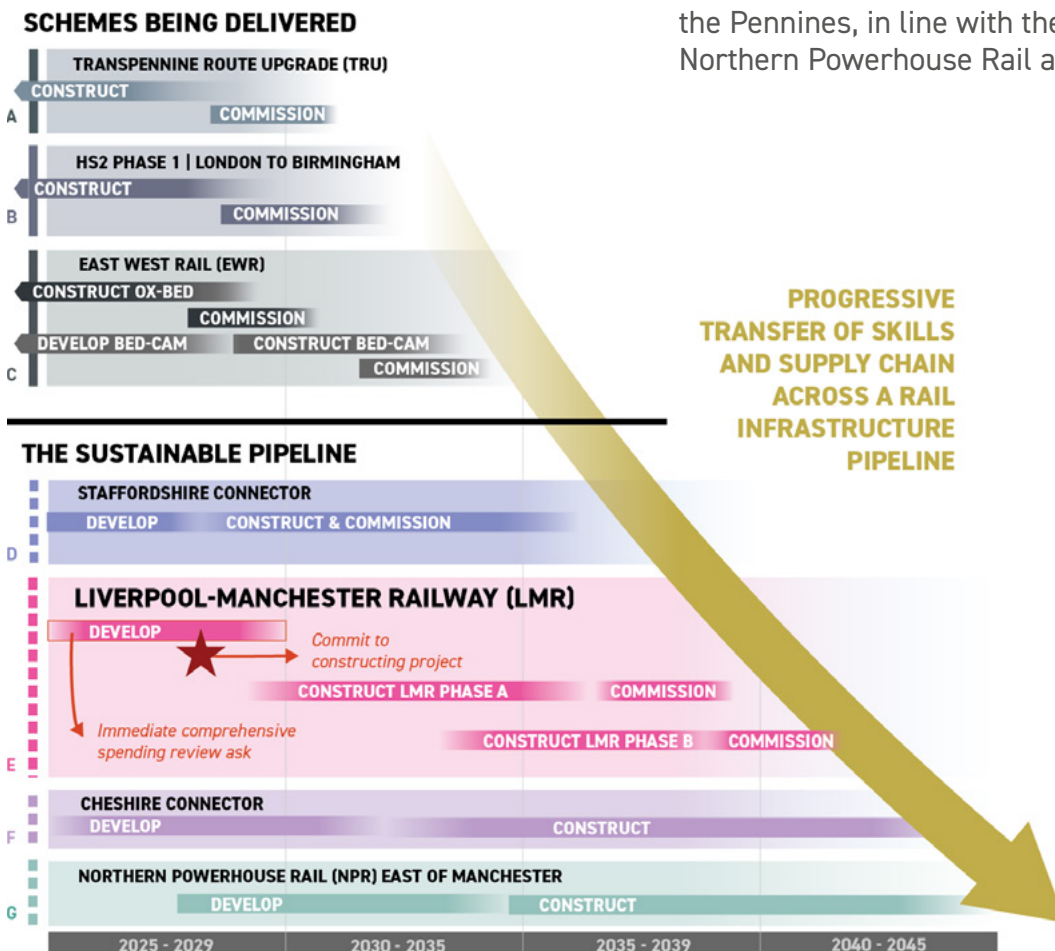
Aligning with future potential investment in Midlands-North West Rail Link (MNWRL)

A new Liverpool-Manchester Railway delivers a core section of the proposed MNWRL connecting Manchester with Birmingham and London. The MNWRL has been proposed by a private consortium to deliver a new line through Staffordshire (Staffordshire Connector) and Cheshire (Cheshire Connector) that allows for HS2 Phase 1 services to continue north to Manchester, Warrington, and Liverpool without further intensifying the existing capacity challenges on the West Coast Main Line.

Given the shared core infrastructure of the MNWRL and a new LMR between Millington and Piccadilly, delivering both projects maximises the relative benefits of both schemes with their respective costs. The services unlocked and benefits delivered by delivering both LMR and MNWRL are capable of being significantly greater than the sum of the parts and will more decisively justify the shared infrastructure costs.

Providing a key enabling step towards the Northern Powerhouse Rail vision east of Manchester (NPR East)

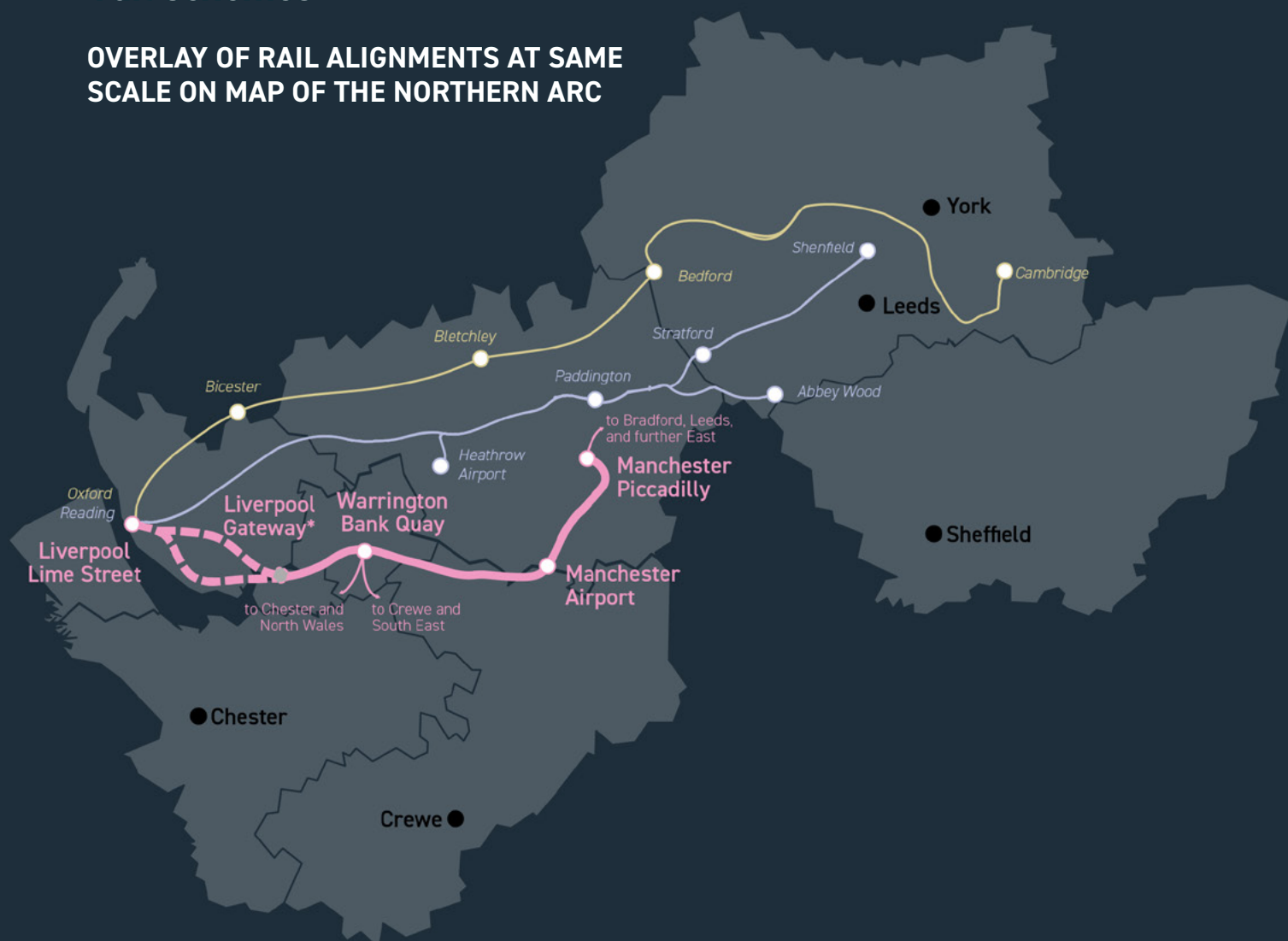
Further development on NPR East will allow for another step-change in the growth benefits delivered by LMR. Completing a through connection out of Manchester to Marsden will allow for further service transformation across the Pennines, in line with the long-standing Northern Powerhouse Rail ambition.





The Liverpool-Manchester Railway compared to other major rail schemes

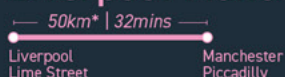
OVERLAY OF RAIL ALIGNMENTS AT SAME SCALE ON MAP OF THE NORTHERN ARC



Liverpool-Manchester today



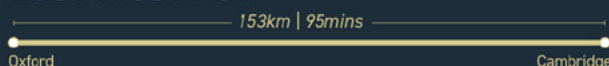
Liverpool-Manchester Railway



London Elizabeth Line (Crossrail)



East West Rail



The entire Liverpool-Manchester Railway corridor is shorter than the new Elizabeth Line (Crossrail) in London, which was delivered by a partnership between central and local governments similar to our vision for the LMR.

The corridor is just one-third of the length of East-West Rail currently being delivered between Oxford and Cambridge.

* Precise station location to be confirmed.

** City centre to city centre distance.



Source: Cheshire West and Chester Council





3

Where is the Growth?

The new Liverpool-Manchester Railway will be a catalyst for jobs growth, residential and commercial development and regeneration around Manchester Piccadilly, Manchester Airport, Warrington Bank Quay, Liverpool Gateway and Liverpool Lime Street. Significantly enhanced services, enabled by the Liverpool-Manchester Railway will spread growth and benefits further to Chester, Crewe, and beyond.

These locations are already fast-growing hubs for employment, innovation, high-value economic activity, and housing development. They have strong development and regeneration potential in the short to medium term. Better connectivity will enable them to realise their full long-term potential in terms of regeneration, productivity levels of economic activity, and job and residential density.

In modern urban economies, there is an important link between productivity growth and the agglomeration of knowledge-intensive functions and jobs. Successful city and town centres and other employment hubs support agglomeration because they enable the densities and diversity of businesses and knowledge producing organisations such as universities, and knowledge spillovers between them. Public transport supports these by densities enabling employers to access a skilled workforce from across a wide area, which in turn enables people to access more productive jobs. Residential development also brings more people within reach of main economic centres, meeting housing need in a way that most boosts economic competitiveness.

We are committed to delivering on this vision, by integrating development and growth planning and delivery mechanisms from the start, alongside planning for the new railway, including establishing Station Growth Opportunity Areas to ensure that high-quality residential and commercial development comes forward at pace.

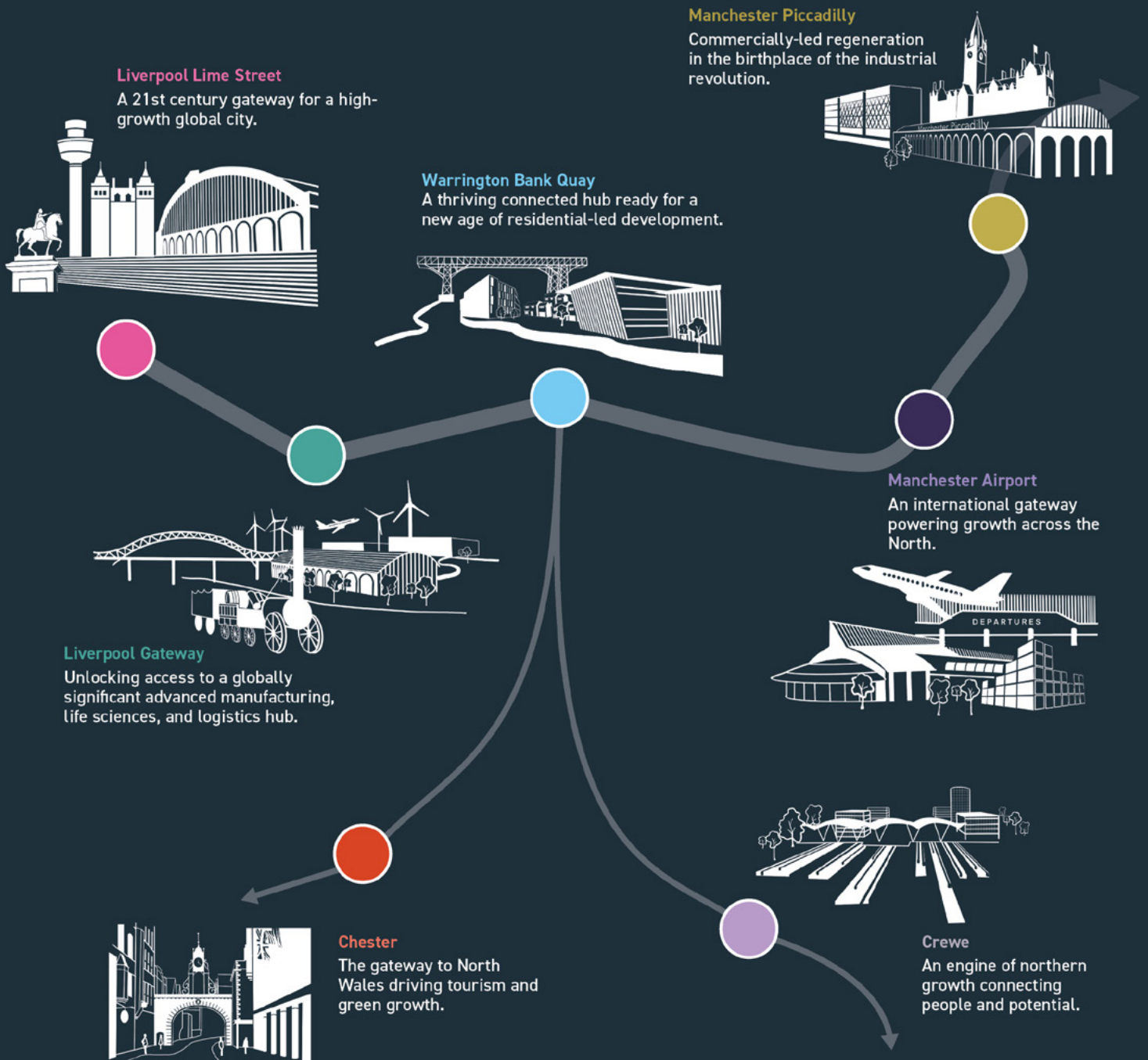
Northern Arc – potential to add £90bn output to the national economy by 2040 from the Liverpool to Manchester section of the Northern Arc.

Connecting people to jobs – over half a million more people will be brought within around 30 minutes rail travel of both Liverpool and Manchester City Centres via the new Liverpool-Manchester Railway - and this number will grow through residential development near the stations. In addition many places on existing rail routes will benefit from an improved rail service as a result of released capacity.

Accelerating and economic clustering, driving up economic density as a result of the step-change in accessibility.

Supporting delivery of new homes for over 1.1 million people (up to 500,000 new homes) across the Liverpool to Manchester corridor.

New towns and housing growth at scale - enabling major housing-led urban regeneration and plan-led expansion proposals around stations equivalent to at least four New Towns.



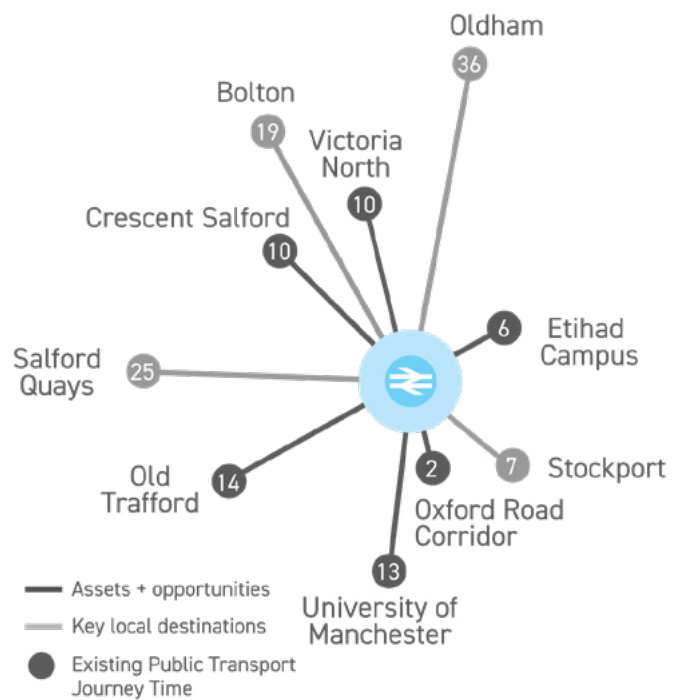


Manchester Piccadilly

Commercially-led regeneration in the birthplace of the industrial revolution.

Manchester is a leading global city and 'one of the best cities in the world to visit' (New York Times, 2024), with a diverse and growing population, increasingly impressive skyline, and strong cultural heritage. The biggest tech hub outside London, Manchester boasts four universities hosting 124,000 students. This highly-skilled workforce is powering the city's internationally competitive knowledge economy, with strengths across finance and professional services, media and creative industries, and science and innovation.

The success of the city in recent years has been driven by visionary leadership, successful infrastructure delivery, and long-standing collaboration across public, private, and social sectors. But historical underinvestment in the region's transport network threaten to stifle the next wave of growth that the nation needs from the UK's second largest city region.



Investment in improved east-west connectivity through the Liverpool-Manchester Railway would address this barrier to growth by better connecting the region's labour markets, city and town centres and innovation districts. An expanded Manchester Piccadilly station with new underground platforms would enable the wider Piccadilly area to transform into a dense, thriving commercially-led mixed-use hub.

ASSETS + DRIVERS OF GROWTH

DIVERSE & GROWING REGIONAL ECONOMY

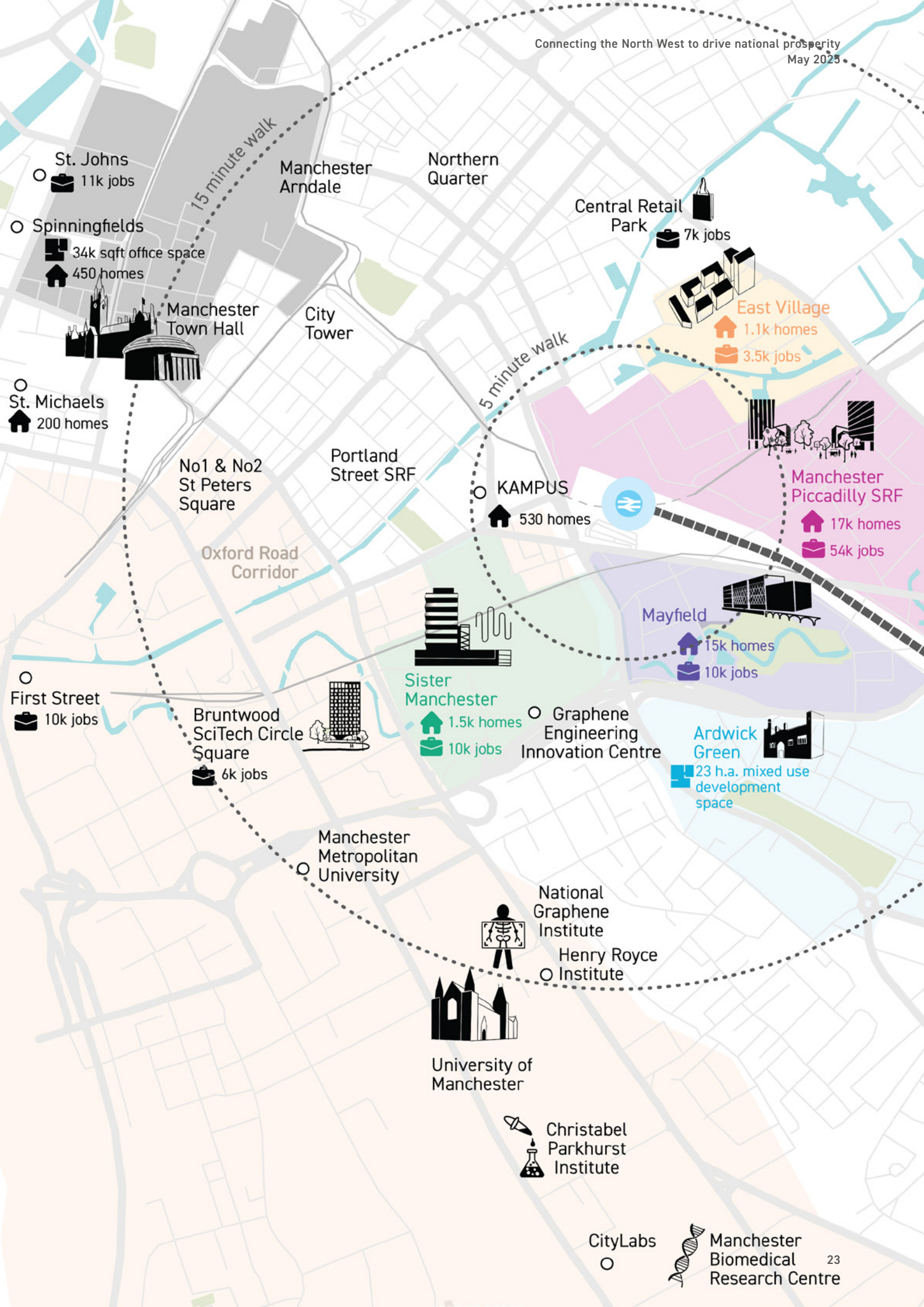
Manchester City Centre has the largest concentration of professional, financial, technology, and business services outside of London. Successful regeneration initiatives such as Spinningfields and NOMA have drawn global corporations including BNY Mellon, AXA, and Barclays. The City Centre has become a popular head office destination and is home to 80 of the FTSE 100 companies; Puma recently chose to relocate their headquarters from London to Bruntwood SciTech's Circle Square.

FLOURISHING INNOVATION DISTRICTS

Manchester is home to a rapidly growing innovation ecosystem. Assets clustered within the Oxford Road Corridor, including Sister, a city-centre innovation district, are set to provide over 2.6 million sqft of research and innovation space. This area is particularly renowned for its health and life sciences

work, as one of the largest clinical academic campuses in Europe and home to institutions such as the Manchester Biomedical Research Centre and the Institute for Health Technology & Innovation. This area is also a leader in advanced materials science, including leading 'lab-to-market' facilities related to graphene, which was discovered at the University of Manchester. The Oxford Road Corridor Partnership notes that 'over 1,000 industry partnerships exist with firms working in advanced materials, including BAE systems, AkzoNobel, BP, GKN, Siemens, and Unilever'. Manchester Science Park, which supports 63 companies, will become home to UK Biobank in 2026.

Emerging innovation districts including the neighbouring Crescent Salford and Atom Valley will provide another 2 million sqft of research and development assets across life sciences, healthcare, digital technology, and advanced materials.





DIGITAL HUB + CREATIVE + MEDIA CENTRE

Anchored by Piccadilly, Manchester is home to over 10,000 digital creative and media businesses. With top global tech firms including Google, Microsoft and others, the city has earned the title of the UK's top 'Digital Tech City'. This accolade is set to be bolstered further with the emerging Manchester Digital Campus, set to become a major hub for digital government services, providing up to 7,000 jobs, alongside the continued growth of MediaCityUK in the neighbouring Salford Quays, Europe's largest purpose-built digital hub.

NEW HOMES AND COMMUNITIES

Guided by ambitions to deliver over 175,000 new homes across the region, Manchester's

housing pipeline is set to deliver 58,000 homes on brownfield land in the city centre alone. Landmark schemes surrounding Piccadilly include Victoria North, Mayfield, NOMA, Ancoats, Holt Town, Sister/ORC, and other parts of the Piccadilly Strategic Regeneration Framework including Piccadilly Central, comprising over 20,000 new homes.

TOURISM

Manchester's thriving cultural, music, entertainment, and sporting offer has driven a burgeoning visitor economy to a value of £4.65 bn through significant investment in cultural assets including Aviva Studios, Co-op Live, football stadia, and HOME.

THE LMR OPPORTUNITY

With new fast, frequent, and reliable connections brought by LMR, Piccadilly and East Manchester will be among the best-connected transport hubs and highest value locations in the country. Combined with the area's close proximity to the city centre, universities, and innovation corridors, the growth opportunity in this location will be comparable in scale and impact to major UK regeneration schemes such as King's Cross in London, and international exemplars like Antwerp Station and Hudson Yards, New York.

An underground station at Piccadilly is essential to fully unlock this opportunity. Successful station-oriented regeneration case studies have demonstrated that land use and economic impacts are maximised where there are large, contiguous development sites without major severance, and where high-quality integrated placemaking can be delivered to drive long-term value creation.

Planned in the right way, the scale of development at Piccadilly Central, Ardwick,

and East Manchester is a huge opportunity. In the immediate station environs alone, this has the potential to support up to 40,000 new jobs, 13,000 new homes, and nearly 1 million sqft of commercial floorspace. Furthermore, the opportunity to expand the development to the East brings an overall 52.5 hectares of prime potential – accelerating the scale and pace for delivering Manchester's bold vision of a vibrant and thriving mixed-use community bolstered by regional and national connectivity.

This growth opportunity cannot be achieved with new rail infrastructure built on the surface, as currently proposed for HS2. As well as delivering a poor and constrained rail solution, this would cause the permanent loss of c.15 hectares of development space, introduce barriers to communities, and reduce the ability to create high land values through cohesive placemaking – equating to a loss of c. £3.6 to 4.2bn economic value. An underground station would provide greater economic return and strategic through connections east-west, as well as better north-south connections.



Source: Manchester City Council / Bennetts Associates

Manchester Piccadilly: Lessons Learned from the King's Cross Redevelopment



Once a neglected district in central London, King's Cross has undergone one of the most ambitious urban transformations in Europe. The arrival of high-speed rail at King's Cross/St Pancras served as the catalyst for redeveloping 27 hectares of underused brownfield land. Today, this area is a vibrant, world-renowned mixed-use district.

Over a decade, the area experienced a 125% rise in local residential property values, reflecting its desirability and economic uplift. Employment surged, with job numbers tripling as major businesses and startups flocked to new Grade-A offices set alongside heritage buildings and public spaces.

King's Cross is no longer just a transit hub; it is a global symbol of successful regeneration. The area combines economic growth, urban placemaking, and long-term vision. Its journey from dereliction to digital powerhouse highlights the potential of infrastructure-led development to unlock value, foster inclusive growth, and reshape cities for the 21st century.

Manchester Piccadilly shares many of the same characteristics, including an 'edge-of-centre' location, large contiguous area of underused land, and proximity to thriving commercial districts. A similar transformation can occur at Piccadilly if we address the historical underinvestment in connectivity to cities across the North.



Manchester Airport

The UK's global gateway to the North.

Manchester Airport (MAN) is poised to deliver on untapped growth potential enabled by the enhanced connectivity provided by LMR to West and South Yorkshire, as well as Crewe, Chester, and North Wales – both in terms of growth in airport operations, as well as investment around the airport.

Serving 31 million passengers and handling over 91,000 tonnes of cargo in 2024/25, MAN is the principal international gateway outside of London and the UK's third busiest airport. Over 50 airlines travel to 200+ destinations across four continents from MAN, fuelling the

economic success of the North and the UK, and supporting employment, tourism, trade, and innovation. (The role of the airport as a driver of economic growth is discussed further in Section 4.)

MAN also anchors a nationally significant enterprise zone, driving growth in high-value sectors including advanced manufacturing, materials science, and innovation-led industries. The area surrounding MAN is fast emerging as a cluster for investment and enterprise, powered by global connectivity and a strong foundation in research and development.

ASSETS + DRIVERS OF GROWTH

DYNAMIC INNOVATION CLUSTERS

A strong pipeline of commercial development is emerging around MAN, including the £1 bn MIX Manchester, MediPark, and Wythenshawe Hospital. Set to deliver over 2.5 million sqft of knowledge and innovation space, these developments provide world-class facilities for organisations specialising in advanced manufacturing, science, and health-tech. Continued investment in surrounding districts including Alderley Park in Cheshire will create a cross-boundary innovation cluster of national significance.

FREIGHT + LOGISTICS

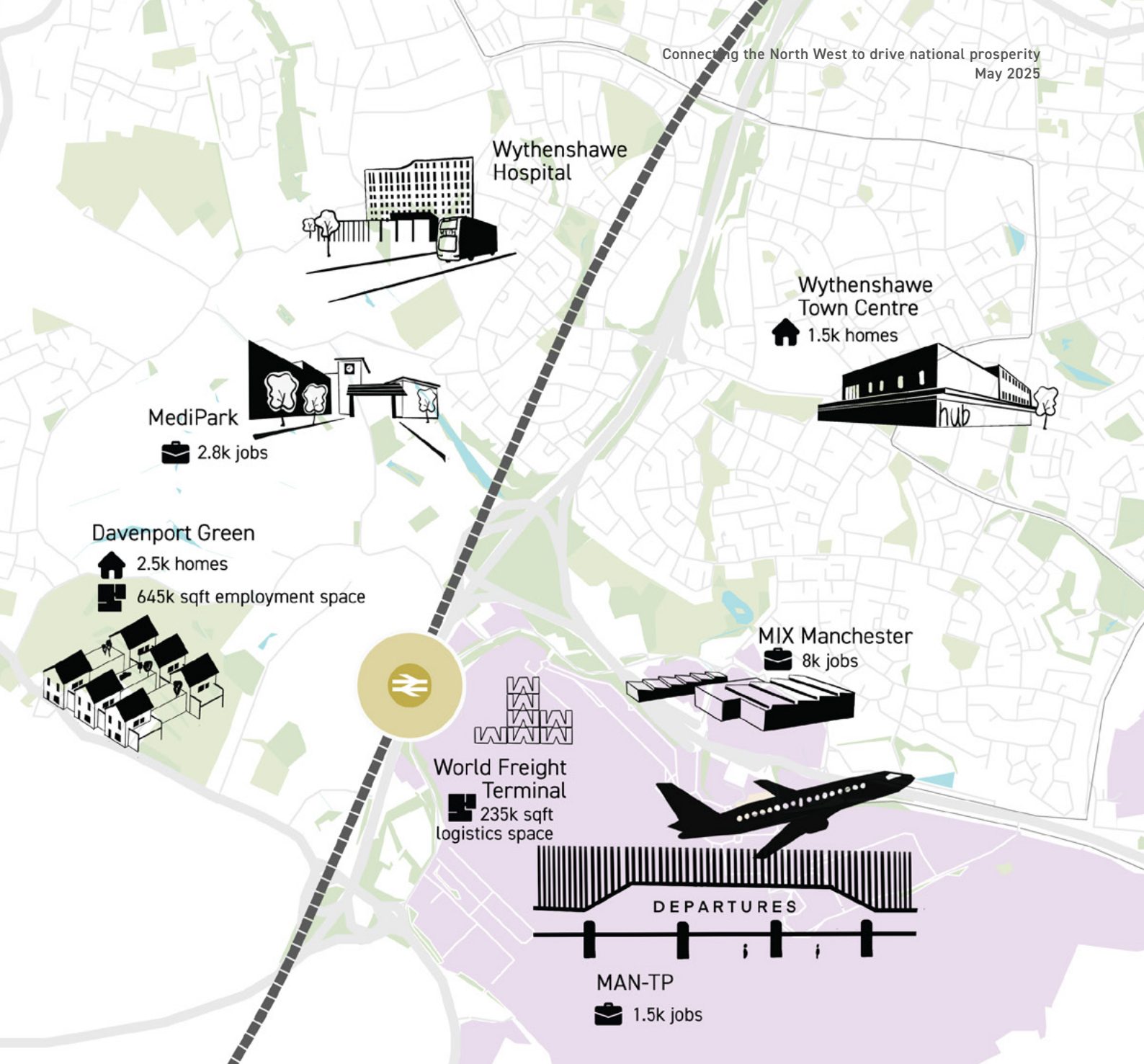
Key to supporting resilient supply chains and attracting international trade partners, MAN has a robust freight and logistics base to the south of the airport, with the expansion of the Global Logistics and World Freight Terminal. The airport is also leading the way on Sustainable Aviation Fuels development.

REGENERATION + HOUSING GROWTH

Significant investment is already enhancing existing and delivering new residential communities around MAN. Transformational regeneration at Wythenshawe Civic Centre and Wythenshawe Hospital and investment in new communities at Davenport Green, Bluebell Wood, and New Carrington offer potential to deliver over 10,000 new homes.

WORLD-CLASS AIRPORT

Guided by a Masterplan to 2030 and a Sustainable Development Plan, later this year, MAN will complete a £1.3bn airport investment programme to enhance customer experience and operational effectiveness. It is expected that this will contribute £6.3bn to the Northern economy by 2040 and trigger a further £2.9bn through the increased productivity of businesses travelling and trading globally through Manchester over the same period.



THE LMR OPPORTUNITY

With the LMR Board's proposals for MAN to be an integrated transport hub, including Metrolink connectivity and active modes, the proposed new station will continue to strengthen the airport's position as the North's global gateway and encourage shift to more sustainable transport modes.

This station will maximise the development potential of surrounding land, unlocking regeneration, housing delivery, and high-value economic activity. It will enable knowledge-intensive industries to leverage the benefits of agglomeration across the

area's extensive innovation ecosystem, including clusters such as Sister in the Oxford Road Corridor and Alderley Park in Cheshire.

There are many successful global models for similar airport-driven development, including the dynamic mixed-use growth hubs that have emerged around Schiphol Airport in Amsterdam, Toronto Pearson Airport, or Charles de Gaulle in Paris. The transformative connectivity provided by LMR will enable Manchester Airport to become a global exemplar for airport-driven prosperity and innovation.

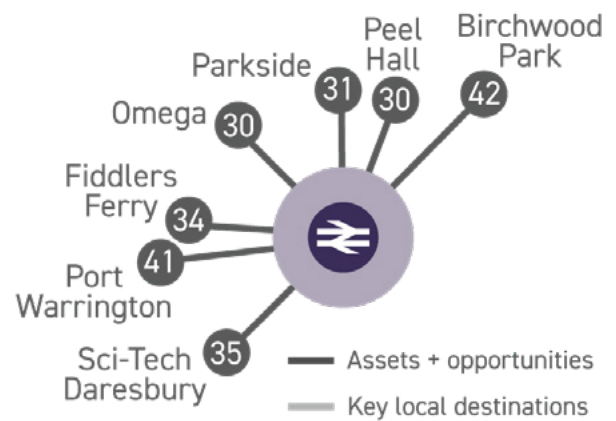


Warrington Bank Quay

A thriving connected hub ready for a new-age of residential-led development.

Warrington Bank Quay is already one of the best-connected station hubs across the UK's rail network, with more than 13,000 people commuting in every day. 3.5 million people are within a 1-hour catchment of the station, providing residents with direct access to North Wales, London, Birmingham, and Scotland.

The station is a direct gateway to Warrington town centre, which has seen a remarkable growth story over the last three decades, illustrating the town's enduring and compelling



case as a place to invest. Through the Liverpool-Manchester Railway, Warrington can capitalise on the town's existing retail centre, building on the strong foundations set by Towns Fund investments, to develop a more mixed-use centre and become a thriving residential and business neighbourhood. LMR will make Warrington Bank Quay an even more significant transport hub, enabling seamless interchange between east-west and north-south rail services.

ASSETS + DRIVERS OF GROWTH

From a strong industrial heritage with manufacturing at its roots, Warrington has grown into a diversified and productive economic force, with connectivity, enterprise, and people at its heart. While advanced manufacturing remains important in Warrington, there has been rapid growth in financial and professional services, digital, and corporate office functions. This has created the perfect environment for a new age of mixed-use development in the city.

RESIDENTIAL-LED DEVELOPMENT

The station is surrounded by attractively located residential and mixed-use development opportunities which can breathe new life into the town centre. Peel Hall, the highest value residential deal ever in the North of England, is building 1,200 homes, while Time Square has shown significant investment potential for community-led development, offering offices and amenities all in one space. Warrington Bank Quay Gateway (including Warrington Waterfront), is a 135 ha area and cornerstone of Warrington's regeneration plans. It has the potential to deliver thousands of homes alongside restaurants, offices, and hotels connected to Bank Quay station.

A BLOSSOMING BUSINESS DISTRICT

Warrington town centre and surrounding areas have seen substantial growth over the last three decades, with an influx of market-leading international firms from across service-based sectors (e.g. Corbel & Partners, Amazon). Once solely a manufacturing heartland, Warrington is diversifying, propelled by financial services, logistics, and IT, with the town seeing a take up of over 4 million sqft of office space over the last 20 years.

A THRIVING ENTERPRISE CULTURE

Warrington has become a Top 10 location for SME jobs, with innovation hubs such as 'the Base' and Pure offices offering SMEs modern and flexible office space, which are perfect for collaboration. This has put Warrington on the map as a champion of technology and innovation, ranked 5th highest nationwide for new economy firms.

A CENTRE OF NUCLEAR EXCELLENCE

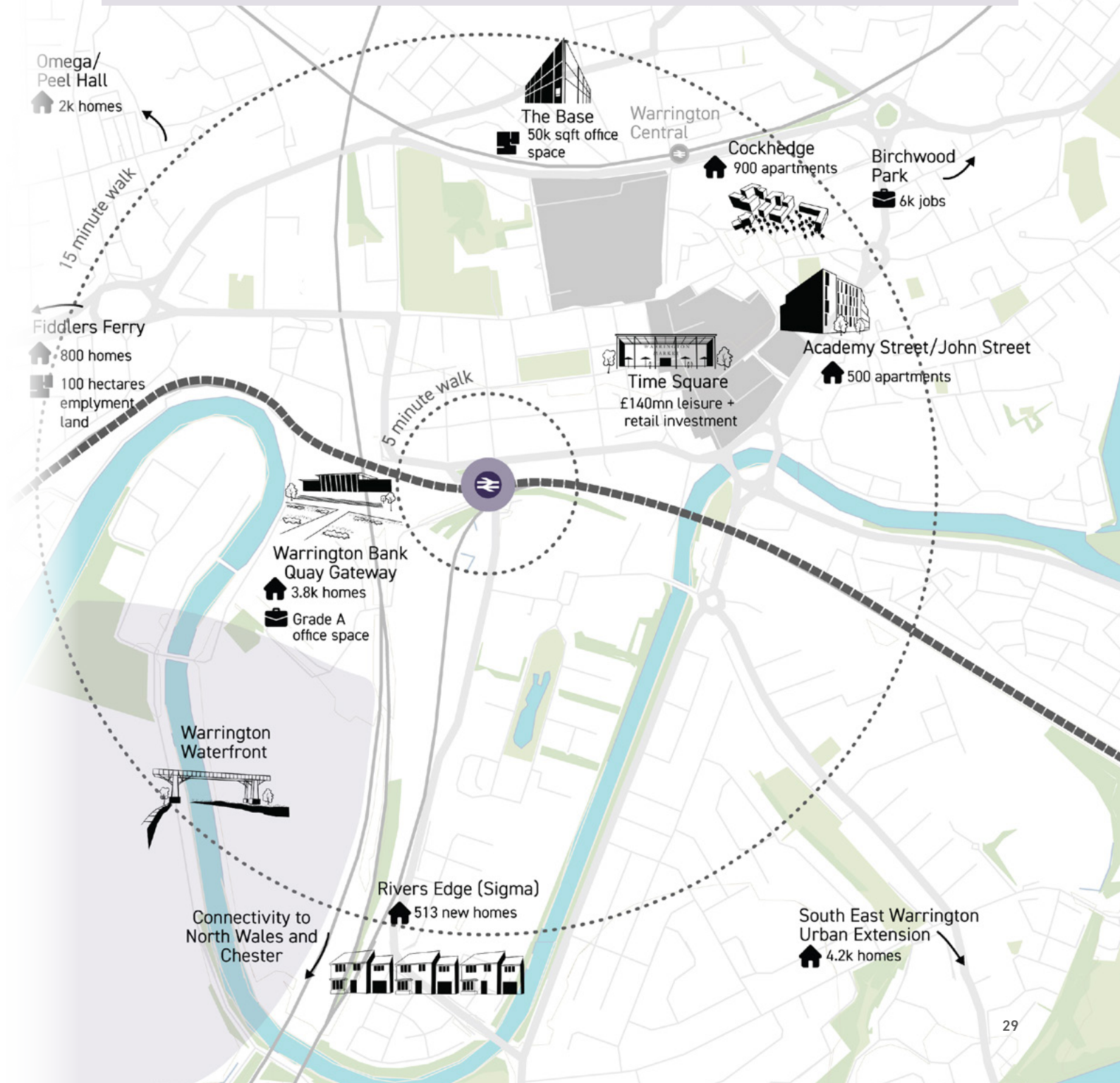
Warrington is home to the Birchwood Park Nuclear Cluster, recognised as a centre of excellence for nuclear energy. With world leading companies such as Rolls-Royce and Cavendish Nuclear based here, Warrington is well placed to capitalise on the Government's renewed focus on developing nuclear energy.

THE LMR OPPORTUNITY

The Liverpool-Manchester Railway would transform Warrington into an all-directional interchange, leading to substantially reduced journey times to Liverpool, Manchester, and beyond. For residents, the culture, entertainment, and leisure opportunities the North has to offer will be more accessible than ever before. LMR also brings the rest of the world closer to them, with Manchester Airport and Liverpool John Lennon Airport being 10 and 20 minutes away respectively.

For commuters, Warrington will be linked to 3 of the 6 major population centres in the country, putting them within a 15-minute journey of 250,000 jobs.

This will make Warrington an attractive place to call home, creating the perfect conditions to encourage investment in residential-led development in the town centre, led by the Bank Quay Gateway. By capitalising on this momentum, Warrington can become a thriving town with a strong community, made for people and driven by productive and innovative industry.





Liverpool Gateway

Unlocking access to globally significant advanced manufacturing, life sciences, and logistics clusters.

We believe there is an important opportunity for a new station on the LMR route between Warrington and Liverpool City Centre. The specific location of this station will be determined through further options analysis work and engagement with local communities and stakeholders.

A Gateway station in the east of the City Region is primed to become a key destination for future investment to support long-term sustainable and inclusive growth across this part of the LMR corridor.

The area between Warrington and Liverpool City Centre is already home to global businesses including Ford, JLR,

AstraZeneca, and Inovyn, together with advanced manufacturing and pharmaceutical employment clusters in Liverpool, Knowsley, Halton, and St Helens. A new Liverpool Gateway could anchor existing industrial assets and emerging residential developments to enhance the competitiveness of the local area, supporting a pipeline of future economic growth and prosperity.

With strong local and regional transport links to central Liverpool, Cheshire, and the wider City Region, Liverpool Gateway will serve as an important transport interchange, connecting communities with new opportunities for investment, employment, and development.



ASSETS + DRIVERS OF GROWTH

This area hosts important economic hubs in the Liverpool City Region, home to internationally significant advanced manufacturing, life sciences, and logistics clusters.

ADVANCED AUTOMOTIVE MANUFACTURING

The area hosts automotive industry giants including Jaguar Land Rover and Ford, who have invested heavily in electric vehicle production in recent years to future-proof their sites. These investments have secured thousands of jobs in the region, capitalising on Liverpool's port infrastructure for global exports.

LIFE SCIENCES & BIOTECH CLUSTER

There is a world-class life sciences and biotech corridor stretching from Speke to Widnes. Companies such as AstraZeneca and CSL Seqirus leading in vaccine development, bulk manufacturing, and pandemic research drive significant economic value for the North West's economy, and the UK more broadly.

INNOVATION & SCIENCE HUB

The area is also closely connected to Sci-Tech Daresbury. Already a nationally significant hub for computational science and part of the Liverpool City Region Life Sciences Innovation Zone, the site will provide one million sqft of scientific and technology research space and create up to 10,000 jobs when fully delivered. The Inovyn site in Runcorn is at the forefront of hydrogen production and storage, containing one of Europe's largest membrane electrolysis units.

AVIATION, PORTS, AND LOGISTICS

Additionally, the area is a vital logistics and transport hub, encompassing 4 sites central to the Liverpool City Region Freeport. These sites have the potential to attract £800 mn in new investment, support over 14,000 skilled jobs, and generate £850 mn in added economic value to the economy. A key regional gateway for the North West and North Wales, Liverpool John Lennon Airport plans to grow passenger numbers from 5 to 8 million by 2030, increasing its annual economic contribution to £625 mn.

THE LMR OPPORTUNITY

A new Liverpool Gateway station would be a high-impact intervention, transforming one of the UK's most deprived areas into a competitive economic hub to support growth and investment across the area. More than just a transport investment, the station will unlock underused land, stimulate significant housing development, and create a new gateway to the region.

If delivered alongside targeted investments in the local public network, such as Bus Rapid Transit, local rail services, and active travel infrastructure, the station will drive modal shift, improving sustainable access to Liverpool John Lennon Airport and key employment sites towards Liverpool City Centre. Extending the Merseyrail network beyond Ellesmere Port and Helsby, including delivering a new station at Daresbury, would

extend benefits across the river to support the delivery of housing and community sites and catalyse future investment in Runcorn through the Towns Fund and the Plan for Neighbourhoods.

For businesses, the station will enhance connectivity and free up network capacity, linking global enterprises, trade, and jobs. It will also amplify the impact of existing assets in advanced manufacturing and pharmaceutical support the Liverpool Freeport and airport, and attract international investment. It will drive job creation, skills development, and inclusive economic growth in high-value sectors, helping to level up the region through knowledge-intensive employment opportunities.

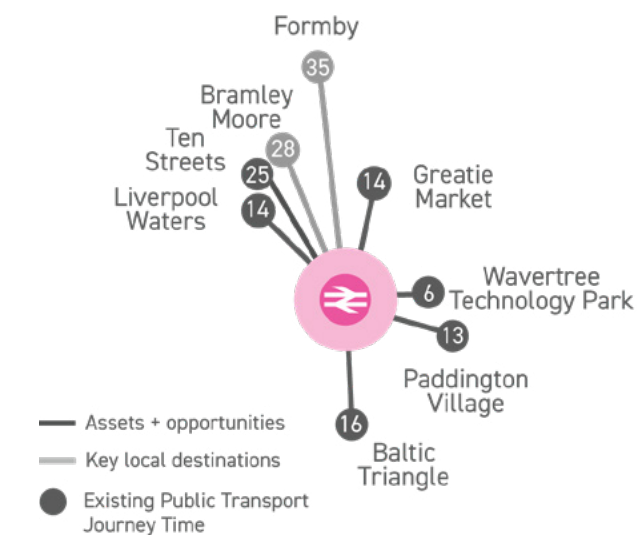


Liverpool Lime Street

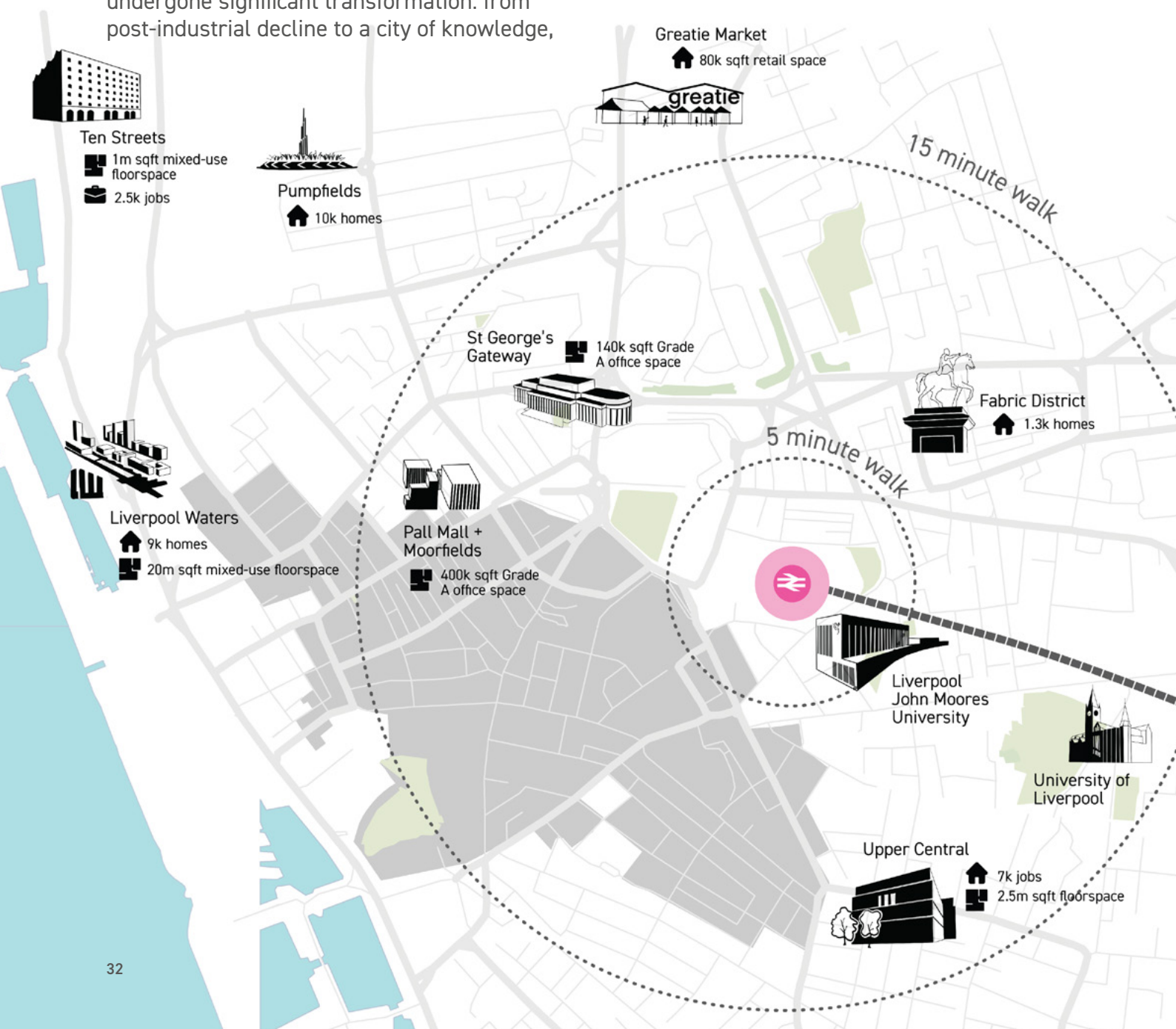
A 21st century gateway for a high growth global city.

Liverpool Lime Street is the world's oldest operational Grand Terminus station and has been the gateway into the heart of the city for regional, national, and international passengers since 1836. The station is situated in Liverpool Central, the economic, cultural, and civic core of the Liverpool City Region, home to 1.6 million people and 50,000 business, including iconic global brands such as Unilever and Jaguar Land-Rover.

Over the past two decades, Liverpool has undergone significant transformation: from post-industrial decline to a city of knowledge,



culture, and enterprise. Together, Liverpool Central and Liverpool Lime Street support Liverpool as one of the UK's fastest-growing visitor economies as the 5th most visited city by overseas visitors in the UK.



ASSETS + DRIVERS OF GROWTH

With a rising population of young, highly-skilled workers, a knowledge-intensive economy, and a pipeline of regionally significant planned and current regeneration projects, Liverpool Central is a high-potential, highly dynamic growth engine for the North West.

GLOBAL HEALTH AND LIFE SCIENCES LEADER

Liverpool has achieved global status as a leader in health innovation through its pioneering work across pharmaceuticals, biotechnology, and health tech, contributing over £300mn in GVA to the local economy. Clustered around the Knowledge Quarter, including the Royal College of Physicians northern HQ, the flagship £1bn Paddington South expansion - now in development - exemplifies the investor-led opportunities this sector is unlocking. The Life Sciences Innovation Zone is expected to attract up to £800m investment to the City Region and create 8,000 jobs over the next 10 years.

FUELLING CITY CENTRE KNOWLEDGE-INTENSIVE BUSINESS SERVICES GROWTH AND COMMERCIAL DEVELOPMENT

Lime Street's connectivity underpins a rapidly expanding £35bn knowledge economy including growing industries such as digital and creative technology in the Baltic Triangle.

The Business Quarter, home to a range of global professional and financial services and major employers such as the Home Office, has over 40,000 sqft Grade A office space planned in Pall Mall & Moorfields to keep pace with growth.

UNLOCKING CITY CENTRE HOUSING

Enhanced employment, particularly retention of high-skilled graduates, will catalyse development of sustainable city centre housing and placemaking. The Accelerated Development Zones, highlighted by the Liverpool Strategic Futures Advisory Panel and supported by the powers of the Liverpool Locally Led Urban Development Corporation, have the potential to speed up existing housing delivery plans including 10,000 homes and community facilities in Pumpfields and over 2,500 homes in Central Docks as part of the transformative Liverpool Waters development.

TURBOCHARGING THE VISITOR ECONOMY

Direct, faster, and more frequent links to Liverpool John Lennon and Manchester Airports will extend the reach of the City's thriving visitor economy. Liverpool's waterfront cultural assets, cruise terminal, and array of major sporting, music, business and cultural events, already attract over 60million tourists annually, supporting 58,000 jobs and generating over £6.25bn in GVA.

THE LMR OPPORTUNITY

Despite Liverpool's recent economic resurgence, a reliance on ageing Victorian rail assets is restricting the city's growth. Developing Liverpool Lime Street as part of the LMR scheme is not just about transforming the rail station - it's about future-proofing Lime Street and Liverpool Central to catalyse on the city's strengths in health and life sciences and as a thriving visitor and culture economy.

The transformational boost in connectivity from LMR will expand the city's labour market and customer base, connecting investors with opportunities, and attracting visitors from across the North West and beyond

through direct connections to Liverpool John Lennon Airport and Manchester Airport.

As the centre of an extensive local and regional rail network, including the recently modernised cross-city Merseyrail network, investment at Lime Street will radiate the growth potential of Liverpool Central across the whole City Region, with opportunities to expand the reach of the Merseyrail Network to key growth locations such as SciTech Daresbury. Connections via a completely transformed Liverpool Central station, already the busiest underground station outside London (with only three platforms), will ensure LMR's benefits are spread across every corner of the City Region.



Chester

A gateway to North Wales and a driver of tourism, innovation, and green growth.

Chester railway station serves as a strategic regional gateway at the intersection of North Wales, Liverpool City Region, and the North West, facilitating travel for both commuters and visitors. Its strategic growth location as an anchor of the city's tourism economy and chemical and advanced manufacturing assets underpin Chester's reputation as a destination city and economic hub.

As a major tourist destination bolstered by historic assets, major events at Chester Racecourse, and a diverse retail offering including a new Harrods location in the city centre, Chester's rail station plays a vital role in supporting the local and regional economy.

The station is also a critical enabler and facilitator of growth for the wider sub-region,



supporting nationally significant nuclear research activities at Capenhurst, chemical refinery at Stanlow, automotive manufacturing at Vauxhall and Stellantis in Ellesmere Port, energy transition at Essar, and pharmaceutical activities at ORIGIN, one of the most important industrial and employment clusters in the UK.

THE LMR OPPORTUNITY

Improved East-West connectivity through LMR will position Chester to become a powerhouse of sustainable growth in the North West.

Enhanced services will address unfavourable journey times between Chester and North Wales and Manchester Airport and City Centre, strengthening links to global markets and broadening Chester's catchment for national and international tourism and trade.

Improved multi-modal integration as part of a new local transport plan will transform Chester into a low-carbon, high-growth gateway driving local and regional competitiveness through enabling a thriving knowledge-based economy. Better links to the city will support the continued expansion of key growth assets including ORIGIN's net zero industrial cluster and the development of Hynet North West.

Improving connections to Chester is not just about supporting the city itself. As a primary rail access point for North Wales and the Wirral, rail upgrades will unlock economic opportunities across a much wider geography through facilitating increased capacity to support local services and improve access to jobs and employment in advanced manufacturing, financial, and environmental technologies across the wider sub-region.



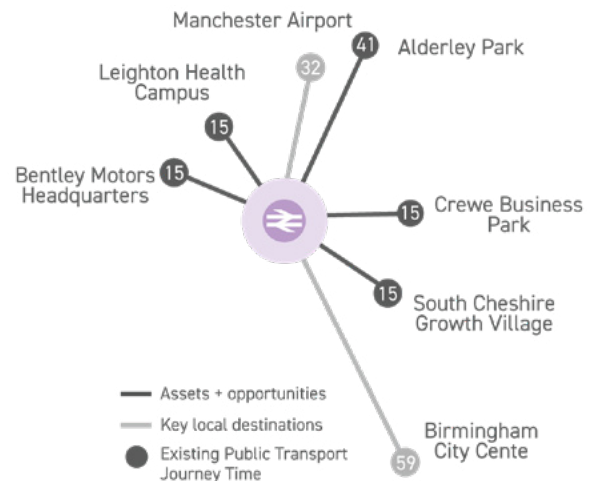
Crewe

An engine of northern growth connecting people and potential.

Crewe has long been one of Britain's most important rail interchanges. Sitting at the junction of multiple regional and national routes, Crewe railway station connects the North of England with North Wales, the Midlands and beyond. This strategic position has also made Crewe one of the nation's most important freight hubs.

The station handles over 4 million passengers annually and is central to the town's identity and economic strategy. Major public investment – over £100mn via the Towns Fund and Future High Streets Fund – is now fuelling ambitious regeneration.

Crewe's heritage as a manufacturing powerhouse endures in modern-day strengths across fintech, advanced manufacturing, and life sciences. World renowned manufacturing businesses including Bentley and Siemens and



healthcare innovators at Alderley Park have already chosen the area as their home. Crewe has experienced significant growth in the digital sector, developing niche specialisms such as fleet management and telematics.

Urban transformation at Crewe is already underway. Plans for a revitalised Town Centre, new residential developments, and active travel corridors such as the Mill Street Corridor and Southern Gateway will deliver a modern, sustainable urban fabric.

THE LMR OPPORTUNITY

As a critical node in the North's rail network, Crewe stands to benefit enormously from improved intercity connectivity and offers a vitally important hub and spoke station that will provide further benefits to the Northern Arc region.

Enhanced links to Manchester, Liverpool, and regional airports will strengthen the town's proposition as a cost-effective, highly connected location for high-growth sectors that will complement the Liverpool and Manchester City regions. It will be home to innovation, talent, and opportunity, with LMR helping to deliver this growth at scale by providing the town centre and wider logistics and industrial hinterlands with essential access to skills and markets.

Crewe's future lies in reimagining itself not only as a key interchange and gateway to the North, but as a liveable, investible destination in its own right. Enhanced connectivity across the North will help Crewe reestablish its role as a driver of economic growth, while enabling a better quality of life for its residents and future generations.





4 Strengthening international trade and global supply chains

The Liverpool-Manchester Railway will have significant benefits for attracting inward investment, enabling global trade, moving freight, and creating efficient supply chains. Our growth corridor is book-ended by one of the most important deep-sea ports in the country on one end, part of a Freeport encompassing several sites, and a major international airport on the other, with a second important airport also located on the corridor.

This section sets out: the important role of LMR in boosting the economic role and impact of these international gateways; and the ways in which LMR will release capacity for additional rail freight movements in the region and nationally, supporting the UK target for at least 75% growth in freight carried by rail by 2050.

ENHANCING PORTS AND AIRPORTS AS DRIVERS OF GROWTH

MANCHESTER AIRPORT

Manchester Airport is the North's gateway to the world. The UK's third largest airport, and the largest outside the London system, Manchester Airport already connects 31 million passengers to over 200 destinations worldwide.

Manchester Airport operations generate £5.2bn to the Northern economy, combined with the connectivity benefits of the airport which are valued at £3.2bn. In total, the airport contributes £8.4bn to the Northern economy and supports over 100,000 jobs

However current poor connectivity (In recent years rail services to the airport have been reduced due to rail capacity and performance issues) limits the catchment and positive economic role the airport can play.

Manchester Airports Group have set out a clear vision to place Manchester Airport at the heart of a modern, integrated transport network in the North and maximise its role in accelerating national economic growth.

Research by Arup estimates the scale of the economic potential of the Airport, if the right conditions were in place to unlock "transformational growth". It states that over the next 25 years MAN could secure direct flights to 50 new world-leading cities including Sydney, Tokyo, Montreal, Riyadh, San Francisco and Cape Town, growing passenger volumes to as high as 60m a year.

Those links would drive significant increases in exports, inward investment, tourism and cultural exchange for the North, growing Manchester Airport's annual economic impact.

This would require a supportive policy and investment environment, particularly delivery of the Liverpool-Manchester Railway providing fast onward rail services across the Pennines and linking with improved north-south routes. This would transform journey times between the Airport and places such as Liverpool, Warrington, Crewe, Chester, North Wales, Leeds, Sheffield, Bradford, and Huddersfield. It would build on existing £1.3bn investment in the transformation of its facilities—including the new T2—which is helping unlock the potential of its existing two runways.

Alongside measures like investing in local transport schemes, funding and policy support for aviation sustainability and the right national tourism strategy would create a transformational growth scenario that by 2050 would also lead to:

- GVA impact soaring to £16.3bn;
- Potential for 50+ new long-haul routes;
- Around 25 new short-haul routes;
- Direct and indirect employment for over 165,000 people compared to 100,000 today, equivalent to the population of Harrogate;
- More than 260,000 businesses would be within 90 minutes of the airport – compared to 70,000 today;

- Potential for the airport to serve up to 60 million passengers each year compared to 31 million today; and
- The creation of 6,500 jobs and £930m of economic value through the creation of a Sustainable Aviation Fuel (SAF) pipeline and production capability that serves Manchester Airport and the UK as a whole.

LIVERPOOL AIRPORT

Liverpool John Lennon Airport is an important enabler of regional mobility, economic growth, and accessibility, particularly across the Merseyside, Cheshire and North Wales area.

Voted the UK's best airport in the Which? annual airport survey for the second year in a row, Liverpool John Lennon has seen a 25% growth in passenger numbers since 2014, with 5.1 million passengers in 2024 utilising the expanding airline and flight programme to access over 70, destinations with routes operating across the UK, Europe, North Africa and onward connections to the US via Dublin.

Looking forward, the Airport has ambitious plans in place to grow to 7.8mppa by 2030, demonstrating its role as a key, high value driver of the regional economy by supporting the creation of an additional 12,000 jobs and unlocking almost £700m in additional GVA annually. The 2050 Masterplan further sets out the airports vision for growth as a key transport and strategic economic asset, particularly in adding long haul services, cargo and other general aviation services including maintenance repair and overhaul facilities.

PORTS AND CRUISE TERMINAL

Liverpool's Port and the wider Mersey estuary is of national significance to the UK economy – handling the same amount of trade as the ports of Felixstowe and Dover combined. The port's proximity to major markets means typical travel distances of just 50 miles to

Greater Manchester and the surrounding North West region.

The £400m Liverpool2 expansion is enabling direct connections with global shipping routes by having the capacity to cater for the world's largest container ships. It offers a key gateway for Northern businesses to the world, reducing reliance on southern ports, as well servicing significant Irish Sea traffic, reducing reliance on southern ports and cutting inland freight mileage particularly important for supply chain resilience and net zero ambitions. The £70m Isle of Man terminal, which opened in 2024, supports the Isle of Man's main passenger route to the UK mainland.

Its position within the Liverpool City Region Freeport amplifies its trade potential, offering tax and customs incentives to attract global investment and advanced manufacturing.

The Liverpool Cruise Terminal is also a significant economic driver, bolstering the region economy through increased tourism and job creation, while also serving as a catalyst for broader urban regeneration initiatives around the waterfront.

The Liverpool-Manchester Railway would unlock capacity for faster, greener rail freight flows and substantially reduce delays caused by waiting for paths. This would transform the economics of carrying short-distance, high-volume trade flows by rail, thus creating an ability to more than double rail freight volumes from the Port of Liverpool.

Combined, these gateways underpin the North West's £180bn economy, supporting hundreds of thousands of jobs directly and across wider supply chains. They unlock global markets for northern businesses and draw inward investment into high-growth clusters, from maritime logistics in Merseyside to advanced manufacturing in Greater Manchester, and energy generators in the Humber.



ENABLING GROWTH IN RAIL FREIGHT

LMR will support the sustainable movement of goods across the region – and nationally across the UK. **The Union Connectivity Review (2023)**, led by Lord Peter Hendy, highlights the importance of the Liverpool-Manchester corridor in supporting economic growth across the UK. The Review identified a series of transport infrastructure enhancements needed to improve capacity, reliability, journey times and sustainability on main strategic links across the UK. These include:

- Working with the Welsh Government to undertake a multimodal review of the North Wales transport corridor, and developing a package of improvements focused on the North Wales Main Line as well as strategic roads, and onward travel to Ireland (recommendation 7);
- Improving connectivity to seaports across the UK by enhancing rail freight connections and improved connectivity to freeports to maximise their economic potential (recommendation 18); and
- Rail capacity improvements to reduce pressure on the West Coast Main Line (recommendation 4).

FREIGHT IN THE REGION TODAY

Dating back to the start of the industrial revolution, freight movements have been the lifeblood connecting the North West's regional economy – moving raw materials, components, and finished goods between ports, manufacturers, logistics hubs, and onwards to national and global markets served by the regions deep water ports and airports. The region is home to the world's first commercial wet dock, the first non-combustible warehousing system, the Manchester Ship Canal and the world's first intercity railway, all built to facilitate the transfer of goods.

Today, around a third of the UK's imported goods enter through Northern Ports. The

North West is a principal logistics hub, for both interregional and international trade, underpinning the success of global brands including:

- Automotive in Halewood (Ford and Jaguar Land Rover);
- Pharmaceuticals in Speke (AstraZeneca, CSL, Seqirus);
- Chemical manufacturing in Runcorn (INEOS);
- Food and Beverage manufacturers such as Nestle (Liverpool), Heinz (Wigan), Warburtons (Bolton) and Heineken (Manchester);
- Construction material to railheads across the region; and
- Biomass Power through the Ports of Liverpool to the Humber.

In addition, many goods also pass through the major ports in Liverpool or Strategic Rail Freight Interchanges such as Trafford Park in Greater Manchester and Ditton in Merseyside, either being imported or exported by companies such as Diageo, JCB, B&M, Matalan, and Bentley. In addition, major scale Rail Freight Interchanges are planned at ILP North near St Helens and at Port Salford, supported by 10+ million sqft of warehousing and industrial space. Other freight assets include Parkside Freeport & ILP North in Newton-le-Willows (the UK's largest freeport site), the Port of Warrington, Manchester ship canal, the marine access to (and inter-modal interchanges in) Deeside and Flintshire. The ports and freight network also support the efficient and clean transportation of construction materials, that will be needed to deliver on the planned housing and commercial growth across the region.

There is also an important relationship between the North West and the manufacturing and energy production capabilities in the Humber. Rail freight is essential to the ongoing

operation of British Steel in Scunthorpe (the road-rail hub here is used to move up to 10 million tonnes of iron, steel and raw materials per year). The Scunthorpe plant is a significant producer of rail steel, providing Network Rail one million tonnes of rail (c. 19,000km) in the decade to 2024, and can provide steel for the British defence industry, large parts of which are located in the North West of England. Providing enhanced east-west rail freight capabilities between the Humber and the North West's ports and manufacturing base will support the Government's national missions to increase economic security and boost sovereign industrial and defence manufacturing capabilities

BARRIERS TO GROWTH

While north-south rail freight routes are relatively well served, east-west connections, especially between the Freeport sites of

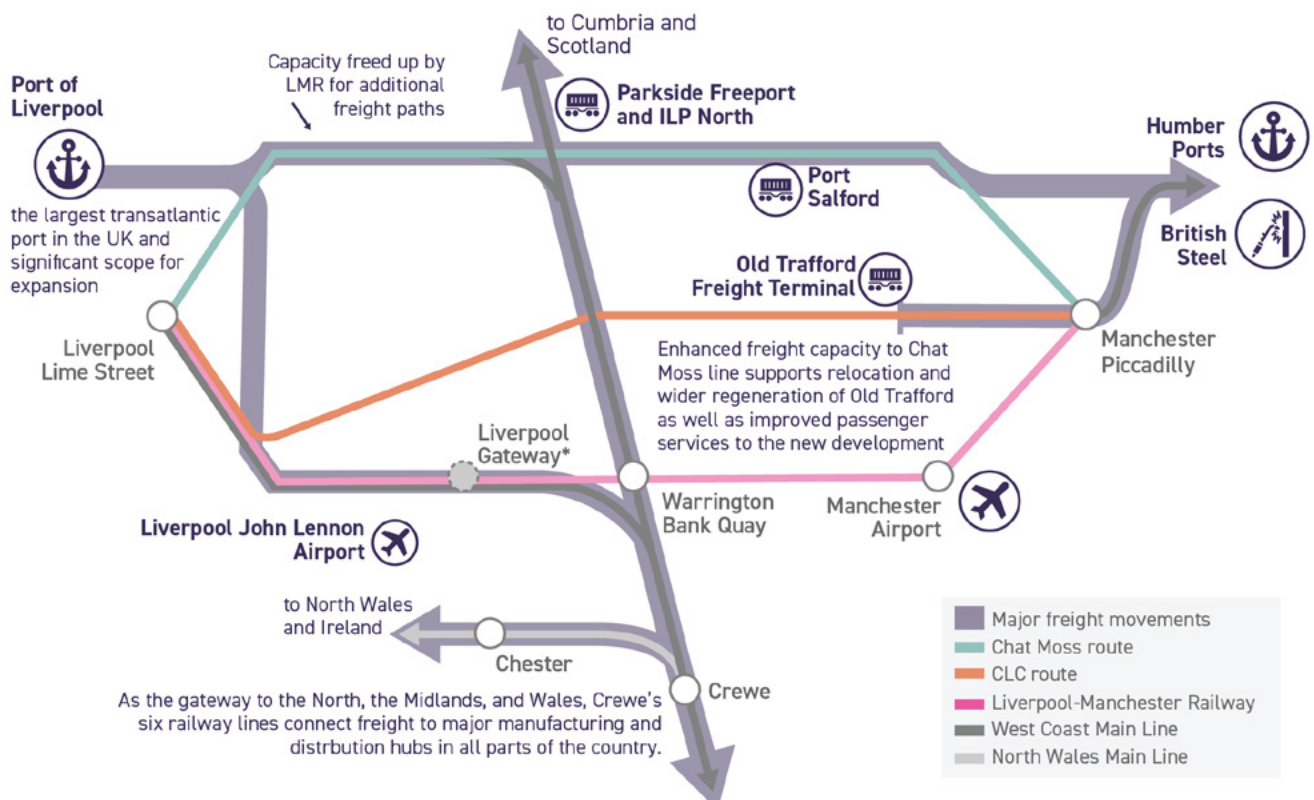
Liverpool, and logistic hubs in Manchester are severely constrained – presenting a critical missing link in building a greener, more productive and globally connected Northern economy.

Slow speeds, shared passenger line running, lack of passing places and inconsistent gauge clearance is restricting the movement of goods by rail today, undermining supply chain efficiency and making rail an unreliable and often unviable option, restricting economic growth and competitiveness.

On average, a Biomass freight train leaving the Ports of Liverpool today takes up to 8.5 hours to travel the 99 miles to Yorkshire via Manchester – an average speed of just over 11mph, which also impacts on how intensively the underlying rail assets (and rolling stock) can be used for moving goods.

STRENGTHENING RESILIENCE OF GLOBAL SUPPLY CHAINS

Potential to create at least four new freight paths per day, taking 321,000 HGVs off the road each year



* Precise station location to be confirmed.



Logistics operators need flexibility, frequency, and reliability – if the rail network can't offer that, the market shifts to road, which is the default for the corridor today. In turn this is causing major congestion on the strategic M62 and M60 highway network. The M60, for example, which plays a vital part in the life of Greater Manchester, is ranked second only to the M25 in England for congestion.

IMPROVING FREIGHT MOVEMENTS TO DRIVE ECONOMIC GROWTH VIA THE LMR

The Liverpool-Manchester Railway will enhance the role of rail freight by releasing capacity for east-west and north-south rail freight on existing lines, supporting the economy by:

- Improving the resilience and efficiency of supply chains for the North West's manufacturers and importers and exporters;
- Enhancing and growing the significant economic role of the Port of Liverpool and associated Freeport sites;
- Unlocking the full potential of freight terminals and processing hubs such as Port of Salford and the new facility proposed such as at ILP North;
- Strengthening economic resilience and sovereign industrial capabilities by linking the North West's ports and manufacturers with the energy production and manufacturing capabilities in the Humber (particularly British Steel at Scunthorpe);
- Lessening the dependence on ports in the South, which adds disproportionate costs to businesses in the North;
- Supporting the proposed relocation of freight facilities from the Manchester International Freight terminal at Old Trafford to enable the significant stadium and wider regeneration, supporting mixed-use development.

The Northern Powerhouse Independent Economic Review identified freight as a key enabler of economic growth. Transport for the North forecasts a 60% rise in tonne kilometres by 2050, with freight path demand doubling on many routes – in the face of competing demand for increased passenger services.

LMR will release vital rail capacity that, alongside targeted infrastructure in new and expanded Strategic Freight Interchange investments across the region, will provide allows freight and logistics to be planned across the North, and nationally in a more resilient and productive way.

LMR could free-up at least four cross-pennine freight train paths a day in each direction, creating the potential to move up to 321,000 HGV journeys per year from road to rail.

This creates an estimated economic value of c.£500-550mn over 10 years, including through highway congestion relief, safety improvements, and a significant reduction in CO₂ emissions (up to 76% per tonne) compared to the equivalent road journeys.

LMR would also deliver increased inward investment and support the release of land for housing and regeneration, such as Liverpool Waters, MediaCityUK, and at Old Trafford (where improved passenger services may also be possible through the relocation of existing freight terminals).

Better utilisation of northern ports, including growth in coastal shipping and use of the Manchester Ship Canal, will strengthen the national supply chain, reduce congestion at southern ports like Southampton and alleviate strain on the national road network, particularly in high-traffic areas like the M6. Investment in LMR will encourage a more balanced and resilient approach to freight distribution across the country, increasing national productivity and supply chain resilience not just for North West ports.

Netherlands Mainport Policy

The Northern Arc: Working Paper, Metro Dynamics, 28 April 2025

In the late 1980s, following a prolonged economic downturn, the Dutch government introduced the 'Mainport policy', which marked a step change in national spatial and economic planning. The Mainport policy focused on building up areas of comparative advantage, directing investment towards assets with the greatest potential to support national economic growth. The Mainport policy aimed to consolidate and expand the international role of the Port of Rotterdam and Schiphol Airport as strategic economic gateways, building on their existing market positions.

Major projects advanced under the Mainport banner included a dedicated freight rail corridor to Germany, a high-speed rail line linking Rotterdam and Amsterdam with each other and with key European cities, and a significant expansion of port capacity through coastal land reclamation. In parallel, governance arrangements such as Schiphol's 'Golden Triangle' partnership with KLM and the Civil Aviation Authority were developed to align public and private actors around a shared strategic vision.

The Mainport policy has been widely recognised as a cornerstone of Dutch economic strategy and success since its introduction, and the policy objective set out in the 1980s—to establish the Netherlands as a leading logistical hub—has been accomplished. Today, Rotterdam is the largest cargo port in Europe, and Schiphol ranks among the top five airports in Europe, with both in the top fifteen worldwide. Beyond their scale of their assets, the Mainport policy has played a pivotal role in supporting the Dutch business climate by enhancing international connectivity, attracting investment, and reinforcing the country's economic competitiveness.



5 Delivering the railway and economic growth differently

UK infrastructure delivery in recent years has been troubled by cost overruns and schedule delays. These issues are acutely felt on large rail projects, with a National Infrastructure Committee report highlighting that 'nuclear power stations, high speed rail, and rail electrification have historically faced particular cost challenges in the UK.'

Given the current economic climate, if the Government is to deliver on its ambitious Plan for Change, then 'transforming the way we plan for and deliver major projects is essential' (NISTA, 2025). A summary of select lessons from previous project, synthesised from various Government and industry reports, is provided below.

We also believe that the development of infrastructure needs to take a more people- and place-centric approach – foregrounding the specific challenges, assets, and opportunities of local places, as well as the needs of the people who will ultimately use the new system. We also need to bring the rail industry into a new era – adopting new technologies and construction methodologies that will enable us to build faster, cheaper, and greener.

We have the opportunity to set this project up in a completely different way to respond to these lessons and opportunities.

Lesson	Our response
Inadequate up-front planning has resulted in programme inefficiencies and cost over-runs, including through major changes to project objectives and/or scope after contracts have been awarded and work started.	Collaborative scheme development between central Government and local leaders to confirm transport and growth objectives and resolve issues early. Programme allowance for longer development period, with efficiencies gained in consenting and construction through adoption of reforms in P&I Bill and new technologies / methodologies. Commitment to maintaining consistency of objectives and scope once construction begins.
Overly top-down planning and delivery structures have resulted in schemes that miss out on important local benefits.	Adoption of a more 'bottom-up' approach, underpinning the need to maximise economic benefits. Implementation of the LMR Board to provide a governance vehicle for collaboration today, and which that could evolve into sponsorship or delivery function in future.
Lack of coordination and integration between delivery of rail infrastructure and development planning / enabling infrastructure has impacted the realisation of growth-related benefits.	Integrating development and growth planning and delivery mechanisms from the start, alongside planning for the railway. Establishing Station Growth Opportunity Areas in the five station areas to ensure high-quality growth comes forward at-scale and pace.
Appropriately structured and incentivised private sector investment could deliver complex projects on time and on budget and minimise burden on the Exchequer – but there can be trade-offs for other public priorities, and value for money needs to be carefully analysed.	Openness to further discussions with Government on the suitability of such an approach for UK rail infrastructure generally, and for the characteristics of a project like LMR more specifically.
Packaging large schemes into smaller phases – each with standalone benefits – can be an effective way to affordably deliver on larger ambitions (for instance, TRU and Thameslink Programme).	Proposed three-phase approach to delivering LMR, as part of a wider sequencing of rail investments for the North West (set out in detail in Section 2).

Source: analysis and distillation of various Government and industry reports, including the National Infrastructure Commission's 'Infrastructure Project Review 2024'

The previous Government committed £17 bn to the Liverpool-Manchester Railway following the cancellation of HS2 Phase 2. Although the HS2 decision has significant impacts on the quality of life and growth potential for our city regions, and we believe that north-south connectivity remains a critical regional and national concern that must not be overlooked, we welcomed the commitment to east-west connectivity as part of the Northern Powerhouse Rail vision.

While we are asking the current Government to extend this commitment, we also recognise that the nation's fiscal environment is constrained, and new ideas are needed.

The traditional model of funding rail infrastructure in the UK has been through general taxation. In this model, revenues raised from economic activity across the country are allocated to specific infrastructure projects, with the principle that these projects generate an economic uplift that ultimately benefits all of society. This is the model used for both HS2 and East West Rail.

The fundamental problem with this approach, as highlighted by the OBR's assessment of the Chancellor's Autumn 2024 Budget, is that while additional public investment in capital projects makes a material difference to long-term growth, this does not occur quickly enough for the investment to be self-funding through the taxes generated by that growth. Unless a new way of paying for this investment is found, it

will be difficult to increase public investment to the levels necessary to raise UK growth rates, narrow the North-South GVA per capita gap, and genuinely provide opportunities for all.

This investment affordability problem reflects a fundamental mismatch between who currently financially gains the most from growth-focused transport and regeneration programmes, and who pays. This results in large windfall gains for a few, and programmes too reliant on the general taxpayer to be deliverable at the scale that national renewal requires.

The potential with LMR is to create an innovative package that combines traditional grant funding for nationally significant infrastructure with mechanisms that are closely linked to the more direct beneficiaries of the investment being made, both regionally as well as to the Exchequer.

We are willing and ready to advance a pragmatic strategy along these lines with Government. Central to these outcomes is a scheme that maximises growth opportunities, for instance through an underground station at Manchester Piccadilly which frees up 16 more hectares for comprehensive, high-value regeneration than the overground option, as well as offering massive rail connectivity and operational benefits.

There are four core ideas that underpin our emerging thinking on the LMR funding and delivery approach.





1

SHARING THE VALUE CREATED BY LMR TO PAY FOR THE PROJECT

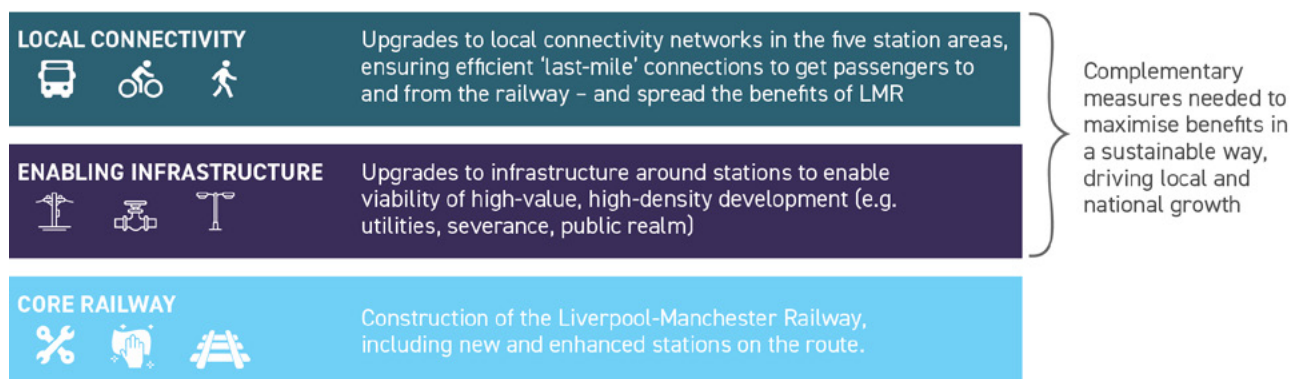
The Liverpool-Manchester Railway is a growth enabling project that will deliver substantial social, economic, and environmental value – as well as financial value. This value will accrue to a number of beneficiaries – society as a whole, governments, business and property owners on the route, and the entities that own the infrastructure and operate services.

‘Value sharing’ is an emerging approach to funding infrastructure across the globe, which aims to more closely align direct beneficiaries of a project with the source of funding. It is predicated on the view that the project will grow the size of the overall ‘pie’, and it is this uplift which can be captured and recycled into the project which enabled that uplift – rather than a redirection of any existing revenues.

Alongside the LMR, project investment will also be needed in local connectivity and infrastructure to enable high-density, high-value development to come forward in station areas – covering associated requirements such as utilities, brownfield remediation, active travel and public transport connections, and public realm. Some local value sharing mechanisms, particularly those related to land and development contributions, are more suitable for local capital needs, which are critical to unlocking LMR benefits.

We are keen to further review options for value sharing with the Government, including as part of wider conversations linked to the December 2024 Devolution White Paper. Specific mechanisms could include:

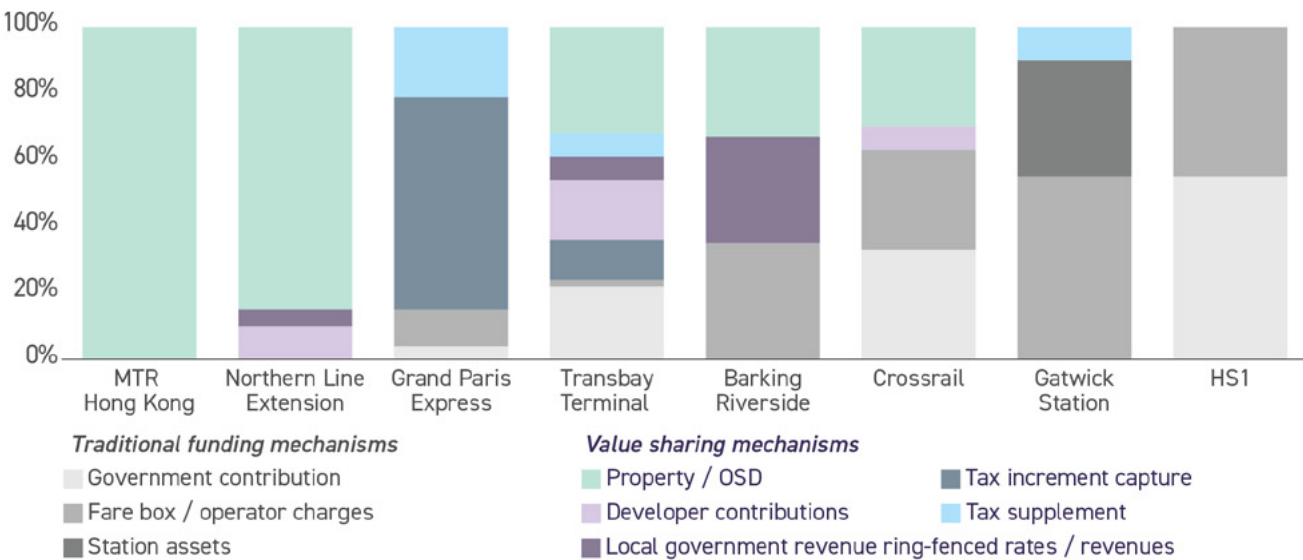
- A ‘Growth Deal’ / ‘City Deal’ style agreement, where the future uplift in GVA and corresponding general Government tax receipts (generated by the project) are ringfenced (hypothecated) over time and used to pay back upfront financing for the project.
- ‘Enterprise Zone’ style arrangement, where the uplift in locally-generated taxes (typically business rates) are similarly locally ring-fenced and used to pay for project works over a defined number of years. This was the approach used for the Northern Line extension to Battersea in London.
- Capturing a portion of revenues from development in station areas. This could be either in the form of recycling development receipts (where the public sector is participating directly in the development, for instance as a JV partner or landowner), or via levies on privately-led development. (It is important to note that this opportunity will vary across the corridor, based on local market conditions, requirements, and land values, and that any levies would need to be carefully designed so as not to stifle investment.)
- Public sector land assembly in station areas, to enable larger, more contiguous development opportunities that the public sector – which can create higher values through placemaking – can use as a mechanism to increase the potential income



Who benefits from transport investment, and how is financial value generated by these benefits?

Who	SOCIETY	LOCAL & REGIONAL GOVERNMENTS	BUSINESSES & LANDOWNERS	INFRASTRUCTURE OWNERS & OPERATORS
Who	National economic growth leads to increased annual tax receipts including:	Regional economic growth leads to increased annual tax receipts including:	Improved connectivity and accessibility enhances the value of land near or connected to the scheme	Additional capacity and higher-quality service lead to increased passengers and station footfall
How	Income tax and NI VAT Corporate tax Stamp duty	Retained business rates Council taxes Development levies	Land & property values Development viability Development receipts (on public land)	Fare revenue In-station retail, ads, etc.

Mix of funding sources, including 'value share' for other global transport projects





LEVERAGING PRIVATE SECTOR INVESTMENT AND DELIVERY EXPERTISE

We are also keen to review with Government whether there may be an opportunity for private sector investment in the LMR, along the lines of the recently-opened Silvertown Tunnel in London or the proposals for the Lower Thames Crossing, both of which feature private investment. This approach would not only reduce the burden on public finances if appropriately structured, but could bring private sector delivery expertise and innovation to the table, with the potential to transfer greater delivery and programme risk to these parties.

Given the scale of the LMR, an entirely privately-funded solution is likely not viable, but could form a part of the overall solution. The Liverpool-Manchester Railway has characteristics that could be attractive to private investors, based on precedents from other global rail projects that have been funded through partnerships between public and private sectors. These include being an 'end-to-end' new railway, packaged into discrete operational phases; having relatively limited dependencies with other parts of the network; and being located on a corridor with demonstrated travel demand.

We could also explore opportunities for private investment in the stations. In other places, developers have contributed to station works in exchange for the rights and/or land to develop above or around the station. An example is Canary Wharf on the Elizabeth Line in London, which was part-funded and built by the developers / landowners (Canary Wharf Group) who took on cost and delivery risk.

However, there are also risks and challenges to private investment on LMR. There are significant engineering and construction complexities, particularly at the stations and approaches into central Liverpool and Manchester. Although most of the route is segregated new railway, there will need to

be interfaces with Network Rail assets (for instance at Warrington).

We would also need to better understand the long-term value for money proposition, and whether a deal could be structured that would allocate sufficient financial risk to the private sector to allow for portions of the project to be 'scored' as off the Government's balance sheet.

While this needs further analysis and testing, the LMR Board is open to discussions with Government on how we can use this project to push forward a conversation on private investment in our nation's connectivity.'

Case Study: Silvertown Tunnel



The Silvertown Tunnel is a new road tunnel under the Thames in east London that opened in early 2025. Adjacent to the existing Blackwall Tunnel, the two tunnels now operate as part of an integrated network that delivers an increase in efficiency and resilience across the Thames in east London, whilst creating additional capacity for freight and public transport vehicles.

The project was financed and procured through a PFI, with Transport for London (TfL) funding the PFI concession through annual availability payments to the concessionaire (Riverlinx), with payments split between capital and interest over 25 years. It was successfully delivered on time and on budget during a period of significant market volatility and change (pandemic and high inflation in UK) which protected the public sector from cost increases and delay.

What we have learned from the delivery of Silvertown Tunnel:

- **The right incentives:** The PFI structure meant that the concessionaire was incentivised to deliver the project as quickly as possible and get it open to service. The availability fee-based approach meant the concessionaire was not concerned directly with demand and revenue from future charges, which reduced the risk profile significantly, but this brought the project 'on balance sheet' for Government.
- **Risk allocation:** Sensible allocation of risk across the public and private sectors was based on their ability to mitigate and take control. This included TfL leading on consenting, establishing tolling principles, and doing 'enough design' to reduce risk for the private partner, but not 'too much' to stifle innovation. The private sector took on design and delivery risk including programme.
- **Market attractiveness:** TfL built market confidence and credibility by delivering a successful competition in the pre-agreed timescale which reduced the cost/risk for bidders of participation. The size of the PFI as a project was seen as attractive to the market.
- **Providing confidence to invest:** The availability fee model was based on scenarios of future revenue generation that are well established (Blackwall Tunnel demand). Revenues were easy to predict and with low sensitivity to change. The project was also insulated against political changes by transferring control of decisions to the concessionaire, which reduced scope change.

Case Study: Mersey Gateway Bridge

A similar model was used for the Mersey Gateway Bridge, between Widnes and Runcorn, which was built to relieve severe congestion on the ageing Silver Jubilee Bridge and to improve regional connectivity. It aimed to stimulate economic growth, attract investment, and support long-term development across the Liverpool City Region. The bridge also brought environmental and safety benefits by reducing emissions, modernising infrastructure, and separating local and through traffic.

At the time of its opening (2017), it was the largest infrastructure project outside of London delivered through a Design, Build, Finance, and Operate (DBFO) model under a public-private partnership (PPP).



A private consortium, Merseylink, was contracted to finance, construct, and operate the bridge in exchange for toll revenue over a 30-year concession period. Construction of the bridge cost £600m. Public contributions from central and local government covered 30% of the capital cost, with the remainder from private sources, including BBGI, Macquarie, and FCC Construction.



INTEGRATING DEVELOPMENT AND GROWTH WITH THE RAILWAY

All too often, infrastructure is planned, designed, and delivered with a view that growth outcomes will 'naturally' follow upon completion. There can be a tendency for bodies set up to deliver transport projects to assume that it is the responsibility of other parties, such as local authorities and developers, to deliver the growth – and that this is a wholly independent exercise.

Our approach flips this on its head. We believe – and our experience locally with Metrolink, Merseyrail, and other rail enhancements strongly evidences – that there must be genuine integration at the outset between the growth / regeneration outcomes we are seeking to deliver and the choices made as part of developing the underlying transport scheme.

For the Liverpool-Manchester Railway, the focal points for this are: (1) regeneration in the five station areas; and (2) supporting the delivery of 'New Towns' on the route.

STATION AREA REGENERATION

We are creating a comprehensive plan for delivering on the huge regeneration and new development opportunities at the stations on the route. As set out in Section 3, these opportunities include new homes, employment

and commercial / industrial space, innovation and R&D facilities, and high-quality public realm and placemaking.

We are committed to establishing powerful 'LMR Station Growth Opportunity Areas' at each of the five station locations, which will act as a single point of accountability for delivering growth outcomes through proactive land-use planning, site assembly, and local infrastructure improvements to unlock high-density development.

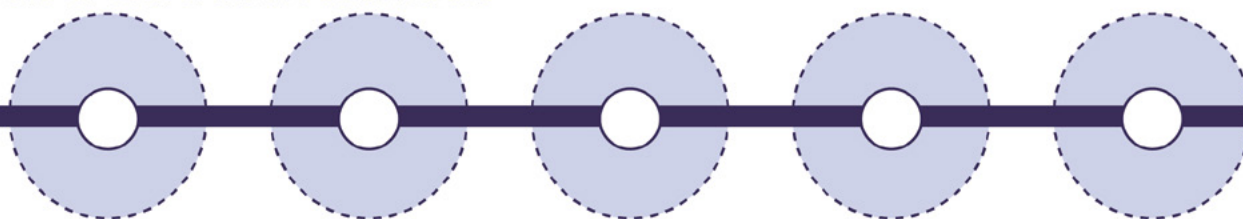
The precise organisational mechanism for these Station Growth Opportunity Areas will be determined based on what is most appropriate for each station area and the likely outputs and outcomes; for example, these could be regeneration companies, development corporations, or other models. The right model for each station will be based on the unique contextual factors of each place (land ownership, extent of enabling infrastructure required, powers required, etc).

NEW TOWNS AND NEW URBAN QUARTERS

One of the Government's most critical missions is to address the nation's acute housing crisis through building 1.5 million homes by the end of this Parliament. The Liverpool-Manchester corridor is primed to play a role in this mission, building on our

LMR STATION GROWTH OPPORTUNITY AREAS

One for each of the five station areas



Responsible for:

- Coordinated spatial planning / masterplanning
- Land assembly
- Delivery of enabling infrastructure (e.g. utilities)
- Economic development strategies
- Developer procurement(s)
- Potential revenue-raising / capturing powers, for instance through development of publicly-owned land
- 'Single interface' with central Government, LMR delivery entity, and private market

housing delivery track record (according to Homes England, the North West delivered more new homes than any region in the country from April 2023 through September 2024). Our previous report expressed a commitment to delivering 300,000-500,000 new homes over the next 20 years.

A key Government strategy for delivering on the housing mission is to revisit Britain's legacy as the birthplace of the 'New Towns' movement – a legacy which can be seen in the Liverpool to Manchester corridor, where Runcorn was a 'second wave' New Town in the early 1960s, and the expansion of Warrington as part of a 'third wave' later that decade.

The LMR project will support the housing mission and New Towns agenda through:

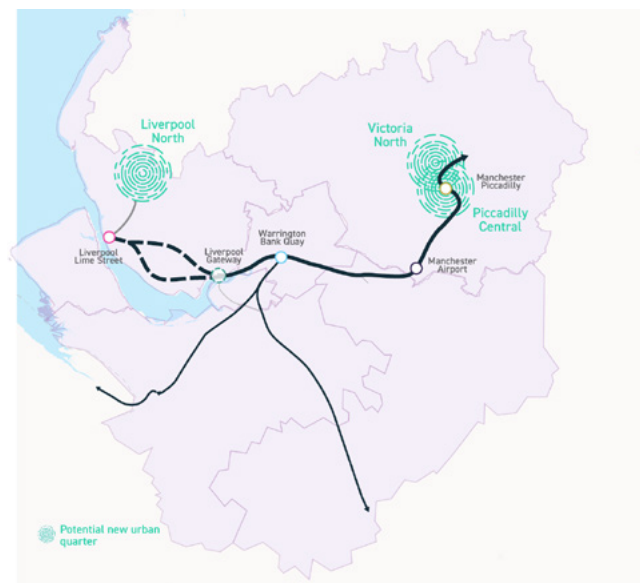
- Working collaboratively with landowners to create new, high-quality, and well-designed new communities, benefitting from efficient local and regional transport connections unlocked by LMR.
- Opportunities for new residential communities, on the scale of Government's New Towns definition (10,000+ homes), within easy access to the LMR, supporting delivery of new / enhanced infrastructure and amenities.

Significant residential-led urban regeneration projects in the areas around the LMR stations (see previous section) also have the potential to be of New Towns' scale. The Government's New Towns Prospectus identifies the important role that could be played by 'expansion of existing towns and cities where new, well-planned, and well-connected communities of scale could meet housing need, help unlock economic potential, and reshape areas in need of revitalisation'.

Manchester's **Piccadilly Central** is one such large-scale regenerated urban quarter

that could be catalysed by LMR; details of this city-shaping opportunity are set out in Section 3. A similar proposition has been developed for **Manchester Victoria North**. At 155 hectares, Victoria North is one of the largest regeneration projects in the UK; it will repurpose brownfield and underutilised land at northern edge of Manchester City Centre, including the Collyhurst housing estate. The scheme has the ability to deliver 15,000+ homes over the next 15 years (over 1,000 of which have either been built or are under construction) and accommodate a population of c.40,000 people.

Liverpool City Region has ambitious plans for the area spanning North Liverpool through to Bootle in Sefton, capable of delivering 10,000 high-quality new homes and inclusive growth opportunities in an area of the country ranked amongst the most deprived. 'Liverpool North' offers a once-in-a-generation opportunity to reverse decades of underinvestment, bringing people back to the vibrant communities it was built for. Liverpool North already benefits from key strategic transport links with plans to further strengthen connectivity, including to Liverpool Lime Street.



* Precise station location to be confirmed.



DERISKING DELIVERY, LOWERING COSTS, AND ACCELERATING PROGRAMME

We are keen to use the LMR as a vehicle for adopting many of the reforms the Government is currently putting in place to improve UK infrastructure delivery. The ideas highlighted in this section are just some of the pragmatic approaches we are already exploring, and are keen to develop further with the Government.

PARTNERSHIPS

We have established the Liverpool-Manchester Railway Board to set out a completely new model for collaboration across city regions, local authorities, and private sector leaders when it comes to the early shaping of critical infrastructure projects.

The Board also provides a unique, established vehicle and structure for genuine partnership and collaboration between central Government and local leaders.

Members of the Board have a proven track record of delivering capital projects (for example Manchester Metrolink extensions, Merseyrail improvements, major capital programmes at the Port of Liverpool and Manchester Airport), and supporting pro-growth policies that enable high-quality, sustainable development outcomes.

With a new Mayoral Combined Authority to be established by bringing together Cheshire West and Chester, Cheshire East, and Warrington – joining two of the UK's most well-established CAs in Liverpool City Region and Greater Manchester – we have also been leading the way on the devolution agenda for many years. We have a successful history of partnering with Government to implement innovative funding solutions that have delivered both locally and for the Exchequer – e.g. the Greater Manchester Transport Fund / 'Earnback' deal.

We are keen to work with the Government and other rail industry partners to determine the right long-term role for the LMR Board and

other parties. We now have the foundations in the existing Board to work with Government to create a locally-led or joint national-local sponsor organisation for the scheme. The Board can be flexibly adapted and enhanced in the future, as requirements dictate and depending on the agreed allocation of risk and control across parties.

There are other benefits of this partnership from the perspective of Government. Local leadership and a proactive approach to early community and stakeholder engagement can help get the scheme design right to reduce objections and cost, building on the successful track record of local leaders in delivering new transport schemes, including Metrolink (the country's largest light rail network).

Ultimately, this is about evolving our relationship and adopting a culture and spirit of working together, in a solutions-oriented manner, to drive toward common goals.

CONSENTING

The segment of LMR from Manchester Piccadilly to Millington (south of Manchester Airport) is currently part of the amended hybrid Bill for the former HS2 Phase 2b, rolled over into this Parliament.

We are strongly encouraging Government to continue with the Bill for this segment, so as not to lose out on years of effort and significant public investment that has already been made in this process.

The partnership approach described above gives us an opportunity to reach an agreement with Government on key issues through a more collaborative working arrangement. This will enable us to collectively agree the 'right scheme' – one which maximises economic benefits – thereby derisking the Bill and reducing the risk of an adversarial petitioning process through the Select Committee.

The LMR Board proposes to work with Government to assess an alternative consenting pathway for the segments from Millington west to Warrington and Liverpool. A Development Consent Order (DCO) approach rather than hybrid Bill could exploit benefits of more detailed design in the early stages, leading to time savings and cost certainty (a key lesson from HS2).

DCOs are being used for other major schemes, including the Lower Thames Crossing and East West Rail's Bedford to Cambridge section. The Planning and Infrastructure Bill reforms DCOs in ways that will streamline and speed up this process. Through changes to pre-application procedures alongside the time savings that come from the more detailed upfront design process of DCOs, this could offer a way of delivering the Millington to Liverpool section more quickly and affordably.

PLANNING & BUSINESS CASE

The LMR will deliver on a broad spectrum of Government missions and priorities, from housing and regeneration, to clean energy, to economic growth, and to skills. We believe there is an opportunity to use LMR as a new model for cross-Government business cases – one which brings together the currently separate ways in which DfT, MHCLG, DESNZ, and other departments evaluate funding opportunities. This approach could help realise the opportunities created by impending reform of the HM Treasury Green Book.

A crucial part of the scheme development and business case will be a close examination of how the project could be built and funded in discrete phases, enabling the planning, funding, financing, and construction to be undertaken in manageable and phased sections. Sections of the new line that would be built in the early stages could be connected

to existing rail routes to secure benefits on a rolling basis.

This would also enable a delivery programme that builds on previous investment in major projects and give the supply chain long-term confidence to invest in skills, workforce development, and facilities – avoiding the 'boom and bust' scenario which has characterised recent industry experience.

CONSTRUCTION

The LMR could provide a testbed for new ways of constructing railways. Our LMR Partnership Board is exploring the latest advancements in robotics, AI, data, and materials, to find ways to lower costs and derisk delivery of the LMR.

This also includes consideration of Modern Methods of Construction (MMC) or Designing for Manufacture and Assembly (DfMA). Greater standardisation and offsite manufacturing can be optimised with the use of dedicated machinery and robotics, saving time, cost, and improving safety. A DfMA approach used on the Betchley Flyover project with Network Rail was able to save £70mn by reducing the need to close the railway, and also shaved six months off the construction programme.

Digital twins, building information modelling (BIM), and AI can be integrated to manage workflows in real time, simulating construction schedules to check for issues prior to onsite installation. New models of construction and delivery can improve environmental outcomes, reduce congestion, speed up consenting, and increase the diversity of workforces on major projects.

There is also scope to consider ways to maximise the benefits of constructing linear infrastructure, such as incorporating digital and power interconnectors along the corridor to enable further growth of the region's green economy and tech sectors.



6 Skills for the future

A JOINED-UP APPROACH TO BUILDING SKILLS AND ENHANCING CAREER PATHWAYS

The extraordinary impact that the Liverpool-Manchester Railway can have in developing the skills of our local people cannot be overlooked. This issue is of utmost importance to the LMR Board – our region struggles with high numbers of economically-inactive people, and too many young people still feel that they need to move to the South East to grow their careers.

We see the LMR skills story through a number of different lenses –

- **Creating jobs and economic value through design and delivery of the LMR itself:** Construction impacts of the project are expected to support an additional £15bn in GVA during the delivery phase, with more than 22,000 jobs supported each year during construction and thousands more through the planning and design phases. Many of these experienced jobs can be filled by the thousands of people currently delivering programmes such as TRU and HS2 (and developing highly-valuable skills, knowledge, and lived experience in the process), while many more opportunities will be created for apprentices, graduates, and others starting out (or transitioning) in their careers.
- **Creating new and stronger career pathways:** Investment in LMR will create a wide range of pathways into high-demand growth sectors such as digital design, user experience, data analysis, engineering, and advanced manufacturing, while stimulating a pipeline of investment to support the training of the next generation of workers across the country. By positioning Liverpool-Manchester Railway as part of a wider national programme of rail schemes, we can help people build and progress their careers within the sector. These skills are all also transferrable. Learning to manage projects, to code software, to draft reports, to work with stakeholders with different views and complex requirements – these are essential to building a railway, but are also essential to nearly every other sector of our economy.
- **Diversifying the rail and construction sectors:** Young people will have greater access to high-quality local careers, helping to improve long-term social mobility outcomes. Equally important is the opportunity to diversify the workforces of the rail, infrastructure, and construction sectors. By creating inclusive opportunities across a range of sectors, LMR can help build a more representative and resilient workforce that reflects the full potential of the region and addresses the looming shortfall in suitable construction workers to meet the LMR's delivery needs.
- **Widening labour pools and improving job access:** A fundamental tenet of transport economics is that by bringing businesses closer to each other, large and diverse labour pools are better connected, which in turn enhance people's access to jobs. Alongside productivity benefits, this can also improve quality of life, well-being, and health outcomes. The project will create a wide range of jobs, including of entry-level roles; Local partners will work proactively as part of wider initiatives to tackle economic activity to support people access these job opportunities.
- **Addressing critical national skills shortages, including in advanced manufacturing:** Existing workforce skills shortages for engineers, technicians, and project managers across the North of England are putting pressure on the delivery of major rail projects, particularly

in rail-specific skills such as signalling, telecommunication, and electrification. These shortages have a real impact on projects, increasing costs and delays. By building LMR differently, through widespread adoption of Modern Methods of Construction (MMC), prefabrication, and offsite manufacturing, the project can help catalyse a more productive, tech-enabled construction industry that supports the growth of the North West's manufacturing base and bridges these critical skills gaps. By adopting MMC, a range of projects including East West Rail and Metrolink have been able to reduce onsite workforce requirements (in favour of offsite manufacturing) by 60% to deliver civil structures, delivering a 30% programme benefit. By rolling MMC out across the whole LMR delivery program, these benefits will be amplified, delivering significant value to Government.

For this skills revolution to take root, supply chains must see a long-term, stable pipeline of investment to give them confidence to invest in training, facilities, and innovation. LMR offers that foundation – not just to deliver critical infrastructure but to transform the way we train, employ, and retain skills in the North West and across the UK. This will ultimately also help re-position the UK as a global leader in the rail sector – a position we held for generations as the birthplace of this technology, and a position which we are primed to regain.



THE CONSTRUCTION OF LMR WILL...

generate more than

£15bn

in additional GVA from construction
activities alone

and create more than

22,000

jobs in the UK throughout its delivery



Shaping a career and a life in the North:

An illustrative skills and career arc for a young person just starting out in the rail industry.

AN APPRENTICE LAYING THE FOUNDATIONS ON THE TRANSPENNINE ROUTE UPGRADE

In 2026, a digital civil engineering apprentice from Greater Manchester is drawn by the ambitious TransPennine Route Upgrade (TRU). They've secured a role as a digital design coordinator, immersing themselves in 3D modelling, GIS integration, and BIM coordination - gaining hands-on experience with the latest digital tools shaping infrastructure delivery. On-site part-time, they learn to use real-time data in construction management and begin to understand the complexity of delivering upgrades on a live rail network. It's their first exposure to working in a multidisciplinary team, collaborating with structural engineers, environmental planners, and rail operators. For them, TRU is more than a job; it's the start of a journey in shaping the future of transport in the North.



2026

DELIVERING THE LIVERPOOL MANCHESTER RAILWAY AND BUILDING A LIFE IN THE NORTH

In 2035, they return North to lead a team on Phase A of the Liverpool-Manchester Railway (LMR) as a project manager. They're overseeing the integration of prefabricated structural components into the core rail infrastructure, helping drive a step-change in construction productivity. The lessons from EWR around stakeholder engagement and supply chain resilience are being directly applied to LMR. Now settled and starting a family, they appreciate the significance of LMR on a personal level, looking forward to a future where seamless, reliable journeys mean balancing career and care responsibilities is no longer a compromise. They are preparing to share their experience with teams taking forward Phase B, ensuring knowledge transfer is embedded into the programme's DNA.



2035

2031

FROM DIGITAL DESIGNER TO STRATEGIC CONSULTANT ON EAST WEST RAIL

By 2031 they have evolved into a strategic role on the Bedford–Cambridge section of East West Rail (EWR). They're applying much of what they learned on TRU, particularly digital twin technologies and collaborative design platforms, to help manage complex stakeholder interfaces and reduce carbon impacts during the construction phase. They mentor junior engineers and contribute to innovation panels exploring net zero construction materials and modern methods of delivery. Their voice carries weight and they are known for bridging technical delivery with local insight. They've become a champion for regional talent pathways, often returning to universities in the North West to speak about their career journey.



SHAPING THE FUTURE OF RAIL GLOBALLY, ROOTED IN THE NORTH

Heading into 2045, they are programme director for a major phase of a high-speed rail project in South America. Their leadership spans technical, commercial, and social outcomes, shaped by a career of hands-on delivery. They are now a regular contributor to international high-speed rail forums, clients and collaborators, using the high-speed network they once helped to build. Their journey from graduate returnee to global expert is a testament to what a stable pipeline of rail investment can achieve: not just better journeys, but better careers, communities, and futures.



2045



Benefitting the people of the North West

Most importantly, the Liverpool-Manchester Railway will have very real benefits for the opportunities and quality of life of 5.4 million people across the region.



THE FAMILY IN WARRINGTON

With one parent working in Manchester and the other in Liverpool, improved connectivity means they can build their lives in Warrington without compromising on career opportunities. Thanks to frequent, dependable rail services, they no longer need to rush out the door or worry about missing a train. Mornings are calmer, and the school run no longer clashes with the work commute.

THE CARE-GIVER FROM FLIXTON

Flexible turn up and go rail services allow carers to reach appointments or run errands in the city centre without strict planning. They can travel with confidence, knowing they will make it home in time for bedtime.



THE SIXTH-FORMER FROM HUYTON

Regular and reliable services to Liverpool make commuting to college simple and stress free. Young people can access a broader range of courses and institutions, giving them more choices and better opportunities for the future.



THE INNOVATOR FROM LIVERPOOL

Stronger links across the Liverpool to Manchester corridor make collaboration between universities faster and easier. Academics and students can travel quickly between institutions, driving innovation and sharing knowledge across the region.

THE PENSIONER FROM BRAMHALL

By easing pressure on busy routes like Piccadilly, LMR can support more frequent services to places such as Bramhall. Pensioners living outside the city can travel more easily, making trips into town for shopping, culture, or socialising more appealing and accessible.





THE BUSINESS OWNER FROM ST. HELENS

Lower freight costs and better access to workers mean small businesses in places such as St Helens can grow more competitively. Improved rail connectivity supports enterprise with more affordable logistics and a larger labour market.

THE AIRPORT WORKER FROM CHESTER

Faster and more regular rail services make commutes to Manchester Airport more reliable and convenient. For thousands of workers across the North, this means better access to one of the region's largest employment hubs.



THE 20-SOMETHING FROM GREATER MANCHESTER

New housing near key stations and improved regional access will allow more young people to live in vibrant communities close to the action. With easy rail access across Greater Manchester, Liverpool, and beyond, they can take on new jobs and opportunities without needing a car.



THE BUSINESS TRAVELLER FROM NORTH WALES

Consistent rail links to Manchester Airport and Liverpool John Lennon Airport give passengers greater confidence in planning trips. With regular services and smooth transfers, getting to the airport becomes one less thing to worry about.

THE PROFESSIONAL SERVICES COMPANY FROM LIVERPOOL

Improved connectivity across the region creates a much larger and more accessible talent pool. Employers in Liverpool can recruit from across the North West, making it easier to find the right people and grow their businesses.





About the Liverpool-Manchester Railway Board

THE LIVERPOOL-MANCHESTER RAILWAY BOARD

In May 2024, Greater Manchester Mayor, Andy Burnham, and Liverpool City Region Mayor, Steve Rotheram, announced the establishment of the Liverpool-Manchester Railway Board to maximise the economic and social benefits of a new railway between the Liverpool City Region and Greater Manchester. The Board has been established to provide a unified, place-based voice on how best to improve connectivity and deliver economic growth across our region – building on the ambition, ingenuity, and urgency that prior generations of local leaders took to this same task.

LMR BOARD MEMBERS

Core Board Members

- Liverpool City Region Mayor (Co-Chair)
- Greater Manchester Mayor (Co-Chair)
- Manchester City Council Leader (Joint Vice Chair)
- Liverpool City Council Leader (Joint Vice Chair)
- Warrington Borough Council Leader
- Manchester Airport Managing Director
- Port of Liverpool CEO
- St Helens Borough Council Leader
- Trafford Council Leader
- Cheshire East Council Leader
- Cheshire West and Chester Council Leader
- HMG Rail Minister invited to be a member

Guests by invitation

- Department for Transport Director General Major Rail Projects Group
- Transport for the North CEO
- Network Rail
- HS2 Ltd
- National Highways
- Chair of the LMR Partnership Board

THE LIVERPOOL-MANCHESTER RAILWAY PARTNERSHIP BOARD

In October 2024, the Liverpool-Manchester Railway Board set up a Partnership Board comprising the private and third sector. The Partnership Board is chaired by former Rail and Regional Transport Minister, and former Chair of the Transport Select Committee, Huw Merriman. Members of the Partnership Board have been selected to ensure expertise is harnessed to deliver not only a new railway, but a corridor of economic growth on its route. The Partnership Board is tasked with delivering the innovation and ideas to the Railway Board to support LMR being delivered earlier and more efficiently than recent railway enhancements and provide key insight on factors in regional planning, development, and financing from the private sector and landowners on the line of route.

LMR PARTNERSHIP BOARD MEMBERS

- Huw Merriman (Chair)
- Trevor Brocklebank, Marketing Cheshire
- Colette Carroll, AtkinsRealis
- Guillaume Chanussot, Transdev UK and Ireland
- Tim Chetwood, LandsecU+I
- Stephen Cowperthwaite, Avison Young
- Zoe Davidson, Deloitte
- Jane Healey-Brown, Arup
- Professor Tim Jones, University of Liverpool
- Wayne Jones, Greater Manchester Chamber of Commerce
- David Maddison, RIA North
- Alyson Malach, Equality and Diversity UK
- Suzanne Mathieson, Mott MacDonald
- Professor Peter McDermott, University of Salford
- Paul McNerney, Laing O'Rourke
- Nehal Mehta, SSE Energy Solutions
- Stewart Miller, The National Robotarium
- Ivor Phillips, Broadway Malyan
- Professor Mark Power, Liverpool John Moores University
- Paul Taylor, Taylor Estates
- Sarah Thompson, Metro Dynamics
- Professor Graham Winch, University of Manchester

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