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**TRANSPENNINE**  
**EXPRESS**

**FINAL BUSINESS PLAN**

**Appendix 1.2**

**Collation of Business  
Plan Commitments**

**May 2021**

**Confidential and Commercially Sensitive**

## COLLATION OF BUSINESS PLAN COMMITMENTS

This Appendix collates the Business Plan Commitments set out in the individual Business Plans. The contents of this Appendix are subject to the Interpretation and General Principles set out in Appendix 1.1.

### 1 Leadership, Management and Resourcing Plan

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>LMR01a</b>	We will identify six teams with key partner interfaces (one such key partner to include Network Rail) who will undertake collaborative behavioural assessments (inviting our partners to join) and use the results to create improvement plans identifying those steps and measures that we will undertake to improve collaboration with those partners (each a “Collaborative Improvement Plan”) and will deliver those Collaborative Improvement Plans to RNP by 31 December 2021 for RNP review and comment and thereafter use all reasonable endeavours to implement such plans with the prior approval of RNP and subject (where applicable) to agreement of funding.	December 2021
<b>LMR01b</b>	We will review our leadership development programme based on a review of organisation culture and capability with partners and make indicative costed recommendations as to improvements and enhancements to the programme to RNP.	December 2021
<b>LMR02</b>	We will provide to RNP (for RNP review, and comment) details of those proposed datasets which may support third party innovation and product development. Following approval by RNP of the identification of the relevant datasets (the “Selected Datasets”), we will provide an indicative costed proposal and risk assessment to RNP on the merits and de-merits of making the Selected Datasets available to third parties, including via the Rail Data Marketplace, under appropriate licences to support innovation and product development.	December 2021
<b>LMR10/11a</b>	We will develop a Business Planning Strategy which will be provided to RNP by no later than end September 2021 for its review, comment and approval. Our Business Planning Strategy will set out a route map for preparation of Business Plans and will be informed by feedback from RNP and lessons learned by other First TOCs. We will implement the Business Planning Strategy following approval by RNP.	September 2021

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>LMR10/11b</b>	We will develop a Quality Management Plan which will be provided to RNP by no later than September 2021 for review, comment and approval. Our Quality Management Plan will include proposals as to how we will: (i) assess our capability and practice for safety and performance against the Risk Management Maturity Model (RM3) and Risk Management Maturity Model for Performance (RM3P); (ii) use all reasonable endeavours to maintain Investors in People "Gold" accreditation; (iii) assess our capability and practice for customer experience using available data from the Wavelength Programme. We will implement the Quality Management Plan following approval by RNP.	September 2021
<b>LMR10/11c</b>	Throughout Year 1, we will co-operate and engage collaboratively with the Secretary of State and relevant industry stakeholders on the development and implementation of an industry-wide customer experience maturity model.	March 2022
<b>LMR05</b>	We will develop an indicative costed proposal for the installation of improved and (where applicable) new CCTV and associated back office systems at Stations (with the aim of improving the quality of footage whilst reducing whole life costs for assets) and share this with RNP.	November 2021
<b>LMR16a</b>	By no later than 30 September 2021, we will prepare our sustainable procurement strategy, aligned to ISO20400 and following review, comment and approval by RNP implement the terms of such plan.	September 2021
<b>LMR16b</b>	We will deliver sustainability training for all directors and heads of and develop a training plan for the delivery of sustainability training for other roles involved in sustainable procurement in Year 1 (such plan to be implemented from the commencement of Year 2). We will ensure that all new contracts (resulting from procurement exercises) that we enter into with suppliers will include social value obligations designed to deliver community benefits, including: <ul style="list-style-type: none"> <li>(a) apprenticeships;</li> <li>(b) traineeships;</li> <li>(c) community investment; and</li> <li>(d) volunteering.</li> </ul>	March 2022

## 2 People Plan

BPC Ref.	Business Plan Commitment	Expected Delivery Date
PEO01	We will achieve a business assurance team reorganisation and expansion in order to increase our business planning and contract management capability and capacity by recruiting a Head of Business Planning and Assurance, Franchise Manager, Performance and Information Manager, a Strategic Planning Manager and a Quality Assurance Manager. We will use all reasonable endeavours to conclude such reorganisation and expansion by 30 September 2021 and in any event we will conclude such reorganisation and expansion by no later than 31 December 2021.	September 2021
PEO02	We will maintain a list of opportunities for increased efficiency and share these with RNP once per Quarter and thereafter promptly prepare indicative costed proposals for a minimum of two of those opportunities as directed by RNP (with additional opportunities being costed as may be agreed between RNP and the Operator).	Throughout year 1
PEO08	[REDACTED <sup>1</sup> ]	31 March 2022
PEO09a	We will complete a review of frontline traincrew and station staff accommodation with indicative costed proposals for (i) areas requiring priority action for improvement; and (ii) areas requiring other improvements or which are subject to capacity constraints. We will share this report with RNP.	September 2021
PEO09b	We will complete works at Huddersfield Station to enable safe and improved access to the mission room training facility.	June 2021
PEO11	We will appoint 10 Business Employees as mental health first aiders and develop and deliver appropriate training for them. We will provide a minimum of six mental health seminars which are reasonably accessible to colleagues across the business and which may be delivered on-line.	March 2022
PEO18	We will from time to time consult, co-ordinate and co-operate with relevant stakeholders (being the Secretary of State, Train Operators, the RDG, any other relevant rail industry bodies and any other stakeholders which the Secretary of State may notify to us from time to time (together the "TD Academy Stakeholders")) in respect of the planning, development and/or implementation (subject to the availability of funding in the applicable Cost Budget) of the Train Driver Academy (being the scheme to promote driver training programmes originally established by RDG in 2019, as it may be amended, supplemented or replaced from time to time) and/or in	Ongoing

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
	<p>connection with promoting the TD Academy Objectives. We will implement our TD Academy Plan (developed under the Previous Agreement) and will promptly notify RNP of any material departures or failure to do so. For these purposes, the "TD Academy Objectives" means: (i) improving the consistency and quality of driver training; (ii) improving and increasing driver training throughout with the objective of eliminating the shortage of drivers; (iii) improving driver skills and qualifications, including through increased uptake of the Train Driver Apprenticeship (Level 3) (as supported by the Institute for Apprenticeships and Technical Education); (iv) improving, increasing and promoting diversity of drivers in the industry in accordance with the Approved D&amp;I Strategy; (v) providing information to the board of the TD Academy for assurance on training quality to stakeholders; and (vi) promoting synergies, efficiencies and consistency through collaboration between TD Academy Stakeholders on driver training programmes and initiatives.</p>	

### 3 Collaboration Plan

BPC Ref.	Business Plan Commitment	Expected Delivery Date
TRU01	Subject to confirmation of funding through TRU by 1 April 2021 (the "Delivery Partner Confirmation"), we will use all reasonable endeavours to establish and mobilise the Delivery Partner Model capability [REDACTED <sup>2</sup> ] as outlined in the letter of 9th February 2021 from TPE to RNP (re "Major Rail Enhancement Programmes (including TRU) – Operator Involvement and Mobilisation") to assist DfT, Network Rail, RNP and other operators with design, development and delivery of TRU and associated business case activity.	October 2021
TRU02	Subject to the Delivery Partner Confirmation being given, we will provide integration support to assist the articulation of other operator requirements and their programming for the TRU within the governance structure of TRU to inform the creation of an integrated industry plan.	March 2022
TRU03	Subject to the Delivery Partner Confirmation being given, we will participate in a DfT review of governance structure of the TRU, and provide feedback on alignment across major enhancement programmes in the North of England including the cross-border interfaces with Scotland.	October 2021
TRU04	Subject to the Delivery Partner Confirmation being given, we will propose a Senior Access Strategy Task Force by 30 June 2021 to create an integrated rolling access plan for TRU and we will provide senior resource to participate in that Task Force consistent with the phasing of delivery of the Delivery Partner Model during the remainder of Year 1.	June 21 and Year 1
TRU05	Subject to the Delivery Partner Confirmation being given and subject to securing RNP approval of the timing and content of the communications, we will deliver a programme of communications in support of TRU, articulating its benefits to customers and communities.	March 2022
TRU06	[REDACTED <sup>3</sup> ]	Interim report - October 2021 Final report - December 2021
COL31	We will use reasonable endeavours to achieve ISO 44001:2017 certification for the NR and TPE collaborative partnership programme.	March 2022

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<sup>3</sup> 2 September 2021 (Date of Redactions Approval) – Where text has been omitted from the document – this is because the Secretary of State has decided to exclude the text in accordance with the provisions within the Freedom of Information Act 2000.

BPC Ref.	Business Plan Commitment	Expected Delivery Date
COL03a	[REDACTED <sup>4</sup> ]	Ongoing
COL03b	[REDACTED <sup>5</sup> ]	Ongoing
COL03c	[REDACTED <sup>6</sup> ]	Ongoing
COL01	We will offer to, and use reasonable endeavours to, enter into a concordat with Northern Trains Limited which will promote an appropriate collaborative relationship with supporting governance arrangements. RNP shall be entitled to review, comment and approve the terms of the concordat prior to it being concluded with Northern Trains Limited.	March 2022
COL11a	We will invite RNP to a workshop in the first 3 months of the Contract Term to discuss effective ways of working and to seek to agree contract management key points of principle to enable faster and more efficient decision making.	August 2021
COL11b	We will invite RNP and TFN to 6-monthly Strategic Review Events to clarify strategic priorities and set direction as part of the Business Planning cycle. One of these events will include invitations to Network Rail and Transport Scotland.	March 2022
COL32	We will organise two Strategic Timetable Conferences which will support timetable development planning for the following five years and inform the Business Plan cycle and invite Network Rail, TfN and Transport Scotland to attend both conferences.	March 2022
COL33	[REDACTED <sup>7</sup> ]	September 2021

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#### 4 Train Service Operations Plan

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>TSO06</b>	<p>We will achieve a reorganisation and expansion of our train planning team which will include recruitment of new Business Employees into the following posts:</p> <ul style="list-style-type: none"> <li>(i) a 'Strategic Crew Diagrammer' to support increased planning capability to enable full option development and analysis;</li> <li>(ii) a 'LTP Crew Diagrammer' to support increased planning capability and efficiency;</li> <li>(iii) a 'LTP Performance Improvement Manager' to support and develop Train Planning Rules for performance improvement and to support high performing timetable improvements; and</li> <li>(iv) a 'Service Compliance Manager' to support and manage the train planning compliance requirements of the NRC.</li> </ul> <p>We will use all reasonable endeavours to conclude such reorganisation and expansion by no later than 31 October 2021 and in any event we will conclude such reorganisation and expansion by no later than 31 December 2021.</p>	October 2021
<b>TSO19</b>	<b>[REDACTED<sup>8</sup>]</b>	March 2022
<b>TSO03</b>	We will develop proposed timetables for May and December 2022 with scalability and submit these to RNP to support the Network Code bidding timescales.	March 2022
<b>TSO32</b>	<b>[REDACTED<sup>9</sup>]</b>	Initial report October 2021 Final report December 2021
<b>TSO25</b>	<b>[REDACTED<sup>10</sup>]</b>	March 2022
<b>TSO24</b>	<b>[REDACTED<sup>11</sup>]</b>	October 2021
<b>TSO29a</b>	<b>[REDACTED<sup>12</sup>]</b>	March 2022
<b>TSO29b</b>	We will report on a Quarterly basis to RNP on: (A) the historic trends and future projections on the: (i) traincrew	Quarterly

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<sup>10</sup> 2 September 2021 (Date of Redactions Approval) – Where text has been omitted from the document – this is because the Secretary of State has decided to exclude the text in accordance with the provisions within the Freedom of Information Act 2000.

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
	workforce plan; and (ii) driver and guard turnover, recruitment and training and rest day working; and (B) the driver and guard establishment requirements for prevailing and future timetables.	
<b>TSO29c</b>	By no later than 26 June 2021 we will deliver a programme to RNP detailing the anticipated schedule for the delivery of Enhanced Disability Awareness Training to drivers which will support the satisfaction of our obligation in paragraph 8 of Chapter 5.3 (Accessibility and Inclusivity) of the Contract. We will provide Quarterly updates to RNP as to the total number of drivers who have completed the Enhanced Disability Awareness Training and the number who have completed that training in the relevant Quarter, identifying progress as against the delivery schedule.	Quarterly
<b>TSO27</b>	We will undertake design work for cab desk modifications to Class 397s and Mk5a driving trailer vehicles and present indicative costed proposals to RNP for approval with a view to modifications being undertaken in Year 2.	March 2022
<b>TSO35</b>	<b>[REDACTED<sup>13</sup>]</b>	April 2022
<b>TSO36</b>	Prior to the Start Date, we have: (i) entered into arrangements with the relevant rolling stock manufacturer for the installation and trial of hearing loop technology on two vehicles (being one standard class and one first class vehicle) of one Class 802 Unit and one standard class vehicle on one Class 185 Unit (the "Trial Vehicles") and (ii) commenced a trial of such technology on the Trial Vehicles. Each trial will be concluded by no later than 30 June 2021 in respect of the Class 185 Trial Vehicle and 30 June 2021 in respect of the Class 802 Trial Vehicles (each a "Trial Period"). Promptly upon completion of the relevant trial (and in any event no later than 20 Working Days following expiry of the relevant Trial Period) we will deliver a report to RNP setting out: the results of that trial; evidence demonstrating that we have taken all steps as is reasonable in the circumstances to ensure the successful installation of hearing loops on to the Trial Vehicle(s) as part of the trial; and the expenditure incurred in undertaking the trial. Where the results of the trials referred to above demonstrate that hearing loop technology can be successfully installed on to and operated on the relevant rolling stock units, then, unless otherwise directed by RNP, we will within 60 Working Days of the expiry of the relevant Trial Period provide to RNP an indicative costed proposal for installing hearing loops on one first class (if relevant) and one standard	June 2021

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
	class saloon on each train of the relevant class of rolling stock.	
<b>TSO37</b>	By no later than the end of the first Reporting Period after the Start Date, we will deliver to RNP a report detailing possible new technologies to assist customers with impairments and disabilities on the Operator's trains, in substitution for hearing loop technology. Subject to RNP approval, we will develop a plan and indicative costed proposal to seek to introduce that new technology onto Class 397 and Mk5A rolling stock (and if requested by RNP, all rolling stock, as an alternative to any hearing loop equipment) for approval by RNP by no later than the end of the sixth Reporting Period after RNP's approval of progressing to development of the plan and indicative costed proposal.	June 2021
<b>TSO13</b>	<p>We will achieve a reorganisation and expansion of our performance management team which will include the recruitment of:</p> <ul style="list-style-type: none"> <li>(i) a manager with responsibility for the PIMS/ RM3P programme; and</li> <li>(ii) a Head of Fleet Production, a Digital Train Engineer and a Fleet Support Manager.</li> </ul> <p>We will use all reasonable endeavours to conclude such reorganisation and expansion by no later than 31 October 2021 and in any event we shall conclude such reorganisation and expansion by no later than 31 December 2021.</p>	October 2021
<b>TSO19</b>	We will bring forward for approval by RNP (in accordance with Section 8 of Chapter 7.1 of the NRC) a contract with First Rail Holdings for the provision of additional Sirocco Decision Support Tool modules.	October 2021
<b>TSO10</b>	<p>We will achieve a reorganisation, expansion and strengthening of our fleet engineering and commercial team (with a performance and contract management focus) by:</p> <ul style="list-style-type: none"> <li>(i) offering permanent contracts to those 'Technical Inspectors' on fixed term contracts as at the Start Date;</li> <li>(ii) recruiting three (full time equivalent) 'Technical Inspectors' which will be in addition to those referred to in (i) above; and</li> <li>(iii) increasing the scope, roles and responsibilities of the existing Assistant Commercial Engineer and re-establishing that role as a Fleet Commercial Engineer.</li> </ul>	October 2021



BPC Ref.	Business Plan Commitment	Expected Delivery Date
	We will use all reasonable endeavours to conclude such reorganisation, expansion and strengthening by no later than 31 October 2021 and in any event we will conclude such reorganisation, expansion and strengthening by no later than 31 December 2021.	
TSO28a	[REDACTED <sup>14</sup> ]	December 2021
TSO28b	By no later than 31 December 2021 and subject to TRU funding, we will recruit and retain a Fleet Business Change Manager, Fleet Project Manager and three (3) Depot Site Support Engineers who will be responsible for the delivery of fleet management activities during the delivery of the Transpennine Route Upgrade.	December 2021

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**5 Customer and Communities Plan**

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>CEX48</b>	We will augment the quarterly Wavelength report to become a Customer and Community Insights Report and continue producing this within 14 Working Days following the end of each Quarter. We will make recommendations to RNP for improvements in the customer offer and community investments each Quarter based on the information provided under Part 2 of Chapter 5.5 paragraph 22 of the NRC and implement such recommendations where those recommendations (and applicable relevant funding) are approved by RNP.	July 2021 (for first report) then ongoing
<b>CEX50</b>	[REDACTED <sup>15</sup> ]	October 2021
<b>CEX26</b>	We will prepare a Customer Report Proposal that sets out recommendations to improve future Customer Reports, including the personalisation and relevancy of content and increasing its awareness and readership in subsequent years. We will implement such proposals as may be approved by RNP subject also to the approval of any required funding associated with such proposals.	August 2021
<b>CEX45</b>	[REDACTED <sup>16</sup> ]	August 2021
<b>CEX27</b>	We will by 30 October 2021 deliver to RNP for its review, comment and approval an annual Customer and Community Engagement Strategy which will be adapted from the Customer and Stakeholder Engagement Strategy (as defined in the Previous Agreement) in existence as at the date of this Agreement which will additionally incorporate details of our accessibility engagement initiatives and our commitment to community engagement. Following approval of the Customer and Community Engagement Strategy we will: (i) implement that strategy in accordance with its terms; and (ii) publish that strategy on our website.	October 2021 (for delivery of Customer and Community Engagement Strategy to RNP)
<b>CEX49</b>	We will produce and deliver to RNP a Customer Information Improvement Plan identifying opportunities to modernise and make best use of our current channels and utilise emerging technology in order to provide clear, accurate and easy-to-use real-time information to customers and make costed recommendations for any Year 1 improvements, with further improvements addressed through the ongoing business planning process.	October 2021

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>CEX66</b>	We will undertake at a test location outside of the Geographical Area, a trial of a prototype solar powered WiFi mast and provide a report to RNP setting out its findings (subject to any necessary consents, which we will use reasonable endeavours to secure, and subject to approval of related Affiliate arrangements).	October 2021
<b>CEX67</b>	<b>[REDACTED<sup>17</sup>]</b>	Ongoing
<b>CEX28</b>	Subject to TRU funding, we will continue to co-fund a Transport Focus Link Manager.	2021/22
<b>CEX54</b>	We will continue to make funding available for a BTP 'Liaison Secondment' into TPE and will continue to support and facilitate that secondment.	2021/22
<b>CEX68</b>	We will purchase and deploy 100 body worn cameras for use by front line Business Employees by 31 August 2022 and will train the relevant Business Employees in the use of those body worn cameras.	August 2022
<b>CEX23</b>	<p>We will provide Customer Service training to our new employees, reporting annually to RNP on the training provided.</p> <p>We will seek applications from our employees and (subject to suitable applications) offer 20 Customer Service Level 3 Diploma courses in Year 1 and review alternatives for subsequent years.</p>	2021/22
<b>CEX24</b>	(A) We will present to RNP for approval a specification for use in the procurement of (i) provision of an SQR Management System, (ii) provision of an SQR Register, and (iii) the carrying out of Service Quality Inspections (which may include population of the SQR Register).	April 2021
	(B) Within 14 days of RNP approval of the relevant specification (in accordance with paragraph (A) above), we will commence a procurement process for the (i) provision of an SQR Management System, (ii) provision of an SQR Register, and (iii) the carrying out of Service Quality Inspections (as applicable), using all reasonable endeavours to arrive at a recommended supplier outcome for approval by RNP to permit the commencement of Service Quality Inspections in accordance with the timescales specified in paragraph (E) of this Business Plan Commitment.	RNP approval of specification plus 6 months (all reasonable endeavours)

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
	(C) Within 14 days of RNP approval of the recommended outcome (including associated costs for inclusion in the Budget) given at least 30 days before the tender validity expires, we will proceed to notify award of the relevant contract in line with the approved recommendation and promptly thereafter enter into and implement the relevant contract.	RNP approval of recommended outcome plus 14 days (notification of award)
	(D) We will report to the Secretary of State the data derived from the Service Quality Inspections for the first three (3) complete Reporting Periods following mobilisation of the Service Quality Inspections element of the contract for Service Quality Inspections in order to assist the Secretary of State in preparing a proposal with respect to the SQR Benchmarks and the SQR Targets (which are to apply with effect from the first Quarter of 2022/23 (or if later) the next following Quarter after the first three (3) complete Reporting Periods in which Service Quality Inspections are carried out) in accordance with paragraph 2.8 (Parameters for targets, weightings and performance levels) of Chapter 7.2.	
	(E) Notwithstanding the individual timescales in paragraphs (A) to (D) of this Business Plan Commitment, we will use all reasonable endeavours to implement that Business Plan Commitment and implement and fully operate the SQR Management System such that the SQR Management System is fully operational from, and the Service Quality Inspections commence on or before, 17 October 2021 or as soon as reasonably practicable thereafter and in any event by 31 December 2021 (in each case recognising that completion of the SQR Register may follow). The Secretary of State shall act reasonably and in good faith in determining the consequences of the Operator's failure to implement the Service Quality Inspections by 31 December 2021.	17 October 2021 (all reasonable endeavours), 31 December 2021
	(F) In support of the calibration of the rectification evidence timescales set out in Column 4 of Table 2 in Appendix 1 (SQR Trains) of Part 1 of Chapter 5.5 (Customer Experience Performance), we will in respect of the first three Reporting Periods of 2021/22 collect data on the time taken to rectify faults covered by the failure criteria set out in Column 3 of that Table 2 in respect of the SQR Trains (the "Failure Criteria") and report that data	30 September 2021

BPC Ref.	Business Plan Commitment	Expected Delivery Date
	<p>on a periodic basis to RNP. Within 30 days following the end of the third Reporting Period we will prepare a report which is informed by the data collected and proposes rectification evidence timescales for each of those Failure Criteria and present that report to RNP. We will then engage with RNP with a view to agreeing by 30 September 2021 (or in the absence of agreement, RNP reasonably determining) the rectification evidence timescales to apply in respect of each of those Failure Criteria.</p>	
	<p>(G) We will increase the number of mystery shopper surveys we carry out to at least 70 surveys in total per complete Reporting Period with effect from no later than 30 May 2021 until such time as inspections commence under the Service Quality Inspections contract. We will deliver the results of those surveys to RNP as soon as reasonably practicable following the end of the relevant Reporting Period in which those surveys were undertaken.</p>	<p>From 30 May 2021 until contract for carrying out Service Quality Inspections is in place</p>
<b>SAD01</b>	<p>We will collaboratively develop with NR, subject to NR's and other operators' cooperation, a One Teams Stations (OTS) implementation plan for Manchester Piccadilly, Liverpool Lime Street and Leeds stations and an associated costs/ benefit analysis, and present these to RNP.</p>	<p>July 2021</p>
<b>CEX51</b>	<p>We will collaboratively review with Network Rail, subject to Network Rail's and other operators' cooperation, operations at Glasgow and Edinburgh stations to identify one team opportunities and present findings to RNP.</p>	<p>December 2021</p>
<b>SAD03</b>	<p>By no later than 31 March 2022, we will apply a Stations Improvements Fund ("SIF") amount of <b>[REDACTED<sup>18</sup>]</b> to progress feasibility studies into station improvement schemes for implementation in Year 2-4 and present these to RNP for approval, with at least one of the studies to be presented for approval by 31 October 2021.</p>	<p>March 2022</p>
<b>CEX65a</b>	<p>We will deliver the following station improvement schemes (approved under the Previous Agreement as "Approved CCIF Schemes") over the period from the Start Date to March 2022 and will spend no more than <b>[REDACTED<sup>19</sup>]</b></p>	<p>March 2022</p>

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	<p>(excluding third party funding) (the “CCIF Funding Cap”) in delivering such schemes:</p> <ul style="list-style-type: none"> <li>(i) Manchester Airport – refurbishment of customer toilets to include a new changing places facility;</li> <li>(ii) Dewsbury - provision of a new passenger waiting facility on platform 1 (Leeds bound platform) and new customer toilet and changing places facility on platform 2 [REDACTED<sup>20</sup>]; and</li> <li>(iii) Malton – station ticket office remodelling and provision of customer toilet facility.</li> </ul>							
<b>CEX65b</b>	<p>Prior to 31 March 2022 and subject to the availability of funds from the CCIF Funding Cap, we will commence preliminary design and procurement activities in relation to the refurbishment of customer toilets (to include a new changing places facility) at Middlesbrough station. The implementation and delivery of the relevant works will not be commenced until Year 2 [REDACTED<sup>21</sup>].</p>	March 2022						
<b>CEX59</b>	<p>We will complete platform extensions and associated works at the Stations outlined in Column 1 to the specification outlined in Column 2 by 31 March 2022:</p> <table border="1" data-bbox="408 1115 1074 1272"> <thead> <tr> <th data-bbox="408 1115 568 1205">Column 1 Station</th> <th data-bbox="568 1115 1074 1205">Column 2 Station Base platform extension specification</th> </tr> </thead> <tbody> <tr> <td data-bbox="408 1205 568 1238">Malton</td> <td data-bbox="568 1205 1074 1238">102m – 149m platform</td> </tr> <tr> <td data-bbox="408 1238 568 1272">Barnetby</td> <td data-bbox="568 1238 1074 1272">102m – 117m platform 2 only</td> </tr> </tbody> </table> <p>In addition, we will make a total funding contribution of £280,000 to Network Rail as part of the Greater Manchester Platform Extensions Project in respect of platform extension works at Newton-le-Willows and Lea Green by 31 March 2022, subject to those schemes being delivered.</p>	Column 1 Station	Column 2 Station Base platform extension specification	Malton	102m – 149m platform	Barnetby	102m – 117m platform 2 only	March 2022
Column 1 Station	Column 2 Station Base platform extension specification							
Malton	102m – 149m platform							
Barnetby	102m – 117m platform 2 only							
<b>CEX64</b>	<p>We will, from the Start Date, continue to implement the Station Social and Commercial Development Plan developed and previously approved by RNP under the Previous Agreement. By no later than 31 March 2022, we will: (i) complete a review of our Station Social and Commercial Development Plan; and (ii) have delivered an updated Station Social and Commercial Development Plan, reflecting the findings of that review, to RNP for RNP approval.</p>	March 2022						
<b>CEX52</b>	<p>We will work with selected local authorities and local tourism bodies to develop plans to publicise cycling and</p>	March 2022						

<sup>20</sup> 2 September 2021 (Date of Redactions Approval) – Where text has been omitted from the document – this is because the Secretary of State has decided to exclude the text in accordance with the provisions within the Freedom of Information Act 2000.

<sup>21</sup> 2 September 2021 (Date of Redactions Approval) – Where text has been omitted from the document – this is because the Secretary of State has decided to exclude the text in accordance with the provisions within the Freedom of Information Act 2000.



BPC Ref.	Business Plan Commitment	Expected Delivery Date
	walking options to and from our stations and spend £10,000 in implementing those plans.	
<b>ACC06a</b>	We will continue to ensure that customers are able to contact our customer information team 24 hours a day, 7 days a week (except on days when no Passenger Services are scheduled to be operated) via Twitter with train service information enquiries and we will use all reasonable endeavours to ensure that a customer receives an accurate and informative response to that query within a reasonable time of such query being made. Subject to TRU funding of additional Social Media Advisors, we will deliver technical training to Social Media Advisors in the use of social media accessibility tools and techniques in order to (i) enhance our WhatsApp offer to 24 hours a day, seven days a week (except on days when no Passenger Services are scheduled to be operated) and enable assisted travel bookings to be made via the channel; (ii) create a dedicated, private Facebook support group for disabled passengers; and (iii) adapt selected social media content for people with visual impairments.	March 2022
<b>ACC05a</b>	We will present a recommended approach for the monitoring and measurement of disabled customer satisfaction to RNP which, subject to RNP approval and/or any revisions required by RNP, will be implemented in Year 1.	August 2021
<b>ACC06b</b>	We will present plans to further reduce the Assisted Travel (as defined in the Passenger's Charter) booking window (being the minimum time a passenger, requiring Passenger Assistance, is required to notify the Operator of that passenger's intention to travel) from the start of Year 2 for RNP review and approval.	March 2022
<b>ACC04a</b>	Subject to TRU funding for additional Social Media Advisors, we will introduce Assisted Travel (as defined in the Passenger's Charter) bookings via WhatsApp.	March 2022
<b>ACC08</b>	We will present an indicative costed plan to RNP for the making of Assisted Travel (as defined in the Passenger's Charter) bookings via Live Chat.	November 2021
<b>ACC04b</b>	We will publish an Accessibility Engagement Plan that will set out how we will engage with the Accessibility Panel, disabled customers (including those with specific accessibility requirements) and representative organisations of disabled customers in order to: (i) understand the needs of disabled customers; (ii) gain feedback on enhanced disability training; and (iii) inform Minor Works proposals.	July 2021

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>ACC12</b>	We will create 'Virtual Station Walkthroughs' (VSWs) for Huddersfield, Hull and Manchester Airport stations, allowing customers to become familiar with our station layouts through a virtual format prior to arrival at those stations. Such VSWs will be available to customers through the Operator's digital channels.	March 2022
<b>ACC05b</b>	We will conduct a technology innovation review to improve the journey experience for customers with a range of hidden and physical disabilities and present indicative costed proposals to RNP setting out options with respect to the adoption or introduction of innovative new technologies	October 2021
<b>ACC09</b>	By 31 August 2021, we will submit to RNP our proposals for the deployment of a budget of [REDACTED <sup>22</sup> ] with respect to the implementation of Minor Works to be commenced during Year 1 ("Minor Works Proposals"). We will consult with the Accessibility Panel on our proposals for potential Minor Works prior to submitting the Minor Works Proposals to RNP. We will commence implementation of (and use all reasonable endeavours to complete) those proposed Minor Works which are approved by RNP over the remainder of Year 1.	August 2021 and March 2022
<b>CEX69</b>	We will provide an indicative costed proposal to RNP for the installation of tactile paving on all 7 platforms at Hull Paragon Station by 30 October 2021 (and subject to approval of the indicative costed proposal by RNP within 3 months for inclusion in the Cost Budget for Year 2) we will place a contract for delivery of this scheme by 31 March 2023 and as customer oversee delivery of that contract as a Good and Efficient Operator.	October 2021
<b>CMU05</b>	We will apply (subject to RNP approval) a Customer and Communities Improvement Schemes Fund ("CCISF") amount of [REDACTED <sup>23</sup> ] to progress work with Community Rail Partnerships, Princes Trust, Railway Heritage Trust, station adoption groups and local authorities and communities on station improvement schemes, studies and other approaches to provide customer and community improvement. We will present recommended spends to RNP for approval during the course of Year 1.	March 2022
<b>CEX53</b>	We will undertake a 'loneliness on the railway' study to better understand how loneliness affects users of and the	October 2021

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
	communities that surround the railway and that study will inform planning for Year 2.	
<b>CMU06</b>	We will prepare for approval by RNP a Prince's Trust "Get Into" Delivery Plan covering the remainder of Year 1 and Year 2. Subject to RNP approval, we will deliver one Prince's Trust "Get Into" Programme by the end of Year 1.	March 2022
<b>CMU08</b>	We will prepare a railway heritage station preservation plan and invite engagement and review by the Railway Heritage Trust. A draft of the plan will be provided to RNP by 30 November 2021 for its review, comment and approval. Following approval by RNP, we will subject to the availability of funding implement the plan in accordance with its terms.	November 2021

**6 Revenue Plan**

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>REV01</b>	We will produce a Market Review Report summarising changes in our markets and making recommendations for our fares strategy that will be developed in collaboration with RNP.	Market review by October 2021
<b>REV12</b>	We will, unless otherwise approved by RNP, continue to offer for sale those multi-modal fares and discount fares that were offered for sale as at the date immediately prior to the date of this Agreement.	Ongoing
<b>REV03</b>	We will engage with the Rail Revenue Recovery Group (“RRRG”) and will provide information or advice to RRRG in order to assess the impact of RRRG guidance on our operations and plans in a timely manner. We will report on a Quarterly basis to RNP on our engagement with RRRG.	Ongoing
<b>REV06</b>	We will review our yield management approach each Reporting Period during Year 1 as our business recovers from the impact of Covid-19 and we will advise RNP of any proposals for change or further trials that will optimise revenues.	Ongoing
<b>REV07</b>	In Year 1 we will develop an implementation plan aiming to grow our ancillary revenues and we will present that plan to RNP for review, approval and comment.	December 2021
<b>REV08</b>	We will implement advertising campaigns to support the revenue recovery and maintain brand positioning at the appropriate time in the Covid-19 recovery profile, as directed and funded by the Secretary of State.	April 2021 – March 2023
<b>REV09</b>	We will maintain and keep under review with RNP our plan of promotional activities, such activities not to be undertaken until such time as notified by RNP.	April 2021 – March 2025
<b>MAP01</b>	By no later than 31 October 2021 we will undertake a review of the opportunities to attract and retain customers and will produce and deliver to RNP a report of our findings setting out our recommendations (together with indicative costed proposals) for improvements to be implemented in Contract Years 2-4.	October 2021

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>MAP02</b>	By no later than 31 December 2021, we will undertake and complete a review of the data within the Single Customer View (SCV). By no later than 30 November 2021, we will produce and deliver to RNP an interim report of our findings including recommendations as to the approach to maximise the use of the data for implementation in Years 2-4. ("SCV Report") We will deliver the final SCV Report for RNP approval by no later than 31 December 2021.	December 2021
<b>MAP03</b>	We will prepare an annual roadmap to help identify and prioritise funding requirements for improvements to the booking procedures, presentation of information and security measures on digital channels.	November 2021 and then annually
<b>REV10</b>	We will continue to maintain the availability of a "door-to-door journey" planning function for use by customers via our website and our mobile app which will:(i) allow passengers to plan an entire journey from origin to destination using the Passenger Services; (ii) allow passengers to view alternative routes during periods of disruption to the Passenger Services; (iii) provide real-time comprehensive journey information which shall include information relating to passenger services and routes provided by other Train Operators that connect with the Passenger Services; and (iv) inform passengers travelling from Manchester whether it would be quicker to travel to their final destination from Manchester Piccadilly or Manchester Victoria stations.	Ongoing
<b>REV11</b>	We will continue to make available to passengers real time capacity utilisation information in relation to all of the Passenger Services through our mobile app, save with respect to such information applicable to the Class 802 fleet. We will continue to actively and effectively engage and co-operate with Hitachi in order to make available, through our mobile app, such real time capacity information in relation to the Class 802 fleet following implementation by Hitachi of any appropriate solution to make the necessary data available.	Ongoing
<b>TTA01</b>	We will, subject to and in accordance with paragraph 1 of Part A of Chapter 8.1 (Marketing and Revenue Growth) of the Contract, conduct a Ticketless Travel Survey during the autumn of 2021 with the results from such survey to be used as the basis for recommended TT Targets for Year 2.	Survey to be concluded by no later than 11 December 2021  Results of the survey to be provided in a report in accordance with paragraph 1 of Part A of Chapter 8.1 (Marketing and Revenue Growth) of the Contract.

BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>TTA02</b>	We will bring forward an indicative costed proposal for additional automatic ticket gatelines at Scarborough, Hull, Middlesbrough and (unless addressed under the One Team Station arrangements) a feasibility study for Manchester Piccadilly to RNP for approval.	November 2021
<b>TTA03</b>	Subject to section 8.7 of Chapter 7.1 of the NRC, we will contract with First Contact Centre for a trial period of six months to provide specialist support to help detect and respond to fraudulent eTicket refunds. We will update RNP on the progress of the trial by 31 October 2021.	October 2021

## 7 Environment and Sustainability Plan

BPC Ref.	Business Plan Commitment	Expected Delivery Date
EAS01	We will recruit a Head of Sustainability and an Energy & Environment Manager. We will bring in experienced interim FirstGroup resource to mobilise our plans from the Start Date, pending arrival of the new recruits.	October 2021
EAS05	We will develop in Year 1 and subject to RNP review, approval and comment, publish in Year 2 a decarbonisation policy and roadmap towards achieving zero net carbon by 2050 and set science-based targets.	December 2022
EAS20	We will by 31 October 2021 undertake a review of our Business Continuity Plan as it applies to climate change adaptation, changing weather patterns and extreme weather events. By no later than 15 December 2021 we will deliver to RNP a summary of the findings of the review together with proposals for inclusion in the Cost Budget for Year 2 for RNP approval, to support any potential revisions to the Business Continuity Plan to include amended or additional climate change adaptation measures to be undertaken by the Operator in Year 2.	October 2021
EAS08	We will develop, in consultation with RSSB, an air quality monitoring strategy and roadmap with targets to be monitored.	December 2021
EAS06	We will establish a Station and Depot environmental fund of <b>[REDACTED<sup>24</sup>]</b> and use it to carry out a feasibility study into potential environmental improvements at Stations and Depots, exploring opportunities to partner with Network Rail and third parties. By 31 October 2021, we will recommend options for inclusion within the 2022-2023 Business Plan. We will use the balance of the fund on targeted spend in Year 1 on energy, waste and water initiatives.	March 2022
EAS03	We will develop and, following approval by RNP, publish and implement a sustainability strategy (including objectives, targets and KPIs) with supporting communications and engagement plan. The targets and KPIs contained within the strategy will be no less onerous (including as to the trajectory in reductions over the relevant period) than the equivalent targets and KPIs set out in the Previous Agreement. We will engage with RSSB to support development of the whole industry environmental sustainability strategy.	March 2022

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BPC Ref.	Business Plan Commitment	Expected Delivery Date
<b>EAS07</b>	Building on our existing methodology for measuring social impact, we will develop a social impact monitoring approach in consultation with RSSB and annually monitor and report social value and return on investment, inputting that data into the RSSB social value tool (where that tool is available) on a timely basis. This will include an assessment against the policy outcomes and objectives in PPN0620, prioritising those that are most relevant to the TPE franchise and setting targets (to be approved by RNP) against which we will monitor our performance.	March 2022
<b>EAS15</b>	We will review use of the eco-drive capability on the Class 185s by drivers to inform their driving style and investigate the value and practicability of its application (including to the Operator's other fleets).	March 2022
<b>EAS16</b>	We will install 10 water fountains at Stations to encourage a reduction in plastic bottle waste.	March 2022
<b>EAS17</b>	We will produce a water consumption reduction plan, setting targets and identifying indicative costed proposals for water consumption initiatives taking into account whole life payback, for approval by RNP.	March 2022
<b>EAS19</b>	We will develop an indicative costed proposal for electric vehicle charging points at selected Stations and submit that plan to RNP for approval.	March 2022
<b>EAS13</b>	We will produce a sustainability performance report for 2021/22 and will submit that report to RNP by 30 June 2022.	June 2022 then annual