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Dated 31 March 2023

- (1) The Secretary of State for Transport and
- (2) Abellio East Anglia Limited

# **Collation of Business Plan Commitments**

Business Plan Commitments 2023-2024

## Annex 1 to the 2023/24 Annual Business Plan - Greater Anglia – Business Plan Commitments

The Business Plan Commitments are subject to the provisions of and shall be interpreted in accordance with the National Rail Contract and, in accordance with and subject to Paragraph 8 of Chapter 7.7 (Business Plan), in the event of any conflict between the National Rail Contract and any Business Plan Commitment, the provisions of the National Rail Contract shall prevail.

Business Plan Component	Ref.	Business Plan Commitment
<b>LEADERSHIP, MANAGEMENT AND RESOURCING PLAN</b>		
Leadership, Management and Resourcing	2.2.1.3	<p><b>1. Investors in People Accreditation</b></p> <p>1. Throughout the Contract Term the Operator shall:</p> <p>1.1.1 maintain the Investors in People Accreditations in place where such accreditations have already been awarded at the Start Date; and</p> <p>1.1.2 use all reasonable endeavours to achieve Investors in People Accreditation across the full range of its business activities by the Start Date and shall maintain such accreditations throughout the Contract Term.</p> <p>1.2 For the purpose of this Business Plan Commitment, <b>“Investors in People Accreditations”</b> means the standard for People Management as awarded by the Investors in People organisation.</p>
Leadership, Management and Resourcing	2.2.1.6	<p><b>2. Cyber Assessment Framework</b></p> <p>2.1 The Operator shall work with the Secretary of State and their Cyber Compliance Team to produce an Improvement Plan, based upon a Cyber Assessment Framework that highlights the key systems which are at risk from cyber security breaches and which captures the mitigation plans that are being put in place to manage those risks and meets the requirements set out within the Network and Information Systems Regulations 2018.</p> <p>2.2 The Improvement Plan shall be delivered to the Secretary of State by no later than the Start Date. The Operator shall provide to the Secretary of State on a quarterly basis, a Cyber Assessment Framework</p>

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		<p>update on the relevant risks and mitigations including reference to threats anticipated to arise over the following eighteen (18) month period. The Operator shall discuss the Cyber Assessment Framework and quarterly updates as reasonably required by the Secretary of State.</p> <p>2.3 For the purposes of this Business Plan Commitment:</p> <p>2.3.1 <b>“Cyber Compliance Team”</b> means the team responsible for carrying out the roles and responsibilities of the Competent Authority (as designated under and for the purposes of the Network and Information Systems Regulations 2018) on behalf of the Secretary of State for Transport;</p> <p>2.3.2 <b>“Cyber Assessment Framework”</b> means a document in respect of cyber security, highlighting key systems at risk with reference to the Network and Information Systems Regulations 2018; and</p> <p>2.3.3 <b>“Improvement Plan”</b> means an agreement between GA and Secretary of State "Cyber Compliance Team" inspector in respect of the cyber security improvement and mitigation plans that are being put in place to mitigate the risks identified in the "Cyber assessment Framework" document over the following 18 months, with reference to the Network and Information Systems Regulations 2018.</p>
Leadership, Management and Resourcing	2.2.2.2	<p>3. <b>Data Sharing and Open Data Champion</b></p> <p>3.1 The Operator shall take responsible and appropriate measures to embed a culture of data transparency and take action to share data openly with relevant interested parties as well as providing data analysis capabilities both internally and as outputs to wider-industry bodies. The Operator shall:</p> <p>3.1.1 share relevant data with the Secretary of State, Network Rail, and other rail delivery bodies to support cross-industry strategies and plans;</p> <p>3.1.2 participate in the development of industry-level data systems by providing jointly agreed data to relevant and agreed rail industry third parties; and</p> <p>3.1.3 make use of industry-wide data and technology standards, to support cross-industry data integration,</p>

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		<p>in each case, as directed by the Secretary of State.</p> <p>3.2 Throughout the Contract Term, the Operator shall ensure that a Business Employee of an appropriate grade is the Open Data Champion. The Open Data Champion shall be responsible for ensuring that there is clear leadership in driving forward the Operator’s approach to data sharing.</p> <p>3.3 The Operator shall work with Network Rail with respect to the reciprocal sharing of data for the purposes of developing business cases associated with assessing the viability of future business plan commitments.</p> <p>3.4 The established Data Steering Committee will perform impact assessments and lead on co-ordinating data sharing and participation requests.</p> <p>3.5 Whenever there is an opportunity to amend an existing contract or enter into a new contract, the Operator shall use all reasonable endeavours to ensure that the contract terms reasonably and properly facilitate data sharing.</p> <p>3.6 For the purposes of this Business Plan Commitment:</p> <p>3.6.1 <b>“Data Steering Committee”</b> means the Operator’s committee made up of relevant internal stakeholders to facilitate the decision making on data sharing requests and engagement in current and future data sharing forums; and</p> <p>3.6.2 <b>“Open Data Champion”</b> means an Operator employee with responsibility to co-ordinate and facilitate requests for data sharing, lead engagement in current and future data sharing forums and overall leadership for increasing the focus on data sharing across the Operator’s business.</p>
Leadership, Management and Resourcing	2.2.3.1	<p>4. <b>Sustainable Procurement Strategy and Contract Review</b></p> <p>4.1 The Operator shall, prior to the re-procurement of its contracts that have an individual value over such contract’s term of [REDACTED<sup>1</sup>] or more, review each contract with the intention of obtaining more</p>

<sup>1</sup> 30 May 2023 (Date of Redactions Approval) CR03919 - 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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		<p>commercially advantageous terms where economically advantageous to do so in the context of the ability under the terms of such contracts to secure amendments.</p> <p>4.2 The Operator shall on a quarterly basis provide a progress update on its delivery of the obligations in this paragraph 3 and provide full details to the Secretary of State of the outcome and:</p> <p>4.2.1 the money saved if any change is made; and</p> <p>4.2.2 the benefits of the option chosen over any cheaper alternatives.</p>
Leadership, Management and Resourcing	3.3.2.1	<p>5. <b>Procurement</b></p> <p>5.1 The Operator shall competitively tender all contracts (including those with Affiliates) in advance of dates when such contracts terminate or can be terminated on an optional basis through the exercise of relevant contractual rights. Such competitive tendering shall be implemented in a timely manner to secure business continuity and be carried out in accordance with a legally compliant procurement policy.</p>
Leadership, Management and Resourcing	2.2.1.3	<p>6. <b>Maintaining Quality Management systems and accreditations</b></p> <p>6.1 The Operator shall continue to operate the quality systems that are in place at the Start Date throughout the Contract Term and where reasonably appropriate shall continue to develop these systems, including ISO accreditations and certifications.</p> <p>6.2 Should any continued accreditation referred to in paragraph 6.1 not be reasonably achievable, the Operator shall provide the Secretary of State with an action plan to regain the accreditation or propose a reasonable alternative accreditation and the Operator's implementation plan to achieve this. The Operator shall have due regard to any comments from the Secretary of State in relation to the implementation plan and shall then proceed to act in accordance with it.</p>
Leadership, Management and Resourcing		<p>7. <b>Third Party Funding</b></p> <p>7.1 The Operator shall work in partnership with Network Rail, other industry partners, wider stakeholders and the Secretary of State to identify and target potential third party funding sources.</p>

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		<p>7.2 The Operator shall, by no later than 31 May in each Contract Year, submit a report to the Secretary of State which includes:</p> <p>7.2.1 a review of the measures taken by the Operator, in accordance with its obligation under paragraph 7.1, to identify and target potential third party funding sources; and</p> <p>7.2.2 a complete list of potential third party funding sources identified, and any action taken to secure funding from the sources identified.</p>
Leadership, Management and Resourcing		<p>8. <b>Implementing the Safeguarding for Rail Scheme and appointing a Safeguarding and trespass prevention lead</b></p> <p>8.1 The Operator shall for the Contract Term ensure that there is a safeguarding and trespass prevention lead who shall be responsible for:</p> <p>(i) collaborating with industry partners to adopt and embed the Safeguarding on Rail scheme and work towards becoming accredited;</p> <p>(ii) be responsible for the design and implementation of the strategy that enables the Operator to gain and maintain accreditation to the safeguarding for rail scheme;</p> <p>(iii) collaborating with external agencies and stakeholders to reduce suicides on the network;</p> <p>(iv) leading on other industry schemes such as, but not limited to, rough sleeping on rail / sexual offences on rail working group;</p> <p>(v) carrying out the role with the objective of reinforcing the importance of safeguarding including the different strands of vulnerability and creating a safe environment and culture to encourage those who are subject to sexual offences or unwanted sexual behaviour to report occurrences to staff, offering a place of safety to those who report.</p> <p>8.2 The Operator shall by no later than 31 March in each Contract Year, submit a report to the Secretary of State of the work of the safeguarding and trespass prevention lead during the Contract Year.</p>
<b>PEOPLE PLAN</b>		

Business Plan Component	Ref.	Business Plan Commitment
People Plan	3.2.1.3	<p>9. <b>Engineering Organisation - Fit for the Future</b></p> <p>9.1 At all times during the Contract Term, the Operator shall, within the timescales directed by the Secretary of State, reorganise its engineering division in order to appropriately and properly resource the management of outsourced maintenance of relevant parts of the Train Fleet in the context of the fact that when delivery of the Train Fleet being delivered by Bombardier Transportation UK Limited and Stadler Rail Service UK Limited is completed, all maintenance of the Train Fleet will, following withdrawal of the Legacy Fleet, be undertaken on an outsourced basis under train services agreements.</p> <p>9.2 The Operator shall effectively, efficiently and properly manage any and all transfers of Business Employees consequent upon the outsourcing of maintenance operations in relation to the Train Fleet including by doing so in accordance with the provisions of TUPE.</p> <p>9.3 The Operator shall carry out its obligations under this Business Plan Commitment by no later than any date reasonably specified by the Secretary of State.</p> <p>9.4 The Operator shall ensure that costs to be included in the Cost Budget in relation to such obligations:</p> <p>9.4.1 in the first Contract Year do not exceed <b>[REDACTED<sup>2</sup>]</b>; and</p> <p>9.4.2 in the second Contract Year do not exceed <b>[REDACTED<sup>3</sup>]</b>.</p> <p>and the Operator shall not be permitted to incur expenditure in excess of such amounts in a relevant Contract Year. Where a Contract Year is less than thirteen Reporting Periods relevant expenditure amounts shall be apportioned proportionately by reference to the number of days in the Contract Year. Costs to be incurred by the Operator pursuant to this Business Plan Commitment shall only be permitted to be redundancy costs.</p> <p>9.5 For the purposes of this Business Plan Commitment, “<b>Legacy Fleet</b>” means all rolling stock units in the Train Fleet except Class 720, Class 745 and Class 755.</p>

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People Plan	3.2.3.9	<p>10. <b>Diversity and Inclusion Strategy</b></p> <p>10.1 By no later than [REDACTED<sup>4</sup>], the Operator shall deliver the activities contained in its D&amp;I Strategy – 2023 Action Plan including, but not limited to:</p> <ul style="list-style-type: none"> <li>10.1.1 continue building a database of Workforce Diversity Data;</li> <li>10.1.2 complete a foundation assessment to enable the Operator to work towards an "inclusive employer" accreditation;</li> <li>10.1.3 increasing awareness of D&amp;I through the Operator's communications to its workforce;</li> <li>10.1.4 the establishment support of a D&amp;I committee;</li> <li>10.1.5 reviewing current recruitment and retention processes;</li> <li>10.1.6 continue to train to people managers on inclusive recruitment strategies;</li> <li>10.1.7 designing D&amp;I training plans for the workforce;</li> <li>10.1.8 continue to support staff physical and mental wellbeing; and</li> <li>10.1.9 designing and implementing diversity impact assessments.</li> </ul> <p>10.2 By [REDACTED<sup>5</sup>] in each Contract Year, the Operator shall deliver its proposals for delivering updated outputs connected to its D&amp;I Strategy in the following Contract Year and these shall be delivered to the extent that the Secretary of State directs subject to agreed funding arrangements being put in place.</p> <p>10.3 The Operator shall ensure that costs to be included in the Cost Budget in relation to such obligations:</p>

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		<p>10.3.1 in the first Contract Year do not exceed [REDACTED<sup>6</sup>];</p> <p>10.3.2 in the second Contract Year do not exceed [REDACTED<sup>7</sup>];</p> <p>10.3.3 in the third Contract Year do not exceed [REDACTED<sup>8</sup>];</p> <p>10.3.4 in the fourth Contract Year do not exceed [REDACTED<sup>9</sup>]</p> <p>and the Operator shall not be permitted to incur expenditure in excess of such amounts in the relevant Contract Year. Where a Contract Year is less than thirteen Reporting Periods relevant expenditure amounts shall be apportioned proportionately by reference to the number of days in the Contract Year.</p>
People Plan	3.2.2.3	<p>11. <b>Maximising Apprenticeships</b></p> <p>11.1 During each Contract Year, the Operator shall identify any new apprenticeship opportunities for the purposes of upskilling the Operator’s workforce and improving the customer experience and ensure that 2.5% of Business Employees begin an apprenticeship in each Contract Year.</p> <p>11.2 The Operator shall in each Contract Year use reasonable endeavours to meet the target of recruiting 20% ethnic minorities and 20% females into the apprenticeships compared to the March 2020 baseline figure of 14.05% ethnic minorities and 25.62% female apprentices.</p> <p>11.3 The Operator shall fund its apprenticeship obligations from the Abellio Digital Account. To deliver the maximum possible number of apprenticeships each year, the Operator shall contribute to the Abellio Digital Account and draw down the Operator’s proportion and any additional sums (if available and agreed by</p>

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		<p>Abellio Group) from the Abellio Digital Account to support the continued development of the Operator’s workforce and contribute towards increasing diversity.</p> <p>For the purposes of this Business Plan Commitment <b>"Abellio Digital Account"</b> means the combined annual apprenticeship levy paid to the government by Abellio Group and its subsidiary businesses.</p>
People Plan	3.4.2	<p>12. <b>Absence Management</b></p> <p>12.1 During each Contract Year, the Operator shall:</p> <p>12.1.1 undertake a review of its strategies, processes and targets in place to monitor the number of sickness related absences of the Operator's employees in any Contract Year (the <b>"Annual Sickness Absence"</b>); and</p> <p>12.1.2 use reasonable endeavours to reduce the Annual Sickness Absence for any subsequent Contract Year by reference to the specified minimum target amount when compared with the immediately preceding Contract Year.</p>
2022-23 ABP Submission  People		<p>13. <b>D&amp;I Depot Accommodation</b></p> <p>13.1 The Operator shall, during the relevant Contract Year, undertake a review of the Business Employee accommodation at all Depots with a focus on creating an inclusive working environment by improving facilities within Depots that help to attract and retain a diverse and inclusive workforce.</p> <p>13.2 The Operator shall, by no later than 8 April 2023 submit a report to the Secretary of State on its proposals to improve the Business Employees accommodation in respect of diversity and inclusion, including:</p> <p>13.2.1 the Operator's findings and recommendations from its review at paragraph 13.1;</p> <p>13.2.2 a proposed list of works required; and</p> <p>13.2.3 a detailed assessment of costs in relation to the recommendations and works at paragraphs 13.2.1 and 13.2.2.</p>

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		<p>13.3 The Operator shall, prior to the implementation of any recommendation, obtain the written consent of the Secretary of State.</p> <p>13.4 The Operator shall, on a quarterly basis, provide the Secretary of State with progress reports, detailing the works being carried out and the estimated completion dates for the works.</p>
<p>2022-23 ABP Submission</p> <p>People</p>		<p>14. <b>Connected Leaders Program</b></p> <p>14.1 The Operator shall nominate 1 senior leader for the Network Rail Connected Leaders Programme per year.</p>
<b>COLLABORATION</b>		
<p><b>Collaboration</b></p>	<p><b>4.2.1.1</b></p> <p><b>Network Rail Alliance</b></p>	<p>15. <b>Network Rail Alliance</b></p> <p>15.1 The Parties acknowledge that under the Previous Agreement the Operator and Network Rail established an Alliance Board and agree that this shall continue in place with the same functions (as they may be amended by agreement) throughout the Contract Term.</p> <p>15.2 The Operator shall throughout the Contract Term fully and effectively cooperate with Network Rail as part of the Alliance Board in order to:</p> <p>15.2.1 ensure that Network Rail is fully informed of the relevant outputs and objectives to be delivered under this Contract and is in a position to support their delivery;</p> <p>15.2.2 continue to foster a collaborative culture within the Alliance Board;</p> <p>15.2.3 ensure that there are regular and frequent Alliance Board meetings with appropriate agendas;</p> <p>15.2.4 develop a joint business case to aid the recovery of rail passenger demand from COVID-19 impacts on all routes within the terms of reference of the Alliance Board; and</p> <p>15.2.5 jointly identify and implement industry efficiencies including for the purposes of optimising costs.</p>

Business Plan Component	Ref.	Business Plan Commitment
		<p>The Operator shall promptly report to the Secretary of State significant issues arising from Alliance Board meetings relevant to the successful delivery of the Passenger Services and the obligations of the Operator under this Contract.</p> <p>15.3 The Operator shall throughout the Contract Term implement a joint communications accord on relevant matters with Network Rail in order to establish a "one team" for the rail industry. Such accord shall includes provisions for:</p> <p>15.3.1 setting reasonably appropriate common objectives and goals; and</p> <p>15.3.2 establishing regular and appropriately frequent meetings to discuss issues common to both the Operator and Network Rail.</p> <p>15.4 For the purposes of this Business Plan Commitment:</p> <p>15.4.1 <b>"Alliance Board"</b> means the alliance board established between the Operator and Network Rail as a means of securing collaboration between them in relation to the operation of routes over which the Passenger Services operate.</p>
<p><b>Collaboration</b></p>	<p><b>4.2.1.1 NR Talent sharing</b></p>	<p>16. <b>Network Rail Talent Sharing</b></p> <p>16.1 The Operator shall fully and effectively cooperate with Network Rail to:</p> <p>16.1.1 undertake a Joint Talent and Secondment Review by [REDACTED<sup>10</sup>] in each Contract Year to explore if there are any potential or forthcoming opportunities to allocate individuals to secondment roles at Network Rail and/or the Operator where appropriate after the Joint Talent and Secondment Review has been completed, ensuring that if identified, these roles:</p> <p>a) contribute to delivery of priority initiatives identified by the Operator and Network Rail;</p>

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		<p>b) increase organisational awareness of the other organisation at all levels within Network Rail and the Operator;</p> <p>c) improve knowledge sharing between the Operator and Network Rail;</p> <p>d) assist in developing a collaborative culture between the Operator and Network Rail;</p> <p>e) Assist with shared talent development opportunities, learning, or projects; and</p> <p>f) Support existing unfilled vacancies</p> <p>16.2 For the purposes of this Business Plan Commitment, "<b>Joint Talent and Secondment Review</b>" means a review to identify roles and/or employees within the Operator and Network Rail respectively which may present a secondment opportunity for both the Operator and Network Rail.</p>
<p><b>Collaboration</b></p>	<p><b>4.2.1.3</b> <b>Engaging with Freight</b></p>	<p>17. <b>Engaging with Freight</b></p> <p>17.1 During the Contract Term, the Operator shall actively participate on at least an annual basis in the following industry forums:</p> <p>17.1.1 the Event Steering Group and the TOC/FOC Forum (among others);</p> <p>17.1.2 a collaboration forum which the Operator shall establish and manage other members of which shall include Network Rail and freight train operators and other Train Operators who also use the routes over which the Passenger Services operate,</p> <p>in order to promote collaboration and address strategic challenges for the efficient and effective operation of freight on any route over which the Passenger Services are operated and more widely on a national level.</p> <p>17.2 The Operator shall, at least twice in each Contract Year, engage with freight train operators and other Train Operators who use the routes over which Passenger Services operate in order to promote collaboration and address strategic challenges.</p>
<p><b>Collaboration</b></p>	<p><b>4.2.1.4</b> <b>Fleet Maintainer</b></p>	<p>18. <b>Fleet Maintainer Collaboration Workshops</b></p>

Business Plan Component	Ref.	Business Plan Commitment
	<p><b>Collaboration Workshops</b></p>	<p>18.1 The Operator shall work collaboratively with representatives from each of Bombardier Transportation UK Limited ("<b>Bombardier</b>") and Stadler Rail Service UK Limited ("<b>Stadler</b>") in order to agree:</p> <p>18.1.1 the precise scope of a collaboration workshop intended to:</p> <ul style="list-style-type: none"> <li>a) identify opportunities to deliver continual improvements in relevant rolling stock performance; and</li> <li>b) develop strategies which aim to increase the number of miles between technical incidents on routes over which the Passenger Services operate; and</li> </ul> <p>18.1.2 a programme for delivery of such collaboration workshops with attendees from the Operator, Bombardier and Stadler which the Operator shall hold once in every Contract Year.</p> <p>18.2 Once in each Contract Year, the Operator shall produce and provide a report to the Secretary of State which details the steps it has taken to comply with its obligations in paragraph 18.1 and any recommendations for action arising out of them. The Operator shall use all reasonable endeavours to implement such recommended actions as soon as reasonably practicable.</p>
<p><b>Collaboration</b></p>	<p><b>4.2.2.1</b></p> <p><b>One Team Liverpool Street Deep Dive</b></p>	<p>19. <b>One Team Liverpool Street Deep Dive</b></p> <p>19.1 The Operator shall implement the deliverables set out in the London Liverpool Street Plan as soon as reasonably practicable after the delivery of the London Liverpool Street Plan to the Alliance Board and its approval.</p> <p>19.2 For the purposes of this Business Plan Commitment:</p> <p>19.2.1 "<b>London Liverpool Street Plan</b>" means the detailed and comprehensive plan produced by the Operator:</p> <ul style="list-style-type: none"> <li>a) following a review of the Operator's current operations at the London Liverpool Street Station; and</li> <li>b) clearly detailing the actions which the Operator shall take to improve current operations (for the purposes of making them more robust and cost efficient) and to</li> </ul>

Business Plan Component	Ref.	Business Plan Commitment
		<p>deliver a seamless and frictionless customer experience, including but not limited to:</p> <ul style="list-style-type: none"> <li>(a) a review of the Operator's staff costs and qualifying expenditure charges;</li> <li>(b) measures to be taken to further integrate the Operator's team structure;</li> <li>(c) the introduction of blended roles and responsibilities between relevant organisations; and</li> <li>(d) the removal of any unnecessary or inappropriate duplication of any activities, functions or roles in order to realise efficiencies.</li> </ul> <p>19.2.2 For the purposes of this Business Plan Commitment "<b>Alliance Board</b>" means the alliance board established between the Operator and Network Rail as a means of securing collaboration between them in relation to the operation of routes over which the Passenger Services operate.</p>
<p><b>Collaboration</b></p>	<p><b>4.2.2.4</b> <b>Aligning Engineering Access to Customer Demand</b></p>	<p>20. <b>Aligning Engineering Access to Customer Demand</b></p> <p>20.1 Following the Engineering Access Review, the Operator shall submit an update of the progress made to the Secretary of State by [REDACTED<sup>11</sup>] and on an annual basis to align with industry planning processes.</p> <p>20.2 The Operator and the Secretary of State shall discuss, on an annual basis, options and recommendations coming out of the Engineering Access Review, after each update.</p> <p>20.3 For the purposes of this Business Plan Commitment, "Engineering Access Review" means the Operator's review of the infrastructure maintenance plan and engineering access requirements undertaken during the first Contract Year which identified opportunities to offer more or different maintenance windows, reduce whole industry costs and maximise revenue growth.</p>

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<p><b>Collaboration</b></p>	<p><b>4.2.2.6</b> <b>Joining Forces</b></p>	<p>21. <b>Joining Forces Events</b></p> <p>21.1 The Operator shall host events (which may be online or in-person) with representatives of Network Rail, the Secretary of State, the Operator's suppliers and other industry partners and stakeholders to share information, objectives, priorities and progress updates by reference to the industry's strategic objectives ("<b>Joining Forces Events</b>").</p> <p>21.2 The Operator shall host, in each Contract Year, two Joining Forces Events which shall cover the following strategy themes:</p> <p>21.2.1 people;</p> <p>21.2.2 train service operations;</p> <p>21.2.3 customer and communities; and</p> <p>21.2.4 environment and sustainability.</p>
<p><b>Collaboration</b></p>	<p>5.2.1.1 <b>New Infrastructure and New Stations</b></p>	<p>22. <b>New Infrastructure and New Stations</b></p> <p>22.1 The Operator shall fully and effectively co-operate with Network Rail in respect of developing working timetable options for new infrastructure relevant to the routes over which the Passenger Services operate which is at any stage of the development and delivery process during the Contract Term including the budget, performance impact and demand need for:</p> <p>(i) proposed new stations at Beaulieu Park and Cambridge South;</p> <p>(ii) the implementation of access for East West Rail at Cambridge; and</p> <p>(iii) the revised timetable facilitating four trains per hour at Meridian Water.</p>
<b>TRAIN SERVICE OPERATIONS</b>		
<p>Train Service Ops</p>	<p>5.2.1.3</p>	<p>23. <b>Efficient and effective traincrew resourcing</b></p>



Business Plan Component	Ref.	Business Plan Commitment
		<p>23.1 The Operator shall use all reasonable endeavours to ensure that the number of Business Employees who are traincrew is maintained at a level appropriate to the efficient and effective delivery of the Timetable by a Good and Efficient Operator provided that the Operator shall not increase the number of Business Employees who are traincrew above the level that existed at the Start Date without the prior consent of the Secretary of State.</p> <p>23.2 The Operator shall produce and deliver a Train Crew Efficiency Report to the Secretary of State on a quarterly basis for the remainder of the Contract Period, the first of such report to be provided by no later than [REDACTED<sup>12</sup>]</p> <p>23.3 For the purposes of this Business Plan Commitment, “<b>Train Crew Efficiency Report</b>” means a report assessing train crew efficiency by reference to reasonable and appropriate metrics of availability and utilisation including the amount of rest day working and authorised and unauthorised absence and identifying actions that the Operator should and will take as a Good and Efficient Operator to address any sub optimal efficiency that may be identified.</p>
Train Service Ops	5.2.1.3	<p>24. <b>Efficient fleet cascade and rolling stock management and Stabling Capacity Plan</b></p> <p>24.1 The Operator shall by no later than the Start Date prepare and deliver to the Secretary of State the Live Cascade Plan and associated Stabling Capacity Plan. The Operator shall review the Live Cascade Plan and associated Stabling Capacity Plan every Reporting Period and reissue them to the Secretary of State (whether or not any changes have been made to them) as soon as reasonably practicable. The Operator shall implement the Live Cascade Plan in accordance with its then existing provisions.</p> <p>24.2 The Operator shall continue to carry out its obligations under paragraph 24.1 until the completion of Class 321s cascade.</p> <p>24.3 For the purposes of this Business Plan Commitment:</p> <p>24.3.1 “<b>Live Cascade Plan</b>” means a plan prepared and updated as required each Reporting Period by the Operator intended to optimise the efficient leasing and use of rolling stock so that the delivery of the Passenger Services is optimised by reference to the obligations of the Operator under this Contract;</p>

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Business Plan Component	Ref.	Business Plan Commitment
		<p>24.3.2     <b>“Stabling Capacity Plan”</b> means a plan setting out the Operator’s strategy in relation to stabling arrangements for the Train Fleet at all relevant depots and other stabling points for the purposes of optimising the effective operation and maintenance of the Train Fleet including by optimising depot capacity and efficiency and the delivery of the planned rolling stock cascade in a manner consistent with the then prevailing Live Cascade Plan.</p>
Train Service Ops	5.2.1.3	<p>25.     <b>Train Inspection Regime</b></p> <p>25.1     The Operator shall once in each Reporting Period undertake a detailed and reasonably appropriate internal train inspection regime to ensure that all rolling stock operating Passenger Services is properly and efficiently cleaned at reasonable and appropriate regular intervals and in consequence is appropriately clean, hygienic and well-presented when operating Passenger Services.</p>
Train Service Ops	5.2.3.2	<p>26.     <b>Working to reduce sub threshold delay</b></p> <p>26.1     The Operator shall fully and effectively cooperate with Network Rail in relation to the agreement, development, and implementation of a joint project:</p> <p>26.1.1     relating to the analysis of on train data in relation to sub threshold delay;</p> <p>26.1.2     using the Microsoft Power BI suite of business analytics tools; and</p> <p>26.1.3     with the intention of ascertaining and implementing joint measures to deliver performance improvement measures going forward.</p> <p>26.2     On a Quarterly basis, the Operator shall deliver to the Secretary of State a report:</p> <p>26.2.1     detailing the work undertaken through the joint project referred to in paragraph 26.1 during that Quarter;</p> <p>26.2.2     setting out relevant analysis as referred to in paragraph 26.1.1 above during that Quarter; and</p> <p>26.2.3     providing information as to any joint measures identified in accordance with paragraph 26.1.3 together with details of the progress made in implementing such joint measures.</p>

Business Plan Component	Ref.	Business Plan Commitment
Train Service Ops	5.2.3.3	<p>27. <b>Seasonal Readiness Action Plans</b></p> <p>27.1 The Operator shall use all reasonable endeavours to agree a reasonably appropriate action plan with Network Rail to manage seasonal performance issues in relation to the summer, autumn and winter periods for the purposes of ensuring appropriate seasonal readiness and preparedness through the implementation of the actions specified in each relevant plan (a “<b>Seasonal Readiness Action Plan</b>”). A copy of each Seasonal Readiness Action Plan shall be provided to the Secretary of State according to the following schedule:</p> <p>Summer – [REDACTED<sup>13</sup>]</p> <p>Autumn – [REDACTED<sup>14</sup>]</p> <p>Winter – [REDACTED<sup>15</sup>]</p> <p>27.2 Acting as a Good and Efficient Operator the Operator shall use all reasonable endeavours to implement each Seasonal Readiness Action Plan in a manner appropriate to the actual circumstances.</p>
Train Service Ops	4.2.1.4	<p>28. <b>Optimising Train Fleet Operational Performance</b></p> <p>28.1 As a Good and Efficient Operator the Operator shall continue to seek to optimise the operational performance of the Train Fleet (including the Legacy Fleet for so long as it remains in the Train Fleet) including by seeking improvements to MTIN, working appropriately with maintenance providers and applying the Operator’s performance policies. The Operator shall appropriately manage the delivery of Joint Performance Improvement Plans and appropriately enforce the Operators rights including under relevant MSA, TSSSA and TSA contracts. The Operator shall report MTIN levels and other relevant Train Fleet performance data to the Secretary of State in relation to each Reporting Period within four (4) weeks of the end of that Reporting Period identifying issues that may have arisen and the Operators plans for resolving them.</p>

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Business Plan Component	Ref.	Business Plan Commitment
		28.2 For the purposes of this Business Plan Commitment, “ <b>Legacy Fleet</b> ” means all rolling stock units in the Train Fleet except Class 720, Class 745 and Class 755.
2022-23 ABP Submission  Train Service Ops		<p>29. <b>Unit and Traincrew Diagrams</b></p> <p>29.1 The Operator shall, prior to each Passenger Change Date, undertake a review of all diagrams to identify efficiencies that can be incorporated in future Timetables.</p> <p>29.2 The Operator shall, by no later than one Reporting Period before each Passenger Change Date, submit a report to the Secretary of State detailing any interventions made by the Operator to unit and/or traincrew diagrams to:</p> <p>29.2.1 improve efficiency;</p> <p>29.2.2 reduce attaching and/or detaching; and</p> <p>29.2.3 reduce ECS mileage.</p>
2022-23 ABP Submission  Train Service Ops		<p>30. <b>Subleasing Over Capacity</b></p> <p>30.1 The Operator shall explore opportunities for subleasing any over-capacity that may exist in its new fleet, long-term. This may require Secretary of State support – both to understand the wider UK rolling stock strategy, and potentially to help influence/incentivise the other TOCs to play an active and willing part in the process.</p> <p>30.2 The Operator shall provide updates to Secretary of State until such time as the opportunities have been exhausted and it is agreed with Secretary of State that reporting shall stop. If successful, it will potentially result in a long-term cost saving.</p> <p>30.3 The success of this initiative will be dependent on appropriate support from Angel Trains, any potential recipient TOCs, Secretary of State, and any other relevant transport authority (such as Transport Scotland).</p>
	<b>Customer</b>	
Customer	6.2.1.1/4  <b>Establish Customer</b>	<p>31. <b>Establishment of Customer Experience Board</b></p> <p>31.1 The Operator shall ensure that the Customer Experience Board:</p>

Business Plan Component	Ref.	Business Plan Commitment
	<p><b>Experience Board</b></p>	<p>31.1.1 is chaired by an appropriately senior member of the Operator's management team;</p> <p>31.1.2 comprises members including:</p> <ul style="list-style-type: none"> <li>a) senior Business Employees from all customer-impacting Secretary of States within the Operator's organisation; and</li> <li>b) representatives from relevant external bodies including but not limited to Network Rail and Transport Focus to support industry collaboration;</li> </ul> <p>31.1.3 meets virtually or in-person every other Reporting Period, from 1 January 2022; and</p> <p>31.1.4 has objectives that include:</p> <ul style="list-style-type: none"> <li>a) ensuring that essential customer enhancements take place;</li> <li>b) putting customer insight at the core of all business decisions; and</li> <li>c) delivering tangible customer improvements which will include the proper and effective delivery of the SQR, focused improvements in the Overall NRPS Score and Wavelength Survey improvements and the optimisation of revenue.</li> </ul> <p>31.2 The Operator shall, at least once in each Contract Year, provide a report to the Secretary of State which details the progress and successes of the Customer Experience Board against its objectives.</p>
Customer	<p>6.2.1.3</p> <p><b>'As Good as New' – Enhanced Cleaning</b></p>	<p>32. <b>"As Good As New" Enhanced Cleaning for the New Train Fleet</b></p> <p>32.1 The Operator is committed to the objective of ensuring that rolling stock units in the Train Fleet which are not units in the Legacy Fleet remain throughout the Contract Term in an "as built" high quality condition to the greatest extent reasonably practicable for the duration of the Contract Term. Accordingly the Operator shall establish a steering group responsible for delivering such objective that maps the processes involved in delivering such an "as built" high quality on-train environment (the <b>"As Good As New Steering Group"</b>).</p> <p>32.2 The Operator shall ensure that the As Good As New Steering Group:</p>

Business Plan Component	Ref.	Business Plan Commitment
		<p>32.2.1 comprises representatives of the persons responsible for planning, turnaround cleaning, in-journey litter picking, washing and controlled emission tanking; and</p> <p>32.2.2 will process map all the elements that contribute to ensuring trains are consistently cleared to a high standard; and</p> <p>32.2.3 has an objective of identifying efficiencies and enhancements that will further support delivery of the highest standards of cleanliness.</p> <p>32.3 The As Good As New Steering Group shall review its work every six (6) months during the Contract Term and shall update such work when reasonably required.</p> <p>32.4 The Operator shall ensure that the outputs of the As Good As New Steering Group are properly utilised to achieve its objectives of delivering an “as new” high quality on-train environment so that the ambience and environment on the rolling stock units in the Train Fleet which are not units in the Legacy Fleet to the greatest extent reasonably practicable retain an as built high quality condition for the duration of the Contract Term.</p> <p>32.5 For the purposes of this Business Plan Commitment, “<b>Legacy Fleet</b>” means all rolling stock units in the Train Fleet except Class 720, Class 745 and Class 755.</p>
Customer	6.2.1.8 <b>Accessibility Improvement Schemes</b>	<p>33. <b>Accessibility Improvement Plan</b></p> <p>33.1 By a date at least three (3) months prior to the end of each Contract Year, the Operator shall produce a costed plan in respect of the proposed initiatives in respect of Stations to make travel easier for those with accessibility needs to be implemented during the next following Contract Year (the “<b>Accessibility Improvement Plan</b>”).</p> <p>33.2 The Accessibility Improvement Plan shall prioritise accessibility improvement projects by reference to footfall at relevant locations and in this context the plan shall rank the proposed improvements by reference to their anticipated benefits. It shall also identify for each proposed improvement likely possessions required and their expected impacts and identify all relevant risks to delivery.</p> <p>33.3 Following production of the Accessibility Improvement Plan, the Secretary of State may, in accordance with paragraph 3 (Annual Business Plan Process) or paragraph 6 (Business Plan Revisions) of Chapter 7.7 (Business Plan) of the Contract (as the case may be), direct the Operator to implement those parts of that plan as specified in a future business plan commitment.</p>

Business Plan Component	Ref.	Business Plan Commitment
		<p>33.4 At Audley End Station, the Operator shall by [REDACTED<sup>16</sup>], make the existing Station car park more accessible by delivering 30 accessible bays.</p> <p>33.5 The Operator shall design and construct a step free and compliant passenger waiting shelter on the platform 2 of Roydon Station by [REDACTED<sup>17</sup>].</p>
Customer		<p><b>34. Onboard catering</b></p> <p>34.1 The Operator shall every Quarter in each Contract Year provide data in an excel workbook that details for that Quarter, by individual head code and day of week:</p> <ul style="list-style-type: none"> <li>34.1.1.1. the number of first-class meals served to full fare paying customers;</li> <li>34.1.1.2. the number of standard class Food and Beverage transactions;</li> <li>34.1.1.3. the number of staff with 1st catering duties rostered (inclusive of guards/train managers);</li> <li>34.1.1.4. the number of staff with standard catering duties rostered (inclusive of guards/train managers);</li> <li>34.1.1.5. the number of staff with standard premium catering duties rostered (inclusive of guards/train managers) (if applicable);</li> <li>34.1.1.6. the number of first-class full fare passenger booked or counted;</li> <li>34.1.1.7. the number of standard class full fare passenger booked or counted;</li> <li>34.1.1.8. the number of standard premium class full fare passenger booked or counted (if applicable);</li> <li>34.1.1.9. catering 1st class Net Promotor Score, Net Advocacy Score or National Rail Passenger Survey score (if available);</li> </ul>

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Business Plan Component	Ref.	Business Plan Commitment
		<p>34.1.1.10. catering standard class Net Promotor Score, Net Advocacy Score or National Rail Passenger Survey score (if available)</p> <p>34.1.1.11. any other qualitative data and/or information that the Operator considers will assist the Secretary of State; and</p> <p>34.1.1.12. The number of sales of each product the operator sales onboard in Standard Class &amp; Standard Premium.</p>
Customer	<p>6.2.1.10</p> <p><b>Witham Masterplan</b></p>	<p><b>35. Witham Masterplan</b></p> <p>35.1. The Operator shall using all reasonable endeavours implement the Witham Masterplan:</p> <p>35.1.1. by reference to the applicable scope, objectives and timescales as directed by the Secretary of State,</p> <p>35.1.2. in accordance with any other directions of the Secretary of State including by carrying out all design and development work and obtaining necessary possessions, approvals and consents in timescales consistent with delivery in relevant Contract Years.</p> <p>35.1.3. The Secretary of State shall be entitled to review the Witham Masterplan and the Operator shall make revisions to the Witham Masterplan as the Secretary of State may direct from time to time.</p> <p><b>35.2.</b> For the purposes of this Business Plan Commitment, "<b>Witham Masterplan</b>" means the proposed station redevelopment at Witham including increased car parking spaces, installation of automatic ticket gates, new retail facilities and additional cycle facilities.</p>
Customer	<p>6.2.1.13</p> <p><b>Managing Service Disruption</b></p>	<p><b>36. Improved Management of Service Disruption</b></p> <p>36.1. The Operator shall, by no later than [REDACTED<sup>18</sup>], report to the Secretary of State on actions taken by the Operator during to improve management of service disruption including:</p>

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Business Plan Component	Ref.	Business Plan Commitment
		<p>36.1.1. the Operator's review of existing service disruption management processes;</p> <p>36.1.2. the outcomes of the above review to the Secretary of State and a timebound action plan to implement the actions identified;</p> <p>36.1.3. an outline of the responsive station service disruption plans for all Hub Stations;</p> <p>36.1.4. the steps taken by the Operator to provide each member of the Operator's "Control Information Team" with a one-day course in communications, with emphasis on the subject matter the Operator determines is most relevant to their role, such as infrastructure failures and other causes of train delays; and</p> <p>36.1.5. the Operator's implementation of the time bound action plan and station service disruption plans in accordance with their terms.</p> <p>36.2. For the purposes of this Business Plan Commitment, "<b>Hub Stations</b>" means:</p> <p>36.2.1. Tottenham Hale;</p> <p>36.2.2. Broxbourne;</p> <p>36.2.3. Stansted Airport;</p> <p>36.2.4. Cambridge;</p> <p>36.2.5. Norwich;</p> <p>36.2.6. Ipswich;</p> <p>36.2.7. Colchester;</p> <p>36.2.8. Chelmsford;</p> <p>36.2.9. Shenfield; and</p> <p>36.2.10. Liverpool Street</p>

Business Plan Component	Ref.	Business Plan Commitment
2022-23 ABP Submission  Customer		<p><b>37. Wickford Station Redevelopment and Car Park</b></p> <p>37.1. Subject to funding, the Operator shall by no later than [REDACTED<sup>19</sup>], submit:</p> <p style="padding-left: 40px;">37.1.1. the design proposals to the Secretary of State; and</p> <p style="padding-left: 40px;">37.1.2. planning permissions to the local planning authority,</p> <p>in relation to the proposed works at Wickford Station.</p> <p>37.2. The Operator shall complete the works at Wickford Station (as detailed in the design proposals in paragraph 37.1.1 and approved by the Secretary of State) within eighteen (18) months of the planning permission being obtained.</p>
2022-23 ABP Submission  Customer		<p><b>38. Train Loading Information</b></p> <p>38.1. Subject to the inclusion of the relevant costs in the applicable Cost Budget, the Operator shall, by no later than [REDACTED<sup>20</sup>] implement any agreed actions to integrate live train loading information into the Operator app.</p>
2022-23 ABP Submission  Customer		<p><b>39. Meet the Manager Events</b></p> <p>39.1. The Operator shall, in the Contract Year, host:</p> <p style="padding-left: 40px;">39.1.1. a minimum of three in person 'Meet the Manager' events, with at least two of these events being held at Liverpool Street station; and</p> <p style="padding-left: 40px;">39.1.2. a minimum of one virtual 'Meet the Manager' events conducted via social media or another online platform.</p>

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Business Plan Component	Ref.	Business Plan Commitment
		<p><b>39.1.3.</b> All 'Meet the Manager' events will be attended by senior representatives of the Operator and Network Rail and members of the station management team. At all of these events a number of slots will be made available for customers to book onto to speak to a representative about any specific aspect of our service.</p>
<b>COMMUNITIES</b>		
Communities	6.3.4	<p><b>40. Community Rail Conference</b></p> <p>40.1. During the Contract Term, the Operator shall hold an annual community rail conference in order to:</p> <p>40.1.1. update the Community Rail Partnerships (to which the Operator is a member) on:</p> <p>40.1.1.1. any initiatives carried out by the Operator in connection with its membership of the relevant Community Rail Partnerships; and</p> <p>40.1.1.2. any other developments relating to the Community Rail Partnership; and</p> <p>40.1.2. discuss future priorities regarding Community Rail Partnerships with the Community Rail Network, Secretary of State and the relevant Community Rail Partnerships.</p>
Communities	6.3.4	<p><b>41. Station adopters' best practice and awards conference</b></p> <p>41.1. During the Contract Term, the Operator shall hold on an annual basis an awards conference for members of the "station adopters scheme" in order to:</p> <p>41.1.1. update station adopters on developments regarding station adoption schemes and best practice initiatives; and</p> <p>41.1.2. present awards to station adopters to celebrate the best efforts from the previous twelve (12) months.</p>
Communities	6.3.4	<p><b>42. Community Stakeholder Satisfaction Survey</b></p> <p>42.1. During the Contract Term, the Operator shall on an annual basis undertake a survey to measure satisfaction of its Community Stakeholders ("<b>Community Stakeholder Satisfaction Survey</b>").</p>

Business Plan Component	Ref.	Business Plan Commitment
		<p>42.2. The Operator shall in the context of the findings of such a survey use the results to inform its stakeholder and media strategy for the following Contract Year.</p> <p>42.3. The Operator shall deliver outputs from the Community Stakeholder Satisfaction Survey to the Secretary of State, including but not limited to:</p> <p>42.3.1. the number of respondents to the Community Stakeholder Satisfaction Survey; and</p> <p>42.3.2. the results of the Community Stakeholder Satisfaction Survey,</p> <p>42.3.2.1. as soon as reasonably practicable after the Community Stakeholder Satisfaction Survey has been completed.</p> <p>42.4. For the purposes of this Business Plan Commitment, “<b>Community Stakeholders</b>” means local authorities, rail user groups, business organisations, Community Rail Partnerships and other relevant stakeholders as the Operator considers are appropriate in the circumstances and any other such groups as the Secretary of State may specify.</p>
Communities	6.3.4	<p><b>43. Stakeholder Advisory Board</b></p> <p>43.1. During the Contract Term, the Operator agrees to hold a Stakeholder Advisory Board meeting at least twice in each Contract Year in order to discuss:</p> <p>43.1.1. the sharing of key knowledge and best practice;</p> <p>43.1.2. the prioritisation of the Operator’s business plans and initiatives; and</p> <p>43.1.3. ways to assist the Operator in aligning its plans with regional aspirations.</p> <p>43.2. For the purposes of this Business Plan Commitment:</p> <p>43.2.1. “<b>Community Stakeholders</b>” means local authorities, rail user groups, business organisations, Community Rail Partnerships and other relevant stakeholders as the Operator considers are appropriate in the circumstances and any other such groups as the Secretary of State may specify; and</p>

Business Plan Component	Ref.	Business Plan Commitment
		<p>43.2.2. <b>“Stakeholder Advisory Board”</b> means an advisory board comprising representatives of Community Stakeholders, members from each of the Operator’s management team, Network Rail Route Management Team and other key industry partners.</p>
Communities	6.3.4	<p><b>44. Transport Integration Forum</b></p> <p>44.1. Following the Start Date and for the Contract Term, the Operator agrees that the Transport Integration Forum will continue to meet twice in each Contract Year with the purpose of:</p> <p>44.1.1. promoting integrated fully accessible multimodal passenger journeys including active travel modes through multimodal timetable information and the provision of relevant and useful information through all appropriate channels;</p> <p>44.1.2. sharing of key knowledge and best practice; and</p> <p>44.2.3 providing a focus on key areas such as interchange arrangements, joint ticketing, information provision and the promotion of existing links and the development of new links.</p> <p>44.2. In this Business Plan Commitment, <b>"Transport Integration Forum"</b> means the transport integration forum to promote an integrated timetable established under the Previous Agreement.</p>
Communities	6.3.5	<p><b>45. Community Rail Partnerships Marketing</b></p> <p>45.1. In each Contract Year for the remainder of the Contract Term, the Operator shall spend up to <b>[REDACTED<sup>21</sup>]</b> towards the delivery of reasonable public relations and marketing initiatives relating to Community Rail Partnerships and adopter activities.</p>

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Business Plan Component	Ref.	Business Plan Commitment
Communities	6.3.5	<p><b>46. Community Rail Annual Report</b></p> <p>46.1. In addition to the Operator’s obligations set out in paragraph 2.6 of Chapter 5.2 (<i>Customer Schemes</i>) of the Contract, [REDACTED<sup>22</sup>] of every Contract Year, the Operator shall distribute to the Community Rail Partnerships and the Secretary of State a report setting out the Operator’s funding and support for:</p> <ul style="list-style-type: none"> <li>46.1.1. resources committed to Community Rail Partnerships;</li> <li>46.1.2. actions delivered;</li> <li>46.1.3. achievements across the Operator’s network, including specific sections on each individual Community Rail Partnership; and</li> <li>46.1.4. progress and achievements across the Operator’s station adoption programme; and</li> <li>46.1.5. the Operator's plan to deliver the key pillars of the Community Rail Strategy in the following Contract Year including; <ul style="list-style-type: none"> <li>i. Providing a voice for the community</li> <li>ii. Promoting sustainable, healthy and accessible travel</li> <li>iii. Bringing communities together and supporting diversity and inclusion</li> <li>iv. Supporting social and economic development</li> </ul> </li> </ul> <p>(the “<b>Community Rail Annual Report</b>”).</p> <p>46.2. The Operator shall, in carrying out its obligations under paragraph 46.1, consult the Community Rail Network and relevant Community Rail Partnerships when preparing the Community Rail Report.</p>

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Business Plan Component	Ref.	Business Plan Commitment
Communities	6.3.5	<p><b>47. Station adopters</b></p> <p>47.1. The Operator shall throughout the Contract Term promote the station adopters scheme and provide safety and other training and support to participants.</p>
Communities		<p><b>48. Automation of Delay Repay</b></p> <p>48.1. The Operator shall, by no later than [REDACTED<sup>23</sup>], produce a hierarchy of fare products suitable for migration to automated Delay Repay Compensation fulfillment along with a detailed roadmap for the implementation of at least one fare product to automated Delay Repay Compensation fulfillment.</p>
		<p><b>49. WIFI Traffic Shaping</b></p> <p>49.1. The Operator shall, by no later than 28 April 2023, submit to the Secretary of State a plan that outlines how introduction of Wifi Traffic Shaping could be operationalised by [REDACTED<sup>24</sup>].</p>
Communities		<p><b>50. Customer and Communities Investment</b></p> <p>50.1. The Operator will operate a Customer and Communities Investment Fund to deliver customer and community-focused station improvements, or other initiatives decided upon and prioritised through consultation with stakeholders such as local authorities, CRPs, station adopters and Transport Focus.</p> <p>50.2. The Operator shall, in carrying out its obligations under paragraph 50.1, incur a maximum spend which does not exceed [REDACTED<sup>25</sup>] in each Contract Year throughout the Contract Term.</p>

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Business Plan Component	Ref.	Business Plan Commitment
Communities		<p><b>51. Local traineeship programmes</b></p> <p>51.1 The Operator shall, by no later than [REDACTED<sup>26</sup>], commit to deliver a minimum of two local traineeship provider(s) programmes targeted at not in employment, education or training young people which shall:</p> <ul style="list-style-type: none"> <li>(a) take place in the Operator's geographical area;</li> <li>(b) provide work experience within the Operator;</li> <li>(c) provide each participant with one-to-one mentoring; and</li> <li>(d) consider potential employment opportunities within the Operator for successful participants.</li> </ul>
<b>ACCESSIBILITY</b>		
2022-23 Submission  Accessibility	ABP	<p><b>52. Accessibility Customer Feedback</b></p> <p>52.1. The Operator shall, by no later than 30 September 2022, and by no later than [REDACTED<sup>27</sup>], in each subsequent Contract Year, submit a report to the Secretary of State which includes:</p> <p>52.1.1. a review of the measures taken by the Operator to capture customer feedback on assisted travel and to identify opportunities to improve the experience of customers requiring assisted travel;</p>

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		<p>52.1.2. a complete list of actions taken to implement the action plan produced by the working group, and where the action plan has not been implemented, an explanation as to why implementation has not taken place; and</p> <p>52.1.3. an action plan which sets out the measures which the Operator will take to explore and address issues of customer experience failure, including actions that will be taken to implement any parts of the working group's action plan which have not yet been implemented.</p>
		<p><b>53. National Accessibility Audit</b></p> <p>53.1 The Operator shall at all times cooperate with and support the collection of data for the National Accessibility Audit and implement any immediate requirement that are agreed with the Secretary of State.</p> <p>53.2 For the purposes of this Business Plan Commitment, "National Accessibility Audit" involves undertaking a comprehensive audit of network accessibility to improve transport for the user, that will provide robust, consistent, and detailed information across the full range of facilities and standards at all 2,572 stations across Great Britain. Phase 1 involved the auditing all of the stations in the UK, and Phase 2 of the audit will look at how this data will be transferred into GBRTT, how it will become available to the public and be embedded into customer facing channels and also an agreed strategy for keeping this data up to date long-term.</p>
<b>REVENUE</b>		
Revenue	7.2.1.4	<p><b>54. Fares Plan</b></p> <p>54.1. In respect of each Fares Setting Round the Operator shall promptly following the relevant milestone in that Fares Setting Round, provide written confirmation to the Secretary of State that it has: (i) planned and (ii) thereafter implemented the relevant Fares in accordance with the requirements of the Fares Plan.</p>

<p>Revenue</p>	<p>7.2.1.4</p>	<p><b>55. Marketing and Econometric Modelling</b></p> <p>55.1. Subject to paragraph 55.4 below, the Operator shall promptly, following the end of each six month period throughout the Contract Term, undertake econometric modelling of its marketing activity which shall provide:</p> <p>55.1.1. data, statistics and information validating the revenue gains which are directly attributable to the Operator’s marketing activity undertaken in the previous six month period;</p> <p>55.1.2. data statistics and information measuring the marketing impact and return on investment made in relation to the marketing activity undertaken by the Operator in the previous six month period; and</p> <p>55.1.3. any other data, statistics or information as the Parties may agree or the Secretary of State may specify.</p> <p>55.2. The Operator shall use the data, statistics and information produced through the econometric modelling to inform its future marketing activity in order to maximise the revenues generated through marketing spend.</p> <p>55.3. Within twenty-eight (28) days of the end of each six month period the Operator shall deliver to the Secretary of State a report setting out:</p> <p>55.3.1. the data, statistics and information produced through the econometric modelling of its marketing activity during that six month period in such format as the Secretary of State may specify from time to time;</p> <p>55.3.2. any changes to its marketing activity that the Operator recommends should be considered as a consequence of that data statistics and information produced through the econometric modelling; and</p> <p>55.3.3. such other information as the Secretary of State may require.</p> <p>55.4. The Operator shall, prior to undertaking any econometric modelling in accordance with paragraph 55.1, provide the Secretary of State with full details as to any third party costs (including any consultancy fees) which the Operator will incur in undertaking the econometric modelling. The Operator shall undertake such econometric modelling in a</p>
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		manner consistent with the approval process for marketing expenditure noting that relevant costs fall into such category.
Revenue	7.2.1.5	<p><b>56. Car Park Tariff Review</b></p> <p>56.1. The Operator shall undertake a review of parking tariffs applied at Station car parks which shall take into account changing demands in car parking use and opportunities to maximise revenue.</p> <p>56.2. The Operator shall have concluded each such car park charging review by no later than 31 May 2022 and thereafter twice every Contract Year in Spring and Autumn.</p> <p>56.3. By no later than twenty-eight (28) days following the completion of each car park charging review, the Operator shall deliver to the Secretary of State the findings and recommendations of that review for the Secretary of State's consideration.</p> <p>56.4. The Operator shall take into account, when preparing its Fares Plan applicable to each Subsequent Business Plan Year, the findings and recommendations set out within each report referred to in paragraph 56.3.</p>
Revenue	<p><b>6.2.3.1</b></p> <p><b>Driving Smart Media Usage</b></p>	<p><b>57. Driving Smart Media Usage</b></p> <p>57.1. The Operator shall develop and deliver to the Secretary of State a plan to increase the take up of Smart Media across its network in line with the Smart Media Targets (the "<b>Smart Media Plan</b>").</p> <p>57.2. The Operator shall ensure that the Smart Media Plan:</p> <p>57.2.1. supports a return of customers to rail by increasing ticketing options, increasing ease of purchase and travel and raising awareness of smart ticketing; and</p> <p>57.2.2. is reviewed to cater for changing customer needs following the return of commuters to the Operator's network.</p>

			<p>57.3. The Operator shall continue to conduct a promotional advertising campaign with the aim of increasing take-up of Smart Media (across all ticket types) by users of the Passenger Services. Areas that the campaign may focus on include:</p> <p>57.3.1. highlighting the benefits to customers of using Smart Media; and</p> <p>57.3.2. describing the methods by which Smart Media can be purchased.</p> <p>57.3.2.1. The promotional advertising campaign shall be designed to make appropriate and effective use of reasonably selected relevant channels including posters and information at stations and on Passenger Services and advertising through electronic media including the Operator’s web site.</p> <p>57.4. The Operator shall deliver these obligations by no later than 31 December 2021 and on an annual basis thereafter within each Contract Year.</p>
Revenue			<p><b>58. Central Marketing Initiatives</b></p> <p>58.1. It is acknowledged that industry wide marketing initiatives are likely to be developed as part of the implementation process for the railway reform programme consequent upon the Williams-Shapps Plan for Rail. Accordingly the Operator shall (without prejudice to the other provisions of this Contract) fully and effectively cooperate with any such schemes developed by RDG, Rail Industry Recovery Group, Great British Railways or any entity or group formed for the purposes of advancing the rail reform agenda in advance of Great British Railways being incorporated or otherwise taking on such role. The Operator shall update the Secretary of State on relevant activity as party of its regular Reporting Period reporting. The Operator shall participate in any such marketing activities that the Secretary of State directs it to participate in.</p>
2022-23 Submission  Revenue	ABP	TBC	<p><b>59. GBR Brand</b></p> <p>59.1. The Operator shall continue to work collaboratively with Great British Rail Transition Team and the wider rail industry to develop and implement the GBR brand identity.</p>
<b>ENVIRONMENT AND SUSTAINABILITY</b>			

<p>Environment and Sustainability</p>	<p><b>8.2.1.2</b> <b>Improve Domestic Utilities Monitoring</b></p>	<p><b>60. Reduction in Consumption of Utilities (Water, Electricity and Gas)</b></p> <p>60.1 The Operator shall utilise the data obtained from each AMR installed to consider any measures which can be taken to reduce the Operator's overall utility consumption and any further cost saving measures that can be taken and act properly and appropriately to implement those measures and secure relevant cost savings keeping the Secretary of State informed of actions taken.</p> <p>60.2 On a six monthly basis, the Operator shall produce and provide a report to the Secretary of State which details the steps it has taken to comply with its obligation in paragraph 60.1 and the future actions it proposes to take and any such proposed actions shall be implemented by the Operator as soon as reasonably practicable.</p> <p>60.2.1 The Operator shall ensure that costs to be included in the Cost Budget in relation to such obligations:</p> <p>60.2.2 in the first Contract Year do not exceed [REDACTED<sup>28</sup>]; and</p> <p>60.2.3 in each subsequent Contract Year do not exceed [REDACTED<sup>29</sup>],</p> <p>60.3 and the Operator shall not be permitted to incur expenditure in excess of such amounts in a relevant Contract Year. Where a Contract Year is less than thirteen Reporting Periods relevant expenditure amounts shall be apportioned proportionately by reference to the number of days in the Contract Year.</p> <p>For the purposes of this Business Plan Commitment, “AMRs” means automatic meter readers, as the case may be, relating to the supply of water, electricity or gas.</p>
<p>Environment and Sustainability</p>	<p><b>8.2.1.3</b> <b>Extend WEMS to remaining viable sites</b></p>	<p><b>61. Wireless Energy Management Systems</b></p> <p>61.1 By no later than 10 May 2023, which will be twelve (12) months following completion of the installation of the WEMS at the final WEMS Location (10 May 2022), the Operator shall provide the</p>

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		<p>Secretary of State with a report outlining the Operator's cost savings realised following installation of each WEMS and on recommendations for future measures which could be implemented on a cost effective basis in order to further reduce energy consumption at a station building.</p> <p>61.2 For the purposes of this Business Plan Commitment:</p> <p>61.2.1 "WEMS" means the wireless computer based-system to be installed so as to control and monitor a building's electrical equipment and managing demand for energy, or equivalent specification and quality as the Operator has already procured at a Station prior to the Start Date; and</p> <p>61.2.2 "WEMS Location" means any station building:</p> <p>61.2.3. reasonably determined by the Operator and approved by the Secretary of State in writing; and</p> <p>61.2.4 expected to be contained within the Operator's Station Lease for the following Stations or such other reasonable alternative or additional Stations as the Operator may reasonably decide and as approved by the Secretary of State in writing from time to time:</p> <ul style="list-style-type: none"> <li>(a) Cambridge Carriage Sidings;</li> <li>(b) Cambridge North;</li> <li>(c) Stratford Academy;</li> <li>(d) Orient Way Depot; and</li> <li>(e) Hockley.</li> </ul> <p>61.3 The Operator shall ensure that costs to be included in the Cost Budget in relation to such obligations:</p> <p>61.3.1 in the first Contract Year do not exceed <b>[REDACTED<sup>30</sup>]</b>; and</p>
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		<p>61.3.2 in each subsequent Contract Year do not exceed [REDACTED<sup>31</sup>]</p> <p>and the Operator shall not be permitted to incur expenditure in excess of such amounts in a relevant Contract Year. Where a Contract Year is less than thirteen Reporting Periods relevant expenditure amounts shall be apportioned proportionately by reference to the number of days in the Contract Year.</p>
Environment and Sustainability	<p><b>8.2.1.6</b></p> <p><b>To maintain certification to ISO14001 Environmental Management and ISO50001 Energy Management System Standards to help drive continual improvement</b></p>	<p><b>62. Maintain ISO Certification</b></p> <p>62.1 The Operator shall at all times during the Contract Term maintain certification pursuant to ISO14001:2015 and ISO50001:2011 and the Operator shall have this accredited by an external third party auditor.</p> <p>62.2 The Operator shall provide the Secretary of State with copies of the certification audit reports to demonstrate compliance with its obligations in paragraph 62.1 and a copy of their ISO50001 Energy Review within four (4) weeks of their certification and each subsequent recertification during the Contract Term.</p>
Environment and Sustainability	<p><b>8.2.1.7</b></p> <p><b>Establishing an Air Quality Monitoring Network</b></p>	<p><b>63 Air Quality Monitoring</b></p> <p>63.1 By no later than [REDACTED<sup>32</sup>], the Operator shall, working with RSSB, develop an approach to improving air quality (the “<b>Air Quality Plan</b>”). The Plan shall include:</p> <ul style="list-style-type: none"> <li>63.1.1 approach to establishing baseline air quality data;</li> <li>63.1.2 agreed priorities and potential mitigations; and</li> <li>63.1.3 targets to improve air quality aligned to agreed industry-wide approach and/or policy.</li> </ul> <p>63.2 The Operator shall fully and effectively cooperate with RSSB to design and implement an air quality monitoring network, such network to involve:</p>

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		<p>63.2.1 the Operator providing access to the Air Monitoring Stations for the purposes of allowing RSSB to fit air quality monitoring equipment;</p> <p>63.2.2 allowing reasonable access to RSSB at each Air Monitoring Station in order to maintain and replace such air quality monitoring equipment from time to time; and</p> <p>63.2.3 utilising the data obtained from such air quality monitoring equipment in order to agree with RSSB and the Secretary of State targets for the reduction in air pollution over the remainder of the Contract Term,</p> <p>(the "<b>Air Quality Monitoring Network</b>").</p> <p>63.3The Operator shall fully and effectively cooperate with RSSB to complete the Air Quality Monitoring Network as soon as reasonably practicable in accordance with the requirements of RSSB in order to run this scheme as a pilot that can be replicated for other Operators.</p> <p>63.4On a six monthly basis, the Operator shall produce and provide a report to the Secretary of State which details the steps it has taken to comply with its obligations in paragraphs 63.1 to 63.3.</p> <p>63.5For the purposes of this Business Plan Commitment:</p> <p>63.5.1 "<b>Air Monitoring Station</b>" means each of the following Stations:</p> <p style="padding-left: 40px;">63.5.1.1 Norwich;</p> <p style="padding-left: 40px;">63.5.1.2 Ipswich;</p> <p style="padding-left: 40px;">63.5.1.3 Cambridge; and</p> <p style="padding-left: 40px;"><b>63.5.1.4</b> Ely.</p>
<p>Environment and Sustainability</p>		<p><b>64 Emission reduction from trains</b></p> <p>64.1 The Operator shall identify and develop the case for specific options to reduce air quality emissions from existing diesel-powered rolling stock fleets, and report to the Secretary of State</p>



		by no later than [REDACTED <sup>33</sup> ] in accordance with any guidance that the Secretary of State may provide.
Environment and Sustainability	<b>8.2.1.8</b> <b>Support development of a noise monitoring and management strategy</b>	<p><b>65 Noise Monitoring</b></p> <p>65.1 The Operator shall as part of the sustainable rail strategy work collaboratively with RSSB and Network Rail in order to develop a strategy for the monitoring and management of environmental noise (including from train warning horns) and shall publish such strategy as soon as reasonably practicable following the Start Date and act in a manner consistent with its proper implementation through annual action plans.</p> <p>65.2 The Operator shall work in partnership with:</p> <ul style="list-style-type: none"> <li>65.2.1 industry partners;</li> <li>65.2.2 local councils; and</li> <li>65.2.3 selected residents within the Geographical Area who are adversely affected by environmental noise,</li> </ul> <p>in order to implement measures to resolve any noise related concerns raised by such parties.</p> <p>65.3 On a six monthly basis, the Operator shall produce and provide a report to the Secretary of State which summarises noise complaints made during the previous six months and actions taken to address these and the steps it has taken to comply with its obligations in paragraphs 65.1 to 65.2 including in relation to the implementation of its strategy, action plans and noise related measures.</p>
Environment and Sustainability	<b>8.2.1.9</b> <b>Enhance biodiversity at GA locations</b>	<p><b>66 Enhancing biodiversity</b></p> <p>66.1 The Operator shall throughout the Contract Term work to enhance biodiversity on land under the control of the Operator including at Stations and Depots by developing and implementing biodiversity monitoring and improvement projects which shall be specified in the Operator’s annual biodiversity plans and delivered in accordance with such plans. The Operator shall at all times fully and effectively cooperate with local wildlife trusts operating in the Geographical Area in order to develop an accreditation scheme, by no</p>

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		<p>later than 31 March 2023, with the aim of recognising and encouraging practices which increase wildlife in the area surrounding Stations and Depots and the most wildlife friendly Stations, (the "Biodiversity Accreditation Scheme"). The Operator shall implement the Biodiversity Accreditation Scheme, once finalised, for the remainder of the Contract Term.</p> <p>66.2 By no later than 31 March 2022 and on an annual basis thereafter by 31 March in each Contract Year, the Operator shall produce and provide a report to the Secretary of State which details the steps and/or the actions it has taken to comply with its obligations in paragraph 66.1.</p> <p>66.3 By no later than 31 March 2023 the Operator shall obtain accreditation under the Biodiversity Accreditation Scheme and shall maintain such accreditation from the date that it is achieved to the end of the Contract Term.</p>
<p>Environment and Sustainability</p>	<p><b>8.2.1.10</b> <b>Increase environmental awareness to help encourage behaviour change</b></p>	<p><b>67 Environmental Awareness</b></p> <p>67.1 The Operator shall take steps to increase environmental awareness amongst its Business Employees and to encourage a culture of behaviour change throughout its organisation. Accordingly the Operator shall:</p> <p>67.1.1 with effect from 31 March 2022, ensure that at all times a number of existing Business Employees are appointed as "Environmental Champions" to be responsible for delivery of the Operator's environmental initiatives, it being noted that there shall be no increase in the overall number of Business Employees or their costs in consequence of this obligation. The Operator shall by no later than 31 March 2022 and on an annual basis thereafter by 31 March in each Contract Year, produce and provide a report to the Secretary of State which details the steps it has taken to comply with its obligations in this paragraph 67.1.1 and the future actions it proposes to take and any such proposed actions shall be implemented by the Operator;</p> <p>67.1.2 have a target of reducing the volume of printing carried out by or for it by 5% on a year on year basis throughout the Contract Term and the Operator shall use all reasonable endeavours to achieve such target.</p>

<p>Environment and Sustainability</p>	<p><b>8.2.2.1</b> <b>Develop a decarbonisation roadmap</b></p>	<p><b>68 Decarbonisation roadmap</b></p> <p>68.1. Subject to the inclusion of the necessary funding in the Cost Budget, the Operator shall by no later than [REDACTED<sup>34</sup>], implement the strategy and long-term pathway towards total decarbonisation by 2050 of both traction and non-traction carbon, in line with commitments and Science Based Targets.</p>
<p>Environment and Sustainability</p>	<p><b>8.2.3.1</b> <b>Supporting the RSSB with the Industry Sustainable Rail Strategy</b></p>	<p><b>69 Collaboration with RSSB Sustainable Rail Strategy and Social Value Tool</b></p> <p>69.1 The Operator shall at all times:</p> <ul style="list-style-type: none"> <li>69.1.1 maintain its existing Sustainable Development Strategy; and</li> <li>69.1.2 continue to develop the Operator's maturity against RSSB's Sustainable Development Maturity Levels, and the maturity levels set out in the Operator's existing Sustainable Development Strategy.</li> </ul> <p>69.2 By no later than 31 May 2022, the Operator shall obtain and provide to the Secretary of State an independent validation report in respect of the Operator's maturity against RSSB's Sustainable Development Maturity Levels, and the maturity levels set out in the Operator's existing Sustainable Development Strategy. Thereafter, the Secretary of State will confirm if independent verification is required annually through the annual Business Plan process and the Secretary of State will direct the Operator to obtain this when required.</p> <p>69.3 For the purposes of this Business Plan Commitment:</p> <ul style="list-style-type: none"> <li>69.3.1 <b>“Sustainable Development Maturity Levels”</b> means the target levels outlined against each of the Rail Sustainable Development Principles as referenced in the Operators’ existing Sustainable Development Strategy;</li> <li>69.3.2 <b>“Sustainable Development Strategy”</b> means the sustainable development strategy implemented under the Previous Agreement prior to the Start Date; and</li> </ul>

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		<p>69.3.3 <b>“Social Value Tool”</b> means the rail industry tool designed to provide a robust methodology to baseline, measure, monitor and evaluate the social value impacts of rail.</p>
<p>Environment and Sustainability</p>	<p>6.3.4</p>	<p><b>70 Social Value Report</b></p> <p>70.1 During the Contract Term, the Operator shall on an annual basis, produce and publish a social value report in such readily accessible formats as the Secretary of State may require (including in booklet or other similar hard copy formats, in electronic formats (such as on the Operator’s website, through social media channels and by email)), which shall include:</p> <p style="padding-left: 40px;">70.1.1 an overview of the progress the Operator has made in delivering a positive social impact; and</p> <p style="padding-left: 40px;">70.1.2 future projects, aims and measures which the Operator intends to develop and implement with the intention of leaving a positive and lasting impact on the local communities in relation to which the Passenger Services are provided,</p> <p>(the <b>“Social Value Report”</b>).</p> <p>70.2The Operator shall:</p> <p style="padding-left: 40px;">70.2.1 produce the Social Value Report in line with the Secretary of State’s guidance and requirements as they may be updated from time to time; and</p> <p style="padding-left: 40px;">70.2.2 undertake the necessary preparatory work to enable it to measure and report performance against the “RSSB’s Common Social Impact Framework” at the relevant points during the Contract Term.</p>
<p>Environment and Sustainability</p>	<p><b>8.2.3.2</b> <b>Support the National EC4T Supply Contract steering group</b></p>	<p><b>71 Collaboration with EC4T Scheme</b></p> <p>71.1The Operator shall at all times fully and effectively cooperate with its Affiliates, the RDG, Network Rail and other Train Operators through the EC4T Scheme Council in order to seek opportunities to deliver reductions in overall industry “electricity for traction”</p>

		<p>consumption and costs including through the production of more accurate forecasts for the future requirements for the use of electricity in providing traction.</p> <p>71.2 For the purposes of this Business Plan Commitment, "<b>EC4T Scheme Council</b>" means the scheme founded and run by RDG to improve the manner in which operators procure electricity for traction.</p>
Environment and Sustainability	<p><b>8.2.3.3</b></p> <p><b>Electric Vehicle Charging (EVC) points</b></p>	<p><b>72 Electric Vehicle Charging Points</b></p> <p>72.1 The Operator shall, by no later than [REDACTED<sup>35</sup>], submit to the Secretary of State a report setting out the progress made to identify the funding needed to support the installation of 102 electric vehicle charging points ("EVCPs") at nine stations in a first phase of electric vehicle charging infrastructure projects.</p>
Environment and Sustainability	<p><b>8.2.4.1</b></p> <p><b>Implement EC4T Metered Billing and Energy Management Process</b></p>	<p><b>73 Implementation of EC4T Metered Billing</b></p> <p>73.1 The Operator shall, retain for the remainder of the Contract Term additional resource to assist in:</p> <p style="padding-left: 40px;">73.1.1 the accumulation and analysis of data relating to traction metering, the data quality and energy performance including the highlighting or identification of missing data; and</p> <p style="padding-left: 40px;">73.1.2 using such data analysis to consider and report on opportunities for operation efficiencies (including efficient driving techniques by drivers, across different unit type and routes); and</p> <p style="padding-left: 40px;">73.1.3 mitigating potential fines as detailed in the traction metering rules,</p>

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		in each case relating to traction metering, (a <b>“Traction Data Analyst”</b> ).
Environment and Sustainability	<b>8.2.4.2</b> <b>Load-shedding (restore “sleep” mode on new trains)</b>	<p><b>74 Load Shedding Works</b></p> <p>74.1 For the purposes of facilitating the Operator’s obligations in paragraph 74.2, the Operator shall work with the manufacturers and maintainers of the Stadler Fleet and the Alstom Fleet to implement a programme of load shedding works (<b>“Load Shedding Works”</b>) on its new fleet to realise the best energy efficiency possible and to reduce overall fuel/energy use and reduce emissions.</p> <p>74.2 The Operator shall, by no later than <b>[REDACTED<sup>36</sup>]</b>, implement the Load Shedding Works on the Alstom Fleet.</p> <p>74.3 For the purposes of this Business Plan Commitment:</p> <p style="padding-left: 40px;">74.3.2 <b>“Alstom Fleet”</b> means the fleet of "Class 720" rolling stock units manufactured by Bombardier Transportation UK Limited.</p>
Environment and Sustainability	<b>3.9.3</b> <b>Supplier Contribution</b>	<p><b>75 Supplier Contribution</b></p> <p>75.1 During each Contract Year, the Operator shall work with key suppliers and fleet maintainers in order to:</p> <p style="padding-left: 40px;">75.1.2 identify their contributions to be included within the Business Plan KPIs;</p> <p style="padding-left: 40px;">75.1.3 address environmental and sustainability issues in connection to the Operator's performance of this Contract; and</p> <p style="padding-left: 40px;">75.1.4 progress the Operator's targets where applicable.</p> <p>75.2 Every twelve (12) months, aligned with the annual Business Plan process in paragraph 3 (Annual Business Plan Process) of Chapter 7.7 (Business Plan), the Operator shall produce and provide a report to the Secretary of State which details the steps it has</p>

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		<p>taken to comply with its obligations in paragraph 75.1 and the future actions it proposes to take and any such proposed actions shall be implemented by the Operator.</p>
<b>FLEET REPLACEMENT PROGRAMME</b>		
76	<b>Fleet Replacement Programme – Design and Planning of Platform Extension Works</b>	
	<p>76.1 The Operator shall, by no later than <b>[REDACTED<sup>37</sup>]</b>, in connection with the introduction of the new Class 720, 745 and 755 rolling stock fleets complete the outline design work equivalent to GRIP stage 4 in relation to the extension of the bypass line at Norwich Crown Point depot.</p>	
77	<b>Fleet Replacement Programme – Design and Planning of Infrastructure Works</b>	
	<p>77.1 The Operator shall, by no later than <b>[REDACTED<sup>38</sup>]</b>, in connection with the introduction of the new Class 720, 745 and 755 rolling stock fleets award the contract for the detailed design and construction of a wheel lathe building and installation of a wheel lathe at Clacton depot, such contract to be on terms that will enable the wheel lathe to be brought into service by no later than <b>[REDACTED<sup>39</sup>]</b>.</p>	

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**DEROGATIONS (WAIVERS) - POST CONTRACT SIGNATURE DATE**

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