

**RAIL PUBLIC REGISTER COPY
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Dated 31st March 2023

- (1) The Secretary of State for Transport
- (2) DFT OLR Holdings Limited
- (3) Northern Trains Limited

FINAL BUSINESS PLAN

Collation of Business Plan Commitments

Business Plan Commitments 2023 - 2024

Business Plan Commitments

Please note that any industrial action may impact our ability to deliver the commitments outlined below.

A.1 Leadership, Management and Resourcing Plan

Number	Summary Commitment	By
1	The Operator shall, by no later than 31 March 2025, deliver the leadership programme for all managers including participation in rail industry development programmes such as the "connected leader".	31 March 2025
2	The Operator shall, by no later than 31 August 2023, establish a project management training programme based on PRINCE 2 methodology.	31 August 2023
3	The Operator shall provide report to the Secretary of State the number of employees that have completed the training programme every quarter of the Business Plan year.	30 November 2023

A.2 People and Workforce Plan

Number	Summary Commitment	By
1	The Operator shall provide the Secretary of State with its Traincrew resource report every quarter of the Business Plan year.	Ongoing
2	The Operator shall, each Service Year, use reasonable endeavours to make use of the Train Driver Academy facilities or tools to support the training of no less than 50% of its new drivers.	Ongoing

A.3 Collaboration Plan

Number	Summary Commitment	By
1	The Operator shall participate in any collaborative industry workstreams (including the SoS, Network Rail, RDG and ORR) to develop and implement an industry-wide maturity model for Customer Experience. The Operator shall use this maturity model as a framework to assess business capability in order to drive continuous improvement in rail services for customers.	Ongoing

A.4 Train Service Operations Plan

Number	Summary Commitment	By
1	The Operator shall, by no later than 22 September 2023, provide to the Secretary of State with a report which includes an evidence-based assessment of each of the Operator's train service routes utilising its data insight tools such as route subsidy and automatic passenger count data. The report should, as a minimum, cover subsidy, capacity, market potential, as well as social and economic impact for each route. Within the report detailed above, the Operator shall provide the Secretary of State with its recommendation for each train service route to determine the Operator's Train Service Requirements for FY24/25 business plan.	22 September 2023
2	The Operator shall, by the end of each Service Year, provide the Secretary of State with a report demonstrating how the delivery of the Business Plan's Engineering Transformation Programme has provided an operational performance benefit.	End of Each Service Year
3	The Operator shall, unless otherwise agreed or specified by the Secretary of State, ensure that all its Train Fleet used for the provision of Passenger Services are fitted to an appropriate specification with; (a) advanced passenger count capability; (b) a passenger information system; (c) internal CCTV; (d) forward facing CCTV; (e) a driver advisory system; (f) remote condition monitoring equipment; (g) passenger Wi-Fi; (h) at least one (1) electrical plug or USB socket every two (2) seats; and use all reasonable endeavours to collaborate with any industry programme to facilitate or enable the fitment of: (i) infrastructure monitoring equipment; and (j) ETCS equipment or equipment compatible with any signalling enhancement programme.	Ongoing
4	The Operator shall, by the end of each Service Year, provide the Secretary of State with a report outlining the depot and stabling provision expected over the next 5 years, including;	End of Each Service Year

Number	Summary Commitment	By
	(a) any change requirements and timelines to meet service plans; and (b) engineering transformation and network improvement, i.e., TRU impacts. In addition, the Operator shall ensure a detailed depot and stabling strategy is contained within the Rolling Stock Strategy, Engineering Transformation and TRU workstreams.	
5	The Operator shall provide the Secretary of State with a cascade plan prior to any rolling stock being introduced to the train fleet for operation in revenue earning passenger service. The cascade plan shall include a project plan and timeline detailing the mobilisation, train crew and maintenance training, as applicable, and acceptance of the rolling stock being introduced to revenue earning passenger service.	Ongoing
6	The Operator shall, by no later than 31 August 2023, provide the Secretary of State with an outline business case (OBC) for the replacement of the Class 15X trains currently within the Operators fleet.	31 August 2023

A.5 Customer and Communities Plan

Number	Summary Commitment	By
1	The Operator shall, by no later than 30 September 2023, expand customer service training to encompass all regions and deliver a programme of training to Business Employees in customer facing roles.	30 September 2023
2	The Operator shall, (a) by no later than the day of the first passenger service on the Northumberland Line, complete the installation of 13 Ticket Vending Machines (TVMs) across the Northern network, to include at least one TVM on each station on the Northumberland Line, with any remaining TVMs to be installed at location(s) to be agreed with the Secretary of State. (b) continue to operate and maintain all TVMs in existence as at the Service Commencement Date."	Northumberland Line Opening
3	The Operator shall, by no later than 30 September 2023, provide to the Secretary of State a Request for Approval, as per Schedule 11.3 of the Service Contract, for the delivery of the CCTV scheme.	30 September 2023
4	The Operator shall, by no later than 30 September 2023, provide to the Secretary of State a Request for Approval, as per Schedule 11.3 of the Service Contract, for the delivery of the CIS scheme.	30 September 2023
5	The Operator shall, by no later than 30 June 2023, provide to the Secretary of State a report detailing each station and the refurbishment or replacement works to shelters and/or waiting rooms proposed to deliver the SIF scheme ("SIF stations"). The Operator shall, by no later than 31 March 2024, deliver thirty-five SIF stations. The Operator shall, each quarter of the Business Plan year, provide to the Secretary of State an update report highlighting any changes to the SIF stations.	30 June 2023
6	The Operator shall, by no later than [REDACTED ¹], incur a maximum expenditure of [REDACTED ²], on Customer and Community Improvement (CCI) schemes. The Operator shall, by no later than 30 September 2023, provide a report for review by the Secretary of State that outlines; a) The Operator's approach to identifying schemes through customer and community consultation. b) The outcome of these consultations and schemes The Operator shall provide the Secretary of State a Final Report evidencing the delivered and progress of any live schemes by no later than the 31 March 2024.	31 March 2024
7	The Operator shall, by no later than 30 September 2023, provide to the Secretary of State a Request for Approval, as per Schedule 11.3 of the Service Contract, for the delivery of the Station Social & Commercial Development Plan.	30 September 2023

¹ 20 May 2023 (Date of Redactions Approval) CR03951 - 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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Number	Summary Commitment	By
8	<p>The Operator shall deliver at least two Prince’s Trust “Get Into Rail” programmes or at least two equivalent programmes by a similar organisation during the Business Plan Year commencing on 1 April 2023.</p> <p>The programmes delivered by the Operator pursuant to paragraph above shall each:</p> <ul style="list-style-type: none"> (a) take place within the Operator’s Geographic Area; and (b) provide work experience, one-to-one mentoring and the potential for employment to successful participants. 	Ongoing
9	<p>The Operator shall, by no later than 30 April 2024, produce, issue to the Secretary of State for comment, and thereafter once agreed, 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> <ul style="list-style-type: none"> (a) an overview of the progress the Operator has made in delivering a positive social impact; and (b) 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, (the “Social Value Report”). <p>The Operator shall:</p> <ul style="list-style-type: none"> (a) utilise the RSSB’s Rail Social Value Tool in developing the Social Value Report to monitor and measure the social value of its projects and day to day operations; and (b) produce the Social Value Report in line with the Secretary of State’s and RSSB’s relevant guidance and requirements as they may be updated from time to time. 	30 April 2024

A.6 Revenue Plan

Number	Summary Commitment	By
1	<p>The Operator:</p> <ul style="list-style-type: none"> (a) shall ensure that all automatic ticket gates installed at Stations are staffed by at least one Business Employee on each day between the hours of 06:30 and 19:00 Monday to Saturday and between the hours of 09:30 and 17:00 on Sundays and Bank Holidays; and (b) provide to the Secretary of State an up-to-date copy of the Register of gateline staffing hours and ensure the Secretary of State is informed in advance of any time a permanent change is proposed to such gateline staffing hours. 	Ongoing

A.7 Environment and Sustainability Plan

Number	Summary Commitment	By
1	<p>By no later than 31 March 2024 the Operator shall, working in collaboration with Network Rail, develop and submit to the Secretary of State a decarbonisation roadmap which shall include:</p> <ul style="list-style-type: none"> (a) a strategy and long-term pathway towards total decarbonisation of both traction and non-traction energy by 2050; and (b) a full set of proposed milestones and targets for carbon emissions to be achieved by the Operator within the Contract Term. <p>The Operator shall revise the draft decarbonisation roadmap to reflect any comments received from the Secretary of State.</p>	31 March 2024
2	<p>"The Operator shall participate with RSSB in the establishment of baseline air quality data at stations through the Air Quality Monitoring Network and shall:</p> <ul style="list-style-type: none"> a) by no later than 31 March 2024 provide a report to the Secretary of State detailing the agreed priorities and potential mitigations with RSSB for air quality improvement at stations; and b) by no later than 31 May 2024, provide the Operator's air quality improvement plans to the Secretary of State in accordance with any agreed industry-wide approach and/or policy." 	31 March 2024
3	<p>The Operator shall engage with RSSB and Network Rail to develop a strategy for the monitoring and management of environmental noise from its trains and at its stations (including from train warning horns) and shall, by no later than 31 March 2024, publish such strategy.</p>	31 March 2024

A.8 Accessibility Plan

Number	Summary Commitment	By
1	The Operator shall support the collection of data for the National Accessibility Audit and implement any immediate requirements through the annual business planning process.	Ongoing
2	<p>The Operator shall, by no later than 30 September 2023, provide to the Secretary of State a Request for Approval, as per Schedule 11.3 of the Service Contract, for the delivery of the Minor Works schemes.</p> <p>The Operator shall, by no later than 30 September 2023, provide to the Secretary of State a Request for Approval, as per Schedule 11.3 of the Service Contract, for the delivery of the AiFA schemes.</p>	30 September 2023
3	<p>The Operator shall, by no later than 30 June 2023, provide to the Secretary of State a report detailing each station proposed to deliver improvements to the stepping distance between the edge of the platform and the train, on platforms where the Operator reasonably determines the platform stepping distances are outside of acceptable tolerances ("Platform overlay stations").</p> <p>The Operator shall:</p> <ul style="list-style-type: none"> (a) by no later than 31 March 2024, deliver fourteen Platform overlay stations; and (b) by no later than 31 March 2025, deliver an additional eight Platform overlay stations. <p>The Operator shall, each quarter of the Business Plan year, provide to the Secretary of State an update report highlighting any changes to the Stepping distance stations.</p>	30 June 2023