

RAIL PUBLIC REGISTER COPY
REDACTED IN ACCORDANCE WITH FOIA 2000

Dated 24 February 2022

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

FINAL BUSINESS PLAN

Collation of Business Plan Commitments

Appendix A 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 2023: (i) implement a sustainable procurement and supply chain strategy which complies with ISO20400 (ii) use all reasonable endeavours to attain independent assurance and accreditation of ISO20400, and in any event attain by no later than 31 December 2023	31/03/2023
2	The Operator shall, by no later than 30 September 2022, provide the Secretary of State with an action plan to measure the Staff Survey KPI's as outlined in the Required Business Plan KPI's/Metrics Culture Plan.	30/09/2022
3	The Operator shall, by no later than 31 March 2023, use reasonable endeavours to achieve or (where relevant retain) a recognised quality management system accreditation for: (i) Engineering ISO9001; (ii) Customer Service accreditation; (iii) ISO55001 Asset Management; (iv) Investors in People; and (v) Investors in Diversity.	31/03/2023
4	The Operator shall, by no later than 31 January 2023, implement a maturity model for continuous improvement in safety (RM3).	31/01/2023
5	The Operator shall, by no later than 31 January 2023, implement a maturity model for continuous improvement in train service performance (RM3(P)).	31/01/2023
6	The Operator shall: (i) by no later than 6 January 2023, carry out a leadership capability assessment across all managers. (ii) by no later than 30 June 2023, use the capability assessment results to carry out individual training plans and succession plans for each manager; and (iii) by no later than 31 March 2025, deliver the programme for all managers including participation in rail industry development programmes such as the "connected leader".	31/05/2025
7	The Operator shall continue to use the governments Find a Tender to advertise contracting opportunities over [REDACTED ¹] (exc. VAT) and, by no later than [REDACTED ²] extend this to contracts over [REDACTED ³].	[REDACTED ⁴]
9	The Operator shall manage its systems and associated data in line with the Government NIS directive (Security of Network and Information Systems) and this shall be independently assured or audited for compliance continuously throughout the Service Year. The Operator shall report the output of such assurance and compliance audits monthly to the Operator's Board, quarterly to the DOHL risk committee, and ad-hoc as required if any incidents should arise.	Ongoing
10	The Operator shall, by 31 July 2022 create and maintain an inventory register of cyber-critical assets, including equipment that links with devices outside the Operators systems and those connected to the public.	31/07/2022
11	The Operator shall, by no later than 30 April 2022, implement a Safeguarding Strategy that complies with the requirements of the Safeguarding on Rail Scheme and unwanted sexual behaviour policies and that has been agreed with the British Transport Police.	30/04/2022

¹ 21 September 2022 (Date of Redactions Approval) CR03455 - 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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12	The Operator shall, by no later than 30 September 2022, nominate, a Senior Manager or Director within the business as an 'Open Data Champion'. Such 'Open Data Champion' shall be empowered and responsible for delivering all Open Data objectives of the business.	30/09/2022
13	The Operator shall, by no later than 30 June 2022 (or such other timescales as may be agreed by the Secretary of State and the Operator), submit to the Secretary of State a report which sets out its proposals for implementing reforms to achieve workforce costs reductions and/ or efficiency gains having regard to the recommendations of the task and finish group ("the Workforce Reform Programme Report") as specified by the Secretary of State.	30/06/2022

A.2 People and Workforce Plan

Number	Summary Commitment	By
1	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
2	The Operator shall, by 31 March 2023, have no fewer than 2.5% of the total number of employees start an Apprenticeship and shall maintain an active account with the Apprenticeship Service on the www.gov.uk website.	31/03/2023
3	The Operator shall, by 30 November 2022, use reasonable endeavours to achieve Gold Investors in people (IIP) accreditation, and shall as a minimum maintain Silver IIP accreditation during the Contract Year.	30/11/2022
4	The operator shall, by no later than 6 January 2023, implement the approved Diversity & Inclusion Strategy submitted with this Business Plan and use reasonable endeavours to achieve level 2 accreditation of the Disability Confident employer scheme.	06/01/2023
5	The Operator shall, by no later than 31 March 2023, use reasonable endeavours to achieve Investors in Diversity Bronze accreditation.	31/03/2023

A.3 Collaboration Plan

No.	Summary Commitment	By
1	The Operator shall, by no later than 31 March 2023, provide a report to the Secretary of State which: i) details the Partnership Group Maturity assessment (based on RM3P) outputs and Partnership Governance assurance review undertaken by NTL head of audit as evidence of partnership assessment. ii) outlines an action plan that address those areas of improvement identified from both assessments.	31/03/2023
2	The Operator shall, by no later than 31 December 2022, undertake an assessment of its current collaborative capabilities and effectiveness through the Institute of Collaborative Working or based on RM3P maturity model and, by no later than 31 March 2023, provide a costed development plan to the Secretary of State.	31/03/2023
3	The Operator shall participate in any collaborative industry workstreams to develop an industry maturity model for Customer Experience	
4	The Operator shall participate in the CAF User Group and RDG Fleet Challenge Steering Group and, by no later than 31 March 2023, provide a report to the Secretary of State detailing actions that demonstrate support provided to the wider Railway Operational System for the benefit of all users.	31/03/2023
5	The Operator shall, by no later than 31 March 2023, provide a report to the Secretary of State that details the implications of emerging proposals from London and Continental Railways for housing developments at stations and the Operator's engagement through the Manchester Stations Alliance.	31/03/2023
6	The Operator shall participate in the development of practicable measures to optimise the balance between the need to operate train services and the need to enable safe access to the track for routine maintenance tasks in response to recommendations from the Rail Accident Investigation Branch report dated 12 November 2020 into the incident at Margam, and implement any measures agreed with Network Rail.	31/03/2023

A.4 Train Service Operations Plan

Number	Summary Commitment	By
1	The Operator shall engage fully and openly with Rail North Partnership, Department for Transport and Network Rail in developing timetable proposals and bids to deliver a One Railway approach and identify any variations to the TSR with high-quality supporting information, in a reasonable procedural arrangement and timescale as may be stipulated by the Secretary of State pursuant to Schedule 1.1 Paragraph 9.	31/03/2023

2	The Operator shall work with Network Rail, through the governance of their Joint Partnership Board, to provide insight from the Operator's on-board digital systems and CCTV to enable proactive asset monitoring to deliver operational efficiency and improvements. The Operator shall provide training and access to CCTV footage at the Operator's Control Centres to Network Rail staff. The Operator shall, by no later than 30 September 2022, report to the Secretary of State on the level of requests for CCTV access and on the progress of infrastructure monitoring projects and provide an updated report every 6 months.	30/09/2022
3	Notwithstanding other obligations contained in Schedule 1.1, the Operator shall gather and analyse all relevant Passenger Journey data in order to participate in joint sessions with funders and stakeholders to inform the development of the Train Service specification.	Ongoing
4	The Operator shall, by no later than 30 September 2022, report to the Secretary of State, on the resource requirements to work through ongoing and potential workstreams (e.g. TRU, MRTF, WCML North), providing justification for those resources. The Operator shall provide an updated report to the Secretary of State every 6 months.	30/09/2022 & 31/03/2023
5	The Operator shall commit to a wider deployment of RM3P and PIMS principles and, by no later than 30 September 2022, provide a report to the Secretary of State on the progress and assessments made resulting from such wider deployment.	30/09/2022 & 31/03/2023
6	The Operator shall, by no later than 31 March 2023, implement the Operators actions within the Joint Performance Strategy in accordance with the PIMS framework, as agreed with Network Rail.	31/03/2023
7	[REDACTED ⁵]	[REDACTED ⁶]
8	[REDACTED ⁷]	[REDACTED ⁸]
9	The Operator shall, by no later than 31 March 2023, deliver fleet performance (701D) requirements and report to the Secretary of State with any opportunities for sustained improvement	Quarterly
10	[REDACTED ⁹]	[REDACTED ¹⁰]
11	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.	31/03/2023
12	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.	
13	The Operator shall, unless otherwise agreed or specified by the Secretary of State, by no later than 28 February 2023: (a) undertake all refurbishment works on all rolling stock vehicles to the following standard and specification; (b) fitted with Wi-Fi that is compliant with at least the Minimum Wi-Fi Service Requirements; (c) fitted with a passenger information system that is compliant with the Passenger Information System Specification; (d) fitted with CCTV that is compliant with the Internal CCTV Specification; (e) fitted with a driver advisory system to advise the driver on the most economical method of	28/02/2023

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	<p>driving consistent with good timekeeping;</p> <p>(f) fitted with forward facing CCTV;</p> <p>(g) remote condition monitoring equipment of a reasonably appropriate specification;</p> <p>(h) fitted to be "ERTMS-ready" so that when ETCS equipment needs to be installed in accordance with the Network Rail programme it can be done without needing further intrusive rolling stock modification works, because necessary wiring is in place and space for the equipment has been kept free as part of the refurbishment works;</p> <p>(i) fitted with at least one (1) USB socket every two (2) seats; and</p> <p>(j) infrastructure monitoring equipment for purposes which shall include the identification of faults on Network Rail's infrastructure before the occurrence of an incident.</p> <p>In addition to the specification above:</p> <p>(a) 12 Class 158 units only will be refurbished to a standard that meets the Rolling Stock Quality Requirements and be fitted with remote condition monitoring equipment; and</p> <p>(b) each Class 333 unit shall be fitted with pantograph monitoring CCTV;</p> <p>The Operator shall provide to the Secretary of State a production plan each week which shall include a detailed narrative addressing all of the outstanding works, including progress by fleet and painted number.</p>	
<p>14</p>	<p>[1] The Operator shall:</p> <p>(a) by no later than 28 February 2023 provide an operating wireless internet service ("Wireless Internet Service") on all its Train Fleet used for the provision of the Passenger Services; and</p> <p>(b) use all reasonable endeavours to provide a Wireless Internet Service on all rail replacement buses provided by the Operator in accordance with its obligations pursuant to [paragraph 6.2 of Schedule 1.2 (Operating Obligations)].</p> <p>[2] The Wireless Internet Service procured by the Operator pursuant to paragraph [1] shall:</p> <p>(a) be made available to all passengers who use the Passenger Services at no cost to the passenger which for these purposes, but without limitation, shall mean that:</p> <p>(i) the passenger will not have to pay directly or indirectly to use such Wireless Internet Service whether on an intermittent or continuous basis; and</p> <p>(ii) the passenger is able to access the Wireless Internet Service without utilising any minutes data or other allowance (such as 4G or later mobile broadband connection) that may be available to such passenger through any subscription they may have with one or more internet service providers or mobile network operators; and</p> <p>(b) comply with the Minimum Wi-Fi Service Requirements.</p> <p>[3] the Operator shall monitor the performance of the Wireless Internet Service for the purposes of providing to the Secretary of State a report on the performance of the Wireless Internet Service. Such report shall include information on the customer usage statistics, statistics on the availability of the Wireless Internet Service including information on the average internet speed (in Megabits per second) and the latency figures (in milliseconds) and shall be submitted to the Secretary of State one month after the end of each Service Year.</p> <p>[4] By no later than 28 February 2023, the Operator shall procure that all rolling stock vehicles comprised in its Train Fleet and used for the provision of the Passenger Services are fitted with such equipment as is necessary to ensure compliance with the requirements of paragraph [19]. Any such equipment shall, subject to paragraph [5], include the following:</p> <p>(a) CAT-7 Ethernet cabling (or such other local area network cabling technology that offers equivalent or better bandwidth to Ethernet) forming a through rolling stock unit Ethernet backbone including inter-carriage connectivity; and</p> <p>(b) an additional CAT-7 Ethernet cable (or such other local area network cabling technology that offers equivalent or better bandwidth to Ethernet) with supporting Power over Ethernet from the designated rolling stock vehicle equipment space to the middle of the void located at the ceiling of each rolling stock vehicle so as to permit the connection of additional internet access point equipment in the future.</p> <p>[5] Where any rolling stock vehicle comprised in the Train Fleet as at the Service Commencement Date is already fitted with through rolling stock unit Ethernet backbones that are not compliant with the requirements of paragraphs [4(a)] or [4(b)], the Operator shall be permitted to retain these cables and the provisions of paragraph [4(a)] and [4(b)] shall not apply in respect of such rolling stock vehicle."</p>	<p>28/02/2023</p>

A.5 Customer and Communities Plan

No.	Summary Commitment	By
1	The Operator shall, by no later than 31 March 2023, publish a Social Value report which includes the results of their measurements against the RSSB Common Social Impact Framework and Social Value Tool, as well as anything else the Secretary of State may decide from time to time.	31/03/2023

2	The Operator shall, by no later than 31 March 2023, publish a survey of stakeholder satisfaction on our engagement with local authorities, regional transport bodies, CRPs, representative bodies (e.g. Transport Focus/LTW) and rail user groups.	31/03/2023
3	The Operator shall, by no later than 31 March 2023, deliver one Kick Start cohort and a second equivalent programme, across the geographic area covered by the Operator's Passenger Services. These programmes must provide, but are not limited to: i) short vocational skills training; ii) work experience course which offer the opportunity to apply for potential employment opportunities to successful participants. and; iii) one-to-one mentoring support for young people who have completed the programme.	31/03/2023
4	The Operator shall use all reasonable endeavours to achieve Armed Forces Covenant Silver accreditation by no later than 31 March 2023	31/03/2023
5	From 1 April 2022, the Operator shall work with the Secretary of State to develop the Service Quality Regime benchmarks for implementation for period 7 commencing 18 September 2022, using the data gathered between 1 April 2022 to 31 August 2022, and where applicable any historical data.	18/09/2022
6	The Operator shall, by no later than 31 March 2023, upgrade CCTV systems at 85 stations. This is subject to change and the Operator shall produce an updated programme plan every 3 months.	31/03/2023
7	The Operator shall, by no later than 31 March 2023, install free water bottle refill facilities at 30 stations with the highest footfall.	31/03/2023
8	The Operator shall participate in the development of GBR PAYG and work with the Secretary of State as may be required to develop and implement initiatives to deliver improvements set out as part of the "new deal for passengers" in the Williams-Shapps Plan for Rail.	
9	The Operator shall, by no later than 31 March 2023, introduce a pilot on 20 TVM's for self-service assistance. The Operator shall, by no later than 30 September 2023 produce a plan to introduce this across the TVM estate, subject to industry FTR plan.	30/09/2023
10	The Operator shall, by no later than 31 March 2023, extend the QR code information provision programme across all of the Train Fleet and stations without CIS screens, prioritised by the Stations with the highest footfall. The Operator shall, by no later than 31 December 2022, provide the Secretary of State with a cost report detailing the viability of extending the software license agreement beyond the current agreed terms, and, if so instructed by the Secretary of State, shall use reasonable endeavours to secure such an extension.	31/03/2023
11	Subject to the industry Fares, Ticketing and Retailing (FTR) plan, and to the extent possible having regard to necessary input from 3rd parties, the Operator shall, by no later than 31 March 2023, improve the Operator's digital retail and customer service capabilities by: (i) updating the technology to provide a better user interface; (ii) increase accessibility; (iii) include intuitive disruption information; (iv) include pre-selected cheapest tickets; (v) include more methods of payment; and (vi) include crowd alerts	31/03/2023
12	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.	30/09/2023
13	The Operator shall, by no later than 31 March 2023, create a plan to extend the Customer 360 (Salesforce) to key stakeholder groups alongside a plan for further products to drive the single customer view to achieve a more personalised marketing and customer service experience (e.g. pro-active alerts, delay and crowding information, passenger assist).	31/03/2023
14	The Operator shall, by no later than 30 April 2022, implement the successful supplier and insource delay repay to the Customer Experience Centre.	30/04/2022
15	The Operator shall apply for the Institute of Customer Service 'Service Mark Accreditation' for the Customer Experience Centre by 31st July 2022.	31/07/2022
16	Left Blank	Left Blank
17	The Operator shall, by no later than 31 March 2023, complete the Customer Information System / Long Line Public Address project that will deliver equipment upgrade improvements and/or software enhancements at no less than 80 Stations.	31/03/2023

18	The Operator shall, by no later than [REDACTED ¹¹], spend no more than [REDACTED ¹²] on Customer and Community Improvement schemes.	[REDACTED ¹³]
19	The Operator shall incur expenditure in each Service Year as per the CRP project sum in the Services Agreement in support of Community Rail Partnerships (CRP) including: i. Funding to Community Rail Network to provide support to Northern CRPs, specific training requirements and the wider development of community rail ii. Community Rail Lancashire Education Programme iii. Station Adoption Fund ; and iv. Support for new CRPs not identified in Appendix 1 to Schedule 13.1 of the Services Agreement, community grassroots activity, and community projects	
20	The Operator shall: (a) by no later than 31 March 2023, deliver 19 (nineteen) replacement shelters, 9 (nine) shelter refurbishments and 2 (two) waiting room refurbishments; and (b) by no later than 31 March 2023 agree with the Secretary of State the locations at which a further 35 (thirty five) replacement shelters will be installed, and deliver such replacement shelters by no later than 31 March 2024.	31/03/2023 and 31/03/2024

A.6 Accessibility Plan

Number	Summary Commitment	By
1	The Operator, by no later than 31 March 2023, implement the following schemes to improve journey opportunities and facilitate spontaneous travel for disabled passengers: (i) Try the train programme; (ii) Independent travel training; (iii) Improvements for Autism users at, but not limited to, Leeds, Manchester Oxford Road and Manchester Victoria; and (iv) Improvements for Dementia users at Liverpool Lime Street.	31/03/2023
2	The Operator shall, by no later than 31 March 2023, deliver the following Passenger Assist improvement schemes: (i) a reporting system for Passenger Assist failures and delays to create a continuous improvement mechanism; (ii) develop an innovative solution to enable conductors to be aware of turn up and go assistance at unstaffed stations; (iii) processes for staffed stations to ensure the availability of staff to provide assistance when customers require support, using the national Passenger Assist system; (iv) Fund ramp provision, where required, across the staffed network to ensure a consistent and reliable experience for our customers; and (v) Expansion of the mobility scooter scheme to all Northern stations which meet the safety criteria required, and further develop the Priority Seat and Assistance card schemes.	31/03/2023
3	The Operator shall, by 31 March 2023, and to the extent that such facilities do not already exist at the Station, deliver the following Access for All station improvements at 27 Stations: (i) provide new induction loop systems on platforms and waiting rooms; (ii) Help Points will be installed on every platform; (iii) improvements in station wayfinding signage and station layout maps; (iv) introduction on new tactile signage on handrails; (v) provide accessible toilets and baby change facilities; (vi) provide step free access from car parks, bus stops or provide a canopy covered drop off point; and (vii) asset improvements including tactile handrails, stair nosings replacement, entrance door matting & doors, waiting rooms improvements, platform furniture and window manifestations.	31/03/2023

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	For the avoidance of doubt, this BPC does not include funding renewal of existing facilities at any Station.	
4	The Operator shall, by no later than 31 March 2023, use all reasonable endeavours to achieve Operator level accreditation under the DfT's Inclusive Transport Leaders Scheme, with the aim of attaining Transport Leader level by 31 March 2024.	31/03/2024
5	The Operator shall, by no later than 31 March 2023, ensure any improvements, upgrades or enhancements to our offer for passengers who are disabled or require assistance are consistent with the industry best practice, by participation in but not limited to: (i) Phase 4 of the Passenger Assist programme to deliver booked assistance within a 2 hour window; and (ii) the Smarter Information Programme	31/03/2023
6	The Operator shall, by no later than 31 March 2023, implement a plan to make best use of social media to: a) advise passengers with disabilities on matters such as change or disruptions to Passenger Services and the provision of accessible rail replacement bus services. b) respond to queries and questions, and receiving feedback, from passengers with disabilities; and c) raise awareness of additional services for passengers with disabilities, including Passenger Assist	31/03/2023
7	The Operator shall support the collection of data for the National Accessibility Audit and implement any immediate requirements through the annual business planning process.	
8	The Operator shall, by no later than 1 April 2022, appoint an executive level director as champion of accessibility.	01/04/2023
9	The Operator will work with Rail Delivery Group and Network Rail to develop and agree consistent inclusive signage across the network that is: (i) informed by end user needs; and (ii) adheres to the DfT Code for accessible Stations guidelines on signage	
10	The Operator shall, at no less than bi-monthly, engage with the Operator's accessibility groups to identify barriers to using the Operator's services. The Operator shall, by no later than 31 March 2023, provide the Secretary of State with a costed plan to address those barriers.	31/03/2023
11	The Operator shall work with disabled people and/or their representative groups and experts in the design and delivery of the Enhanced Disability Awareness Training to applicable Business Employees and ensure Universal Design or Inclusive Design principles are applied where appropriate.	
12	The Operator shall, by no later than 31 March 2023, implement in-house guidance on inclusive language, 'Finding our Voice' to all colleagues so that they understand: (i) the relevance of language and disability; (ii) using consistent language in all communications and business documentation; and (iii) the need to reinforce consistently across all communications channels that alternative formats can be supplied if available	31/03/2023
13	The Operator shall, by no later than 31 July 2022, ensure their brand design guidelines specify how to make content across all formats as inclusive as possible and reinforce the need for consistency in all communications channels that alternative formats can be supplied where available.	31/07/2022
14	The Operator shall, by no later than 31 October 2022, introduce an online accessibility hub on the Operator's website to ensure that information for all passengers is accessible and inclusive, with a focus on addressing the most significant issues identified through recent engagement with disabled passengers.	31/10/2022
15	The Operator shall: (i) by no later than 15 January 2023, complete the installation of all LED Lighting at Rotherham station; (ii) by no later than 30 September 2022, submit to the Secretary of State a costed, feasibility report and business case together with recommendations for installing LED lighting at Saltaire station ("Report"); and (iii) subject to the approval of the Report by the Secretary of State (which shall not be unreasonably withheld), by no later than 31 October 2022, agree with the Secretary of State a reasonable deadline for the completion of the LED lighting installation at Saltaire station. If, the parties fail to agree a reasonable date in accordance with the obligations at (iii) above, the Operator shall by no later than 31 March 2023 complete the installation of all LED lighting at Saltaire station.	15/01/2023 and 31/03/2023
16	The Operator shall deliver the following schemes (which were commenced but uncompleted "Approved Innovation Schemes" for the purposes of and as defined in the previous Services Agreement) (the "Current Innovation Schemes"):	31/10/2022 and 31/03/2023



	(i) by no later than 31 October 2022, delivering the combined CCTV & LED Units: a combined unit that offers advanced analytics, which in turn provides safety and security information to station staff and CCTV controllers; and (ii) by no later than 31 March 2023, delivering the Ill Passenger Support Tool: A mobile app that supports decision making to deliver the optimal solution for getting an ambulance to the person at the right station with the least delay.	
17	In addition to and without prejudice to its obligations elsewhere in the Services Agreement, including but not limited to its obligations in relation to persons with disabilities, customer experience and engagement, the Operator shall: (a) procure that works to improve 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; (b) by no later than 31 March 2023, carry out its obligations under (a) above of this Business Plan Commitment (BPC) on a minimum of 6 (six) platforms; (c) by no later than 31 March 2024, carry out its obligations under (a) above of this BPC at a minimum of 8 (eight) platforms, in addition to those already installed under (b) above of this BPC; and (d) by no later than 31 March 2025, carry out its obligations under (a) above of this BPC at a minimum of 8 (eight) platforms, in addition to those already installed under (b) and (c) above of this BPC.	31/03/2023, 31/03/2024 and 30/03/2025

A.7 Growth and Revenue Plan

Number	Summary Commitment	By
1	The Operator shall carry out regular customer research (utilising both the Operator's customer panel and external fieldwork) to inform demand assumptions within the passenger revenue forecast and share these insights and the analysis by segment and geography in order to engage fully with RRRGs work to develop national level insights into revenue drivers and trends.	
2	The Operator shall, by no later than 31 March 2023, commit to contribute funding (with the value to be determined by the agreed industry apportionment process) to the National Marketing Campaign and ensure optimum delivery through participation at national level forums and adoption of relevant outputs in local NTL marketing activity	31/03/2023
3	The Operator shall, by no later than 31 March 2023, provide a costed business case to the Secretary of State utilising the outputs of the Systra Car Parking Strategic Study to detail their investment proposals in both the condition and technology of the Operators car parking estate, including but not limited to the option of introducing car parking charges.	31/03/2023
4	The Operator shall, by no later than 31 March 2023, trial remote gateline technology at a minimum of one station and provide the Secretary of State with a detailed report on the outcomes of the trial, including plans for future roll out if applicable by no later than 31 March 2023.	31/03/2023
5	The Operator shall take such actions as the Secretary of State may require from time to time, to support the development and implementation of a new national approach to branding. This may include, but not limited to, i) providing the Secretary of State with information about the Operator's existing branded assets; and ii) providing a costed and detailed implementation plan in order to apply any new national branding to any asset requested by the Secretary of State.	
6	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), 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.	Linked to opening date of Northumberland Line
7	The Operator: (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; (b) at commencement of the Register of Gateline Staffing hours (the "Register") and whenever there is any change to the Register, 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. (c) by no later than 1 March 2023, provide to the Secretary of State a report containing an assessment of current and future gateline staffing.	01/03/2023

A.8 Environment and Sustainability Plan

No.	Summary Commitment	By
1	The Operator shall, by no later than 31 March 2023, provide a strategy and roadmap to the Secretary of State which sets out a long-term pathway to decarbonisation of traction and non-traction carbon by 2050.	31/01/2023
2	The Operator shall, by no later than 31 March 2024, develop validated Science-based targets for carbon.	31/03/2024
3	The Operator shall: (a) by no later than 7 January 2023, provide the Secretary of State a feasibility report for the inclusion of the following Class of vehicle/units in the Train Fleet in the costed proposal referred to in limb (b) below: i. Class 155 ii. Class 156 iii. Class 158; and (b) by no later than 31 March 2023 provide to the Secretary of State a detailed and costed proposal to improve air quality through reduced emissions from the following Class of vehicle/units in the Train Fleet: (i) Class 170; (ii) Class 195-Hybrid option; and (iii) subject to the feasibility report conclusions, those Class of units listed in (a) i-iii above	31/03/2023
4	The Operator shall participate with RSSB in the establishment of baseline air quality data at stations through the Air Quality Monitoring Network and shall a) by no later than 31 March 2023 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 2023, provide the Operator's air quality improvement plans to the Secretary of State in accordance with any agreed industry-wide approach and/or policy.	31/05/2023
5	The Operator shall, by no later than 30 September 2022, install automatic meter reading water meters/water loggers at all Northern sites where the Operator is billed for water and set a baseline against which future water consumption targets can be set.	30/09/2022
6	The Operator shall, by no later than 31 May 2022, put in place necessary process and systems to comply with the National Rail Contract environmental reporting requirements.	31/05/2022
7	The Operator shall, by no later than 31 March 2023, provide the Secretary of State with a plan to achieve no less than a 74% recycling rate by no later than 31 March 2026.	31/05/2023
8	The Operator shall, by no later than 31 March 2023, provide the Secretary of State with a feasibility study to determine the suitability for renewable energy installations at five Northern managed locations, which have been agreed in collaboration with Network Rail.	31/03/2023

