

**RAIL PUBLIC REGISTER COPY**

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Dated

24 March 2022

(1) The Secretary of State for Transport  
(2) Govia Thameslink Railway Limited

# **FINAL BUSINESS PLAN**

## **Collation of Business Plan Commitments**

## THAMESLINK, SOUTHERN AND GREAT NORTHERN NATIONAL RAIL CONTRACT

### BUSINESS PLAN COMMITMENTS

*Note: In accordance with and subject to paragraph 8 of Chapter 7.7 (Business Plan) of the Contract, the Business Plan Commitments are subject to the provisions of and shall be interpreted in accordance with the Contract and in the event of any conflict between the Contract and any Business Plan Commitment, the provisions of the Contract shall prevail.*

#### Part 1: Leadership, Management and Resourcing

Commitment Name	Business Plan Commitments
<b>Culture</b>	1. <b>Supply Chain Charter</b>
	1.1 From [REDACTED <sup>1</sup> ] the Operator shall comply with and implement Go-Ahead Group's Sustainable Supply Chain Charter (being ISO20400 compliant) and shall, by no later than [REDACTED <sup>2</sup> ] provide to the Secretary of State the results of an audit, commissioned by the Operator and to be undertaken by an independent auditor, auditing the Operator's compliance with Go-Ahead Group's Sustainable Supply Chain Charter.
	1.2 If the results of the independent audit referred to in paragraph 1.1 show any areas of non-compliance with Go-Ahead Group's Sustainable Supply Chain Charter, the Operator shall provide the Secretary of State with an action plan setting out the steps that the Operator proposes to take to address such non-compliances in order to ensure compliance with Go-Ahead Group's Sustainable Supply Chain Charter. The Operator shall revise the plan to reflect any comments received from Secretary of State and shall thereafter proceed to act in accordance with that plan.
	1.3 The Operator shall promptly notify the Secretary of State if Go-Ahead Group's Sustainable Supply Chain Charter ceases to be ISO20400 accredited and shall thereafter fully and effectively co-operate with the Secretary of State in order to seek to mitigate or otherwise resolve those issues arising from such accreditation ceasing.
	2. <b>Employee Engagement Survey</b>
	2.1 The Operator shall conduct:
	<ul style="list-style-type: none"> <li data-bbox="571 1473 1422 1541">(a) an annual employee engagement survey, to be completed by [REDACTED<sup>3</sup>] and</li> <li data-bbox="571 1563 1422 1653">(b) at least three employee 'pulse' surveys by no later than [REDACTED<sup>4</sup>]</li> </ul>

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	<p>and shall promptly provide the Secretary of State with the results of each employee survey.</p> <p>2.2 In respect of the annual employee engagement survey referred to in paragraph 2.1(a), the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) ensure that each such employee survey is open to all employees of the Operator and includes questions that align with those Business Plan KPIs applicable to employee satisfaction and engagement in order to measure the Operator’s performance against those Business Plan KPIs;</li> <li>(b) disaggregate the results of each employee survey by role, department, grade and location; and</li> <li>(c) promote and publicise each employee survey among the Operator’s employees and otherwise use reasonable endeavours to maximise the number of survey responses from the Operator’s workforce.</li> </ul> <p>2.3 Within four months of the date on which the annual employee engagement survey referred to in paragraph 2.1(a) is closed to respondents, the Operator shall deliver to the Secretary of State its plan setting out the initiatives and actions it proposes to take in order to address and resolve those issues identified through an analysis of the results of that survey. The Operator shall revise its plan in accordance with any comments received from the Secretary of State and once approved by the Secretary of State shall thereafter implement the plan in accordance with its terms.</p> <p>2.4 In respect of the ‘pulse’ surveys referred to in paragraph 2.1(b) the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) undertake such surveys: <ul style="list-style-type: none"> <li>(i) in order to make an interim assessment of, or for ascertaining a progress update in respect of, a specific element or elements of the annual engagement survey referred to in paragraph 2.1(a); or</li> <li>(ii) in order to assess the impact of any changes implemented within a part of the business organisation on employee engagement; and</li> </ul> </li> <li>(b) invite any number of employees of the Operator to participate in a ‘pulse’ survey as is reasonable in the circumstances.</li> </ul>
<p><b>Delivering the Business Plan</b></p>	<p>3. <b>ISO 9001 Accreditation</b></p> <p>3.1 The Operator shall maintain its ISO9001 accreditation and shall by no later than [REDACTED<sup>5</sup>] provide to the Secretary of State the results of an audit, commissioned by the Operator and to be undertaken by an independent auditor, auditing the Operator’s compliance with ISO 9001.</p> <p>3.2 If the Operator ceases to be ISO9001 accredited or fails to comply with ISO9001, the Operator shall provide the Secretary of State with an action plan setting out the steps that the Operator proposes to take to either</p>

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	<p>regain its accreditation or ensure compliance with ISO9001 (as the case may be). The Operator shall revise the plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State shall thereafter proceed to implement the plan in accordance with that plan.</p> <p>4. <b>RM3 Evaluation</b></p> <p>4.1 By no later than [REDACTED<sup>6</sup>], the Operator shall:</p> <p>(a) complete a baseline Risk Management Maturity Model (“<b>RM3</b>”) evaluation of its safety management system; and</p> <p>(b) share the results of the RM3 evaluation with the Secretary of State together with a plan setting out the actions, identified through the evaluation, to be undertaken by the Operator to improve its safety management system, the timescales within which such actions are to be implemented from the [REDACTED<sup>7</sup>] and the costs associated with such implementation. The Operator shall revise the plan to reflect any comments received from the Secretary of State.</p> <p>5. <b>Connected Leaders Programme</b></p> <p>5.1 The Operator shall ensure that:</p> <p>(a) one member of the Operator’s executive management group undertakes and completes the Connected Leaders Programme as soon as reasonably practicable following the Start Date and in any event by no later than [REDACTED<sup>8</sup>]; and</p> <p>(b) one member of the Operator’s executive management group (in addition to that member referred to in paragraph 5.10) undertakes and completes the Connected Leaders Programme by no later than [REDACTED<sup>9</sup>].</p> <p>5.2 In this paragraph 5, “<b>Connected Leaders Programme</b>” means the rail industry collaboration programme which seeks to bring together leaders from all parts of the rail sector for the purposes of:</p> <p>(a) identifying shared challenges;</p> <p>(b) collaborating to drive systematic improvement across the sector for the benefit of the customer;</p> <p>(c) develop insights into how the rail industry works; and</p>
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	<p>(d) building a trusted network of peers,</p> <p>in each case as more particularly described at the date of the Contract at: <a href="http://www.connected-leaders.co.uk">www.connected-leaders.co.uk</a>.</p>
<b>Safeguarding</b>	<p>6. <b>Cyber Assessment Framework</b></p> <p>6.1 The Operator shall work with the Secretary of State and the Cyber Compliance Team to produce a Cyber 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 meet the requirements set out within the Network and Information Systems Regulations 2018.</p> <p>6.2 The Cyber Improvement Plan shall be delivered to the Secretary of State by no later than [REDACTED<sup>10</sup>]. The Operator shall thereafter provide to the Secretary of State on a Quarterly basis, a Cyber Assessment Framework 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>6.3 For the purposes of this Business Plan Commitment:</p> <p>(a) “<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;</p> <p>(b) “<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; and</p> <p>(c) “<b>Cyber Improvement Plan</b>” means a plan agreed between the Operator and DfT "Cyber Compliance Team" inspector in respect of the cyber security improvement and mitigation plans that are being put in place to mitigate the cyber security risks over the following 18 months, as identified through the Cyber Assessment Framework, with reference to the Network and Information Systems Regulations 2018.</p> <p>7. <b>Safeguarding Strategy</b></p> <p>By no later than [REDACTED<sup>11</sup>] the Operator shall work in collaboration with Network Rail and British Transport Police to develop and implement a Safeguarding Strategy in accordance with paragraph 4 (Safeguarding Strategy) of Chapter 1.2 (Strategies and Plans) of the Contract and which shall comply with the principles set out in the Safeguarding on Rail Scheme Guidance notes as published by the British Transport Police.</p>

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<p><b>Data Transparency</b></p>	<p>8. <b>Cross-Industry Data Sharing</b></p> <p>8.1 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 within the Operator’s business and as outputs to wider-industry bodies. The Operator shall proactively:</p> <p>8.1.1 share relevant data with the Secretary of State, Network Rail, and other rail delivery bodies to support joint decision-making capability and cross-industry strategies and plans;</p> <p>8.1.2 participate in the development of industry-level data systems and new technologies by providing jointly agreed data to relevant and agreed rail industry third parties; and</p> <p>8.1.3 make use of industry-wide data and technology standards, to support cross-industry data integration,</p> <p>and in any event as the Secretary of State may direct from time to time.</p> <p>8.2 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>9. <b>Open Data Champion</b></p> <p>By no later than [REDACTED<sup>12</sup>] the Operator shall nominate a Business Employee of an appropriate grade (to be given the title “<b>Open Data Champion</b>”) to lead the Operator’s approach to data sharing, including pursuant to and in the context of the matters referred to in paragraph 8 (<i>Cross-Industry Data Sharing</i>).</p>
<p><b>ISO55001 Certification</b></p>	<p>10. <b>ISO55001 Certification</b></p> <p>10.1 By no later than [REDACTED<sup>13</sup>] the Operator shall submit to the Secretary of State a plan setting out the steps that the Operator will implement in order to achieve ISO55001 certification by no later than [REDACTED<sup>14</sup>] in accordance with paragraph 1.9 of Chapter 9.1 (Fixed Assets) of the Contract.</p> <p>10.2 The Operator shall revise its plan referred to in paragraph 10.1 to reflect any comments received from the Secretary of State and once approved by the Secretary of State, the Operator shall thereafter implement the plan in accordance with its terms.</p>

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## Part 2: People

Commitment Name	Business Plan Commitments
Organisational Plan	11. [REDACTED <sup>15</sup> ]
	11.1 [REDACTED <sup>16</sup> ]
	(a) [REDACTED <sup>17</sup> ]
	(b) [REDACTED <sup>18</sup> ]
	[REDACTED <sup>19</sup> ]
	11.2 The Secretary of State may, as part of the Business Plan process set out in paragraph 3 ( <i>Annual Business Plan Process</i> ) of Chapter 7.7 ( <i>Business Plan</i> ) of the Contract to be undertaken in Subsequent Business Plan Years, consult with the Operator as to the scope of any other strategic organisation reviews to be undertaken by the Operator during the Contract Term.
	12. <b>Industrial Relations Training</b>
	12.1 The Operator shall:
	a) develop a programme of industrial relations training for all employees of the Operator with management grade 1-4 positions and who it is reasonably expected will have interactions with recognised Trade Unions as part of their role (“ <b>Relevant Managers</b> ”), such training to be completed by no later [REDACTED <sup>20</sup> ] and
	b) by no later than [REDACTED <sup>21</sup> ] deliver its proposed programme of industrial relations training to the Secretary of State; and
c) revise the programme of industrial relations training to reflect any comments received from the Secretary of State and thereafter, once approved by the Secretary of State, the Operator shall deliver such	

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	<p>programme of training in accordance with terms of the approved programme.</p> <p>13. <b>Ways of Working Workshop</b></p> <p>By no later than [REDACTED<sup>22</sup>], the Operator shall hold a total of at least six ‘Ways of Working’ workshops and the Operator shall, using reasonable endeavours, ensure the participation of relevant Trade Unions in those workshops. Such workshops shall seek to establish a collaborative framework between the Operator and the Trade Unions which can be used to facilitate the successful conclusion of future negotiations.</p>
<p><b>Employee Engagement</b></p>	<p>14. <b>Employee Engagement</b></p> <p>14.1 The Operator shall proactively establish initiatives that promote and increase levels of employee engagement (as monitored through the relevant Business Plan KPIs) including:</p> <ul style="list-style-type: none"> <li>(a) holding a minimum of two senior leadership forums in the first Contract Year providing senior leaders with the opportunity to collaborate and share best practice;</li> <li>(b) developing a Team Charter which shall set out the accountabilities and responsibilities of each directorate team including as to collaboration, the management of internal and external relationships, innovation and improvement;</li> <li>(c) revising job descriptions across its workforce to incorporate a focus on continuous improvement and innovation;</li> <li>(d) review and revise its employee performance management process for management and administrative employees by encouraging an emphasis on coaching and tailored performance measures and ensuring employees have regular performance reviews and ‘1-to-1’ meetings with line managers;</li> <li>(e) holding monthly management ‘Q&amp;A’ forums between managers and the Operator’s executive leadership team to provide channels of communication between different levels of management; and</li> <li>(f) the introduction of an award scheme to reward employees who demonstrate innovation in their roles.</li> </ul> <p>15. <b>Driver Training Academy</b></p> <p>The Operator shall implement the TD Academy Plan (developed under the Previous Agreement) in accordance with its terms and shall, during the first Contract Year provide update reports on the progress achieved in implementing the plan. The first of such update reports shall be submitted by the Operator to the Secretary of State by no later than [REDACTED<sup>23</sup>] and a further update report shall be submitted no earlier than 6 months following the date of submission of the first report but by no</p>

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	<p>later than [REDACTED<sup>24</sup>]. Each progress report shall provide an update on the progress achieved by the Operator in delivering the TD Academy Plan (as measured against the deliverables and milestones set out in the plan) together with any other information, evidence or data relevant to the implementation of the plan as the Secretary of State may request at least three months prior to the relevant report submission date (as specified in this paragraph).</p>
<b>Culture, Inclusion and Diversity</b>	<p>16. <b>Culture, Inclusion and Diversity</b></p> <p>16.1 By no later than [REDACTED<sup>25</sup>] the Operator shall achieve level 1 accreditation under HM Government's 'Disability Confident' employer scheme.</p> <p>16.2 By no later than [REDACTED<sup>26</sup>] the Operator shall achieve Ernst &amp; Young National Equality Standard accreditation.</p>
<b>Workforce Reform</b>	<p>17. [REDACTED<sup>27</sup>]</p> <p>17.1 [REDACTED<sup>28</sup>]</p> <p>17.2 [REDACTED<sup>29</sup>]</p> <p>17.3 This paragraph 17 is without prejudice to paragraph 7 of Chapter 7.7 (<i>Industry Change Projects</i>) of the Contract. It is acknowledged by the Secretary of State that proposals included in the Workforce Reform Programme Report may relate to proposed Industry Change Projects.</p>
<b>Staff Utilisation</b>	<p>18. <b>Train Crew Utilisation</b></p> <p>The Operator shall, acting as a Good and Efficient Operator, continuously seek to optimise train crew utilisation in a manner that minimises rest day working and overtime, including by continually reviewing the structure of driver base rosters and day to day driver utilisation, with the intention of identifying and implementing changes which will achieve a reduction in: (i) rest day working and overtime; and (ii) the increased cost consequent upon rest day working and overtime.</p> <p>19. <b>Maintenance Engineer Utilisation</b></p> <p>The Operator shall, acting as a Good and Efficient Operator, continuously seek to optimise the utilisation of Train Fleet maintenance engineers (who are employees of the Operator) in a manner that minimises rest day working and overtime, including by continually reviewing the structure of base rosters and day to day engineer utilisation, with the intention of identifying and implementing changes which will achieve a reduction in: (i) rest day working and overtime;</p>

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	<p>and (ii) the increased cost consequent upon rest day working and overtime.</p> <p>20. <b>Station Staff Utilisation</b></p> <p>The Operator shall, acting as a Good and Efficient Operator, continuously seek to optimise the utilisation of its employees who are deployed at stations in a manner that minimises rest day working and overtime, including by continually reviewing the structure of base rosters and day to day station staff utilisation, with the intention of identifying and implementing changes which will achieve a reduction in: (i) rest day working and overtime; and (ii) the increased cost consequent upon rest day working and overtime.</p>
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**Part 3: Collaboration**

<p><b>Network Rail Alliance</b></p>	<p>21. <b>Network Rail Alliance</b></p> <p>21.1 By no later than [REDACTED<sup>30</sup>] the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) undertake and complete a joint review with Network Rail of the Operator/ Network Rail Alliance Board arrangements existing immediately prior to the Start Date including a review of the terms of reference applicable to the Board, the Board’s objectives, Board attendees and frequency of Board meetings to ensure alignment with a customer-based focus;</li> <li>(b) implement the findings of the joint review and thereafter the Alliance Board shall operate in accordance with such revised arrangements.</li> </ul> <p>21.2 By no later than [REDACTED<sup>31</sup>], the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) undertake and complete a joint review with Network Rail of the Alliance Agreement (between the Operator and Network Rail and dated 20 November 2015) to identify areas for collaborative joint activity that could result in financial efficiencies or passenger improvements; and</li> <li>(b) the Operator shall procure revisions to the Alliance Agreement to give effect to the findings of the joint review.</li> </ul>
<p><b>Network Rail Joint Initiatives</b></p>	<p>22. <b>Network Rail Joint Initiatives</b></p> <p>22.1 The Operator shall work with Network Rail to develop proposals for collaborative initiatives between Network Rail and Operator to be implemented (subject to Secretary of State approval in accordance with paragraph 3 (<i>Annual Business Plan Process</i>) of Chapter 7.7</p>

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	<p>(<i>Business Plan</i>) of the Contract) during the second Business Plan Year. Such proposals shall be delivered to the Secretary of State by no later than [REDACTED<sup>32</sup>] and shall include the following:</p> <ul style="list-style-type: none"> <li>(a) leadership and development training activities to be undertaken jointly between Network Rail and the Operator including assessment of jointly funded roles that ensure greater cohesion between the Operator and Network Rail;</li> <li>(b) opportunities for sharing best practice on supporting diversity and inclusion and/or the implementation of other joint tools or approaches that will optimise the effectiveness of the D&amp;I Strategy and Network Rail’s diversity and inclusion strategy;</li> <li>(c) opportunities for the Operator and Network Rail to share accommodation and facilities in order to reduce costs and promote a collaborative culture;</li> <li>(d) establishing with Network Rail a joint approach to the planning and implementation of infrastructure works to minimise the impact of those works on passengers; and</li> <li>(e) identify opportunities to further strengthen joint-working initiatives at the Three Bridges Rail Operating Centre, with the objective of improving responsiveness to incidents, including improving (i) communication with passengers and railway employees; and (ii) service recovery.</li> </ul> <p>22.2 The Operator shall provide with each such proposed initiative:</p> <ul style="list-style-type: none"> <li>(a) the details of any costs that the Operator expects it and/or Network Rail will incur in delivering that proposed initiative; and</li> <li>(b) confirmation as to whether or not Network Rail is supportive of the proposed initiative.</li> </ul>
<p><b>Implementation of ETCS on the Thameslink Core</b></p>	<p>23. <b>Implementation of ETCS on the Thameslink Core</b></p> <p>The Operator shall collaborate and engage with Network Rail to develop a driver training programme, to be implemented within timescales to be agreed, which supports the full implementation of the European Train Control System through the Thameslink core (London St Pancras to London Blackfriars).<sup>33</sup></p>
<p><b>Facilitating Safe Engineering Access</b></p>	<p>24. <b>Safety and Engineering Access</b></p> <p>24.1 The Operator shall use all reasonable endeavours to work with Network Rail:</p> <ul style="list-style-type: none"> <li>(a) to reduce, with the aim of eliminating, the number of hours track workers are carrying out their operations with warning methods, in particular ‘Unassisted Lookout’ working and ‘Lookout Operated’ working, during the first Contract Year;</li> </ul>

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<sup>33</sup> To be moved to Collaboration Plan

	<p>(b) by no later than [REDACTED<sup>34</sup>] to adopt the ‘Engineering Access Plan’, being the plan agreed jointly by the Operator and Network Rail which identifies ways to improve track worker safety and opportunities to increase mid-week possessions and reduce weekend possessions in line with passenger demand;</p> <p>(c) by no later than [REDACTED<sup>35</sup>], to fully consider and identify with Network Rail the impact of any requested timetable changes and the subsequent movement of empty coaching stock trains including the impact on planned access windows; and</p> <p>(d) by no later than [REDACTED<sup>36</sup>], to review the potential removal from the timetable of those Passenger Services operated outside of the Peak and with low passenger demand in order to facilitate reasonable access windows between trains for engineers to undertake visual inspections of the infrastructure during daylight hours and thereby allow an appropriate balance between day and night working.</p> <p>24.2. The Operator shall consider all reasonable requests from Network Rail to revise the Timetable to allow Network Rail to undertake more maintenance during daylight hours where such requests have minimal impact on passengers.</p>
<b>Policing Partnership</b>	<p>25. <b>Stronger Policing Partnership</b></p> <p>The Operator shall collaborate and engage with British Transport Police by adopting the ‘Stronger Policing Partnership’ model such that by no later than [REDACTED<sup>37</sup>] the Operator shall, using reasonable endeavours, agree with British Transport Police a set of shared objectives for reducing crime, addressing security risks and combatting anti-social behaviour.</p>
<b>Collaborative Business Relationship Management</b>	<p>26. <b>Accreditation</b></p> <p>26.1 By no later than [REDACTED<sup>38</sup>] the Operator shall submit to the Secretary of State a proposal which shall set out:</p> <p>(a) the options for achieving ISO44001 accreditation or a suitable alternative equivalent accreditation for some or all parts of the Operator’s business or its organisation; and</p> <p>(b) the costs associated with implementing each option,</p>

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	<p>together with any other information regarding such accreditation as the Secretary of State may request.</p> <p>27. <b>London &amp; Continental Railways Collaboration</b></p> <p>The Operator shall proactively engage, collaborate and support London &amp; Continental Railways in its development or delivery of its property schemes.</p> <p>28. <b>Luton and Gatwick Airports Collaboration</b></p> <p>The Operator shall collaborate and engage with the operators of Luton Airport and Gatwick Airport in developing, and supporting the implementation of, strategies to increase rail modal share of journeys to and from those airports.</p>
<b>Customer Experience Maturity Model</b>	<p>29. <b>Customer Experience Maturity Model</b></p> <p>The Operator shall collaborate and engage with the Secretary of State and other relevant Stakeholders (including Network Rail, RDG and the ORR) in the development and implementation of an industry-wide maturity model for customer experience, such maturity model being a framework for assessing business capability (with respect to customer experience) against defined levels of maturity to drive continuous improvement in rail services for customers.</p>

#### Part 4: Train Operations

<b>Timetable Development</b>	<p>30. <b>Timetable Development</b></p> <p>30.1 The Operator shall undertake and complete a timetable review with the aim of identifying potential revisions to the Timetable that: (i) match capacity to meet Forecast Passenger Demand; and/or (ii) have the potential to generate cost efficiencies. The scope of such timetable review shall as minimum include:</p> <p>(a) Thameslink Passenger Services and Elizabeth Line Services as are timetabled to be operated in the National Rail Timetable as at the date of the review; and</p> <p>(b) those services as stated in the National Rail Timetable as at the date of the review which are operated by a train operator (other than the Operator) and which call at a station or stations at which the Passenger Services call.</p> <p>30.2 The Operator shall complete the timetable review by no later than [REDACTED<sup>39</sup>] so that proposals to revise the Timetable are capable of being taken forward through both the Network Code timetable development processes and the annual Business Plan process set out at paragraph 3 of Chapter 7.7 (Business Plan) of the Contract, if so directed by the Secretary of State.</p> <p>31. <b>Thameslink Timetable Evaluation</b></p> <p>The Operator acknowledges that both Thameslink services and Elizabeth Line Services are expected to be developed further in future</p>
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	<p>years and accordingly the Operator shall by no later than [REDACTED<sup>40</sup>] develop a terms of reference for an industry-wide timetable review (to be led by the Operator) in relation to Thameslink services and Elizabeth Line Services. The Operator shall deliver its proposed terms of reference to the Secretary of State and shall revise such terms in accordance with any comments received from the Secretary of State.</p> <p>32. <b>East Coast Timetable Development</b></p> <p>The Operator shall collaborate and engage with Network Rail and other relevant industry partners (including passenger and freight train operators and the ORR), including by participating in the relevant Event Steering Group, in order to establish a robust recast of the East Coast Mainline timetable.</p> <p>33. <b>New Infrastructure including East-West Rail Scheme</b></p> <p>The Operator shall collaborate and engage with Network Rail, TfL and other relevant industry partners (including passenger and freight train operators and the ORR) in order to develop working timetable options for any proposed new railway infrastructure which in anyway inter-connects with or is otherwise relevant to the Routes and which is at any stage of development and/or delivery during the Contract Term, such new railway infrastructure to include the East-West Rail Scheme.</p>
<p><b>Timetable Delivery</b></p>	<p>34. <b>Timetable Delivery</b></p> <p>34.1 The Operator shall undertake an evaluation of timetable performance modelling software packages to assess the business case for the introduction of such a software package in the second Contract Year. The evaluation shall be undertaken with reference to Network Rail's Industry Timetable Technical Strategy.</p> <p>34.2 By no later than [REDACTED<sup>41</sup>] the Operator shall submit a report to the Secretary of State setting out the conclusions of its business case assessment referred to in paragraph 34.1 together with costs for the introduction of the proposed software solution.</p> <p>35. <b>Joint Performance Strategy</b></p> <p>35.1 The Operator shall fully and effectively cooperate with Network Rail in relation to the agreement, development and implementation of a joint project:</p> <ul style="list-style-type: none"> <li>(a) relating to the analysis of on train and other data in relation to sub threshold and unexplained delay;</li> <li>(b) using the Microsoft Power BI suite of business analytics tools; and</li> <li>(c) with the intention of ascertaining and implementing joint measures to deliver performance improvement measures</li> </ul>

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	<p>to reduce sub-threshold and unexplained delay going forward.</p> <p>35.2 On a Quarterly basis, the Operator shall deliver to the Secretary of State a report:</p> <ul style="list-style-type: none"> <li>(a) detailing the work undertaken through the joint project referred to in paragraph 35.1 during that Quarter;</li> <li>(b) setting out relevant analysis as referred to in paragraph 35.1(a) above during that Quarter; and</li> <li>(c) providing information as to any joint measures identified in accordance with paragraph 35.1(c) together with details of the progress made in implementing such joint measures.</li> </ul>
<p><b>Digital Rail</b></p>	<p>36. <b>European Rail Traffic Management System</b></p> <p>36.1 In order to ensure the timely, efficient and cost effective development and implementation of the ERTMS Programme, the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) engage fully and effectively with the Secretary of State and Network Rail, rolling stock owners and other relevant third parties, in the implementation of the East Coast Digital Programme (“<b>ECDP</b>”) (being the programme for implementing the ERTMS Programme on the East Coast Main Line), including by: <ul style="list-style-type: none"> <li>(i) developing and delivering driver training programmes;</li> <li>(ii) developing and delivering training for all other employees of the Operator who are impacted by the ECDP;</li> <li>(iii) obtaining approvals and consents that may be required for fitment of relevant equipment to rolling stocks vehicles;</li> <li>(iv) installation, testing and commissioning of relevant equipment in accordance with the requirements and timelines specified by the ECDP; and</li> </ul> </li> <li>(b) act collaboratively in supporting the wider introduction of the ERTMS Programme, including: <ul style="list-style-type: none"> <li>(i) sharing equipment designs for first in class units with other Train Operators and rolling stock owners;</li> <li>(ii) sharing training materials with relevant stakeholders and other Train Operators;</li> <li>(iii) co-operating with relevant stakeholders on the introduction of a ‘Defect Recording Analysis and Corrective Action System’, including by providing full access to relevant real-time data.</li> </ul> </li> </ul>

	<p>36.2 For the purposes of this paragraph “<b>ERTMS Programme</b>” means the Network Rail cross rail industry programme for delivering the national implementation of the European Rail Traffic Management System.</p>
<p><b>Robustness and Efficiencies in Train Operations</b></p>	<p>37. <b>Operational resilience</b></p> <p>Unless otherwise directed by the Secretary of State, the Operator shall maintain a reasonable level of contingency resources, utilising those Business Employees in management or administration roles capable of undertaking the operational roles of conductor staff, on-board supervisor staff or dispatch staff (or such other roles as the Secretary of State may agree from time to time). Such contingency resources shall be deployed by the Operator, as required: (i) to support the operation of the Passenger Services in accordance with the Timetable; or (ii) during periods of significant Business Employee absence, to minimise the impact on the Operator’s ability to operate the Passenger Services.</p> <p>38. <b>Operational Improvement Programme</b></p> <p>38.1 By no later than [REDACTED<sup>42</sup>], the Operator shall deliver to the Secretary of State a plan (the “<b>Operational Improvement Programme</b>”) setting out:</p> <ul style="list-style-type: none"> <li>(a) how the Operator intends, during the first Contract Year, to optimise route and/or traction knowledge training for train crew in order to maximise the availability of train crew who can be rostered to operate the Passenger Services; and</li> <li>(b) the other short term measures that the Operator intends to implement from the Start Date (or as soon reasonably practicable thereafter) and complete prior to [REDACTED<sup>43</sup>], in order to: <ul style="list-style-type: none"> <li>(i) maximise the availability of train crew who can be rostered to operate the Passenger Services;</li> <li>(ii) reduce and minimise the level of train crew absences (including through an assessment of absence data recorded during the 6 months immediately prior to the Start Date); and</li> <li>(iii) mitigate the impact of any train crew absences on the Passenger Services.</li> </ul> </li> </ul> <p>38.2 The Operator shall revise its Operational Improvement Programme in accordance with any comments received from the Secretary of State and once approved by the Secretary of State, the Operator shall thereafter implement the Operational Improvement Programme in accordance with its terms until such time as the Operator commences</p>

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	<p>the implementation of its Train Crew Efficiencies Plan in accordance with paragraph 39.</p> <p>39. <b>Train Crew Efficiencies Plan</b></p> <p>39.1 By no later than [REDACTED<sup>44</sup>], the Operator shall deliver to the Secretary of State a two year plan (the “<b>Train Crew Efficiencies Plan</b>”) setting out how the Operator intends to: (i) improve the efficient deployment of train crew including through efficient rostering; and (ii) minimise train crew absences and mitigate the impact of such absences on the Passenger Services. The plan shall:</p> <p>(a) apply to the deployment of train crew on Weekdays, Saturdays, Sundays and applicable Bank Holidays; and</p> <p>(b) include those aspects of the Operational Improvement Programme which are still being implemented at or will be implemented after the date on which the Operator intends to commence the implementation of the Train Crew Efficiencies Plan.</p> <p>39.2 The Operator shall:</p> <p>(a) revise the Train Crew Efficiencies Plan in accordance with any comments received from the Secretary of State from time to time; and</p> <p>(b) implement the Train Crew Efficiencies Plan in accordance with its then existing terms.</p> <p>39.3 The Train Crew Efficiencies Plan will, upon its implementation, supersede the Operational Improvement Programme.</p> <p>40. <b>Train Crew Resourcing Reporting</b></p> <p>40.1 Within 10 Weekdays of the end of each Reporting Period, the Operator shall produce and deliver a report to the Secretary of State which shall provide:</p> <p>(a) an update on the Operator’s progress in implementing the Operational Improvement Programme, or where such plan has been superseded by the implementation of the Train Crew Efficiencies Plan, an update on the Operator’s progress in implementing the Train Crew Efficiencies Plan; and</p> <p>(b) an assessment of efficiency in train crew deployment by reference to reasonable and appropriate metrics of availability and utilisation including the amount of rest day working and authorised and unauthorised absence recorded during the preceding Reporting Period.</p>
<b>Fleet Engineering</b>	<p>41. <b>On-Time Starts from Depots</b></p> <p>41.1 The Operator shall develop a methodology for measuring the actual time at which the Operator’s trains depart from Depots in preparation for commencing Passenger Services as against the timetabled</p>

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	<p>departure time for each such train in order to measure the punctuality and extent of any delays to such departures.</p> <p>41.2 The Operator shall deliver its proposed methodology to the Secretary of State by no later than [REDACTED<sup>45</sup>] and shall revise its methodology to reflect any comments received from the Secretary of State.</p> <p>41.3 Subject to the approval of the Secretary of State, the Operator shall implement the methodology by no later than [REDACTED<sup>46</sup>].</p> <p>42. <b>Efficient fleet cascade and rolling stock management</b></p> <p>42.1 The Operator shall by no later than [REDACTED<sup>47</sup>] prepare and deliver to the Secretary of State the Live Cascade Plan. The Operator shall review the Live Cascade Plan every Reporting Period and reissue that plan to the Secretary of State (whether or not any changes have been made to it) as soon as reasonably practicable following such review. The Operator shall implement the Live Cascade Plan in accordance with its then existing terms.</p> <p>42.2 For the purposes of this paragraph 42, “<b>Live Cascade Plan</b>” means a plan prepared and updated as required each Reporting Period by the Operator, setting out how the Operator proposes 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 the Contract.</p>
<b>Cambridge Depot</b>	<p>43. <b>Cambridge Depot Enhancement Works Funding Letter</b></p> <p>43.1 The Operator shall comply fully with its obligations specified in the updated Cambridge Central Funding Letter between the Department for Transport and the Operator dated 25 February 2022 in respect of the Phase 3 (tranche 4) enhancement works at the depot and sidings at Cambridge Central.</p>

## Part 5: Customer Experience and Communities

<b>Customer Experience</b>	<p>44. <b>On-train Enhanced Cleaning Programme</b></p> <p>44.1 The Operator shall continue to deliver an enhanced cleaning programme, at least equivalent to that introduced during the COVID-19 pandemic, with the intention of reducing the risk of viral transmission.</p> <p>44.2 The Operator shall, in accordance with its Marketing Plan (as defined in paragraph 59.4), notify passengers of the on-train enhanced cleaning programme through all reasonably appropriate communication channels including social media channels, for the purposes of raising</p>
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	<p>passenger awareness of the cleaning programme in order to support the recovery of passenger demand.</p>
45.	<p><b>Smarter Information, Smarter Journey</b></p> <p>The Operator shall proactively participate in and support the progression of the rail industry’s ‘Smarter Information, Smarter Journey’ programme.</p>
46.	<p><b>Travel Safe Officers Trial</b></p>
46.1	<p>Further to the trial of measures initiated in 2021/2022 in response to anti-social behaviour, unwanted sexual behaviour and workplace violence (the “<b>TS Trial</b>”), the Operator shall strategically deploy Travel Safe Officers (“<b>TSOs</b>”) (being accredited security staff) at Stations and on Passenger Services and at times during the day in order to enhance security for staff and customers and reduce the occurrence of anti-social behaviour, assaults and threatening behaviour at Stations and on the Passenger Services.</p>
46.2	<p>By no later than [REDACTED<sup>48</sup>] the Operator shall deliver to the Secretary of State a report (“<b>TSO Impact Report</b>”) setting out the impact that TSOs have had in combating anti-social and low-level disorder at Stations and on the Passenger Services in the period from [REDACTED<sup>49</sup>] which shall include:</p> <ul style="list-style-type: none"> <li>(a) details of those locations at and the Passenger Services on which TSOs have been deployed;</li> <li>(b) Actual Costs incurred by the Operator associated with the TS Trial, including deploying TSOs, during the relevant period together with a comparison against the costs for the TS Trial as set out in the Costs Budget for that same period and an explanation of any divergence between Actual Costs and budgeted costs;</li> <li>(c) information about the incidents which TSOs have responded to or de-escalated, such information to be disaggregated by type, time of day and location; and</li> <li>(d) such other information as the Operator considers relevant or the Secretary of State requests in order to assess the extent to which the objectives of the TS Trial (as previously established by the Secretary of State) are being achieved.</li> </ul>
46.3	<p>By no later than [REDACTED<sup>50</sup>], the Operator shall provide:</p>

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	<p>(a) an update to the TSO Impact Report which shall include those categories of information specified in paragraph 46.2 in respect of the period from [REDACTED<sup>51</sup>] and</p> <p>(b) a costed plan setting the options and recommendations identified by the Operator to enhance all aspects of safety and security at Stations and on Passenger Services (which may include the future implementation or evolution of the TSO programme as well as arrangements in relation to revenue protection and security) based on an assessment and review of the data and information collected by the Operator about the TSO trial and set out within the TSO Impact Report and the update to that report referred to in paragraph 46.3(a).</p>
<p><b>Station Improvement Fund (SIF)</b></p>	<p>47. <b>Station Improvement Fund (SIF)</b></p> <p>47.1 The Operator acknowledges that the Cost Budget applicable to the first Contract Year includes a specified amount to fund improvement works at Stations that offer non-financial benefits (the “<b>Station Improvement Fund</b>” or “<b>SIF</b>”), such schemes to include:</p> <p>(a) customer experience improvements at Stations including improvements to physical comfort, accessibility, safety and security, real time and public transport information or ability to purchase tickets;</p> <p>(b) enhancing the role of Stations as facilitators of intermodal connectivity, including through the promotion of Active Travel funded schemes; and</p> <p>(c) improvements to the environmental sustainability of Stations.</p> <p>47.2 The Operator shall identify potential Station improvement schemes to be funded from the SIF during the first Contract Year including through:</p> <p>(a) analysis of feedback, insights, opinions and suggestions received from or expressed by customers, local communities and stakeholders in order to identify the needs and priorities of such groups at Stations; and</p> <p>(b) collaboration with Network Rail.</p> <p>47.3 By no later than [REDACTED<sup>52</sup>], the Operator shall provide to the Secretary of State a plan setting out the Station improvement schemes that the Operator proposes to undertake during the remainder of the first Contract Year which will be funded from the SIF and shall include:</p> <p>(a) a description of each of the improvement schemes proposed;</p>

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	<p>(b) the timescales and costs to be incurred in delivering each scheme;</p> <p>(c) any possessions that might be required in order to deliver the scheme; and</p> <p>(d) risks identified by the Operator to the successful delivery of each scheme the measures the Operator proposes to take mitigate such risks,</p> <p>(the “<b>Station Improvement Plan</b>”).</p> <p>47.4 The Station Improvement Plan shall be developed by the Operator in consultation with the Secretary of State taking into account the maximum value of the SIF, the aims of the SIF as set out in paragraph 47.1 and the future needs of local communities and stakeholders as identified through the analysis referred to in paragraph 47.2. The Operator shall rank and prioritise the proposed schemes by reference to the schemes that will maximise the benefits derived from the available funding from the SIF.</p> <p>47.5 The Operator shall revise the Station Improvement Plan to reflect any comments received from the Secretary of State and, once approved by the Secretary of State, the Operator shall thereafter implement that plan in accordance with its terms.</p> <p>47.6 As part of the periodic report referred to in paragraph 5.1 (<i>Periodic Update Reports</i>) of Chapter 1.1 (<i>Organisation and Management</i>) of the Contract, the Operator shall provide updates to the Secretary of State as to the progress and the costs incurred in delivering the schemes contained in the Station Improvement Plan.</p> <p>47.7 The Secretary of State shall at any time be entitled to direct the Operator to revise the Station Improvement Plan (including to remove or revise schemes contained in the plan) following consultation with the Operator.</p>
<p><b>Customer and Community Improvements</b></p>	<p>48. <b>Customer and Communities Improvement Schemes</b></p> <p>48.1 The Operator shall conduct a scheme, in accordance with this paragraph 48, under which stakeholders and community groups can bid for funding for the development and implementation of local rail improvement schemes during the second Contract Year (“<b>Customer and Communities Improvement Programme</b>”).</p> <p>48.2 The Operator shall, in consultation with the Secretary of State, design the Customer and Communities Improvement Programme in a way that sets clear and appropriate requirements for submission and criteria for evaluation.</p> <p>48.3 The Operator shall operate the Customer and Communities Improvement Programme:</p> <p>(a) in accordance with the programme terms developed pursuant to paragraph 48.2; and</p> <p>(b) to timescales consistent with the potential incorporation of relevant recommended improvement schemes in the draft Business Plan to be submitted to the Secretary of State by no</p>

		later than [REDACTED <sup>53</sup> ] so that they are capable of being taken forward through the annual Business Plan process set out at paragraph 3 of Chapter 7.7 (Business Plan) of the Contract, if so directed by the Secretary of State.
<b>One Team Stations</b>	49.	<b>One Team Stations</b>  The Operator shall continue to collaborate and engage with Network Rail and other relevant Train Operators in the implementation of the 'One Team' action plans, as approved by the Secretary of State, applicable to London King's Cross, London Bridge and London Victoria.
	50.	[REDACTED <sup>54</sup> ]
	50.1	[REDACTED <sup>55</sup> ]
		(a) [REDACTED <sup>56</sup> ]
		(b) [REDACTED <sup>57</sup> ]
	50.2	[REDACTED <sup>58</sup> ]
		(a) [REDACTED <sup>59</sup> ]
		(b) [REDACTED <sup>60</sup> ]
	50.3	The Operator shall revise the Integrated Stations Plan to reflect any comments received from the Secretary of State and, once approved by the Secretary of State, the Operator shall implement that plan in accordance with its terms.
<b>Communities and Stakeholders</b>	51.	<b>Common Social Impact Framework</b>  By no later than [REDACTED <sup>61</sup> ], the Operator shall have completed all necessary preparatory work (including the development of a reporting framework) to enable it to measure and report performance against the

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	<p>RSSB's 'Common Social Impact Framework' in Subsequent Business Plan Years.</p>
52.	<p><b>Interim Social Value Report</b></p>
52.1	<p>By no later than [REDACTED<sup>62</sup>], the Operator shall deliver to the Secretary of State (as part of the Operator's annual sustainability report):</p>
	<p>(a) a report setting out the progress the Operator has made in delivering a positive social impact through the social value activities it has undertaken since the Start Date; and</p>
	<p>(b) a plan setting out the social value initiatives that the Operator intends to undertake prior to [REDACTED<sup>63</sup>] in order to leave a positive and lasting impact on the local communities in the Geographical Area. The Operator shall revise the plan to reflect any comments received from the Secretary of State and, once approved by the Secretary of State, the Operator shall implement that plan in accordance with its terms.</p>
53.	<p><b>Annual Stakeholder Surveys</b></p>
53.1	<p>By no later than [REDACTED<sup>64</sup>], the Operator shall survey not less than 100 Stakeholders to assess levels of satisfaction with the Operator's engagement and co-operation with those Stakeholders.</p>
53.2	<p>Prior to undertaking such survey the Operator shall consult with the Secretary of State as to the formulation of the questions to be included in the survey and the identity of the Stakeholders who the Operator will invite to participate in the survey.</p>
53.3	<p>Promptly following completion of the survey the Operator shall provide the results of the survey to the Secretary of State.</p>
54.	<p><b>Station Social and Commercial Development Plan</b></p>
54.1	<p>By no later than [REDACTED<sup>65</sup>], the Operator shall prepare and deliver to the Secretary of State a ten (10) year Station Social and Commercial Development Plan which shall comply with the following minimum requirements:</p>
	<p>(a) identify schemes to develop currently redundant or under-utilised station buildings and facilities for use by community groups and social enterprise organisation or for commercial development including schemes which sustain and enhance the viability of existing facilities at Stations or lead to the</p>

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	<p>development of new facilities including through appropriate sub leasing of station buildings;</p> <p>(b) appropriately reflect changed and developing circumstances to the extent relevant and appropriate;</p> <p>(c) appropriately reflect the outcome of the Operator's consultations with stakeholders, customers and local communities in relation to concerns, issues, opportunities and risks relating to the Stations and priorities for investment;</p> <p>(d) effectively evaluate, prioritise and develop such schemes taking account of customer and community views expressed in the consultations undertaken by the Operator; and</p> <p>(e) provide for the implementation of schemes in accordance with a plan which allocates a priority between such schemes by reference to specified criteria and includes planned timescales for the delivery of relevant outputs from the second Contract Year.</p>
54.2	<p>The Operator shall revise its Station Social and Commercial Development Plan to reflect any comments received from the Secretary of State so that the plan is capable of being taken forward through the annual Business Plan process set out at paragraph 3 of Chapter 7.7 (Business Plan) of the Contract, if so directed by the Secretary of State.</p>
55.	<p><b>Armed Forces Covenant</b></p>
55.1	<p>The Operator shall by no later than [REDACTED<sup>66</sup>]:</p> <p>(a) become a signatory to the Armed Forces Covenant; and</p> <p>(b) achieve a Silver Award under the Defence Employer Recognition Scheme.</p>
56.	<p><b>Employability</b></p>
56.1	<p>By no later than [REDACTED<sup>67</sup>], the Operator shall deliver two (2) vocational work programmes across the Geographical Area being:</p> <p>(a) one short vocational skills training and work experience course through the Prince's Trust "Get Into" programme which offers potential employment to successful participants; and</p> <p>(b) one vocational programme which is: (i) equivalent to the Prince's Trust "Get Into" programme; and (ii) delivered through an educational institution from the Geographical Area. Prior to delivering such programme the Operator shall consult with the Secretary of State as to appropriate vocational programmes that fulfil the requirements of this</p>

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	paragraph (b) and shall only commence the delivery of the programme with the prior approval of the Secretary of State.
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## Part 6: Accessibility

<b>Improving Customer Journeys</b>	57.	<b>Minor Works Fund</b>
	57.1	Notwithstanding the provisions of paragraph 2 (Physical Alterations and Accessibility of Stations) to Chapter 5.3 (Accessibility and Inclusivity) of the Contract, the Operator shall establish a fund (with such expenditure limits as are identified in the applicable Costs Budget and Record of Assumptions) (“ <b>Minor Works Fund</b> ”) which the Operator shall, in accordance with this paragraph 57, expend in undertaking small scale physical alterations or additions at Stations (not involving substantial works of construction or reconstruction) in order to improve the accessibility of those Stations to Disabled Persons (“ <b>Minor Works Schemes</b> ”).
	57.2	By no later than [REDACTED <sup>68</sup> ], the Operator shall submit to the Secretary of State a plan setting out those Minor Works Schemes which the Operator proposes to undertake during the first Contract Year using the Minor Works Fund, ensuring that the aggregate value of the proposed schemes shall not exceed the value of the Minor Works Fund. The Operator shall revise its plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State shall thereafter implement that plan in accordance with its terms.
	57.3	The Secretary of State shall at any time be entitled to direct the Operator to revise the plan referred to in paragraph 57.2 (including to remove or revise schemes contained in the plan) following consultation with the Operator.
<b>Disability and Awareness Training</b>	58.	<b>Inclusive Transport Leader Scheme</b>
		By no later than [REDACTED <sup>69</sup> ], the Operator shall develop and deliver to the Secretary of State a plan setting out the steps that the Operator proposes it will take during the second Contract Year in order for the Operator to submit an application for accreditation under the Secretary of State’s Inclusive Transport Leader by [REDACTED <sup>70</sup> ]. The Operator shall revise the plan to reflect any comments received from the Secretary of State.

## Part 7: Revenue Plan

<b>Marketing and Branding</b>	59.	<b>Marketing Plan</b>
	59.1	The Operator shall undertake the marketing activities set out in the Operator’s Marketing Plan in accordance with the plan and in so doing

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	<p>shall not expend more than the expenditure limits specified therein for each such marketing activity.</p> <p>59.2 The Operator shall use all reasonable endeavours to engage effectively with and support rail industry revenue recovery initiatives. The Parties acknowledge and agree that the expenditure limits specified in the Marketing Plan includes funding associated with the performance by the Operator of its obligations under this paragraph 59.2 and, accordingly, the expenditure limits specified in the Marketing Plan shall also apply to this paragraph 59.2.</p> <p>59.3 The Operator shall at each Contract Performance Meeting report on actions in relation to the delivery of its Marketing Plan taken since the Start Date or the last such meeting as the case may be and the expenditure actually incurred in relation to such actions.</p> <p>59.4 For the purposes of this paragraph “<b>Marketing Plan</b>” shall mean the Operator’s plan (as approved by the Secretary of State) setting out the marketing activities that the Operator will undertake during the first Contract Year, including marketing activity supporting the Great British Railways transitional arrangements, together with specified expenditure limits applicable to each such marketing activity.</p> <p>60. <b>National Approach to Branding</b></p> <p>The Operator shall co-operate with the Secretary of State in supporting the development and implementation of any new national approach to branding associated with the operation of railways in Great Britain as the Secretary of State may specify. Without prejudice to the generality of the foregoing, the Operator shall provide such information as the Secretary of State may request regarding the Operator’s existing branded assets.</p>
<p><b>Fares</b></p>	<p>61. <b>KeyGo</b></p> <p>61.1 By no later than [REDACTED<sup>71</sup>], the Operator shall introduce a keyGo incomplete journey charge whereby passengers using keyGo to pay for Fares and who fail to register a complete journey by:</p> <p>61.1.1 omitting to ‘touch in’ or ‘touch out’ at the beginning or end of a journey with their keyGo smartcard on a card reading device; and</p> <p>61.1.2 failing to complete their journey history through their online keyGo account,</p> <p>will incur a specific charge for each such incomplete journey.</p> <p>61.2 Prior to introducing an incomplete journey charge, the Operator shall:</p> <p>61.2.1 agree with the Secretary of State the charges that the Operator proposes to apply to such incomplete journeys; and</p> <p>61.2.2 provide a plan to the Secretary of State setting out how the Operator proposes to communicate the introduction of the incomplete journey charge to passengers and the timescales for introduction (in order for passengers to become</p>

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	accustomed to the changes) for the Secretary of State's review. The Operator shall revise the plan in line with any comments received from the Secretary of State and shall thereafter implement the plan in accordance with its terms.
<b>Ancillary Revenue Plan</b>	<p>62. <b>Ancillary Revenue Plan</b></p> <p>By [REDACTED<sup>72</sup>], the Operator shall in collaboration with Network Rail and other relevant partners (including APCOA Parking Group) prepare a plan for the optimisation of ancillary revenue (being revenue from any source derived directly or indirectly from the operation of the Rail Services including from car parking, advertising and tenancy income but excluding Fares) for the second Contract Year. The Operator shall submit the plan to the Secretary of State and shall revise the plan in line with any comments received from the Secretary of State.</p>
<b>Revenue Protection and Ticketless Travel</b>	<p>63. <b>Revenue Protection Plan</b></p> <p>63.1 By no later than [REDACTED<sup>73</sup>] the Operator shall deliver to the Secretary of State its strategy for protecting revenues during the Contract Term, including by reducing ticketless travel ("<b>Revenue Protection Plan</b>"). Such plan shall set out the Operator's approach to dealing with fare evasion both at Stations and on the Passenger Services and the steps the Operator will implement to counter new and evolving methods of fare evasion.</p> <p>63.2 The Operator shall revise its Revenue Protection Plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State will thereafter implement the Revenue Protection Plan in accordance with its terms.</p>

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**Part 8: Environment and Sustainability**

<b>Environmental Impact</b>	<b>64. Decarbonisation Roadmap</b>
	64.1 By no later than [REDACTED <sup>74</sup> ] the Operator shall, working in collaboration with Network Rail, develop and submit to the Secretary of State a decarbonisation roadmap which shall include as a minimum: <ul style="list-style-type: none"> <li>(a) a long-term pathway towards total decarbonisation of both traction and non-traction energy by 2050; and</li> <li>(b) the Operator’s plan for establishing, by the end of the second Contract Year, a full set of milestones and validated science-based targets to be achieved by the Operator within the Contract Term.</li> </ul>
	64.2 By no later than [REDACTED <sup>75</sup> ] the Operator shall provide a first draft of the decarbonisation roadmap to the Secretary of State. The Operator shall revise the draft roadmap to reflect any comments received from the Secretary of State.
	<b>65. Air Quality</b>
	The Operator shall, through analysis of the results from the RSSB project ‘T1188: Analysis of air quality onboard trains’, prepare a report setting out the options to reduce emissions from diesel-powered rolling stock in the Train Fleet, such options to include the use of alternative fuels, train reconfiguration and rolling stock modifications to install new technologies. The Operator shall prepare the report in consultation with the Secretary of State and shall deliver the final report to the Secretary of State by no later than [REDACTED <sup>76</sup> ].
	<b>66. Procurement of Waste Management Contracts</b>
66.1 The Operator shall, by no later than [REDACTED <sup>77</sup> ], deliver to the Secretary of State for his approval the Operator’s plan to procure new waste management contracts to replace those waste management contracts in existence as at the date of this Contract and which will expire or which terminate during the Contract Term. Such new waste management contracts will require the contractors to achieve recycling targets that support the Operator’s commitment to recycle 80% of all waste (that it is responsible for collecting and disposing of) by [REDACTED <sup>78</sup> ].	

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	<p>66.2 The Operator shall revise its procurement plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State will thereafter implement the procurement plan in accordance with its terms.</p> <p>67. <b>Renewable Energy</b></p> <p>67.1 Throughout the first Contract Year, the Operator shall work collaboratively with Network Rail to identify viable renewable energy schemes at Stations and Depots.</p> <p>67.2 The Operator shall prepare a report setting out the outcomes of the review with Network Rail and the potential renewable energy schemes identified through the review. The Operator shall deliver the report to the Secretary of State by no later than [REDACTED<sup>79</sup>].</p> <p>68. <b>Electric/ Hybrid Vehicles</b></p> <p>68.1 By no later than [REDACTED<sup>80</sup>], the Operator shall replace no fewer than 8 of all petrol/diesel motor vehicles which form part of the Operator's fleet of road vehicles with electric or hybrid models.</p> <p>68.2 By no later than [REDACTED<sup>81</sup>] the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) undertake a review of its road vehicle fleet and in so doing identify opportunities to reduce the numbers of vehicles in its fleet; and</li> <li>(b) have delivered to the Secretary of State a plan setting out the Operator's plan: <ul style="list-style-type: none"> <li>(i) to rationalise its fleet of road vehicles as a result of the outcomes of the review referred to in paragraph 69.2(a); and</li> <li>(ii) to replace its entire fleet of the petrol/ diesel road vehicles with electric or hybrid models as soon as reasonably practicable and in any event by no later than the [REDACTED<sup>82</sup>] or such later date as the Secretary of State may agree.</li> </ul> </li> </ul> <p>The Operator shall revise its plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State will thereafter implement the plan in accordance with its terms.</p>
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	<p>69. <b>Water Meters</b></p> <p>By no later than [REDACTED<sup>83</sup>], the Operator shall, using all reasonable endeavours and in collaboration with its water suppliers, install 48 new automatic meter reading water meter devices at water supply locations across its estate where such meter reading devices were not previously fitted.</p> <p>70. <b>Automatic Meter Reading (Gas and Electric)</b></p> <p>By [REDACTED<sup>84</sup>], the Operator shall, using all reasonable endeavours and in collaboration with its electricity and gas suppliers, ensure that 90% of the total of all Relevant Utility Meters (measuring non-traction energy consumption) are automatic meter reading meters. For the purposes of this paragraph, “<b>Relevant Utility Meters</b>” means together all gas and electric meters across the Operator’s estate.</p> <p>71. <b>Utilities Management</b></p> <p>71.1 By no later than [REDACTED<sup>85</sup>], the Operator shall deliver to the Secretary of State a report setting out:</p> <ul style="list-style-type: none"> <li>(a) the savings and efficiencies in the Operator’s consumption of energy and water generated by the actions and initiatives undertaken or developed by the Utilities Manager since the Start Date; and</li> <li>(b) the Operator’s proposals for reducing energy and water consumption during the second Contract Year, together with associated costs.</li> </ul> <p>71.2 For the purposes of this paragraph 71, “<b>Utilities Manager</b>” means the Operator’s employee responsible for the efficient management of the Operator’s consumption of energy and water in support of the energy and water reduction targets specified in the Business Plan.</p> <p>72. <b>Enhancing biodiversity</b></p> <p>72.1 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 fully and effectively collaborating with local wildlife trusts operating in the Geographical Area and 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.</p>
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	72.2 By no later than [REDACTED <sup>86</sup> ] and on an annual basis thereafter by [REDACTED <sup>87</sup> ] 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 72.2.
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