

**RAIL PUBLIC REGISTER COPY
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Dated 13 April 2023

- (1) The Secretary of State for Transport
- (2) Trenitalia c2c Limited

FINAL BUSINESS PLAN

Collation of Business Plan Commitments

Essex Thameside

Business Plan Commitments [2023 - 2024]

ESSEX THAMESIDE 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 Resource

1. Data Transparency

1.1 The Operator shall use all reasonable endeavours to support the Rail Data Marketplace (RDM) once the specifications have been released and the Train Operator meetings with the RDM data champions have taken place. The Operator will share its own punctuality, performance and occupancy data in a report which it shall publish on the Operator's website. When the RDM specifications are released and their viability is agreed by the Operator, the Operator will explore whether these datasets can then be provided in an open format, via RDM or another platform. This would be subject to the Operator receiving funding from the Secretary of State if required.

2. Security

2.1 The Operator shall, by no later than 31 December 2023, submit a report to the Secretary of State which sets out its information security strategy, which shall include:

- 2.1.1 its roadmap for increased cyber maturity;
- 2.1.2 the score which the Operator received from its third party security partner in relation to cyber security; and
- 2.1.3 suggested actions to improve the Operator's performance in relation to cyber security.

2.2 The Operator shall use reasonable endeavours to achieve accreditation from White Ribbon by no later than 31 March 2024.

3. Princes Trust

3.1 In this Business Plan Commitment, "Prince's Trust Get Into Customer Service Programme" means a 2 to 4 week training and work experience programme in conjunction with the Prince's Trust to help young unemployed persons to develop skills and experience needed for working in a customer service environment, as set out in the Operator's Business Plan for the first Business Plan Year.

3.2 The Operator shall, by no later than [REDACTED¹] complete one fully funded work experience placement for the Prince's Trust Get Into Customer Service Programme.

¹ 20 July 2023 (Date of Redactions Approval) CR04025 – 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.

4. **Information Technology Backup**

4.1 The Operator shall, by no later than [REDACTED²], complete the replacement of the Operator's information technology backup solution with the agreed cloud-based solution as proposed in BPC 22/23 LMR1-015.

5. **Server Hardware and Storage Solution**

5.1 The Operator shall, by no later than [REDACTED³], complete the replacement of the relevant agreed parts and the upgrade of relevant agreed parts of the Operator's information technology server hardware and storage solution as set out in BPC 22/23 LMR1-016.

Part 2: Collaboration

6. **Rail Efficiency Board**

6.1 The Operator shall:

6.1.1 by no later than 30 June 2023, submit to the Secretary of State a detailed pipeline of activities and projects identified by the Eastern Rail Efficiency Board, that relates to the Essex Thameside route. ranked and summarised by order of priority and, where they have been determined, attainable efficiencies and planned implementation dates; and

6.1.2 within [REDACTED⁴] of the date of each meeting of the Eastern Rail Efficiency Board, share any updates to the pipeline of activities and projects (as set out in paragraph 6.1.1 above or as previously provided to the Secretary of State under this paragraph 6.1.2) with the Secretary of State.

7. **Business Horizons**

7.1 The Operator shall:

7.1.1 establish a business horizons working group which shall use all reasonable endeavours to work with key stakeholders (such as Network Rail, the Great British Railways Transition Team and relevant rolling stock companies) to consider business strategies to evolve a customer proposition that responds to medium and long term challenges for the Operator and the Essex Thameside route.

7.1.2 taking account of the outputs of the business horizons working group and by no later than [REDACTED⁵], provide the Secretary of State with specific proposals for consideration for implementation in subsequent Business Plan Years.

Part 3: Train Service Operations

8. **Train Service Operations**

² 20 July 2023 (Date of Redactions Approval) CR04025 – 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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⁴ 20 July 2023 (Date of Redactions Approval) CR04025 – 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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8.1 The Operator shall, by no later than 30 November 2023, submit a report to the Secretary of State which reports on the Operator's strategic review of its timetable and includes costed recommendations that aim to balance efficient utilisation of its rolling stock, minimisation of cost and opportunities to improve the customer proposition and stimulate and accommodate revenue growth.

9. **Rolling Stock**

9.1 The Operator shall use all reasonable endeavours to submit, by no later than 30 November 2023, a report to the Secretary of State which opines on the feasibility of the implementation of balise automatic train equipment and includes costed options and strategic recommendations.

10. **East Ham Depot**

10.1 The Operator shall, by no later than [REDACTED⁶], at East Ham depot.

10.1.1 Add a new accommodation building

10.1.2 Complete a new bogie drop

10.1.3 Add a new roof access gantry

10.1.4 Add a new overhead crane

Part 4: Customer and Communities

11. **Station Improvement Schemes**

11.1 In this Business Plan Commitment:

11.1.1 "Station Improvement Schemes" means schemes to improve the facilities, safety and/or customer experience at Stations; and

11.1.2 "Station Improvement Schemes Pipeline" means a list of proposed Station Improvement Schemes providing sufficient detail to allow informed funding decisions to be made on their proposed implementation as part of the annual Business Plan process under paragraph 3 (Annual Business Plan Process) of Chapter 7.7 (Business Plan) of this Contract or as and when any additional funding may become available during a Business Plan Year, including:

11.1.2.1 forecast costs and timescales;

11.1.2.2 likely possessions required and their expected impacts, and any other significant delivery risks; and

11.1.2.3 a suggested prioritisation of potential schemes by reference to their anticipated benefits.

11.2 The Operator shall, by no later than [REDACTED⁷], develop the Station Improvement Schemes Pipeline and thereafter:

11.2.1 maintain it throughout the remainder of the Contract Term;

11.2.2 as part of the annual Business Plan process under paragraph 3 (*Annual Business Plan Process*) of Chapter 7.7 (*Business Plan*) of this Contract, by no later than

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[REDACTED⁸] in each Business Plan Year submit the Station Improvement Schemes Pipeline to the Secretary of State for the Secretary of State's consideration; and

11.2.3 subject to:

11.2.3.1 the inclusion (and terms) of Business Plan Commitments in the relevant Business Plan (including (for the avoidance of doubt) as from time to time updated pursuant to any Business Plan Revisions); and

11.2.3.2 the inclusion of the costs in the relevant Cost Budget,

implement such Station Improvement Schemes as may be agreed between the Parties (or reasonably determined by the Secretary of State) in accordance with the relevant Business Plan.

11.3 The Operator shall utilise appropriate forms of insight to identify the needs and priorities of passengers (including those with disabilities) and local communities when developing and maintaining the Station Improvement Schemes Pipeline, including undertaking one or more consultations and analysing feedback, complaints and suggestions obtained via existing customer relations channels.

12. S-Ticket Plan

12.1 The Operator shall, by no later than 30 November 2023, submit an S-Ticket plan to the Secretary of State which shall:

12.1.1 identify the commercial risk, investment required and return on investment;

12.1.2 evaluate the experiences of other operators who have adopted S-Tickets.

13. Community Use Stations

13.1 In this Business Plan Commitment "Community Use Stations" means the stations situated at Ockendon, Shoeburyness, Southend Central and Westcliff as identified in the Station Social and Commercial Development Plan. The "Station Social and Commercial Development Plan" means the Operator's Plan for utilising space at its Stations for community use.

13.2 Subject to agreement and the provision of funding by the Secretary of State (it being acknowledged that such funding is not currently included in the Cost Budget) the Operator shall undertake such works at such Community Use Station(s) as may be agreed by the Secretary of State and the Operator (which shall be based on the Operator's proposal provided to the Secretary of State in the immediately preceding Business Plan Year).

13.3 The Operator shall, by no later than [REDACTED⁹], undertake stakeholder engagement with public sector partners, local authorities and local communities to identify potential uses for areas at the Community Use Stations.

13.4 The Operator shall, by no later than [REDACTED¹⁰], undertake a feasibility study at each of the Community Use Stations to:

13.4.1 understand any potential constraints connected with the use of particular areas for the potential uses identified as part of the stakeholder engagement;

13.4.2 clarify the impact of those constraints on cost, programme and delivery; and

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- 13.4.3 identify any potential opportunities to generate renewable energy and/or increase resource efficiency at that station.
- 13.5 The Operator shall, by no later than [REDACTED¹¹] submit a proposal to the Secretary of State setting out the Operator's findings and recommendations from the Station Social and Commercial Development Plan on the option(s) to progress.
- 13.6 The Operator shall use reasonable endeavours to agree with the Secretary of State, by no later than [REDACTED¹²], a plan and relevant Cost Budget to allow the Operator to undertake the relevant works at the agreed Community Use Station(s).
- 13.7 The Operator shall, throughout the remainder of the third and future Business Plan Years, subject to the inclusion (and terms) of Business Plan Commitments in the relevant Business Plan, and subject to the inclusion of the costs in the relevant Cost Budget, implement the agreed plan to undertake the relevant works at the agreed Community Use Station(s) or (where applicable) take such steps during the term of the National Rail Contract that would allow a Successor Operator to complete the implementation of such agreed plan.
14. **CCIF**
- 14.1 The Operator shall, by no later than 31 May 2023, submit to the Secretary of State the Operator's proposals and recommendations in relation to the Customers and Communities Investment Fund (CCIF) which have been developed following the consultation carried out by the Operator in August 2022.
- 14.2 On or before [REDACTED¹³], the Operator shall undertake one or more consultations (relating to improving customer experience) with passengers, potential passengers and local representatives in respect of the fourth Business Plan Year.
- 14.3 On or before [REDACTED¹⁴], the Operator shall provide the Secretary of State details of initiatives, works or proposals (each a "CCIF Scheme") it proposes to progress in the relevant period, in each case including any issues raised as part of the consultation under paragraph 16 and how the Operator proposes to mitigate such issues. (the "CCIF Scheme Proposal").
15. **Barking Station**
- 15.1 The Operator shall, by no later than [REDACTED¹⁵], at Barking Station.
- 15.1.1 Complete delivery of works on platform 1;
- 15.1.2 Complete fitout of the ticket office;
- 15.1.3 Install a new right hand side gateline;
- 15.1.4 Construct and install a new changing places facility, DDA toilet, station cleaner cupboard and roof access point
- 15.1.5 Construct new right hand side retail units (shell and core)

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16. **Fenchurch Street Station**

- 16.1 The Operator shall, by no later than [REDACTED¹⁶], at Fenchurch Street Station:
- 16.1.1 complete the design of temporary works to relocate the 'Help Point' which were commenced in the immediately preceding Business Plan Year;
 - 16.1.2 implement temporary works to relocate the 'Help Point';
 - 16.1.3 demolish all retail and staff facilities on the left hand side of the station facing the gateline;
 - 16.1.4 tender and complete GRIP 5 design for left hand side; and
 - 16.1.5 tender and implement GRIP 6 to 8 for left hand side.

17. **Basildon Station**

- 17.1 The Operator shall, by no later than [REDACTED¹⁷], complete GRIP stage 5 for works at Basildon station.

Part 5: Revenue

18. **On-board Ticket Checks**

- 18.1 The Operator shall trial on-train ticket checks, focusing on trains and areas where ticketless travel is considered by the Operator to be greatest, and shall, by no later than [REDACTED¹⁸], report to the Secretary of State on the outcome of such trial including, if the results are positive, a costed business case for increasing agency staff to undertake on-train ticket checks.

Part 6: Environment

19. **Noise Control**

- 19.1 The Operator shall, by no later than 31 March 2024, submit a report to the Secretary of State which summarises any noise complaints made during the previous 12 months, the actions the Operator has taken to address such complaints and the steps taken to comply with the approach set out in the Operator's noise strategy.

20. **Net-Zero**

- 20.1 The Operator shall, by no later than 31 December 2023, submit to the Secretary of State a strategy and long-term pathway to achieve net-zero contribution by 2050 for both traction and non-traction carbon.

21. **Science-based Targets**

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21.1 The Operator shall, by no later than [REDACTED¹⁹], develop validated science-based targets for carbon emissions and submit such targets to the Secretary of State for consideration.

22. **LED Lighting**

22.1 The Operator shall:

22.1.1 operate a trial, running from [REDACTED²⁰], with LED lighting on two trains comprised in the Class 357 fleet;

22.1.2 collate data on lux levels and any power consumption improvements achieved; and

22.1.3 by no later than [REDACTED²¹], submit a report to the Secretary of State on the outcome of the LED lighting trial and providing costed options for the installation of LED lighting across the remainder of the Class 357 fleet.

Part 7: Accessibility

23. **Improving Customer Journeys – Minor Works**

23.1 The Operator shall carry out Minor Works, which will include delivery of the actions identified in the Stakeholder survey completed in BPC CAC1-008 of the 22/23 Business Plan, and such Minor Works will be undertaken in accordance with paragraph 2 of Chapter 5.3 (Accessibility and Inclusivity) including in accordance with the Code of Practice.

23.2 The Operator shall, not less than Quarterly, report on actions in relation to the delivery of the Minor Works contemplated in paragraph 23.1 above pursuant to paragraph 2 of Chapter 5.3 (Accessibility and Inclusivity) and the expenditure actually incurred in relation to the delivery of such Minor Works and actions.

23.3 The Operator shall, in carrying out its obligations under this paragraph, incur a maximum spend of [REDACTED²²].

24. **National Accessibility Audit**

24.1 The Operator shall, by no later than 31 December 2023, update its National Accessibility Audit plan and submit such plan to the Secretary of State.

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