

**RAIL PUBLIC REGISTER COPY
REDACTED IN ACCORDANCE WITH FOIA 2000**

Dated 1 June 2023

- (1) THE SECRETARY OF STATE FOR TRANSPORT**
- (2) DFT OLR HOLDING LIMITED**
- (3) LONDON NORTH EASTERN RAILWAY LIMITED**

FINAL BUSINESS PLAN

Collation of Business Plan Commitments

SERVICES AGREEMENT
relating to
East Coast Franchise

Business Plan Commitments 2023/24

	BPC Title	Plan	Draft Business Plan Commitment
1.	Safeguarding Strategy	Customer and communities plan	<ul style="list-style-type: none"> • LNER shall implement, develop and maintain the Safeguarding Strategy agreed between LNER and the Secretary of State in 22/23. • LNER shall by no later than 23 August 2024 provide the Secretary of State with an updated Safeguarding Strategy which incorporates any proposed revisions as required. This strategy should continue to: <ul style="list-style-type: none"> a) Describe LNER's approach to creating a safe environment and culture to encourage those who are subject to sexual offences or unwanted sexual behaviour to report occurrences to staff, offering a place of safety to those who report. b) Describe LNER's approach to working with the British Transport Police and other operators to address crime and security risks, with a focus on key current threats to passenger, staff and wider societal security, including violence towards women and girls, the carriage of weapons and the exploitation of public transport networks by County Lines organised crime drug gangs.
2.	Suicide Prevention Plan	Customer and communities plan	<ul style="list-style-type: none"> • LNER shall implement, develop and maintain the Suicide Prevention Plan agreed between LNER and DfT in 22/23. • LNER shall by no later than 23 June 2023 provide the Secretary of State with an updated Suicide Prevention Plan which incorporates any proposed revisions as required.
3.	Data transparency	Leadership, management and resourcing plan	<ul style="list-style-type: none"> • LNER shall by no later than 31 March 2024 provide the Secretary of State with a data transparency strategy which shall: • Commit to appointing a Senior Manager or Director within LNER who acts as the 'Open Data Champion' and shall be empowered and responsible for delivering all open data objectives of the business. • Set out how LNER intends to explore what further data it can make available to customers about their journeys; including punctuality, train occupancy, accessibility and facilities and, • provide a detailed summary of all data provided, planned to be provided, or unable to be provided (including the reasons for this) to the Rail Data Marketplace and other open data sources; and • outline the necessary actions required, including costs, for those unable to be provided (the "Data Transparency Strategy").
4	Marketing	Revenue plan	LNER shall commit to expend a maximum marketing campaign budget of [REDACTED ¹] in [REDACTED ²] subject to any quarterly

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			<p>reforecasts of LNER's marketing budget determined by the Secretary of State and provided that this budget may also be amended by agreement between the parties, each acting reasonably, (i) if there is any material amendment to LNER's contribution to any national marketing budget from time to time administered by Great British Railways or such other body with responsibility for centralised rail industry marketing; (ii) to reflect any Budget underspend in other areas of LNER's business and/or (iii) to reflect any Budget changes specified by the Department.</p>
5	Fares Utopia Programme	Operator specific	<p>LNER shall continue to develop, implement and maintain its Fares Utopia programme with the primary objective of informing and supporting national fares reform by simplifying and making fares fairer and making rail a more attractive proposition for the future.</p> <p>During [REDACTED³], LNER shall (subject to all required approvals from the Department for Transport):</p> <ul style="list-style-type: none"> • Expand the Single Leg Pricing (SLP) fares structure to virtually all LNER managed flows in June 2023. • Launch a pilot of Demand Based Pricing (DBP) in [REDACTED⁴]. • Report to the Secretary of State not less than Quarterly from June 2023 on its progress on the SLP expansion. • [REDACTED⁵]. • Review LNER's Seat Sure proposition and identify improvements together with implementation timescales. • Carry out appropriate preparatory activities to enable roll out of the following activities beyond [REDACTED⁶]: • [REDACTED⁷], • [REDACTED⁸].

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			<ul style="list-style-type: none"> Continue to work with industry partners throughout the programme <p>High level plan for LNER's Fares Utopia programme including targets shall be provided to the Secretary of State by 30 April 2023.</p>
6	Fleet Plan	Train service operations plan	<p>LNER shall, by no later than [REDACTED⁹], provide the Secretary of State with a draft fleet plan which shall:</p> <ol style="list-style-type: none"> outline the current operational position and associated assumptions until [REDACTED¹⁰]; briefly outline the latest position as [REDACTED¹¹] of options around Azuma only running, fleet cascades and wider timetable changes; include LNER's annual Train Plan and capacity contractual statement and satisfy any further requirements for LNER's fleet plan as are provided by the Secretary of State in a request for a business plan which will be submitted to LNER in [REDACTED¹²], (the "Fleet Plan").
7	Depot and Stabling Strategy	Train service operations plan	<ul style="list-style-type: none"> LNER shall, by no later than 30 June 2023, provide the Secretary of State with its Depot and Stabling Strategy which shall outline: <ol style="list-style-type: none"> the current depot and stabling operational position and associated assumptions until [REDACTED¹³]; and [REDACTED¹⁴],

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			iii. (the " Depot and Stabling Strategy ").
8	[REDACTED ¹⁵]	People plan	[REDACTED ¹⁶ [REDACTED ¹⁷]
9	Accessibility Plan	Accessibility plan	<ul style="list-style-type: none"> • LNER shall, by no later than 31 March 2024, implement, and maintain the accessibility plan delivered by LNER in 22/23. • LNER shall, by no later than 31 March 2024, provide the Secretary of State with an updated accessibility plan incorporating any proposed revisions as required which shall: <ol style="list-style-type: none"> i. Set out an improvement plan and specific actions to be implemented (as identified through LNER's recent engagement with disabled passengers and their representative organisations) to improve journey opportunities and facilitate spontaneous travel for disabled passengers. ii. Set out LNER's plans to continue engaging proactively with disabled people and their representative organisations to identify barriers to using LNER's services, and to develop and implement further plans to address those barriers. iii. Commit to specific actions to ensure that information for all passengers is accessible and inclusive, with a focus on addressing the most significant issues identified through LNER's recent engagement with disabled passengers. iv. Outline how LNER shall continue to support the collection of data for the national accessibility audit.
10	Customer and Communities Investment	Customer and communities plan	<p>LNER shall allocate a maximum of [REDACTED¹⁸] funding on customer and communities investment Schemes (CCIS).</p> <ul style="list-style-type: none"> • LNER shall, by no later than [REDACTED¹⁹], provide a report for CCIS for the [REDACTED²⁰] financial year for review by the Secretary of State that outlines:

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			<ul style="list-style-type: none"> • LNER's approach to identifying CCIS through customer and community consultation and • The outcome of these consultations and schemes. • LNER shall, by no later than [REDACTED²¹], provide the Secretary of State with a final report evidencing the CCIS schemes in the [REDACTED²²] financial year.
11	Minor Works	Customer and communities plan	LNER shall, by no later than 31 March 2024, undertake Minor Works in order to improve the accessibility of relevant Stations for Disabled Persons as per the three year Minor Works Programme agreed with the Secretary of State.
12	SSCDP	Customer and communities plan	LNER shall, by no later than 31 March 2024, provide the Secretary of State with any revisions to its Station Social and Commercial Development Plan.
13	[REDACTED ²³]	People plan	<p>LNER shall, by 31 March 2024, report to the Secretary of State on its delivery of two [REDACTED²⁴] virtual work inspiration/experience programmes for no fewer than [REDACTED²⁵] individuals each which will provide:</p> <ul style="list-style-type: none"> • Insight into the variety of roles in the rail industry and opportunities to engage with professionals through live webinars. • Virtual work experience, offering a certificate upon completion.
14	Social Value Report	Customer and communities plan	LNER shall, by no later than 31 st May 2024, publish on its website a social value report which includes the results of its social value measurements against the national TOMS Framework (Themes Outcomes and Measures), in collaboration with the Social Value Portal.

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15	Staff and Trade Union Engagement	People plan	LNER shall throughout 23/24 actively engage with employees and trade union representatives with the aim of building support for the strategic imperative of developing a sustainable staffing model for the long term.
16	[REDACTED ²⁶]	People plan	LNER shall continue to engage actively with the Secretary of State and with cross-industry processes as required to: <ul style="list-style-type: none"> • [REDACTED²⁷] • [REDACTED²⁸]
17	Environmental Strategy	Environmental sustainability plan	LNER shall, by no later than 31 st March 2024, provide a report to the Secretary of State on its progress towards implementing its strategy and roadmap to achieve decarbonisation of traction and non-traction carbon by 2045 in line with commitments and science-based targets. LNER shall, by no later than 31 March 2024, develop validated science based targets or equivalent externally assured targets for achieving net zero.
18	Air Quality Strategy	Environmental sustainability plan	LNER shall, by no later than 31 March 2024, implement the strategy and roadmap provided to the SoS which sets out a long-term pathway towards reducing air quality emissions from existing diesel-powered rolling stock fleets, subject to the timely provision of required reporting and engagement by RSSB. LNER shall continue to fully and effectively cooperate with RSSB to design and implement an air quality monitoring network (the “ Air Quality Monitoring Network ”), such network to involve: <ol style="list-style-type: none"> a) LNER providing access to the Air Monitoring Stations for the purposes of allowing RSSB to fit air quality monitoring equipment; b) allowing reasonable access to RSSB at each Air Monitoring Station in order to maintain and replace such air quality monitoring equipment from time to time; and c) utilising the data obtained from such air quality monitoring equipment in order to agree with RSSB and the Secretary of State air quality improvements plans aligned to agreed industry-wide approach and/or policy. Subject to point c) above, LNER shall: <ul style="list-style-type: none"> • By no later than 31st March 2024 provide a report to the Secretary of State detailing the priorities and potential mitigations, agreed with RSSB, for air quality improvement at Stations; and By no later than 31 May 2024, provide LNER's air quality improvement plans to the Secretary of State, aligned with (and dependent upon) the agreed industry-wide approach (such approach

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			to be developed by RSSB through the Air Quality Monitoring Network programme)
19	Noise Pollution Strategy	Environmental sustainability plan	LNER shall engage with RSSB and Network Rail to develop a strategy for the monitoring and management of environmental noise from its trains and at its Stations (including from train warning horns) and shall, by no later than [REDACTED ²⁹], submit this strategy to the Secretary of State.
20	Optimising relationship with Hitachi	Collaboration plan	<p>1.0 LNER shall develop, agree and complete a Relationship Review with Hitachi by 31 March 2024.</p> <p>1.1 The Operator shall use all reasonable endeavours (subject to the availability of funding in the Cost Budget) to implement, or seek to be implemented by the Secretary of State, the proposals and recommendations set out by the Operator in the “Relationship Review” including:</p> <p>1.1.1 any pragmatic approaches to addressing common challenges;</p> <p>1.1.2 pragmatic options for better aligning maintenance, depot and timetabling strategies to maximise fleet availability whilst carefully managing costs.</p>
21	Finance	Leadership, management and resourcing plan	[REDACTED ³⁰]

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