

**RAIL PUBLIC REGISTER COPY  
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Dated

16 October 2021

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

## **FINAL BUSINESS PLAN**

# **Collation of Business Plan Commitments**

South Eastern

Annex 1 to the 2022/23 Annual Business Plan – South Eastern Trains – Business Plan Commitments

The Business Plan Commitments are subject to the provisions of and shall be interpreted in accordance with the Services Contract and, in accordance with and subject to Paragraph 8 of Chapter 7.7 (Business Plan), in the event of any conflict between the Services Contract and any Business Plan Commitment, the provisions of the Services Contract shall prevail.

		BPC Title	BPC Text
1.		Authority to Work	<p>1.1. In this Business Plan Commitment:</p> <p>"Authority to Work" means an electronic system that provides approvals and authority for third parties to undertake works for and on behalf of the Operator;</p> <p>"Booking In" means an electronic visitor register that is maintained for safety and security purposes and provides visitors with site specific safety information.</p> <p>1.2. The Operator shall, subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year, maintain Authority to Work and Booking In applications at all Stations, Depots and any other relevant locations at which third parties are undertaking works on behalf of, or providing services to, the Operator ("Relevant Sites").</p> <p>1.3. The Operator shall, throughout the Contract Term, ensure that its processes for third party access to Relevant Sites comply with applicable Law and, in particular, that:</p> <ul style="list-style-type: none"> <li>(a) such third parties are authorised to be on the Relevant Site and have obtained all relevant approvals;</li> <li>(b) the Operator's local line manager receives appropriate advance warning of relevant third party works being carried out or services being provided at the Relevant Site; and</li> <li>(c) an electronic visitor register is maintained for safety and security purposes.</li> </ul> <p>1.4. The Operator shall:</p> <ul style="list-style-type: none"> <li>(a) in the [REDACTED<sup>1</sup>], incur a maximum expenditure of [REDACTED<sup>2</sup>] in carrying out its obligations under paragraphs 1.2 and 1.3 (it being acknowledged that where a Contract Year is less than thirteen Reporting Periods such expenditure amount shall be reduced pro rata by reference to the number of days in that Contract Year); and (b) subject to: <ul style="list-style-type: none"> <li>(i) 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</li> <li>(ii) the inclusion of the costs in the relevant Cost Budget,</li> </ul> </li> </ul>

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		BPC Title	BPC Text
			continue to carry out its obligations under paragraphs 1.2 and 1.3 after [REDACTED <sup>3</sup> ].
2.		Safeguarding Strategy	<p>2.1. The Operator shall, by no later than [REDACTED<sup>4</sup>], work in collaboration with Network Rail and the British Transport Police to develop and implement a Safeguarding Strategy in accordance with paragraph 5 (Safeguarding Strategy) of Chapter 1.2 (Strategies and Plans) of the Service Contract.</p> <p>2.2. The Safeguarding Strategy shall include steps to be taken to reduce occurrences of:</p> <ul style="list-style-type: none"> <li>(a) individuals posing a threat to passengers and staff;</li> <li>(b) sexual harassment; and</li> <li>(c) homelessness, 'county lines' crime and juvenile runaways.</li> </ul> <p>2.3. The Operator shall, by no later than [REDACTED<sup>5</sup>], notify the Secretary of State of its progress in the delivery of its obligations under paragraph 2.1.</p>
3.		Safeguarding Manager	<p>3.1. The Operator shall, by no later than [REDACTED<sup>6</sup>], appoint a manager (the "Safeguarding Manager") to implement and manage the Safeguarding Strategy.</p> <p>3.2. The Operator shall ensure that the Safeguarding Manager produces a report, no later than [REDACTED<sup>7</sup>] following the end of each Contract Year, setting out the Operator's performance in relation to the Safeguarding Strategy, including:</p> <ul style="list-style-type: none"> <li>(a) the measures taken by the Safeguarding Manager to implement and manage the Safeguarding Strategy in the preceding Contract Year; and</li> <li>(b) the aims and strategies the Safeguarding Manager intends to adopt for managing the Safeguarding Strategy in the then-current Contract Year.</li> </ul>

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			3.3. The Operator shall ensure that, following appointment of a Safeguarding Manager in accordance with paragraph 3.1, the Safeguarding Manager role is thereafter filled for the duration of the Contract Term.
4.		Cross-Industry Data Sharing	<p>4.1. The Operator shall take responsible and appropriate measures to embed a culture of data transparency and shall 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</p> <p>4.2. In performing its obligations in paragraph 4.1, the Operator shall:</p> <ul style="list-style-type: none"> <li>(a) share relevant data with, as appropriate, the Secretary of State, DOHL, other Train Operators, Network Rail, and other rail delivery bodies to support joint decision-making capability and cross-industry strategies and plans;</li> <li>(b) 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;</li> <li>(c) make use of industry-wide data and technology standards, to support cross-industry data integration;</li> <li>(d) use all reasonable endeavours to ensure that the contracts to which it is party contain terms that reasonably and properly facilitate data protection sharing; and</li> <li>(e) comply with the Secretary of State’s reasonable directions from time to time.</li> </ul>

		BPC Title	BPC Text
5.		Open Data Champion	<p>5.1. The Operator shall, subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year, ensure that a suitably qualified and experienced Business Employee is appointed as "Open Data Champion" and leads the Operator's approach to data sharing, including pursuant to and in the context of the matters referred to in paragraph 4 (Cross-Industry Data Sharing).</p> <p>5.2. The Operator shall, by no later than [REDACTED<sup>8</sup>], produce a brief report which sets out the key actions and successes of the Open Data Champion during the relevant Business Plan Year.</p>

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6.	Network Rail Data Sharing Strategy	<p>6.1. In this Business Plan Commitment:</p> <p>[REDACTED<sup>9</sup>]</p> <p>"NR Data Sharing Objectives" means the aims and objectives of data sharing as agreed between the Operator and Network Rail and documented in the Data Sharing Strategy, including (without limitation) improving the planning and delivery of day-to-day operational activities, supporting business planning, supporting train planning, informing service change and timetabling proposals, planning access and possessions, assessing the railway industry business case for specified proposals and support of strategic planning;</p> <p>"Data Sharing Strategy" means the data sharing strategy to be developed in accordance with paragraph 6.2, as may be updated from time to time; and</p> <p>[REDACTED<sup>10</sup>]</p> <p>6.2. The Operator shall:</p> <p>(a) by no later than [REDACTED<sup>11</sup>]:</p> <p>(i) develop a data sharing strategy in collaboration with Network Rail for the purpose of sharing operational, financial and commercial data and information with one another ("Data Sharing Strategy");</p> <p>(ii) provide the Secretary of State with a copy of the Data Sharing Strategy; and</p> <p>(b) throughout the relevant Business Plan Year, fully and effectively co-operate with Network Rail in implementing and maintaining the Data Sharing Strategy.</p>
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			<p>6.3. The Operator shall ensure that the Data Sharing Strategy complies with any directions or guidance issued by the Secretary of State from time to time (acting reasonably) and includes (without limitation):</p> <ul style="list-style-type: none"> <li>(a) the NR Data Sharing Objectives;</li> <li>(b) the types and categories of data to be shared by the Operator and Network Rail (including, without limitation, [REDACTED<sup>12</sup>];</li> <li>(c) the format and frequency of the data sharing;</li> </ul>
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		BPC Title	BPC Text
			<ul style="list-style-type: none"> <li>(d) how the Operator and Network Rail intend to receive, use and safely store the other party's data;</li> <li>(e) the Operator's and Network Rail's approach to cost-sharing and apportionment in respect of the data sharing; and</li> <li>(f) the Operator's and Network Rail's approach to overcoming any confidentiality concerns or other restrictions that may arise in respect of data sharing or storage (including as matter of Law).</li> </ul>
7.		Customer Experience Maturity Model	<p>7.1. The Operator shall collaborate and engage with industry partners (including the Secretary of State, Network Rail, Rail Delivery Group and ORR) in the development of an industry-wide maturity model for redefining the relationship between the railway and its customers and, subject to the inclusion of the relevant costs in the applicable Cost Budget, shall collaborate with the Secretary of State in implementing such model.</p>
8.		Softwaredefined Wide Area Network (SDWAN)	<p>8.1. In this Business Plan Commitment:                  [REDACTED<sup>13</sup>]                  [REDACTED<sup>14</sup>]                  [REDACTED<sup>15</sup>]</p>

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			<p>8.2. The Operator shall, by no later than [REDACTED<sup>16</sup>]:</p> <ul style="list-style-type: none"> <li>(a) carry out and complete a procurement exercise [REDACTED<sup>17</sup>]</li> <li>(b) carry out and complete a procurement exercise to [REDACTED<sup>18</sup>]</li> <li>(c) use all reasonable endeavours to procure [REDACTED<sup>19</sup>]</li> <li>(d) use all reasonable endeavours to procure and [REDACTED<sup>20</sup>]</li> <li>(e) use all reasonable endeavours to commence the procurement of [REDACTED<sup>21</sup>]</li> </ul> <p>8.3. The Operator shall, [REDACTED<sup>22</sup>], incur a maximum expenditure of [REDACTED<sup>23</sup>] in carrying out its obligations under paragraph 8.2.</p>
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		BPC Title	BPC Text
9.		Depot WiFi	<p>9.1. In this Business Plan Commitment:</p> <p>"Depot Connectivity Upgrade" means the commissioned and operational upgrade of Wi-Fi at each Depot to:</p> <p>(a) [REDACTED<sup>24</sup>]</p> <p>(b) [REDACTED<sup>25</sup>]</p> <p>9.2. The Operator shall use all reasonable endeavours to complete the Depot Connectivity Upgrade by no later than [REDACTED<sup>26</sup>]</p> <p>9.3. The Operator shall, [REDACTED<sup>27</sup>], incur a maximum expenditure of [REDACTED<sup>28</sup>] in carrying out its obligations under paragraph 9.2.</p>
10.		Wireless hardware replacement	<p>10.1. In this Business Plan Commitment:</p> <p>"NIS Regulations" means the Network and Information Systems Regulations 2018 (NIS Regulations);</p> <p>"Wireless Access Bridges" means the [REDACTED<sup>29</sup>];</p> <p>"Wireless Access Points" means [REDACTED<sup>30</sup>]; and</p> <p>"Wireless LAN Controllers" means [REDACTED<sup>31</sup>]</p>

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			<p>10.2. The Operator shall, by no later than [REDACTED<sup>32</sup>], use all reasonable endeavours to procure the replacement of:</p> <ul style="list-style-type: none"> <li>(a) the Wireless LAN Controllers;</li> <li>(b) the Wireless Access Points; and</li> <li>(c) the Wireless Access Bridges,</li> </ul> <p>in each case with functionally enhanced replacement equipment for the purposes of ensuring the continued availability of relevant security support and achieving compliance with the NIS Regulations.</p> <p>10.3. The Operator shall, [REDACTED<sup>33</sup>], incur a maximum capital expenditure of [REDACTED<sup>34</sup>] in carrying out its obligations under paragraph 10.2.</p>
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		BPC Title	BPC Text
11.		VMWare capacity upgrade	<p>11.1. In this Business Plan Commitment:</p> <p>“VMWare Capacity Upgrade” means the procurement of commissioned and operational:</p> <ul style="list-style-type: none"> <li>(a) [REDACTED<sup>35</sup>];</li> <li>(b) [REDACTED<sup>36</sup>]; and</li> </ul>

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			<p>(c) [REDACTED<sup>37</sup>], required to implement and establish [REDACTED<sup>38</sup>];</p> <p>[REDACTED<sup>39</sup>] [REDACTED<sup>40</sup>]</p> <p>11.2. The Operator shall use all reasonable endeavours to complete the VMWare Capacity Upgrade by no later than [REDACTED<sup>41</sup>]</p> <p>11.3. The Operator shall, in [REDACTED<sup>42</sup>], incur a maximum expenditure of [REDACTED<sup>43</sup>]</p>
12.		NIS Funding	<p>12.1. In this Business Plan Commitment:</p> <p>“NIS Initiatives” means initiatives proposed by the Operator that support compliance with the NIS Regulations; and</p> <p>"NIS Plan" means the plan titled "Appendix C" submitted by the Operator to the Secretary of State on 28 February 2022 as part of its 2022/23 annual business plan;</p> <p>“NIS Regulations” means the Network and Information Systems Regulations 2018 (NIS Regulations);</p> <p>12.2. The Operator shall continue to implement the NIS Initiatives across its network in compliance with the NIS Plan with the purpose of improving the Operator's compliance with the NIS Regulations.</p>

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			12.3. The Operator shall, [REDACTED <sup>44</sup> ], incur a maximum expenditure of [REDACTED <sup>45</sup> ].
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		BPC Title	BPC Text
13.		Rail Reform	13.1. The Operator shall continue to work with the Secretary of State, as required, in the development of initiatives to deliver improvements set out as part of the “new deal for passengers” in the Williams-Shapps Plan for Rail and, subject to the inclusion of the relevant costs in the applicable Cost Budget, shall collaborate with the Secretary of State in implementing such initiatives. The Operator shall update the Secretary of State on relevant activity as party of its regular Reporting Period reporting.
14.		[REDACTED <sup>46</sup> ]	[REDACTED <sup>47</sup> ]
15.		ISO202400	15.1. The Operator shall, by no later than [REDACTED <sup>48</sup> ], implement a sustainable procurement and supply chain strategy that enables the Operator to comply with ISO 20400 ("Sustainable Procurement Strategy"). 15.2. The Operator shall, by no later than [REDACTED <sup>49</sup> ], notify the Secretary of State of: (a) its progress in developing the Sustainable Procurement Strategy; and (b) any future costs or expenditure that is likely to be incurred to develop and finalise the Sustainable Procurement Strategy.

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16.		Recognition and Engagement	<p>16.1. The Operator shall, by no later than [REDACTED<sup>50</sup>], procure an IT system that improves employee recognition and engagement and which provides a way for the Operator to recognise and reward colleagues at all levels, and provide efficient visibility for the business on usage and rewards.</p> <p>16.2. The Operator shall, [REDACTED<sup>51</sup>], incur a maximum expenditure of [REDACTED<sup>52</sup>] in carrying out its obligations under paragraph 16.1.</p>
17.		Driver Training Strategy	<p>Train Driver Training Strategy</p> <p>“Train Driver Academy” means the scheme to improve driver recruitment by increasing the supply, diversity and quality of qualified train drivers (including through online learning platforms) which was originally established by RDG in 2019, including as it may be amended, supplemented or replaced from time to time; and  “Train Driver Academy LMS” means the learning management system developed and used in connection with the Train Driver Academy.</p> <p>The Operator shall use all reasonable endeavours to deliver a driver training programme in line with [REDACTED<sup>53</sup>] of the Annual Business Plan submitted on 28 February 2022.</p> <p>In doing so the Operator shall deliver the following commitments:</p> <ul style="list-style-type: none"> <li>a) Implement the RDG Train Driver Academy (TDA) Learning Management System (LMS) to support the overarching TDA strategy improving the learning experience and enabling training efficiencies by no later than [REDACTED<sup>54</sup>]</li> </ul>

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			<p>b) Procure and subsequently install, commission and introduce for use at the Operator’s premises at Ashford and Orpington [REDACTED<sup>55</sup>] additional simulators spending no more than [REDACTED<sup>56</sup>] by no later than [REDACTED<sup>57</sup>], such that the Operator can increase in maximum driver training cohort size [REDACTED<sup>58</sup>].</p> <p>c) The operator will refurbish the following training centres at a combined cost of no more than [REDACTED<sup>59</sup>] to create an improved environment for the increased volume of trainees:</p> <ul style="list-style-type: none"> <li>a. [REDACTED<sup>60</sup>]</li> <li>b. [REDACTED<sup>61</sup>]</li> <li>c. [REDACTED<sup>62</sup>]</li> <li>d. [REDACTED<sup>63</sup>]</li> </ul>

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<sup>60</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>61</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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			d) Introduce a more efficient training model that enables larger volumes of trainees to be trained concurrently. The new training model to increase efficiency and enable increased training volumes to be introduced by no later than [REDACTED <sup>64</sup> ].
18.		Investors in People	<p>18.1. In this Business Plan Commitment:</p> <p>“IIP Accreditations” means accreditations issued by Investors in People.</p> <p>18.2. The Operator shall continue to maintain all IIP Accreditations held by the Operator as at the Start Date.</p> <p>18.3. The Operator may, by no later than [REDACTED<sup>65</sup>], propose, as appropriate, any increase in accreditation standard in a manner that is consistent with the potential incorporation of such proposals in the draft Business Plan to be submitted by the Operator to the Secretary of State 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 Service Contract if so directed by the Secretary of State.</p>
19.		Digital Training in 2022/23	<p>19.1. In this Business Plan Commitment:</p> <p>"Digital Training Strategy" means the digital training strategy titled “Appendix I” issued by the Operator to the Secretary of State on 28 February 2022, as may be updated from time to time.</p> <p>19.2. The Operator shall:</p> <ul style="list-style-type: none"> <li>(a) throughout the relevant Business Plan Year, implement and maintain the Digital Training Strategy; and</li> <li>(b) by no later than [REDACTED<sup>66</sup>], build an additional [REDACTED<sup>67</sup>] eLearning courses for colleagues in-house and [REDACTED<sup>68</sup>] external eCourse builds in accordance with the Digital Training Strategy.</li> </ul>

		BPC Title	BPC Text
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<sup>68</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			19.3	The Operator shall, [REDACTED <sup>69</sup> ], incur a maximum expenditure of [REDACTED <sup>70</sup> ] in carrying out its obligations under paragraph 19.2.
20.		Diversity and Inclusion	20.1.	The Operator shall, in connection with and without prejudice to its obligations in Chapter 2.1 (Diversity and Inclusion and Training and Development) of the Service Contract: (a) by no later than [REDACTED <sup>71</sup> ], take all actions required to formally commence the process of obtaining diversity accreditation from a Recognised Accreditation Scheme, including, without limitation, completing the preliminary six (6) month assessment based on the Ernst & Young National Equality Standard (which may include activities such as interviews of stakeholders and employees, policy document reviews, surveys and the production of an action report with recommendations); (b) by no later than [REDACTED <sup>72</sup> ], use all reasonable endeavours to obtain diversity accreditation from a Recognised Accreditation Scheme and thereafter retain such accreditation; (c) by no later than [REDACTED <sup>73</sup> ], implement a recruitment plan for vacancies which targets those identified in the D&I Strategy.
			20.2.	The Operator shall, in [REDACTED <sup>74</sup> ], incur a maximum expenditure of [REDACTED <sup>75</sup> ] in carrying out its obligations under paragraph 20.1.
21.		Princes Trust	21.1.	In this Business Plan Commitment:  “Prince's Trust Programmes” means Prince’s Trust “Get Into” Programmes (or equivalent programmes delivered by a different organisation).

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<sup>70</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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<sup>72</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>73</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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			21.2. The Operator shall, by no later than [REDACTED <sup>76</sup> ], deliver no less than [REDACTED <sup>77</sup> ] Prince’s Trust Programmes. The Operator shall ensure that each Prince's Trust Programme delivers, across the Operator’s geographic area, short vocational skills training and work experience courses, which offer potential employment to successful participants and one-to-one mentoring support for young people.
22.		Armed Forces Covenant	<p>22.1. In this Business Plan Commitment:</p> <p>“Armed Forces Covenant” means the "Armed Forces Covenant" issued by the Ministry of Defence, as updated from time to time.</p> <p>22.2. The Operator shall, by no later than [REDACTED<sup>78</sup>]:</p> <ul style="list-style-type: none"> <li>(a) sign up to the Armed Forces Covenant;</li> <li>(b) obtain accreditation for the Armed Forces Covenant and, subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year, retain accreditation for the Armed Forces Covenant.</li> </ul>
23.		Apprentice Coach	23.1. The Operator shall, by no later than [REDACTED <sup>79</sup> ], appoint two managers (each an “Apprenticeship Learning Coach”) to ensure the Operator’s continued delivery of apprenticeship programmes, and the support of Apprenticeships through apprenticeship programmes, pursuant to paragraph 2.4 of Chapter 2.1 (Diversity and Inclusion and Training and Development) of the Service Contract.

		BPC Title	BPC Text
			23.2. The Operator shall, subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year, collate evidence of the Operator's delivery of Apprenticeships, progress reviews and end point assessments.

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<sup>78</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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24.		NR Collaboration strategy	<p>24.1. The Operator shall, by no later than [REDACTED<sup>80</sup>], achieve ISO 44001 accreditation for collaboration with Network Rail.</p> <p>24.2. The Operator shall, [REDACTED<sup>81</sup>], incur a maximum expenditure of [REDACTED<sup>82</sup>]in carrying out its obligations under paragraph 24.1.</p>
25.		Network Rail Alliance	<p>25.1. In this Business Plan Commitment:</p> <p>“Alliance Board” means the alliance board established between the Previous Operator and Network Rail to oversee activities carried out pursuant to the Previous Alliance Agreement (and which, for the avoidance of doubt, shall continue to oversee activities which are carried out pursuant to the New Alliance Agreement);</p> <p>"New Alliance Agreement" means a new alliance agreement to be entered into between Network Rail and the Operator pursuant to paragraph 25.4 (as such agreement may be subsequently amended from time to time); and</p> <p>“Previous Alliance Agreement” means the alliance agreement entered into between Network Rail and the Previous Operator prior to the Start Date.</p> <p>25.2. The Parties acknowledge and agree that the Previous Operator and Network Rail established an Alliance Board under the Previous Agreement.</p> <p>25.3. The Operator shall use all reasonable endeavours to work with Network Rail, as part of the Alliance Board arrangements, in order to: (a) ensure the alignment of such Alliance Board arrangements with the objectives of the Service Contract; and (b) continue to foster a collaborative culture within the Alliance Board.</p> <p>25.4. The Operator shall use all reasonable endeavours to agree and enter into a New Alliance Agreement by no later than [REDACTED<sup>83</sup>] and shall ensure that such New Alliance Agreement.</p> <p>(a) is reasonably and properly reflective of the then-current template form of Network Rail alliance agreement; and</p> <p>(b) reasonably and properly incorporates or otherwise takes account of any relevant matters which were agreed by the Previous Operator and Network Rail in the Previous Alliance Agreement; and</p> <p>(c) includes a list of agreed tasks which shall be jointly agreed and actioned by Network Rail and the Operator.</p>

<sup>80</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>81</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>82</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>83</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			25.5. The Operator, subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year, implement the New Alliance Agreement in collaboration with Network Rail.
26.		Joint Staff Development Programme	26.1. In this Business Plan Commitment:  “Talent Review” means a meeting between Network Rail and the Operator to review the senior leadership cohort and identify succession risks and where the parties can share talent and expertise, for example, through work experience, job swap opportunities or additional development.

		BPC Title	BPC Text
			26.2. The Operator shall deliver a joint staff development with Network Rail by no later than [REDACTED <sup>84</sup> ] (“Joint Staff Development Programme”), which shall include:  (a) a mentorship programme under which each of Network Rail and the Operator shall provide [REDACTED <sup>85</sup> ] by reference to mutually agreed criteria over a year-long mentoring programme on an annual basis;  (b) a graduate recruit development programme under which, on an annual basis, cohorts of [REDACTED <sup>86</sup> ] from each of Network Rail and the Operator shall undertake a [REDACTED <sup>87</sup> ] with the other organisation and receive opportunities to obtain experience designed to be of relevance to building skills and knowledge that will facilitate collaboration and effective joint working between the Operator and Network Rail;  (c) a Talent Review jointly organised by the Operator and Network Rail once in each calendar year.

<sup>84</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>85</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>86</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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27.		Connected Leaders Programme	<p>27.1. In this Business Plan Commitment:</p> <p>“Connected Leaders Programme” means the rail industry collaboration programme which seeks to bring together leaders from all parts of the rail sector for the purposes of:</p> <ul style="list-style-type: none"> <li>(a) identifying shared challenges;</li> <li>(b) collaborating to drive systematic improvement across the sector for the benefit of the customer;</li> <li>(c) develop insights into how the rail industry works; and</li> <li>(d) building a trusted network of peers,</li> </ul> <p>in each case as more particularly described at the date of the Service Contract at: <a href="http://www.connected-leaders.co.uk">www.connected-leaders.co.uk</a>.</p> <p>27.2. The Operator shall, by no later than [REDACTED<sup>88</sup>], ensure that [REDACTED<sup>89</sup>] member of the Operator’s executive management group commences the Connected Leaders Programme.</p>
28.		Track Worker Safety	<p>28.1. In this Business Plan Commitment:</p> <p>“Engineering Access Plan” means the plan agreed jointly by the Operator and Network Rail with the purpose of identifying ways to improve track worker safety and opportunities to increase mid-week possessions and reduce weekend possessions in line with passenger demand.</p> <p>28.2. The Operator shall use all reasonable endeavours to:</p> <ul style="list-style-type: none"> <li>(a) reduce, with the aim of eliminating, by [REDACTED<sup>90</sup>], the number of hours track workers carry out operations with warning methods (in particular ‘Unassisted Lookout’ working and ‘Lookout Operated’ working);</li> <li>(b) by no later than [REDACTED<sup>91</sup>], adopt the agreed Engineering Access Plan;</li> <li>(c) by no later than [REDACTED<sup>92</sup>], 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 passengers on planned access windows; and</li> </ul>

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			(d) by no later than [REDACTED <sup>93</sup> ], review the potential removal from the timetable of Passenger Services operated outside of the Peak and with low passenger demand and viable travel alternatives 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.
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		BPC Title	BPC Text
			28.3. 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.
29.		Supply of data	<p>29.1. In this Business Plan Commitment:</p> <p>“Rail Data Marketplace” means the RDG service that is currently under development that will provide the tools and frameworks to simplify data sharing between data consumers and the rail industry, opening data up to innovators to develop new tools and services for the industry and its passengers.</p> <p>29.2. The Operator shall, as soon as reasonably practicable following receipt of a specification by the Secretary of State, provide data, under open (noncommercial) licence, to the Rail Data Marketplace in relation to:</p> <ul style="list-style-type: none"> <li>(a) punctuality;</li> <li>(b) train occupancy; and</li> <li>(c) accessibility &amp; facilities,</li> </ul> <p>in accordance with any specification issued by the Secretary of State for new passenger information feeds (where applicable).</p> <p>29.3. The Operator shall:</p> <ul style="list-style-type: none"> <li>(a) by no later than [REDACTED<sup>94</sup>] notify the Secretary of State of the expenditure it anticipates to be incurred in connection with the performance of its obligations in paragraph 29.2; and</li> <li>(b) thereafter promptly notify the Secretary of State of any costs additional to those described at paragraph 29.3(a).</li> </ul>

<sup>93</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>94</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

30.		Stakeholder Surveys	<p>30.1. In this Business Plan Commitment:</p> <p>“Community Stakeholders” means Stakeholders, local authorities, rail user groups, business organisations, Community Rail Partnerships, representative bodies (such as Transport Focus and London TravelWatch) and other relevant stakeholders as the Operator considers are appropriate in the circumstances and any other such groups as the Secretary of State may specify.</p> <p>30.2. The Operator shall, by no later than [REDACTED<sup>95</sup>], undertake a survey to measure satisfaction of its Community Stakeholders (“Community Stakeholder Satisfaction Survey”).</p> <p>30.3. The Operator shall, no later than [REDACTED<sup>96</sup>] following completion of the Community Stakeholder Satisfaction Survey, publish on its website the results of the Community Stakeholder Satisfaction Survey.</p>
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		BPC Title	BPC Text
31.		Community Rail	<p>In this Business Plan Commitment, “Station Adoption Groups” means members of the local community that “adopt” a local Station and engage in activities such as:</p> <ul style="list-style-type: none"> <li>(a) promotion of the Passengers Services calling at the Station;</li> <li>(b) monitoring and reporting faults, damage and anti-social and criminal behaviour;</li> <li>(c) carrying out minor Station cleaning and maintenance tasks and the development and cultivation of station gardens</li> </ul> <p>31.1. The Operator shall, throughout the Contract Term, provide non-financial support to Community Rail Partnerships and Station Adoption Groups, including the provision of a single point of contact.</p>

<sup>95</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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			<p>31.2. The Operator shall, by no later than by [REDACTED<sup>97</sup>], distribute to the Community Rail Partnerships and the Secretary of State a report setting out the Operator's funding and support for:</p> <ul style="list-style-type: none"><li>(a) resources committed to Community Rail Partnerships (including how the CRP Amount has been spent); (b) actions delivered;</li><li>(c) achievements across the Operator's network, including specific sections on each individual Community Rail Partnership; and (d) progress and achievements across the Operator's station adoption programme,</li></ul> <p>(the "Community Rail Annual Report").</p>
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32.	Future Timetable Recast	<p>In this Business Plan Commitment, “TCRAG” means a Timetable Change Risk Assessment Group formed of train operators and Network Rail;</p> <p>“Timetable Recast” means a comprehensively revised new Timetable in relation to all of the Passenger Services consistent with the TSR with an implementation date of [REDACTED<sup>98</sup>];</p> <p>32.1 The Operator shall use all reasonable endeavours to deliver a Timetable Recast on the Passenger Change Date occurring in [REDACTED<sup>99</sup>] in line with [REDACTED<sup>100</sup>] “Business Plan Commitment for Timetable strategy - Standard Hour Timetable Presentation (including extended Maidstone East service)” to the Annual Business Plan submitted to the Secretary of State on 28 February 2022.</p> <p>In complying with its obligations pursuant to this paragraph the Operator shall work fully and effectively with Network Rail and HS1 Limited to deliver the outputs required to ensure the effective delivery of the Timetable Recast in a timely and efficient manner and in accordance with established industry timescales and processes. This shall include, but not be limited to:</p> <ul style="list-style-type: none"> <li>a) Establishing a Joint Industry Working Group to deliver activities required to deliver the timetable recast outputs by no later than 04 April 2022</li> <li>b) Using all reasonable endeavours to form a 'Service Investment Board' comprising the Operator, Network Rail and relevant passenger and freight operators by no later than 29 April 2022</li> <li>c) Participating in and providing relevant information to the [REDACTED<sup>101</sup>] TCRA by no later than [REDACTED<sup>102</sup>]</li> <li>d) Providing appropriate (as agreed with Network Rail) information to support power modelling for any identified 'hotspots'</li> <li>e) Providing appropriate (as agreed with Network Rail) support and documentation to enable the sale of access rights submission</li> <li>f) Responding to industry consultation queries/objections during the 4-week access rights consultation period</li> <li>g) Fully engaging with the national timetable change PMO and any identified assurance activities</li> <li>h) The Operator shall update the Secretary of State on progress associated with implementing the Timetable Recast at each Contract Performance Meeting</li> </ul>
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		BPC Title	BPC Text
			32.2 The Timetable Recast implemented shall include [REDACTED <sup>103</sup> ] .
33.		RM3P and Performance Management System	33.1. The Operator shall, by no later than [REDACTED <sup>104</sup> ], deploy RM3P and the Performance Improvement Management System.
34.		[REDACTED <sup>105</sup> ]	[REDACTED <sup>106</sup> ]
35.		Driver Route Knowledge	35.1. The Operator shall by no later than [REDACTED <sup>107</sup> ] : (a) [REDACTED <sup>108</sup> ] .

<sup>103</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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<sup>108</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.



			35.2. In the event that the Operator fails to comply with its obligations in paragraph 35.1 above, it shall, by no later than [REDACTED <sup>109</sup> ], produce and deliver a strategy to the Secretary of State that is capable of being implemented by [REDACTED <sup>110</sup> ].
36.		Fleet maintenance optimisation	<p>36.1. In this Business Plan Commitment:</p> <p>“Automatic Vehicle Inspection System” means a system which facilitates the automated measurement and inspection of rolling stock vehicles; and [REDACTED<sup>111</sup>].</p> <p>36.2. The Operator shall, throughout the Contract Term, optimise maintenance of the Train Fleet with the aim of improving efficiency and reducing cost without impacting the delivery of Train Fleet reliability.</p>

		BPC Title	BPC Text
			<p>36.3. The Operator shall, by no later than [REDACTED<sup>112</sup>], develop and implement a commissioned and operational [REDACTED<sup>113</sup>] which:</p> <p>(a) [REDACTED<sup>114</sup>]; and</p> <p>(b) [REDACTED<sup>115</sup>].</p>

<sup>109</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>110</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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<sup>112</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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<sup>114</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>115</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

37.		Automatic Vehicle Inspection System	<p>37.1. In this Business Plan Commitment:</p> <p>“Automatic Vehicle Inspection System” means a system which facilitates the automated measurement and inspection of rolling stock vehicles.</p> <p>37.2. The Operator shall, by no later than [REDACTED<sup>116</sup>], complete a procurement exercise for the Automatic Vehicle Inspection System in order to improve maintenance efficiency, support cost reductions and the recovery of demand and revenue within the Operator’s business.</p> <p>37.3. The Operator shall, [REDACTED<sup>117</sup>], contribute a maximum [REDACTED<sup>118</sup>] in carrying out the installation of the Automated Vehicle Inspection System</p>
38.		Asset Management System Replacement	<p>38.1. In this Business Plan Commitment:</p> <p>“AMS” means the Operator’s existing asset management system; and</p> <p>“New AMS” means a new asset management system [REDACTED<sup>119</sup>].</p> <p>38.2. The Operator shall, by no later [REDACTED<sup>120</sup>], commence the installation of a New AMS to replace the AMS.</p> <p>38.3. The Operator shall, in the [REDACTED<sup>121</sup>], incur a maximum expenditure of [REDACTED<sup>122</sup>] in carrying out its obligations under paragraph 38.2.</p>

<sup>116</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>117</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>118</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>119</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>120</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>121</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>122</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

39.		Deliver a programme to replace 3G modems	<p>39.1. In this Business Plan Commitment:</p> <p>“Legacy 3g Modem Fleets” means each of the fleets of Class 375, Class 376, Class 377, Class 465, Class 466 and Class 707 rolling stock units in the Train Fleet.</p> <p>39.2. The Operator shall:</p> <p>(a) by no later than [REDACTED<sup>123</sup>] :</p> <p>(i) develop specifications for the replacement of 3G modems installed on each of the Legacy 3g Modem Fleets with commissioned and operational modems which will continue to operate to an enhanced standard following the anticipated future switch off of the 3G network; and</p> <p>(ii) commence the tender for the replacement of relevant on-train modems by reference to the specifications referred to in this paragraph 39.2(a); and</p>
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		BPC Title	BPC Text
			<p>(b) by no later than [REDACTED<sup>124</sup>] , commence the implementation and commissioning of the equipment referred to in paragraph 39.2(a) and maintain, for the remainder of the Contract Term, replacement modems in relation to all of the Legacy 3g Modem Fleets.</p>

<sup>123</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>124</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

40.		Networker and mechanical, electrical structural refurbishment works	<p>40.1. In this Business Plan Commitment:</p> <p>[REDACTED<sup>125</sup>] means, in respect of the Class [REDACTED<sup>126</sup>] rolling stock:</p> <p>(a) [REDACTED<sup>127</sup>]</p> <p>(b) [REDACTED<sup>128</sup>]</p> <p>(c) [REDACTED<sup>129</sup>]</p> <p>(d) [REDACTED<sup>130</sup>]</p>
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<sup>125</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>126</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>127</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>128</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>129</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>130</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>"Traction Control Targeted Works" means, in respect of the [REDACTED<sup>131</sup>] rolling stock, the targeted replacement of the traction control system.</p> <p>40.2. The Operator shall by no later than [REDACTED<sup>132</sup>]:</p> <p>(a) [REDACTED<sup>133</sup>]</p> <p>40.3. The Operator shall (subject to the inclusion of the relevant costs in the applicable Cost Budget):</p> <p>(a) by no later than [REDACTED<sup>134</sup>], complete the Traction Control Targeted Works; and</p> <p>The Operator shall (subject to the inclusion of the relevant costs in the applicable Cost Budget) incur a maximum expenditure of [REDACTED<sup>135</sup>] in carrying out its obligations under paragraph 40 [REDACTED<sup>136</sup>].</p>
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<sup>131</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>132</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>133</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>134</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>135</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>136</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

41.		Class 37x Enhancements	<p>41.1. In this Business Plan Commitment:</p> <p>“Class 37x Refurbishment” means upgrades, modifications and a customer facing refurbishment of the Class [REDACTED<sup>137</sup>] rolling stock, which shall include (without limitation):</p> <p>(a) in respect of the Class 375 rolling stock: [REDACTED<sup>138</sup>]</p>
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		BPC Title	BPC Text
			<p>(b) in respect of the Class 376 rolling stock: [REDACTED<sup>139</sup>]</p> <p>41.2. The Operator shall use all reasonable endeavours to work with the relevant rolling stock leasing company of the Class [REDACTED<sup>140</sup>] rolling stock to commence the Class [REDACTED<sup>141</sup>] Refurbishment by no later than [REDACTED<sup>142</sup>] .</p>

<sup>137</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>138</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>139</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>140</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>141</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>142</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>41.3. The Operator shall, by no later than [REDACTED<sup>143</sup>] and no less than every six (6) months thereafter, notify the Secretary of State of:</p> <ul style="list-style-type: none"> <li>(a) its progress in the delivery of the Class 37x Refurbishment;</li> <li>(b) the total expenditure incurred up to and including the date of the notification in performing its obligations under this paragraph 41;</li> <li>(c) the total remaining budget up to and including the date of the notification which has been allocated for the performance of the obligations under this paragraph 41; and</li> <li>(d) the total anticipated expenditure relating to the performance of the obligations under this paragraph 41.</li> </ul>
42.		Class 707 introduction	<p>42.1. The Operator shall use all reasonable endeavours to introduce all of the remaining Class [REDACTED<sup>144</sup>], currently on sub-lease, into the Operators passenger service by [REDACTED<sup>145</sup>].</p> <p>42.2. The Operator shall notify the Secretary of State as soon as practicable if there is a risk of it failing to achieve its obligations under paragraph 42.1.</p>
43.		Future of Class 377 Fleet	<p>43.1. In this Business Plan Commitment:</p> <p>“TSGN Operator” means the operator of the Thameslink, Southern and Great Northern service contract.</p> <p>43.2. The Operator shall work with the TSGN Operator to ensure that:</p> <ul style="list-style-type: none"> <li>(a) [REDACTED<sup>146</sup>]; and</li> <li>(b) [REDACTED<sup>147</sup>]</li> </ul>

<sup>143</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>144</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>145</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>146</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>147</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

44.		Replacement train horns with max. 94dB output	<p>44.1. In this Business Plan Commitment:</p> <p>“Existing Horns” means the existing 126 dB output horns installed on the Class 375 and Class 376 rolling stock comprised in the Train Fleet; and</p> <p>“New Horns” means commissioned and operational replacement horns [REDACTED<sup>148</sup>].</p> <p>44.2. The Operator shall use all reasonable endeavours to:</p>
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		BPC Title	BPC Text
			<p>(a) develop specifications for the replacement of the Existing Horns on the Class 375 and Class 376 rolling stock with New Horns (the "Replacement Horns Works");</p> <p>(b) tender and enter into contract(s) for the Replacement Horns Works by reference to the specifications referred to in paragraph 44.2(a);</p> <p>(c) work with the contractor(s) appointed in accordance with paragraph 44.2(b) to develop designs for the Replacement Horns Works by reference to the specifications referred to in paragraph 44.2(a) and obtain all required approvals in respect of the same; and</p> <p>(d) procure the Replacement Horns Works in accordance with the specifications, designs and approvals referred to in paragraphs 44.2(a) to 44.2(b) above,</p> <p>in each case by no later than [REDACTED<sup>149</sup>].</p> <p>The Operator shall incur a maximum expenditure of [REDACTED<sup>150</sup>] in carrying out its obligations under paragraph 44.1.</p>
45.		Class 376 Power Modelling	<p>45.1. The Operator shall:</p> <p>(a) procure that power and sectional running time modelling is undertaken with a view to demonstrating whether it is possible to reduce the maximum power draw of the Class 376 rolling stock comprised in the Train Fleet without impacting sectional running times ("Class 376 Power Modelling");</p> <p>(b) use all reasonable endeavours to agree key assumptions and parameters for the Class 376 Power Modelling with Network Rail; and</p>

<sup>148</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>149</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>150</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.



			<p>(c) provide the results and outputs of the Class 376 Power Modelling to the Secretary of State by no later than [REDACTED<sup>151</sup>].</p> <p>45.2. If the results and outputs of the Class 376 Power Modelling demonstrate that it is possible to reduce the maximum power draw of the Class 376 rolling stock comprised in the Train Fleet to a specified level (the "Reduced Maximum Power Draw") without impacting sectional running times, the Operator shall:</p> <p>(a) procure the development and implementation of a commissioned and operational solution to enable such Class 376 rolling stock to operate on the basis of the Reduced Maximum Power Draw and;</p> <p>(b) carry out its obligations in paragraph 45.2(b) in a manner consistent with the potential incorporation of relevant identified proposals in the draft Business Plan to be submitted to the Secretary of State by no later than [REDACTED<sup>152</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 Service Contract if so directed by the Secretary of State.</p>
46.	On Train Enhanced Cleaning Programme	<p>46.1. Subject to paragraph 46.2, the Operator shall:</p> <p>(a) at all times ensure its on-train cleaning activities seek to reduce viral transmission making use of anti-viral products as part of its cleaning regimes, with a focus on high touch point areas (the "On-Train Enhanced Cleaning Programme"); and</p> <p>(b) notify passengers of the On-Train Enhanced Cleaning Programme through all reasonably appropriate communication channels, including "social media" for the purposes of raising passenger awareness of the cleaning programme to support the recovery of passenger demand.</p> <p>46.2. The Operator shall comply with any direction issued by the Secretary of State during the Contract Term to pause or stop the On-Train Enhanced Cleaning Programme.</p>	

	BPC Title	BPC Text
47.	Grove Park Centre of Excellence	<p>47.1. In this Business Plan Commitment:</p> <p>"Grove Park Improvement Works" means improvement works at Grove Park Depot [REDACTED<sup>153</sup>] to the following specification:</p>

<sup>151</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>152</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>153</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>(a) [REDACTED<sup>154</sup>]</p> <p>(b) [REDACTED<sup>155</sup>]</p> <p>(c) [REDACTED<sup>156</sup>]</p> <p>47.2. The Operator shall:</p> <p>(a) Submit to the Secretary of State a costed proposal in a manner consistent with the potential incorporation of such proposals in the draft Business Plan to be submitted to the Secretary of State by no later than [REDACTED<sup>157</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 Service Contract if so directed by the Secretary of State for the delivery of the Grove Park Improvement Works to a reasonable and deliverable programme that plans for them to be commenced; and</p> <p>(b) by no later than [REDACTED<sup>158</sup>] , complete and commission any agreed elements of the Grove Park Improvement Works (subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year).</p>
48.		Paramedics at London Bridge	<p>48.1. The Operator shall, throughout the Contract Term (subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year), ensure the deployment of the paramedic team [REDACTED<sup>159</sup>] based at London Bridge.</p>
49.		Sub-threshold delay analysis	<p>49.1. In this Business Plan Commitment:</p> <p>"Communication Strategy" means a strategy to implement internal-facing communications campaigns highlighting performance achievements and performance best practice across and in respect of the Routes over which the Passenger Services operate; and</p> <p>"Joint Performance Team" means the joint performance team established by the Operator and Network Rail prior to the Start Date and comprising personnel from within both the Operator's and Network Rail's respective businesses.</p>

<sup>154</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>155</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>156</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>157</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>158</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>159</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>49.2. The Operator shall, by no later than [REDACTED<sup>160</sup>], implement a Communication Strategy aimed at colleagues within South Eastern Kent Route and Network Rail High Speed.</p> <p>49.3. The Operator shall, in each Contract Year (subject to the inclusion of the costs in the relevant Cost Budget for each Contract Year), in collaboration with Network Rail propose an appropriate programme of activities to upskill members of the Joint Performance Team to improve analytical capabilities with the objective of reducing sub-threshold delay.</p> <p>49.4. The Operator shall, in the second Contract Year, incur a maximum expenditure of [REDACTED<sup>161</sup>] in carrying out its obligations under paragraphs 49.2 and 49.4.</p>
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		BPC Title	BPC Text
50.		Preformance Technology upgrades	<p>50.1. In this Business Plan Commitment:</p> <p>[REDACTED<sup>162</sup>] means a delay attribution tool developed by Tracsis which is designed to support and streamline the track access delay attribution process; and</p> <p>[REDACTED<sup>163</sup>].</p> <p>50.2. The Operator shall, by no later than [REDACTED<sup>164</sup>], procure the extended application of [REDACTED<sup>165</sup>] to all Routes over which the Passenger Services operate (unless replaced by a similar regional-wide tool by Network Rail).</p>

<sup>160</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>161</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>162</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>163</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>164</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>165</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			50.3. The Operator shall ensure that the [REDACTED <sup>166</sup> ] is capable of being accessed by Network Rail throughout the Contract Term.
51.		Operational Improvement	<p>51.1. In this Business Plan Commitment:</p> <p>"Resource Manager Logging System" means a system designed to improve efficiency and ensure compliance with Data Protection Legislation in relation to the recording of actions by resource managers and to enable the collation and delivery of comprehensive action lists and optimise the allocation of resources.</p> <p>51.2. The Operator shall, by no later than [REDACTED<sup>167</sup>], submit to the Secretary of State a proposal and justification for the procurement and implementation of a Resource Manager Logging System ("RMLS Proposal").</p> <p>51.3. The RMLS Proposal shall:</p> <ul style="list-style-type: none"> <li>(a) specify clear and deliverable outputs and the steps required to implement such outputs;</li> <li>(b) identify relevant risks and potential mitigations; and</li> <li>(c) identify all potential estimated costs including of any proposed options,</li> </ul> <p>and shall do so in a manner consistent with the potential incorporation of such proposals in the draft Business Plan to be submitted to the Secretary of State by no later than [REDACTED<sup>168</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 Service Contract if so directed by the Secretary of State.</p>
52.		Class 395 Refurbishment	<p>52.1. In this Business Plan Commitment:</p> <p>"Class 395 Refurbishment" means a customer facing refurbishment of the Class 395 rolling stock, which shall include (without limitation):</p> <p>[REDACTED<sup>169</sup>]</p>

<sup>166</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>167</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>168</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>169</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

		BPC Title	BPC Text
			<p>52.2. The Operator shall use all reasonable endeavours to procure that the Class 395 Refurbishment is commenced by no later than [REDACTED<sup>170</sup>] and completed by no later than [REDACTED<sup>171</sup>].</p> <p>52.3. The Operator shall, by no later than [REDACTED<sup>172</sup>], notify the Secretary of State of the progress in the delivery of the Class 395 Refurbishment.</p>
53.		[REDACTED <sup>173</sup> ]	

<sup>170</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>171</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>172</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>173</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

54.		Station Cleaning	<p>54. Station Cleaning</p> <p>The Operator shall:</p> <ul style="list-style-type: none"> <li>(a) at all times ensure its at-station cleaning activities seek to reduce viral transmission by making use of anti-viral products as part of its cleaning regimes in booking halls and waiting areas, with a focus on high touch point areas (the "At-Station Enhanced Cleaning Programme"); and</li> <li>(b) notify passengers of the At-Station Enhanced Cleaning Programme through all reasonably appropriate communication channels, including "social media" for the purposes of raising passenger awareness of the cleaning programme to support the recovery of passenger demand.</li> </ul> <p>54.1. The Operator shall by no later than [REDACTED<sup>174</sup>] provide to Network Rail the Operator's written cleaning plans developed in connection with this paragraph (including updates thereof from time to time) to allow Network Rail to align its own cleaning programme with the Cleaning Programme.</p>
55.		One Team Stations	55. One Team Stations

		BPC Title	BPC Text
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<sup>174</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>55.1. In this Business Plan Commitment, "One Team Approach" means a programme of joint customer service initiatives and the creation of a calendar of joint events to promote efficient customer service to be jointly agreed between the Operator, Network Rail and other relevant counterparties (as applicable) at the following Stations:</p> <ul style="list-style-type: none"> <li>(a) London Cannon Street;</li> <li>(b) London Charing Cross;</li> <li>(c) London Bridge;</li> <li>(d) London Victoria; and</li> <li>(e) St. Pancras International station (including the Thameslink platforms).</li> </ul> <p>55.2. As part of the "Workforce Reform Programme Report", namely the section titled "Future Station Operating Model", the Operator shall develop and include within such report a strategy agreed with Network Rail and HS1 Limited to include proposals that reflect the One Team Approach principles.</p>
56.		Station Alarms and Help Points	<p>56. Station Alarms and Help Points</p> <p>56.1. In this Business Plan Commitment:</p>

			<p>(a) "Existing Help Points" means the [REDACTED<sup>175</sup>] existing help points at Stations;</p> <p>(b) "Station Alarm Works" means works to replace [REDACTED<sup>176</sup>] analogue fire alarms at Stations with new commissioned and operational alarms to an appropriate specification; and</p> <p>(c) "Help Point Works" means works to upgrade the operating system in respect of all Existing Help Points to an appropriate specification.</p> <p>56.2. The Operator shall:</p> <p>(a) by no later than [REDACTED<sup>177</sup>]:</p> <p style="padding-left: 40px;">[REDACTED<sup>178</sup>]</p>
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		BPC Title	BPC Text
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<sup>175</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>176</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>177</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>178</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.



			<p>(b) by no later than [REDACTED<sup>179</sup>] complete the delivery and implementation of the Station Alarm Works in accordance with the Recommendation and Proposal (subject to paragraphs 56.3 and 56.4); and</p> <p>(c) by no later than [REDACTED<sup>180</sup>] complete the delivery and implementation of the Help Point Works in accordance with the Recommendation and Proposal (subject to paragraphs 56.3 and 56.4).</p> <p>56.3. The Secretary of State may: a) approve the Recommendation and Proposal; or b) provide the Operator with comments in respect of the Recommendation and Proposal.</p> <p>56.4. If the Secretary of State provides comments to the Operator in accordance with paragraph 56.3, the Operator shall revise the Recommendation and Proposal to reflect such comments and provide the Secretary of State with a revised Recommendation and Proposal within ten (10) Working Days of receipt of such comments for the Secretary of State's approval.</p>
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<sup>179</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>180</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

57.		SeatFinder	<p>57. SeatFinder</p> <p>57.1. In this Business Plan Commitment:</p> <ul style="list-style-type: none"> <li>(a) "SeatFinder" means the provision of predicted seating availability, surfaced through a range of customer channels through the rail industry's "DARWIN" system from the Train Fleet where this is data is available; and</li> <li>(b) "SeatFinder Data" means the information collected from the Operator's rolling stock, where available, through load weigh sensors and also augmented by other sources from the Train Fleet where this is data is available, to define the predicted seating availability value sent to DARWIN.</li> </ul> <p>57.2. The Operator shall provide to the Secretary of State, at the same time as the Operator provides the Actual Passenger Demand information in accordance with paragraph 15.1 of Chapter 4.1 (Service Development) of the Service Contract (and as otherwise requested by the Secretary of State), a report ("SeatFinder Data Report") setting out:</p> <ul style="list-style-type: none"> <li>(a) for fleet where SeatFinder Data is available, the SeatFinder Data in respect of the period of time which has elapsed since the last time a SeatFinder Data Report was provided (but in the case of the first SeatFinder Data Report, since the Start Date); and</li> <li>(b) appropriately detailed analysis as to how the relevant SeatFinder Data compares with equivalent Actual Passenger Demand information for the relevant period collected using either:             <ul style="list-style-type: none"> <li>a. the manual passenger counts in accordance with paragraph 16 of Chapter 4.1 (Service Development) of the Service Contract; or</li> <li>b. the passenger counting technology described in paragraph 17.1 of Chapter 4.1 (Service Development) of the Service Contract,</li> </ul> </li> </ul>
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		BPC Title	BPC Text
			including commentary on the potential reasons for any discrepancies and potential enhancements that could be made to the collection or analysis of SeatFinder Data.

58.	Automated Delay Repay	<p>58. Automated Delay Repay</p> <p>58.1. In this Business Plan Commitment, “Advance Ticket” means a ticket entitling a passenger to make one or more journey in respect of which Advance Purchase Train-specific Fare(s) apply.</p> <p>58.2. The Operator shall, by no later than [REDACTED<sup>181</sup>] , ensure that:</p> <ul style="list-style-type: none"> <li>(a) Delay Repay Compensation on an automated “one click” basis is available to each passenger using Advance Tickets or Smart Media (provided that such Advanced Tickets are purchased directly from the Operator’s website or App or Smart Media is purchased directly from the Operator) where: <ul style="list-style-type: none"> <li>a. Delay Repay Compensation is properly payable; and</li> <li>b. the relevant passenger claiming Delay Repay Compensation has registered their contact details with the Operator specifying how they prefer compensation to be paid;</li> </ul> </li> <li>(b) a notification of the relevant delay is emailed or sent via in-app push notifications to holders of Advance Tickets purchased through the Operator’s website; and</li> <li>(c) a notification is sent to each holder of relevant applicable Smart Media and Advance Tickets to review a pre-filled delay repay form which (following review by the customer) can be submitted via “one click” confirmation as a claim for Delay Repay Compensation.</li> </ul> <p>58.3. The Operator shall incur a maximum expenditure of [REDACTED<sup>182</sup>] in implementing the Business Plan Commitment set out in this paragraph 58.</p>
59.	Customer and Community Improvement Schemes	<p>59. Customer and Community Improvement Schemes</p> <p>59.1. In this Business Plan Commitment, "Customer and Community Improvement Schemes" means schemes developed with local authorities, community rail partnerships and other groups to identify opportunities to enhance the customer experience and make best use of Stations for rail users and that meet the needs of the immediate community.</p>

<sup>181</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>182</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			59.2. The Operator shall incur a maximum expenditure of [REDACTED <sup>183</sup> ] in delivering Customer and Community Improvement Schemes at Stations prior to 31 March 2023.
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		BPC Title	BPC Text
			The Operator shall, by no later than [REDACTED <sup>184</sup> ], develop a strategy to identify and obtain further future funding sources for the Customer and Community Improvement Schemes and share this strategy with the Secretary of State
60.		ISO55001	60. ISO55001:2014  60.1. The Operator shall by no later than [REDACTED <sup>185</sup> ] attain and, at all times thereafter, maintain certification pursuant to ISO55001:2014 (or such other reasonably equivalent standard as may be Approved in writing by the Secretary of State from time to time in place of ISO55001:2014).  60.2. The Operator shall incur a maximum expenditure of [REDACTED <sup>186</sup> ] in implementing the Business Plan Commitment set out in this paragraph 60.
61.		Safety and Security	61. Safety and Security Update  61.1. The Operator shall incur a maximum expenditure of [REDACTED <sup>187</sup> ] by no later than [REDACTED <sup>188</sup> ] to deliver improvements in passenger and workforce safety and security which shall include but not be limited to, the following:

<sup>183</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>184</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>185</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>186</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>187</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>188</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>(a) a maximum expenditure of [REDACTED<sup>189</sup>]. The Operator shall produce a quarterly report, the first of which being due no later than [REDACTED<sup>190</sup>].</p> <p>(b) a maximum expenditure of [REDACTED<sup>191</sup>] on CCTV and mobile video guards to further improve deterring and detecting graffiti and/or trespass;</p> <p>(c) a maximum expenditure of £[REDACTED<sup>192</sup>] in establishing and recruiting at least [REDACTED<sup>193</sup>] trauma risk management trained practitioners from the workforce by [REDACTED<sup>194</sup>];</p> <p>(d) a maximum expenditure of [REDACTED<sup>195</sup>] on innovative image sharing capability through apps and existing mediums of offenders wanted for crimes or for those who are in crisis and require assistance.</p>
62.		Social Value Reporting	<p>62. Social Value Reporting</p> <p>62.1. In this Business Plan Commitment, "Social Value Report" means a report containing the following information:</p> <p>(a) an overview of the progress the Operator has made to delivering a positive social impact; and</p>

		BPC Title	BPC Text
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<sup>189</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>190</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>191</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>192</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>193</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>194</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>195</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>(b) future projects, aims and measures which the Operator intends to develop and implement, with the intention of leaving a positive and lasting impact on the local communities in which the Passenger Services are provided.</p> <p>62.2. The Operator shall, by no later than [REDACTED<sup>196</sup>], publish on its website a Social Value Report covering the period 1 April 2022 to 31 March 2023 using and applying (as a minimum):</p> <p>(a) the key performance indicators set out in the Cabinet Office Social Value Procurement Policy Note 06/20; and</p> <p>(b) the RSSB's "Common Social Impact Framework" (once this is available).</p>
63.		Station improvement works	<p>63. Station Improvement Works</p> <p>63.1. The Operator shall by no later than [REDACTED<sup>197</sup>] use the station improvement surveys conducted during the Contract Year ended 31 March 2022 to develop sufficiently detailed scopes of works and activity schedules in readiness for inclusion within tender documentation (to the extent funding becomes available in the Contract Year beginning 1 April 2022 (or a subsequent Contract Year) for station improvement works described in such station improvement surveys ("Station Improvement Works")).</p> <p>63.2. The Operator shall ensure that the Station Improvement Works (if formally procured):</p> <p>(a) comply with the station lease obligations as set out in the "Station Asset Code and Conditions" document; and</p> <p>(b) include elements of: repair, prepare, paint, deep clean, or renewal where the element is deemed life expired and beyond repair (as appropriate).</p> <p>63.3. The Operator shall incur a maximum expenditure of [REDACTED<sup>198</sup>] in implementing the Business Plan Commitment set out in this paragraph 63.1.</p>

<sup>196</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>197</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>198</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

64.		ATP (Station Works)	<p>64. ATP (Station Works)</p> <p>64.1. In this Business Plan Commitment:</p> <ul style="list-style-type: none"> <li>(a) "ATP Station Works" means works to improve the accessibility of Stations, developed in conjunction with local authorities, passenger groups and community rail partnerships, with the aim of ensuring compliance with the ORR's "Accessible Travel Policy" guidance; and</li> <li>(b) "Priority ATP Stations" means the following stations:</li> </ul> <p>[REDACTED<sup>199</sup>]</p>
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		BPC Title	BPC Text
			<p>64.2. The Operator shall, by no later than [REDACTED<sup>200</sup>], ensure that all ATP Station Works have been tendered, procured, and completed at all Priority ATP Stations in a manner consistent with the proposal titled [REDACTED<sup>201</sup>] submitted to the Secretary of State on 28 February 2022 as part of the Business Plan for the Contract Year beginning 1 April 2022.</p>

<sup>199</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>200</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>201</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			64.3. The Operator shall incur a maximum expenditure of [REDACTED <sup>202</sup> ] in implementing the Business Plan Commitment set out in this paragraph 64.
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<sup>202</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.



65.	Accessibility and Inclusion Manager	<p>65. Accessibility and Inclusion Manager</p> <p>65.1. In this Business Plan Commitment, "Accessibility and Inclusion Manager" means a manager responsible for the activities set out in paragraph 64.3.</p> <p>65.2. The Operator shall ensure the position of Accessibility and Inclusion Manager is filled throughout the remaining Contract Term.</p> <p>65.3. The Operator shall:</p> <ul style="list-style-type: none"> <li>(a) work to ensure compliance with the ORR's "Accessible Travel Policy";</li> <li>(b) obtain accreditation to the Committed level "Inclusive Transport Leaders Scheme" by no later than [REDACTED<sup>203</sup>];</li> <li>(c) conduct Diversity Impact Assessments;</li> <li>(d) increases the use of social media to benefit passengers with disabilities;</li> <li>(e) produce and provide to the Secretary of State a written report [REDACTED<sup>204</sup>] after the end of each Contract Year setting out the performance of the Operator in relation to activities and achievements of the Accessibility and Inclusion Manager including: <ul style="list-style-type: none"> <li>a. the measures taken by the Accessibility and Inclusion Manager in the preceding Contract Year; and</li> </ul> </li> </ul>
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	BPC Title	BPC Text
		<ul style="list-style-type: none"> <li>b. future aims and strategies the Accessibility and Inclusion Manager intends to adopt in the then prevailing Contract Year.</li> </ul>

<sup>203</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>204</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

66.		Disability Confident	<p>66. Disability Confident</p> <p>66.1. In this Business Plan Commitment, "Disability Confident Status" means the campaign launched by the Department for Work and Pensions (further information for which may be found at <a href="https://disabilityconfident.dwp.gov.uk">https://disabilityconfident.dwp.gov.uk</a>).</p> <p>66.2. The Operator shall by no later than [REDACTED<sup>205</sup>] provide to the Secretary of State written and detailed costed proposals for how it intends to reach the first level of Disability Confident Status for the Operator for the Contract Year beginning [REDACTED<sup>206</sup>] .</p>
67.		Minor Works	67. Minor Works

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<sup>205</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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			<p>67.1. Notwithstanding the provisions of paragraph 2 to Chapter 5.3 (Accessibility and Inclusivity) of the Service Contract, the Operator shall establish a fund of [REDACTED<sup>207</sup>] ("Minor Works Fund") which the Operator shall, in accordance with this paragraph 67.1, 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 ("Minor Works Schemes").</p> <p>67.2. The Operator shall by no later than [REDACTED<sup>208</sup>] provide the Secretary of State with a written plan setting out those Minor Works Schemes which the Operator proposes to undertake during [REDACTED<sup>209</sup>] using the Minor Works Fund ("Minor Works Plan"), provided that the aggregate value of such proposed Minor Works Schemes shall not exceed the value of the Minor Works Fund.</p> <p>67.3. The Secretary of State may: a) approve the Minor Works Plan; or b) provide the Operator with comments in respect of the Minor Works Plan.</p> <p>67.4. If the Secretary of State provides comments to the Operator in accordance with paragraph 67.3, the Operator shall revise the Minor Works Plan to reflect such comments and provide the Secretary of State with the revised Minor Works Plan within twenty-eight (28) Days of receipt of such comments for the Secretary of State's approval.</p> <p>67.5. Following approval of the Minor Works Plan in accordance with paragraphs 67.3 and 67.4 and subject to paragraph 67.6, the Operator shall implement the Minor Works Plan in accordance with its terms.</p> <p>67.6. The Secretary of State shall at any time be entitled to direct the Operator to revise the Minor Works Plan (including to remove or revise any Minor Works Scheme contained in the Minor Works Plan) subject to consultation with the Operator and the parties using their reasonable endeavours to agree any revisions within ten (10) Working Days.</p>
68.		National Accessibility Audit	<p>68. National Accessibility Audit</p> <p>68.1. The Operator shall at all times cooperate with the Secretary of State in relation to, and support the collection of data for, the "National Accessibility Audit".</p>

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<sup>207</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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<sup>209</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			68.2. The Operator shall implement as soon as practicable any immediate requirement relating to the "National Accessibility Audit" that is agreed with the Secretary of State.
69.		Inclusive signage	<p>69. Inclusive signage</p> <p>69.1. The Operator shall work with the RDG and Network Rail to develop and agree consistent inclusive signage across the network as informed by end user needs, to ensure adherence to the Department for Transport's "Code for Accessible Stations" guidelines on signage by no later than [REDACTED<sup>210</sup>] .</p> <p>69.2. The Operator shall provide to the Secretary of State a costed proposal in relation to its obligations in paragraph 69.1 in a manner consistent with the potential incorporation of such proposals and initiatives in the draft Business Plan to be submitted to the Secretary of State by no later than [REDACTED<sup>211</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 Service Contract (if so directed by the Secretary of State).</p>
70.		Disability Language	<p>70. Disability Language</p> <p>70.1. The Operator shall by no later than [REDACTED<sup>212</sup>] continue to implement business-wide “disability language” guidance to support everyone across the Operator's organisation to:</p> <ul style="list-style-type: none"> <li>(a) understand the relevance and importance of language and disability;</li> <li>(b) use consistent language in all communications and business documentation; and</li> <li>(c) emphasise the need to reinforce consistently across all communications channels.</li> </ul> <p>70.2. The Operator shall provide the Secretary of State with a written update on the progress of the Business Plan Commitment set out in this paragraph 70 and propose any further relevant improvements.</p>

<sup>210</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>211</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>212</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

			<p>70.3. The Operator shall undertake its obligations in paragraph 70.2 in a manner consistent with the potential incorporation of such proposals and initiatives in the draft Business Plan to be submitted to the Secretary of State by no later than [REDACTED<sup>213</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 Service Contract (if so directed by the Secretary of State).</p>
71.		<p>Accessibility Social Media usage</p>	<p>71. Accessibility Social Media Usage</p> <p>71.1. The Operator shall by no later than [REDACTED<sup>214</sup>] provide the Secretary of State with a plan to increase the use of social media in order to:</p> <ul style="list-style-type: none"> <li>(a) advise passengers with disabilities on matters such as change or disruptions to Passenger Services and the provision of accessible rail replacement bus services;</li> <li>(b) respond to queries and questions, and receive feedback, from passengers with disabilities; and</li> </ul>

<sup>213</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>214</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

		BPC Title	BPC Text
			<p>(c) raise awareness of additional services for passengers with disabilities, including Passenger Assist.</p> <p>71.2. The Operator shall undertake its obligations in paragraph 71.1 in a manner consistent with the potential incorporation of such proposals and initiatives in the draft Business Plan to be submitted to the Secretary of State by no later than [REDACTED<sup>215</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 Service Contract (if so directed by the Secretary of State).</p>
72.		Ancillary Revenue Plan	<p>72. Ancillary Revenue Plan</p> <p>72.1. In this Business Plan Commitment, "Ancillary Revenue" means 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.</p> <p>72.2. The Operator shall by no later than [REDACTED<sup>216</sup>] :</p> <p>(a) prepare a written plan in collaboration with Network Rail and HS1 Limited for the optimisation of Ancillary Revenue ("Ancillary Revenue Plan") in respect of the Contract Year beginning 1 April 2024; and</p> <p>(b) provide the Ancillary Revenue Plan to the Secretary of State.</p>

<sup>215</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>216</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

73.	Marketing Plan	<p>73. Marketing Plan</p> <p>73.1. In this Business Plan Commitment, "Marketing Plan" means for each Contract Year, the applicable plan setting out the Operator’s proposed marketing activities for such Contract Year (including any variations thereof in accordance with paragraph 73.3).</p> <p>73.2. Subject to paragraph 73.3, the Operator shall incur a maximum expenditure of [REDACTED<sup>217</sup>] in relation to the Contract Year beginning 1 April 2022 in accordance with its annual Marketing Plan.</p> <p>73.3. The Secretary of State may from time to time notify the Operator in writing of changes to the amount set out in paragraph 73.2 which shall be subsequently approved by variation to the Marketing Plan.</p> <p>73.4. The Operator shall use all reasonable endeavours to engage effectively with, and support, rail industry revenue recovery initiatives.</p> <p>73.5. The Parties acknowledge and agree that [REDACTED<sup>218</sup>] has been allocated by the Secretary of State in addition to the amount allocated in accordance with paragraph 73.2 to cover the Operator's agreed contribution in relation to expenditure incurred by the Operator in relation to national marketing campaigns (as required by the Secretary of State).</p> <p>73.6. The Operator shall at each Contract Performance Meeting report on:</p>
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	BPC Title	BPC Text
		<p>(a) actions it has taken relating to the delivery of the relevant Marketing Plan since the Start Date or the most recent Contract Performance Meeting (as the case may be); and</p> <p>(b) the actual expenditure the Operator has incurred in relation to such actions.</p> <p>73.7. Any permitted marketing expenditure by the Operator in Contract Years subsequent to that beginning 1 April 2022 shall be subject to, and in accordance with, the then prevailing Marketing Plan as may be approved by the Secretary of State pursuant to the annual Business Plan process set out at paragraph 3 of Chapter 7.7 (Business Plan) of the Service Contract.</p>

<sup>217</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>218</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

74.	Barcode ticketing	<p>74. Barcode Ticketing</p> <p>74.1. In this Business Plan Commitment:</p> <ul style="list-style-type: none"> <li>(a) "Barcode" means a digital form of ticketing which complies to the RDG standard RSPS2000 (or such other reasonably equivalent standard as may be Approved in writing by the Secretary of State from time to time in place of such standard) and "Barcodes in Rail Retailing"</li> <li>(b) "eTVD" means an electronic ticket validation database, which is necessary for fraud prevention in respect of Barcode tickets;</li> <li>(c) "Installation Programme Plan" has the meaning given in paragraph 74.3;</li> <li>(d) "Phase 7" means the phase of the RDG Barcode Programme (in which the Operator has been allocated); and</li> </ul> <p>74.2. The Operator shall cooperate with the RDG, Great British Railways Transition Team and certain others (as appropriate) to procure the installation of Barcode reader equipment through Phase 7 at those gated stations as are referenced in the Installation Programme Plan.</p> <p>74.3. The Operator shall by no later than 30 April 2022 provide an installation programme plan ("Installation Programme Plan") which shall:</p> <ul style="list-style-type: none"> <li>(a) set out a clear external and internal marketing and communications plan (as funded by Phase 7 to ensure there is passenger awareness of the new ticket media options considering the roll-out programme);</li> <li>(b) identify and create a plan to address minor works and necessary IT changes (including detailed costings); and</li> <li>(c) deliver a retail plan including an eTVD solution and the Operator's digital sales channels.</li> </ul> <p>74.4. The Operator shall by no later than 30 April 2022 procure the necessary portable scanning devices for use by onboard and gateline staff to enable ticket checking and reduce fraud which will be informed by the RDG Barcode Programme.</p>
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	BPC Title	BPC Text
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75.		Body worn cameras	<p>75. Body Worn Cameras</p> <p>75.1. In this Business Plan Commitment:</p> <ul style="list-style-type: none"> <li>(a) "Body Worn Camera" means a body worn camera which is capable of: [REDACTED<sup>219</sup>]</li> <li>(b) "Control" means "Southeastern Revenue &amp; Enforcement Command and Control", situated in the Kent "Integrated Control Centre"; and</li> <li>(c) "Railway Enforcement Officers" means a Business Employee who is employed in the role of "Railway Enforcement Officer" or "Railway Enforcement Team Leader".</li> </ul> <p>75.2. The Operator shall throughout the Contract Term procure and maintain (as appropriate) Body Worn Cameras so that all Railway Enforcement Officers and other passenger facing colleagues shall have the option to use a Body Worn Camera at all times whilst on passenger facing duty.</p> <p>75.3. The Operator shall incur an aggregate maximum expenditure of [REDACTED<sup>220</sup>]:</p> <ul style="list-style-type: none"> <li>(a) [REDACTED<sup>221</sup>]; and</li> <li>(b) in implementing the Business Plan Commitment set out in this paragraph 75.</li> </ul>
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<sup>219</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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<sup>221</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

76.		Revenue Protection Data Systems Upgrades	<p>76. Revenue Protection Data Systems Upgrades</p> <p>76.1. The Operator shall as soon as reasonably practicable and in any event by no later than [REDACTED<sup>222</sup>] use all reasonable endeavours to [REDACTED<sup>223</sup>] [REDACTED<sup>224</sup>]</p>
77.		Engagement with London	77. Engagement with London Continental Railways

		BPC Title	BPC Text
		Continental Railways (LCR)	77.1. The Operator shall engage and cooperate (as and when appropriate) with London and Continental Railways Limited ("LCR"), Network Rail, HS1 Limited, Transport for London and the Department for Transport on practicable implications of emerging proposals from LCR relating to housing developments associated with any Station.
78.		Booking Horizons for tickets	<p>78. Booking Horizons For Tickets</p> <p>78.1. The Operator shall by no later than [REDACTED<sup>225</sup>] confirm to the Secretary of State that it has worked with Network Rail to seek to make tickets for future travel available at an earlier date in order to maximise revenue.</p>

<sup>222</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>223</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>224</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>225</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

79.		Revenue Protection analyst	<p>79. Revenue Protection Analyst</p> <p>79.1. In this Business Plan Commitment, "Revenue and Crime Data Analyst" means an analyst with duties and skills that include developing business intelligence to better target revenue protection and security resources.</p> <p>79.2. The Operator shall, by no later than [REDACTED<sup>226</sup>], provide the Secretary of State with a written business case setting out the terms for the appointment of a Revenue and Crime Data Analyst using the outputs of the Ticketless Travel Survey and other appropriate data sources.</p> <p>79.3. If the Secretary of State provides its approval to the appointment of the Revenue and Crime Data Analyst, the Operator shall use reasonable endeavours to employ an individual to the post as soon as practicable but in any event by no later than [REDACTED<sup>227</sup>].</p>
80.		Decarbonisation Roadmap	<p>80. Decarbonisation Roadmap</p> <p>80.1. In this Business Plan Commitment, "Decarbonisation Roadmap" means a written plan which shall include (as a minimum):</p> <ul style="list-style-type: none"> <li>(a) a long-term pathway towards total decarbonisation of both traction and non-traction energy by 2050 on the Operator's Services; and</li> <li>(b) a full set of externally validated science-based targets, and milestones to be achieved by the Operator during the Contract Term.</li> </ul> <p>80.2. The Operator shall by no later than [REDACTED<sup>228</sup>], work in collaboration with Network Rail to develop and provide the Secretary of State with a first draft of the Decarbonisation Roadmap.</p> <p>80.3. The Operator shall by no later than [REDACTED<sup>229</sup>] continue to work in collaboration with Network Rail to develop and provide to the Secretary of State with a final version of the Decarbonisation Roadmap.</p>

<sup>226</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>227</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>228</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

<sup>229</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

81.		Non-Traction Investment Programme	<p>81. Non-Traction Investment Programme</p> <p>81.1. In this Business Plan Commitment, "Non-Traction Investment Programme" means a programme which shall include (as a minimum) proposals to reduce non-traction energy use in a manner consistent with the potential incorporation of such proposals and initiatives in the draft Business Plan to be provided by the Operator to the Secretary of State by no later than [REDACTED<sup>230</sup>] to ensure that the proposals 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 Service Contract.</p>
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		BPC Title	BPC Text
			<p>81.2. The Operator shall by no later than [REDACTED<sup>231</sup>] develop a Non-Traction Investment Programme with the goal of delivering an average annual reduction of [REDACTED<sup>232</sup>] (as measured and determined in accordance with the Non-Traction Investment Programme) in energy usage during the remaining Contract Term.</p>

<sup>230</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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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82.	Air and Noise Strategy	<p>82. Air and Noise Strategy</p> <p>82.1. In this Business Plan Commitment,</p> <p>(a) "Strategies" means:</p> <p style="padding-left: 40px;">a. an air quality improvement strategy aligned to an agreed industry-wide approach and/or established policy; and</p> <p style="padding-left: 40px;">b. a noise monitoring and management improvement strategy aligned to an agreed industry-wide approach and/or established policy; and</p> <p>(b) "Costed Proposals and Initiatives" means costed proposals and initiatives in relation to both of the Strategies.</p> <p>82.2. The Operator shall by no later than [REDACTED<sup>233</sup>] collaborate with Network Rail and RSSB to:</p> <p>(a) establish baseline air quality and noise monitoring data at Stations;</p> <p>(b) agree priorities and mitigations relating to air quality and noise monitoring;</p> <p>(c) develop and provide to the Secretary of State for its approval the Strategies; and</p> <p>(d) (where relevant) present the Costed Proposals and Initiatives.</p> <p>82.3. Subject to the Secretary of State's approval, the Operator shall as soon as practicable but in any event by no later than [REDACTED<sup>234</sup>] fully develop the Costed Proposals and Initiatives which shall include a clear statement of expected benefits and a statement of support from RSSB and/or Network Rail.</p> <p>82.4. The Operator shall:</p>
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			<ul style="list-style-type: none"><li>(a) provide to the Secretary of State the Costed Proposals and Initiatives in accordance with paragraph 82.3 in a manner consistent for potential incorporation in the draft Business Plan to be provided by the Operator to the Secretary of State by no later than [REDACTED<sup>235</sup>] ; and</li><li>(b) ensure that the Costed Proposals and Initiatives provided in accordance with paragraph 82.3 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 Service Contract (if so directed by the Secretary of State).</li></ul>
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<sup>235</sup> 28 June 2022 (Date of Redactions Approval) CR03264 - 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.

		BPC Title	BPC Text
83.		Water	<p>83. Water</p> <p>83.1. In this Business Plan Commitment,</p> <ul style="list-style-type: none"> <li>(a) "Alternative Proposal" means a proposal identifying an alternative solution to fitting AMRs that deliver equivalent or greater benefits to fitting AMRs;</li> <li>(b) "AMRs" means automatic meter readers for water;</li> <li>(c) "AMR Plans" means a plan which identify: <ul style="list-style-type: none"> <li>a. estimated potential costs;</li> <li>b. timescales for completion; and</li> <li>c. options relating to completion that prioritise the early maximisation of benefits.</li> </ul> </li> </ul>

			<p>83.2. The Operator shall by no later than [REDACTED<sup>236</sup>] :</p> <ul style="list-style-type: none"> <li>(a) conduct a site survey at all relevant Stations and Depots in relation to the fitting of AMRs;</li> <li>(b) provide to the Secretary of State for its approval: <ul style="list-style-type: none"> <li>a. the AMR Plans relating to such AMRs; and</li> <li>b. an Alternative Proposal (if any).</li> </ul> </li> </ul> <p>83.3. The Secretary of State may: a) approve the AMR Plans and any Alternative Proposal; or b) provide the Operator with comments in respect of the AMR Plans and any Alternative Proposal.</p> <p>83.4. If the Secretary of State provides comments to the Operator in accordance with paragraph 83.3, the Operator shall revise the AMR Plans and/or any Alternative Proposal (as appropriate) to reflect such comments and provide the Secretary of State with revised AMR Plans and/or any Alternative Proposal (as appropriate) within [REDACTED<sup>237</sup>] Working Days of receipt of such comments for the Secretary of State's approval.</p> <p>83.5. The Operator shall engage with RSSB to develop a strategy to ensure that:</p> <ul style="list-style-type: none"> <li>(a) all existing AMRs continue to remain fully operational and functional; and</li> </ul>
		BPC Title	BPC Text



			(b) any additional AMRs which have been fitted remain fully operational and functional once fitted.
			83.6. If AMRs are fitted by the Operator during the Contract Term, the Operator shall utilise the data obtained from each AMR fitted to consider any measures which can be taken to reduce the Operator's overall water consumption and provide costed proposals as part of the annual Business Plan process set out at paragraph 3 of Chapter 7.7 (Business Plan) of the Service Contract.
			83.7. The Operator shall incur a maximum expenditure which does not exceed [REDACTED <sup>238</sup> ] in implementing the Business Plan Commitment set out in this paragraph 83.

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