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Dated 12 October 2023

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

# **FINAL BUSINESS PLAN**

**TransPennine Express**

**Business Plan Commitments 2023 – 2024**

**TRU Business Plan Commitments**

## **Transpennine Route Upgrade**

### **TPE TRU "Pulse Survey" TRU3-003**

- 1.1 We will hold an Enterprise-wide "Pulse Survey" twice yearly (June & December) across the TPE TRU team. This will ask targeted questions to measure:
  1. the awareness, impact, benefits, and embedding of the new Enterprise Target Operating Model;
  2. the effectiveness of leadership, management, and resourcing; and
  3. elicit improvement opportunities for and across the wider Enterprise team

### **Business change development programme TRU3-006**

- 1.2 We will develop a clearly laid out, costed and deliverable programme that integrates the Business Change requirements, activities, and organisational change arising from, and associated with, the TRU programme, and all associated dependencies and requirements, to facilitate embedding the Enterprise Target Operating Model, and drive culture change, thereby embedding the transition from TRU Programme to TPE business as usual.

### **Develop Customer Strategy TRU3-008**

- 1.3 Using our position as Delivery Partner and insight as the champion of our customers, we will, in consultation with NTL and the Enterprise, develop a Customer Strategy for the end-state TRU. This will detail how the outputs and outcomes delivered will be utilised and deliver and accrue benefit and enhanced utility to our customers

### **TRU staff accommodation programme to support delivery TRU3-009**

- 1.4 We will continue development of staff welfare accommodation to support the requirements of TRU building on the commitments in 2022/23 and for the implementation of the requirements of the Programme. This will reflect the needs arising from the future recruitment and training needs to support the commitments in the Business Plan.
- 1.5 TPE will produce a further TRU staff accommodation requirements report by 09 November 2023, identifying specific needs for the period to 31 March 2025 to inform ABP 24/25.

### **Train planning resources TRU3-015**

- 1.6 We will continue to commit to the maintenance of the Train Planning resources, and will annually review the impact of the status of the National Timetable Planning Process on our wider resource plan.
- 1.7 However, we note that the recent and ongoing situation of development of the national timetable changes being out of their (normal) planned process continues to have an adverse impact on the utilisation and deployment of TPE's (and wider industry) train planning resources

### **New trains / reducing diesel use - NEXT STAGE TRU3-016**

- 1.8 Following the launch of the additional trains ITN and subject to a favourable response to the options outlined, we will expect a single option, approved by the DfT, to be in place by

end of July 2023/24. At this stage we will prepare the next phase of procurement with a BAFO negotiation whilst launching in parallel a tender for financiers.

- 1.9 We will keep DfT informed of progress through the TRU governance structure and bi lateral dialogue as required, and will write confirming interim status of progress and anticipated next steps, activities, and timings for FY2024 by 30 November 2023. Via ABP process we will confirm final cost and resource requirements, by 29 February 2024.

### ETCS (TRU) Class 185 TRU3-019

- 1.10 We will work through the TRU programme and across the industry to support timely and actionable Rolling Stock Delivery Schedules following confirmation of the agreed rolling stock strategy, and facilitate ETCS capability to our Class 185 fleet [REDACTED<sup>1</sup>], taking into account the need for, availability of, and deliverability of driver training, so that the agreed Outputs can be delivered in a timely and efficient manner.
- 1.11 We will keep DfT informed of progress through the existing TRU governance structure, and write confirming progress to date and anticipated next steps, activities, and timings for f/y 2024, and detailing any cost and resource requirements, by 29 February 2024.

### ETCS (TRU) Class 802 TRU3-020

- 1.12 We will work through the TRU programme and across the industry to support timely and actionable Rolling Stock Delivery Schedules following confirmation of the agreed rolling stock strategy, and facilitate ETCS capability to facilitate ETCS capability to our Class 802 fleet (subject to contract approvals and engineering change confirmation), taking into account the need for, availability of, and deliverability of driver training, so that the agreed Outputs can be delivered in a timely and efficient manner.
- 1.13 We will keep DfT informed of progress through the existing TRU governance structure, and write confirming progress to date and anticipated next steps, activities, and timings for FY2024, and detailing any cost and resource requirements, by 29 February 2024.

### Light maintenance depots and stabling - NEXT STAGE (TRU3-023)

- 1.14 We will, subject to a positive outcome from the Depot feasibility report on the shortlisted sites and securing funding via ABP 2023/24, continue to the next step of depot site evaluation and development. This will include for any additional facilities or stabling required to enable transition states and reflects the needs identified and explained in the TSO plan. We will maintain a project resource [PM Depots] and resource with a legal and consultancy budget.
- 1.15 We will keep DfT informed of progress through the existing TRU governance structure, and write confirming progress to date, mid- and end-state depot and stabling facilities proposed and delivered, anticipated next steps, activities, and timings for FY2024, and detailing any cost and resource requirements, by 29 February 2024

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<sup>1</sup> 11 June 2024 (Date of Redactions Approval) 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 (R - TPT - June 24 - 001- TRU BPCs).

## Station access and facilities TRU3-029

- 1.16 Subject to the output of the current level boarding study (BPC TRU2-025) we will work with Stakeholders and Network Rail to prepare a report detailing the options available in respect of platform lengthening beyond the TRU route, improvements to customer side facilities, and platform lengthening at Stalybridge, Huddersfield and Dewsbury stations.
- 1.17 We will write to DfT/RNP by P12 (29 Feb 2023) to provide a copy of the report and our recommendations

## TRU stations strategy TRU3-030

- 1.18 We will develop and provide to RNP a stations strategy for the wider TRU Programme, this will include relevant action plans, initiatives and indicative costs.
- 1.19 We will write to DfT/RNP by P12 (29 Feb 2023) to provide a copy of the Stations Strategy for TRU stations, and our recommendations

## Continued development and integration of the Customer Handling concept TRU3-035

- 1.20 Continue to develop and finesse the use and appropriate deployment of the CDM team

## Core diversionary route knowledge acquisition to support TRU TRU3-036

- 1.21 We will develop and deliver plans to enhance our traincrew's route knowledge over the Calder Valley, Healey Mills, Castleford and Hope Valley diversionary route and (subject to satisfactory outcomes to union and workforce consultation) proceed to implement those plans [NB: This is a roll forward of TRU2-006]