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**14 November 2024 (Date of Redactions Approval) (CCT 4754628)
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- (1) The Secretary of State for Transport
- (2) DfT OLR Holdings Limited
- (3) SE Trains Limited

South Eastern

**Business Plan Commitments
1 April 2024 – 31 March 2025
(agreed 30 April 2024)**

Service Contract

Schedule of Business Plan Commitments (as annexed to the Business Plan)

Explanatory Note 1: The Business Plan Commitments are subject to the provisions of and shall be interpreted in accordance with the Service Contract.

Explanatory Note 2: Paragraph 8 of Chapter 7.7 (*Business Plan*) of the Service Contract states:

“8.1 *In the event of any conflict between the Service Contract and any Business Plan Commitment or other element of the Operator's then current Business Plan:*

- (a) *each Party shall notify the other promptly on becoming aware of any such conflict; and*
- (b) *subject to paragraph 8.2 below, the provisions of the Service Contract shall prevail.*

8.2 *If at any time there is a conflict between the Service Contract and any Business Plan Commitment or other element of the Operator's then current Business Plan, the Parties may agree or the Secretary of State may give notice to vary this Contract in accordance with the provisions of paragraph 6 (Variations) of Chapter 9.7 (Miscellaneous Legal Terms).”*

TABLE OF BUSINESS PLAN COMMITMENTS

No.	Business Plan Component to which the Business Plan Commitment relates	Name of Business Plan Commitment	Business Plan Commitment
1.	People	Apprenticeship Service Digital Account	<p>1.1. The Operator shall use the government “Apprenticeship Service” which is accessed online at gov.uk and create a digital account (“Apprenticeship Service Digital Account”) (set up via Sign in to your apprenticeship service account - GOV.UK (www.gov.uk)) by no later than 30 April 2024.</p> <p>1.2 The Operator shall, throughout the Business Plan Year, use all reasonable endeavours to utilise the entirety of the funds allocated to the Operator within the Apprenticeship Service Digital Account to support the continued training of the Operator’s apprentices.</p>
1A.	People	D&I Strategy	<p>1A.1 By no later than 30 June 2024 the Operator shall update their D&I Strategy to include a commentary on how the Operator will work towards recruiting apprentices from its existing workforce and new recruits from veterans, ethnic minorities, women, and other underrepresented groups.</p> <p>1A.2 The Operator shall report on its performance in relation to the recruitment of apprentices as part of its D&I Annual Report.</p>
2.	Environment and Sustainability	Noise Monitoring	<p>2.1 The Operator shall, by no later than 30 November 2024, submit an updated version of its Noise Management Strategy incorporating Defra's Strategic Noise Mapping data.</p>

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3.	Environment and Sustainability	SET Nature Plan	<p>3.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, deliver the following initiatives as part of its Biodiversity Action Plan:</p> <ul style="list-style-type: none"> a) undertake biodiversity surveys at 25 sites that will be used to measure baseline values of biodiversity; b) develop a small programme of biodiversity events at Stations; and c) develop the Southeastern in Bloom initiative to support small improvements that help to support biodiversity. <p>3.2 The Operator shall produce a report, by no later than 13 December 2024 on the progress of the initiatives set out in 3.1 above.</p>
4.	Environment and Sustainability	Seamless Journeys	<p>4.1 The Operator shall:</p> <ul style="list-style-type: none"> (a) subject to limb (c) below, throughout the Business Plan Year commencing on 1 April 2024, use all reasonable endeavours to: <ul style="list-style-type: none"> i. engage with shared transport operators (including bike and car sharing schemes) and any planned or built mobility hubs local to managed stations; ii. create designated spaces for the pick up and drop off of shared vehicles in managed car parks and on managed land; and iii. create designated spaces for any additional supporting facilities in managed car parks or on managed land, with the aim of providing customers with a seamless

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			<p>journey when transitioning from shared transport to the railway and from the railway to any shared transport;</p> <p>(b) by no later than 10 January 2025, provide to the Secretary of State a report detailing what changes have been made as a result of it's obligations under limb (a) above; and</p> <p>(c) submit any proposal to make changes under limb (a) above to the Secretary of State for their consent before any work commences.</p>
5.	Leadership and Management Plan	Rail Data Marketplace: Data Publication	5.1. The Operator shall, by no later than 30 September 2024, make available to the Secretary of State a Rail Data Marketplace open data publication pipeline, setting out specific and timed plans to publish open datasets.
6.	Leadership and Management Plan	Rail Data Marketplace: Data Publication	<p>6.1 The Operator shall, from 30 September 2024 onwards, publish data to the Rail Data Marketplace in real time or, where that is not practicable, on a daily basis, using either an API or other dynamic data feed.</p> <p>6.2 For the purposes of these Business Plan Commitments: "Rail Data Marketplace" means the online publishing platform for rail data found at www.raildata.org.uk.</p>
7.	Leadership and Management Plan	Rail Data Marketplace: passenger count	7.1 From 30 September 2024, the Operator shall publish, on the Rail Data Marketplace (using a dynamic data feed such as Darwin) on at least a daily basis, the representative rolling average of the number of passengers (where possible differentiated between standard class, first class, and standard premium) on each train service using, where possible, four

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			<p>(4) Automatic Passenger Counts (APC) or manual (e.g. guard) counts, wherever such data is available and possible to provide for each train service in the current timetable period:</p> <ul style="list-style-type: none"> • per train • per carriage • per station stop • per day of week, <p>and the Operator shall publish this data free of charge and at all times, on the Rail Data Marketplace.</p>
8.	Leadership and Management Plan	Rail Data Marketplace: planned seating and standing capacity	<p>8.1 From 30 September 2024, the Operator shall publish, on the Rail Data Marketplace for every major timetable change, the planned seating and standing capacity data (where possible and applicable differentiated between standard class, first class, and standard premium) for each train service in the current timetable period:</p> <ul style="list-style-type: none"> • per train • per carriage • per station stop • per day of week <p>and the Operator shall grant the Secretary of State access at all times to the Rail Data Marketplace.</p>

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9.	Leadership and Management Plan	Rail Data Marketplace: train formation and orientation	9.1 From 30 September 2024, the Operator shall publish, on the Rail Data Marketplace for every major timetable change, the planned train formation and orientation for each train service in the current timetable period: <ul style="list-style-type: none"> • per train • per station stop • per day of week and the Operator shall grant the Secretary of State access at all times to the Rail Data Marketplace.
10.	Leadership and Management Plan	Suicide Prevention plan (Reduction)	10.1 The Operator shall: <ol style="list-style-type: none"> (a) by no later than 17 May 2024 inform the Secretary of State as to how many public facing Business Employees are trained in suicide prevention; and (b) by no later than 1 March 2025, using the number provided to the Secretary of State under limb (a) above as a base, use all reasonable endeavours to increase the number of public facing Business Employees trained in suicide prevention.
11.	Leadership and Management Plan	Safeguarding on Rail Scheme	11.1 The Operator shall, throughout the Business Plan year commencing on 01 April 2024 and in line with their Safeguarding on Rail Scheme accreditation, demonstrate continuous improvement in all areas of safeguarding and the Operator shall increase the numbers of: <ol style="list-style-type: none"> (a) safeguarding incidents being reported through Operator systems; (b) safeguarding incidents being reported to the British Transport Police (c) new starters undergoing a basic DBS check (or higher if required for the role);

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			(d) public facing staff trained in safeguarding; and
12.	Leadership and Management Plan	Body Worn Video Equipment	<p>12.1 The Operator shall, by no later than [REDACTED] purchase a minimum of [REDACTED] additional units of Body Worn Video Equipment. The operator shall spend a maximum of [REDACTED] in delivering this BPC.</p> <p>12.2 The Operator shall by no later than [REDACTED].</p> <p>12.3 The Operator shall provide periodic updates on the number of activations of Body Worn Video Equipment.</p>
13.	Accessibility	Station Accessibility Measures	<p>13.1 The Operator acknowledges that the Cost Budget applicable to the BP Year beginning on 1 April 2024 includes a specified amount to fund improvement works at Stations that offer non-financial benefits (the “Station Improvement Fund” or “SIF”), such schemes to include:</p> <ul style="list-style-type: none"> (a) customer experience improvements at Stations including improvements to physical comfort, accessibility, safety and security, real time and public transport information or ability to purchase tickets; (b) enhancing the role of Stations as facilitators of intermodal connectivity, including through the promotion of Active Travel funded schemes; and (c) improvements to the environmental sustainability of Stations.

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			<p>13.2 The Operator shall identify potential Station improvement schemes to be funded from the SIF during the BP Year beginning on 1 April 2024 including through:</p> <ul style="list-style-type: none"> (a) analysis of feedback, insights, opinions and suggestions received from or expressed by customers, local communities and stakeholders in order to identify the needs and priorities of such groups at Stations; and (b) collaboration with Network Rail. <p>13.3 By no later than 30 June 2024, the Operator shall provide to the Secretary of State a plan setting out the Station improvement schemes that the Operator proposes to undertake during the remainder of the BP Year beginning on 1 April 2024 which will be funded from the SIF and shall include:</p> <ul style="list-style-type: none"> (a) a description of each of the improvement schemes proposed; (b) the timescales and costs to be incurred in delivering each scheme; (c) any possessions that might be required in order to deliver the scheme; and (d) risks identified by the Operator to the successful delivery of each scheme and the measures the Operator proposes to take to mitigate such risks, (the “Station Improvement Plan”). <p>13.4 The Station Improvement Plan shall include (but shall not be limited to) proposals for the following schemes (to be funded from the SIF). Proposals must include timescales such that delivery of each scheme will be completed by no later than [REDACTED]:</p> <ul style="list-style-type: none"> (a) at Sittingbourne – ramp access project: to remove the small step leading into the booking hall to provide a more accessible and remove a slip and trip hazard.

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			<ul style="list-style-type: none"> (b) at Ashford International – Gateline: installation of screens. (c) at St Mary Cray – installation of information screens in the booking hall for the purposes of assisting wheelchair users (d) at Waterloo East – refurbishment of pedestrian bridge link between Waterloo main station and Waterloo East, which is to include new LED lighting system, additional CIS screens to improve train information, directional signage improvement and vinyl coverings to uplift the UV tainted perspex glazing. (e) at Greenwich– <ul style="list-style-type: none"> (i) to undertake refreshment of the interior and exterior paintwork; (ii) installation of pigeon spikes; and (iii) implementation of better directional signage in and out of the Station to tourist attractions; and ` (f) at multiple Stations – to undertake replacement of the shelters and undergo refurbishment of the WCs. <p>13.5 The Station Improvement Plan shall be developed by the Operator in consultation with the Secretary of State taking into account the maximum value of the SIF, the aims of the SIF as set out in paragraph 13.1 and the future needs of local communities and stakeholders as identified through the analysis referred to in paragraph 13.2. The Operator shall rank and prioritise the proposed schemes by reference to the schemes that will maximise the benefits derived from the available funding from the SIF.</p>

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			<p>13.6 The Operator shall revise the Station Improvement Plan to reflect any comments received from the Secretary of State and, once approved by the Secretary of State, the Operator shall thereafter implement that plan in accordance with its terms.</p> <p>13.7 As part of the periodic report referred to in paragraph 5.1 (Periodic Update Reports) of Chapter 1.1 (Organisation and Management) of the Contract, the Operator shall provide updates to the Secretary of State as to the progress and the costs incurred in delivering the schemes contained in the Station Improvement Plan.</p> <p>13.8 The Secretary of State shall at any time be entitled to direct the Operator to revise the Station Improvement Plan (including to remove or revise schemes contained in the plan) following consultation with the Operator.</p>

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14.	Customer and Communities	Social Value Report	<p>14.1 The Operator shall:</p> <p>(a) by no later than 30 June 2024, produce and issue to the Secretary of State the details of projects, aims and measures which the Operator shall implement within the Business Plan Year, with the intention of leaving a positive and lasting impact on the local communities in relation to which the Passenger Services are provided; and</p> <p>(b) by no later than 1 March 2025 publish a social value report utilising the RSSB Rail Social Value Tool, which shall include:</p> <p>i. an overview of the progress the Operator has made in delivering the projects detailed under limb (a) above; and</p> <p>ii. detail of future projects and aims and measures which the Operator shall develop and implement within the next Business Plan Year with the intention of leaving a positive and lasting impact on the local communities in relation to which the Passenger Services are provided.</p>
15.	Customer and Communities	Princes Trust	<p>15.1 The Operator shall, by no later than 31 March 2025, deliver two vocational skills training and work experience courses, working with Prince's Trust (or a suitable alternative).</p>
16.	Customer and Communities	Customer & Communities Investment	<p>16.1 In this Business Plan Commitment “CCI Projects” means funding for the development and implementation of local rail improvement schemes which provide community benefits or address areas of social need.</p>

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		(CCI)	<p>16.2 The Operator shall, by no later than 31 October 2024 propose to the Secretary of State, for its approval, several CCI Projects (up to the value of funding confirmed by the Secretary of State for that year) to deliver in the Business Plan year commencing on 1 April 2025.</p> <p>16.3 The Operator shall, throughout the Business Plan Year, conduct a scheme, in accordance with this Business Plan Commitment, under which stakeholders and community groups can bid for funding for the development and implementation of local rail improvement schemes during the BP Year commencing 01 April 2024 (“Customer and Communities Improvement Programme”).</p> <p>16.4 The Operator shall, in consultation with the Secretary of State, design the Customer and Communities Improvement Programme in a way that sets clear and appropriate requirements for submission and criteria for evaluation.</p> <p>16.5 The Operator shall operate the Customer and Communities Improvement Programme: (a) in accordance with the programme terms developed pursuant to paragraph 16.2; and (b) by no later than 30 September 2024 the Operator shall, in consultation with the Secretary of State, review and update the design of the Customer and Communities Improvement Programme to enable it to be run in such a way that recommended schemes could be taken forward in the BP Year beginning on 1 April 2025.</p>

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17.	Customer and Communities	Station Social and Commercial Development Plan	<p>17.1 The Operator shall, by no later than 31 March 2025, publish a Station Social and Commercial Development Plan which shall:</p> <ul style="list-style-type: none"> (a) set out the Operator’s approach to identifying and exploiting opportunities to sustain and enhance existing and new station facilities by developing and implementing schemes that use redundant or under-utilised station buildings and assets for use by retailers, the community, or local social enterprises, taking account of customer and community views; and (b) identify buildings and/or associated land within the station lease demise that are not being used in connection with provision of station or operational rail services and assess whether these can be either exploited commercially or used by the community.
18.	Collaboration	ISO 44001 Accreditation	<p>18.1 The Operator shall, by no later than [REDACTED], use all reasonable endeavours to achieve the ISO 44001 accreditation.</p>
19.	Collaboration	Digital Signalling	<p>19.1 The Operator shall, during the Business Plan Year commencing on 1 April 2024, collaborate with the Secretary of State and Network Rail in planning for the migration of the network to ETCS Level 2 as part of the Digital Signalling Portfolio. This may encompass various activities, such as:</p> <ul style="list-style-type: none"> (a) the establishment of a cross Train Operator stakeholder group that will convene every two months;

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			<p>(b) supporting individual Train Operator sessions as required by the Secretary of State and the Digital Signalling Portfolio team to develop individual operator plans for migration to ETCS; and</p> <p>(c) supporting and contributing as required to wider industry initiative relating to ETCS considering, for example, approaches to procurement for onboard fitment, driver training and business change and the trackside.</p>
20.	Revenue	Revenue Protection Plan	<p>20.1 For the purposes of this Business Plan Commitment: "Revenue Protection Plan" means the Operators strategy for protecting revenue during the Contract Term, including but not limited to, reducing ticketless travel. Such plan shall set out the Operator's approach to dealing with fare evasion both at Stations and on the Passenger Services and the steps the Operator will implement to counter new and evolving methods of fare evasion.</p> <p>20.2 By no later than 31 October 2024 and on an annual basis thereafter the Operator shall deliver to the Secretary of State its Revenue Protection Plan.</p> <p>20.3 The Operator shall revise its Revenue Protection Plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State will thereafter implement the Revenue Protection Plan during the remainder of the Business Plan Year commencing on 01 April 2024 in accordance with its terms.</p>

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21.		3G Modem Replacement	<p>21.1 For the purposes of this Business Plan Commitment: “New Modems” means the 4G modems which will replace the existing 3G modems.</p> <p>21.2 The Operator shall, by no later than [REDACTED], complete the implementation of the New Modems, which shall replace the current 3G modems installed on the Networker Fleet, and such New Modems shall operate to an enhanced standard following the anticipated future switch off of the 3G network.</p>
22.		Class 395 Refurbishment	<p>22.1 The Operator shall:</p> <ul style="list-style-type: none"> (a) use all reasonable endeavours to procure the Class 395 Refurbishment is completed by no later than [REDACTED]; and (b) update the Secretary of State, each Quarter, on progress made in relation to the Class 395 Refurbishment.
23.		Station Help Points	<p>23.1 For the purposes of this Business Plan Commitment: “Help Point” (Assistance Points) provide a means of communication for passengers/public to contact a member of staff for personal assistance or report any concerns they may have. They can also contact NRES for train service information.</p>

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			<p>“Phase 3 Upgrade” means works relating to the final signage and backup servers at Orpington Station and seventy-eight (78) metro Stations in order to facilitate the conversion from WAN to sim card connectivity.</p> <p>23.2 The Operator shall, in the BP Year beginning on 1 April 2024 continue to implement the Phase 3 Upgrade; and complete the Help Point System by [REDACTED].</p> <p>23.3 The Operator shall incur a maximum expenditure of [REDACTED] in carrying out its obligation under paragraph 23.2.</p>
24.		Minor Works	<p>24.1 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] (“Minor Works Fund”) which the Operator shall, in accordance with this paragraph 24.1, 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>24.2 By no later than 31 July 2024, the Operator shall submit to the Secretary of State a plan setting out those Minor Works Schemes which the Operator proposes to undertake during the BP Year beginning on 1 April 2024 using the Minor Works Fund, ensuring that the aggregate value of the proposed schemes shall not exceed the value of the Minor Works Fund. The</p>

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			<p>Operator shall revise its plan to reflect any comments the Secretary of State might reasonably make, received from the Secretary of State, and once approved by the Secretary of State, acting reasonably, shall thereafter implement that plan in accordance with its terms.</p> <p>24.3 The Secretary of State shall at any time be entitled to direct the Operator to revise the plan referred to in paragraph 23.2 (including to remove or revise schemes contained in the plan) subject to consultation with the Operator and the parties using their reasonable endeavours to agree any revisions within 10 (ten) Working Days.</p>
25.		Paramedics at London Bridge	25.1 The Operator shall, throughout the BP Year beginning on 1 April 2024, use all reasonable endeavours to ensure that a paramedic team (such team to consist of no less than two (2) paramedics) covers a minimum of two (2) x eight (8) hour shifts per Weekday at London Bridge Station.
26.		Marketing Plan Reports	26.1 For the purposes of this Business Plan Commitment: “ Marketing Plan ” mean the Operator’s plan (as approved by the Secretary of State) setting out the marketing activities that the Operator will undertake during the BP Year beginning on 1 April 2024, including marketing activity supporting the Great British Railways transitional arrangements, together with specified expenditure limits applicable to each such marketing activity; and

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			<p>26.2 To enable the Secretary of State to make an informed decision, requests for approval relating to the campaign and spend of the Marketing Plan under this Business Plan Commitment shall include details on proposed spend, the timings of the proposed campaigns and projected returns on investment. The Secretary of State will aim to respond to all such requests within 10 working days.</p> <p>26.3 The Operator shall use all reasonable endeavours to engage effectively with and support rail industry revenue recovery initiatives.</p> <p>26.4 The Parties acknowledge and agree that the expenditure limits specified in the Marketing Plan includes funding associated with the performance by the Operator of its obligations under this Business Plan Commitment, and, accordingly, the expenditure limits specified in the Marketing Plan shall also apply to this Business Plan Commitment.</p> <p>26.5 The Operator shall, in the BP Year beginning on 1 April 2024, at each Periodic Marketing Meeting:</p> <ul style="list-style-type: none"> a) report on actions in relation to the delivery of its Marketing Plan taken since the Start Date or the last such meeting as the case may be and the expenditure actually incurred in relation to such actions; and

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			b) provide details as listed within paragraph 26.2 in respect of the proposed spend on marketing campaigns as set out in the Marketing Plan, wherever possible providing early sight of emerging proposals for campaigns.
27.		Metro Fleet Replacement	<p>27.1 For the purposes of this Business Plan Commitment: [REDACTED].</p> <p>27.2 The Operator shall, throughout the BP Year beginning on 1 April 2024, provide the Secretary of State with an update on its progress in relation to the [REDACTED] until the end of project completion.</p>
28.			<p>28.1 For the purposes of this Business Plan Commitment: “Tranche 2 Metro Fleet Project” means the project to secure new, replacement or upgraded rolling stock on the metro beyond October 2027.</p> <p>28.2 The Operator shall, throughout the BP Year beginning on 1 April 2024, hold periodic steering groups in relation to the Tranche 2 metro fleet replacement project.</p>
29.		Community Stakeholder Survey	29.1 The Operator shall, by no later than 31 December 2024, undertake a survey to measure satisfaction of its Community Stakeholders (“Community Stakeholder Satisfaction Survey”).

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			29.2 The Operator shall, by no later than three (3) months following completion of the Community Stakeholder Satisfaction Survey, publish on its website the results of such Community Stakeholder Satisfaction Survey.
30.		Automatic Vehicle Inspection	<p>30.1 For the purposes of this Business Plan Commitment, “Automatic Vehicle Inspection System” means the procured system which facilitates the automated measurement and inspection of rolling stock vehicles.</p> <p>30.2 The Operator shall, use all reasonable endeavours to install the Automatic Vehicle Inspection System by no later than [REDACTED].</p> <p>30.3 The Operator shall incur a maximum [REDACTED] in carrying out its obligations under paragraph 30.2.</p> <p>30.4 The Operator shall provide the Secretary of State with Quarterly updates on progress and spend to date in relation to its obligations under paragraph 30.2.</p>
31.		SDWAN	31.1 For the purposes of this Business Plan Commitment: “ MPLS WAN ” means the existing multi-protocol label switching wide area network which connects all Stations, Depots and other Operator premises to the internet and relevant data centres;

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			<p>"SDWAN Solution" means the replacement of the existing MPLS WAN with a functionally enhanced Software Defined Wide Area Network across all Stations, Depots and other Operator premises so as to implement a more agile, configurable, secure and cost-effective networking solution for the Operator's business; and</p> <p>"Software Defined Wide Area Network (SDWAN)" means the management and operation of a wide area network (WAN) by decoupling the networking hardware from its control mechanism, used to provide a secure, privately connected network across multiple sites using commercially available internet access technologies.</p> <p>31.2 The Operator shall:</p> <p>(a) use all reasonable endeavours to procure and initiate a pilot implementation of the SDWAN Solution across two data centres, one engineering depot, one large site and one small site by 30 July 2024;</p> <p>(b) use all reasonable endeavours to procure and initiate phase 1 of the implementation of the SDWAN Solution; by 30 September 2024, which shall consist of implementation across 15 or more sites;</p> <p>(c) use all reasonable endeavours to procure and initiate phase 2 of the implementation of the SDWAN Solution by [REDACTED] which shall consist of implementation across 15 or more sites each month, with the exception of the [REDACTED].</p>

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			31.3 The Operator shall, in the BP Year beginning on 1 April 2024, incur a maximum expenditure of [REDACTED] in carrying out its obligations under paragraph 31.2.
32.		Network Mechanical, Electrical and Structural Refurbishment Works	<p>32.1 For the purposes of this Business Plan Commitment: “Networker Life Extension Works” means, in respect of the Class 465/0 and Class 465/1 rolling stock, the targeted replacement of the traction control system.</p> <p>32.2 The Operator shall use all reasonable endeavours to complete the following Networker Life Extension Works by [REDACTED]:</p> <ul style="list-style-type: none"> (a) the traction system overhaul; (b) the PIS amplifier replacement and/or refurbishment (as appropriate); (c) the LED lighting upgrade; and (d) VBU card replacement. <p>32.3 The Operator shall (subject to the inclusion of the relevant costs in the applicable Cost Budget) incur a maximum expenditure of [REDACTED] in carrying out its obligations under paragraph 32.2 in the BP Year beginning on 1 April 2024.</p>
33.		Autumn Timetable and Key Route	33.1 The Operator shall, by no later than 01 July 2024, submit a report to the Secretary of State which shall:

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		Strategy	<p>(a) capture outputs from the Operator's joint review with Network Rail on the approach to the Autumn 2023 leaf fall timetable changes and the Key Route Strategy which have typically been implemented between October and December, including consideration of the approach to skipping stops and/or the frequency of Key Route Strategy implementation; and</p> <p>(b) detail the findings of the review with suggested options (agreed with Network Rail) including evidence of the benefits to performance and minimising the negative impact on passengers and services.</p>
34.		Smarter Information Smarter Journey	<p>34.1 For the purposes of this Business Plan Commitment: “OTPA” means On Train PA</p> <p>34.2 The Operator shall proactively participate in and support the progression of the rail industry’s ‘Smarter Information, Smarter Journey’ programme.</p> <p>34.3 The Operator shall proactively participate in and support the progression of the rail industry’s ‘Smarter Information, Smarter Journey’ programme – Announcement Training Rollout to a minimum of 100 participants.</p> <p>34.4 The Operator shall proactively participate in and support the progression of the rail industry’s ‘Smarter Information, Smarter Journey’ programme – OTPA, through attendance of the monthly steering group.</p>

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35.		One Team Station	35.1 [REDACTED].
36.		Automatic Meter Reading (Gas and Electric)	<p>36.1 For the purposes of this Business Plan Commitment: “Relevant Electricity Utility Meters” means all electricity meters across the Operator’s estate. “Relevant Gas Utility Meters” means all gas meters across the Operator’s estate.</p> <p>36.2 The Operator shall, by no later than 31 March 2025, use all reasonable endeavours to progress towards 94% of the total of all Relevant Gas Utility Meters (measuring non-traction energy consumption) are automatic meter reading meters.</p> <p>The Operator shall, by no later than 31 March 2025, use all reasonable endeavours to progress towards 90% of the total of all Relevant Electricity Utility Meters (measuring non-traction energy consumption) are automatic meter reading meters.</p>
37.		Chart Leacon	37.1 The Operator shall continue to work with Network Rail and the Department for Transport using all reasonable endeavours to deliver a full business case in respect to the stabling facility at Chart Leacon, by 11 July 2024.

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			37.2 The Operator shall thereafter provide periodic updates, on at least a quarterly basis to the Department for Transport throughout the Business Plan Year commencing o1 April 2024.
38.		Leadership Transformation Programme	<p>38.1 The Operator shall, by no later than [REDACTED] roll out phase three of its Leadership Transformation Programme for a minimum number of 60 frontline managers attending.</p> <p>38.2 The Operator shall incur a maximum expenditure of [REDACTED] in delivering its obligation under paragraph 38.1.</p>
39.		Tracker Worker Safety	<p>39.1 The Operator shall use all reasonable endeavours to:</p> <ul style="list-style-type: none"> (a) eliminate by 31 March 2025, the number of hours track workers carry out operations with warning methods (in particular 'Unassisted Lookout' working and 'Lookout Operated' working); (b) by no later than 31 March 2025, 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 (c) by no later than 31 March 2025, 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

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			during daylight hours and thereby allow an appropriate balance between day and night working.
40.		Access Planning	<p>40.1 The Operator shall during the BP Year beginning on 1 April 2024:</p> <p>(a) consider all reasonable requests from Network Rail to revise the Timetable, in order to allow Network Rail to undertake more maintenance where such requests have minimal impact on passengers; and</p> <p>(b) use all reasonable endeavours to work with Network Rail to identify and implement opportunities to increase the working time of Network Rail teams in possessions, in line with passenger demand.</p>
41.		TVM Procurement	<p>41.1 For the purposes of this Business Plan Commitment: “Current TVM Fleet” means the existing Scheidt & Bachmann cash-and-card ticket vending machines.</p> <p>41.2 The Operator shall by no later than 30 June 2024, submit a full business case to the Secretary of State outlining fully costed estimates for options to replace the Current TVM Fleet.</p> <p>41.3 Upon approval by the Secretary of State, the Operator shall revise its plan to reflect any comments by the Secretary of State and shall thereafter, and by no later than two (2) months following the approval being granted, commence the procurement exercise to replace the Current TVM Fleet.</p>

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42.		Recruitment Centre	<p>42.1 The Operator shall, by no later than 31 May 2024, submit a costed plan and recommended procurement option for the procurement of property leases for new recruitment and/or training facilities.</p> <p>42.2 The Operator shall, use all reasonable endeavours to commence moving into the new recruitment/training facilities by [REDACTED].</p>
43.		Social Mobility Action Plan	<p>43.1 The Operator shall, throughout the Business Plan Year, continue to work proactively with the Purpose Coalition to progress the recommendations in their Social Mobility Action Plan and to be an advocate for increasing Social Mobility in the rail sector.</p>
44.		Environment	<p>44.1 The Operator shall submit a report to the Secretary of State summarising the outcome of the Waste Management Supplier tender process by no later than 29 November 2024. This report will also set out a high-level roadmap that the Operator will use to understand how recycling rates could be increased.</p> <p>44.2 The Operator shall, by no later than [REDACTED] use all reasonable endeavours to provide the Secretary of State an indicative costed option of [REDACTED].</p>

No.	Business Plan Component to which the Business Plan Commitment relates	Name of Business Plan Commitment	Business Plan Commitment
			44.3 The Operator shall submit to the Secretary of State by no later than 31 March 2025, a Circular Economy Strategy. The Operator will refer to RSSB's Sustainable Rail Blueprint to develop the Strategy, with strategy actions appropriate to its operations.