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- (1) The Secretary of State for Transport and
- (2) Abellio East Anglia Limited

East Anglia

**Business Plan Commitments
1 April 2024 – 31 March 2025
(agreed 28 March 2024)**

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

Business Plan Commitment Title	Business Plan Commitment Wording
ACCESSIBILITY PLAN	
1. Improving customer journeys	1.1 The Operator shall establish a fund of [REDACTED] (minor works budget) that improves the accessibility of stations.
2. Accessibility Complaints Monitoring	<p>2.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, seek to reduce complaints (as an overall proportion of customers travelling) on the same accessibility areas by taking proactive steps to address the underlying cause of such complaints.</p> <p>2.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, monitor and record all accessibility related complaints from passengers in a format which can be used as a baseline for improvement in subsequent Business Plan Years.</p>
3. Customer Service Standards	3.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, do everything a Good and Efficient Operator would do to work with and assist GBRTT and the Rail Delivery Group in developing an industry standard for training with the aim of providing consistent and improved customer service.
4. Accessibility Awareness Campaign	4.1 The Operator shall, by no later than [REDACTED], deliver an awareness campaign through their standard marketing and social media channels, which is aligned in approach with Network Rail and the Rail Delivery Group campaigns, with the aim of improving customer awareness of what passenger assistance options are available to them.
5. Accessibility Audit Data	5.1 Subject to GBRTT/RDG providing the accessibility audit data in a consumable format, the Operator shall, by no later than [REDACTED], embed improvements to accessibility audit data into their customer facing

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	channels, where appropriate, including the Station Information pages on their website, National Rail enquiries, as well as within passenger assist channels for both customers and staff.
COLLABORATION	
6. Aligning Engineering Access to Customer Demand	<p>6.1 Following the Engineering Access Review, the Operator shall submit an update of the progress made to the Secretary of State by 30 November 2023 and on an annual basis to align with industry planning processes.</p> <p>6.2 The Operator and the Secretary of State shall discuss, on an annual basis, options and recommendations coming out of the Engineering Access Review, after each update.</p> <p>6.3 For the purposes of this Business Plan Commitment, "Engineering Access Review" means the Operator's review of the infrastructure maintenance plan and engineering access requirements undertaken during the first Contract Year which identified opportunities to offer more or different maintenance windows, reduce whole industry costs and maximise revenue growth.</p>
7. Fleet Maintainer Collaboration Workshops	<p>7.1 The Operator shall work collaboratively with representatives from each of Alstom and Stadler Rail Service UK Limited ("Stadler") in order to agree:</p> <p>7.2 the precise scope of a collaboration workshop intended to: a) identify opportunities to deliver continual improvements in relevant rolling stock performance; and b) develop strategies which aim to increase the number of miles between technical incidents on routes over which the Passenger Services operate; and</p> <p>7.3 a programme for delivery of such collaboration workshops with attendees from the Operator, Alstom and Stadler which the Operator shall hold once in every Contract Year.</p> <p>7.4 once in each Contract Year, the Operator shall produce and provide a report to the Secretary of State which details the steps it has taken to comply with its obligations in paragraph 7.1 and any recommendations</p>

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	for action arising out of them. The Operator shall use all reasonable endeavours to implement such recommended actions as soon as reasonably practicable.
8. New Infrastructure and New Stations	<p>8.1 The Operator shall fully and effectively co-operate with Network Rail in respect of developing working timetable options for new infrastructure relevant to the routes over which the Passenger Services operate which is at any stage of the development and delivery process during the Contract Term including the budget, performance impact and demand need for:</p> <ul style="list-style-type: none"> (i) proposed new stations at Beaulieu Park and Cambridge South; and (ii) the implementation of access for East West Rail at Cambridge.
9. Engaging with Freight	9.1 The Operator shall, at least twice in each Contract Year, engage with freight train operators and other Train Operators who use the routes over which Passenger Services operate in order to promote collaboration and address strategic challenges.
10. Digital Signalling	<p>10.1 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; (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 (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.
CUSTOMER AND COMMUNITIES	
11. Stakeholder Advisory Board	<p>11. During the Contract Term, the Operator agrees to hold a Stakeholder Advisory Board meeting at least twice in each Contract Year in order to discuss:</p> <p>11.1.1 the sharing of key knowledge and best practice;</p>

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	<p>11.1.2 the prioritisation of the Operator’s business plans and initiatives; and</p> <p>11.1.3 ways to assist the Operator in aligning its plans with regional aspirations.</p> <p>11.2 For the purposes of this Business Plan Commitment: “Community Stakeholders” means local authorities, rail user groups, business organisations, Community Rail Partnerships 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; and “Stakeholder Advisory Board” means an advisory board comprising representatives of Community Stakeholders, members from each of the Operator’s management team, Network Rail Route Management Team and other key industry partners.</p>
<p>12. Transport Integration Forum</p>	<p>12.1 Following the Start Date and for the Contract Term, the Operator agrees that the Transport Integration Forum will continue to meet twice in each Contract Year with the purpose of:</p> <p>12.1.1 promoting integrated fully accessible multimodal passenger journeys including active travel modes through multimodal timetable information and the provision of relevant and useful information through all appropriate channels;</p> <p>12.1.2 sharing of key knowledge and best practice; and</p> <p>12.1.3 providing a focus on key areas such as interchange arrangements, joint ticketing, information provision and the promotion of existing links and the development of new links.</p> <p>12.2 In this Business Plan Commitment, "Transport Integration Forum" means the transport integration forum to promote an integrated timetable established under the Previous Agreement</p>
<p>13. Station adopters’ best practice and awards conference</p>	<p>13.1 During the Contract Term, the Operator shall hold on an annual basis an awards conference for members of the “station adopters scheme” in order to:</p>

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	<p>13.1.1 update station adopters on developments regarding station adoption schemes and best practice initiatives; and</p> <p>13.1.2 present awards to station adopters to celebrate the best efforts from the previous twelve (12) months.</p>
<p>14. Community Stakeholder Satisfaction Survey</p>	<p>14.1 During the Contract Term, the Operator shall on an annual basis undertake a survey to measure satisfaction of its Community Stakeholders (“Community Stakeholder Satisfaction Survey”).</p> <p>14.2 The Operator shall in the context of the findings of such a survey use the results to inform its stakeholder and media strategy for the following Contract Year.</p> <p>14.3 The Operator shall deliver outputs from the Community Stakeholder Satisfaction Survey to the Secretary of State, including but not limited to:</p> <p>14.3.1 the number of respondents to the Community Stakeholder Satisfaction Survey; and</p> <p>14.3.2 the results of the Community Stakeholder Satisfaction Survey,</p> <p>14.3.3 as soon as reasonably practicable after the Community Stakeholder Satisfaction Survey has been completed.</p> <p>14.4 For the purposes of this Business Plan Commitment, “Community Stakeholders” means local authorities, rail user groups, business organisations, Community Rail Partnerships 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>

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15. Community Rail Partnerships Marketing	15.1 In each Contract Year for the remainder of the Contract Term, the Operator shall spend up to [REDACTED] towards the delivery of reasonable public relations and marketing initiatives relating to Community Rail Partnerships and adopter activities.
16. Station adopters	16.1 The Operator shall throughout the Contract Term promote the station adopters scheme and provide safety and other training and support to participants.
17. Station Social and Commercial Development Plan	<p>17.1 The Operator shall, by no later than [REDACTED], publish a Station Social and Commercial Development Plan which shall:</p> <p>(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</p> <p>(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.</p>
18. Wickford Station Redevelopment and Car Park	18.1 The Operator shall complete the works at Wickford Station (as detailed in the design proposals approved by the Secretary of State) within eighteen (18) months of the contract being awarded.
19. Social Value Report	<p>19.1 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</p>

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	<p>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 [REDACTED] publish a social value report utilising the RSSB Rail Social Value Tool, which shall include:</p> <ul style="list-style-type: none"> i. an overview of the progress the Operator has made in delivering the projects detailed under limb (a) above; and 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.
20. Customer and Community Improvement Schemes	<p>20.1 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> <p>20.1.1 The Operator shall, by no later than 30 September 2024 deliver a list of CCI Projects as agreed with the Secretary of State for delivery by year ending [REDACTED].</p>
21. Data Costs	<p>21.1 GA will look to reduce "Data Costs" through renegotiating or seeking alternate commercial agreements with supplier. On request, GA can provide the Department with evidence that the overall forecast cost has reduced in comparison to the FY2023/24 baseline.</p>
22. Wifi Traffic Shaping	<p>22.1 Wifi Traffic Shaping: GA will maintain its existing "traffic optimisation" in conjunction with the existing on-train wifi service provider(s), to manage the types of data services and throughput an on-train wifi connected passenger may access whilst maintaining the quality of service.</p>

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	22.2 As part of its approach to overall wifi traffic shaping, GA will review its current optimised offering on an ongoing basis and make any necessary adjustments to reflect changes in the marketplace and/or customer behaviour. GA shall provide updates on its progress on an annual basis.
ENVIRONMENTAL SUSTAINABILITY PLAN	
23. Air Quality Monitoring	<p>23.1 The Operator shall work collaboratively with RSSB to establish air quality data at stations through the Air Quality Monitoring Network; set out priorities and potential mitigation measures to improve air quality at stations by developing air quality improvements plans in accordance with guidance published by RSSB.</p> <p>The Operator shall continue to work collaboratively with RSSB to establish air quality data at stations through the Air Quality Monitoring Network and subject to approval from DfT, begin to deliver the station air quality improvement plans.</p>
24. A Quieter Railway	24.1 The Operator shall, by no later than 30 September 2024, submit an updated version of its Noise Management Strategy incorporating Defra's Strategic Noise Mapping data.
25. A railway for nature	25.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, support Network Rail in delivering its Biodiversity Action Plan with the aim of supporting corridors for nature.
FLEET REPLACEMENT PROGRAMME	
26. Design and Planning of Infrastructure Works - Install wheel lathe at Clacton	26.1 The Operator shall, by no later than [REDACTED] , in connection with the introduction of the new Class 720, 745 and 755 rolling stock fleets, construct a wheel lathe building and instal a wheel lathe at Clacton depot.

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LEADERSHIP, MANAGEMENT AND RESOURCING PLAN	
27. Suicide Prevention Training	<p>27.1 The Operator shall:</p> <p>(a) by no later than 30 April 2024 inform the Secretary of State as to how many public facing Business Employees are trained in suicide prevention; and</p> <p>(b) by no later than [REDACTED], ensure that additional public facing Business Employees are trained in suicide prevention.</p>
28. Safeguarding on Rail Scheme Accreditation	<p>28.1 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 by ensuring:</p> <p>(a) safeguarding incidents being reported through Operator systems;</p> <p>(b) safeguarding incidents being reported to the British Transport Police and resulting in a police Safeguarding and Vulnerability Report;</p> <p>(c) new starters undergoing a basic DBS check (or higher if required for the role);</p> <p>(d) public facing staff trained in safeguarding; and</p> <p>(e) Safeguarding Champions within the organisation.</p>

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29. Open Data Champion	29.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, ensure the Open Data Champion attends consultative meetings such as the open data champion forum which meets every other month.
30. Publishing Data to the Rail Data Marketplace	30.1 The Operator shall, from 30 September 2024 onwards, demonstrate publication of information the Rail Data Marketplace in-line with the Greater Anglia's 'Open Data Publication Pipeline'. 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 .
31. Open Data Publication Pipeline	31.1 The Operator will 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, by 30 September 2024.
32. Train Formation Publication	<p>32.1 From 30 September 2024, the Operator shall publish on the Rail Data Marketplace the planned train formation and orientation for each train service in the current timetable period, updated for each new timetable:</p> <ul style="list-style-type: none"> • per train • per station stop • by weekdays vs Saturday vs Sunday <p>and the Operator shall grant the Secretary of State access at all times to this data on the Rail Data Marketplace. The format and specification of this data will be subject to further consultation and clarification via the Open Data Champion forum.</p>
33. Passenger Count Data	33.1 From 30 September 2024, the Operator shall publish on the Rail Data Marketplace a representative average of the number of passengers on each train service using Automatic Passenger Counts (APC) or manual (e.g. guard) counts, wherever such data is available and for each train service in the current timetable period, updated for each new timetable:

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	<ul style="list-style-type: none"> • per train • per station shop • per day of week <p>and the Operator shall grant the Secretary of State access at all times to this data on the Rail Data Marketplace. The format and specification of this data will be subject to further consultation and clarification via the Open Data Champion forum.</p>
34. Capacity Data	<p>34.1 From 30 September 2024, the Operator shall publish on the Rail Data Marketplace the planned seating and standing capacity data for each train service in the current timetable period, updated for each new timetable:</p> <ul style="list-style-type: none"> • per train • per station stop • by weekdays vs Saturday vs Sunday <p>and the Operator shall grant the Secretary of State access at all times to this data on the Rail Data Marketplace. The format and specification of this data will be subject to further consultation and clarification via the Open Data Champion forum.</p>
35. Accountable Data Strategy Manager	<p>35.1 The Operator shall throughout the Business Plan Year ensure that there is an accountable individual who must have the authority to make decisions, delegate suitable tasks as needed to other competent persons, and sponsor initiatives to achieve reform objectives (the Data Strategy Manager) and commence work on data sharing. The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, ensure that the Data Strategy Manager will:</p> <p>(a) where appropriate, ensure that data is shared across the industry to support collaborative working (including the development of a data interface where required);</p>

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	<p>(b) ensure that improvements are made to data quality and standardisation (including the data itself, the processes, governance and ways of working with the data); and</p> <p>(c) work across organisations to build an understanding and capability for data and associated technologies and to deliver joint data initiatives for improving analytics and services for passengers.</p>
36. Passenger Perceptions of Safety	36.1 The Operator shall, throughout the Business Plan year commencing on 1 April 2024, ensure that passenger perceptions of safety and security on the network are measured as part of any relevant passenger survey.
37. Sustainable Procurement Strategy and Contract Review	<p>37.1.1 The Operator shall, prior to the re-procurement of its contracts that have an individual value over such contract's term of [REDACTED] or more, review each contract with the intention of obtaining more commercially advantageous terms where economically advantageous to do so in the context of the ability under the terms of such contracts to secure amendments.</p> <p>37.1.2 The Operator shall on a biannual basis provide a progress update on its delivery of the obligations in this paragraph 37.1.1 and provide full details to the Secretary of State of the outcome and:</p> <p>37.2.1 the money saved if any change is made; and</p> <p>37.2.2 the benefits of the option chosen over any cheaper alternatives.</p>
38. Investors in People	<p>38.1 Throughout the Contract Term the Operator shall:</p> <p>38.1.1 maintain the Investors in People Accreditations in place where such accreditations have already been awarded at the Start Date; and</p> <p>38.1.2 use all reasonable endeavours to achieve Investors in People Accreditation across the full range of its</p>

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	<p>business activities by the Start Date and shall maintain such accreditations throughout the Contract Term.</p> <p>38.2. For the purpose of this Business Plan Commitment, “Investors in People Accreditations” means the standard for People Management as awarded by the Investors in People organisation.</p>
<p>39. Maintaining Quality Management Systems and Accreditation – ISO(9001)</p>	<p>39.1 The Operator shall continue to operate the quality systems that are in place at the Start Date throughout the Contract Term and where reasonably appropriate shall continue to develop these systems, including ISO accreditations and certifications.</p> <p>39.2 Should any continued accreditation referred to in paragraph 37.1 not be reasonably achievable, the Operator shall provide the Secretary of State with an action plan to regain the accreditation or propose a reasonable alternative accreditation and the Operator’s implementation plan to achieve this. The Operator shall have due regard to any comments from Secretary of State in relation to the implementation plan and shall then proceed to act in accordance with it.</p>
<p>PEOPLE PLAN</p>	
<p>40. Vocational Skills Training</p>	<p>40.1 The Operator shall, by no later than [REDACTED] deliver at least one vocational skills training and work experience course with an existing supplier, and deliver at least one pilot working [REDACTED].</p>
<p>41. Absence Management</p>	<p>41.1 During each Contract Year, the Operator shall:</p> <p>41.1.1 undertake a review of its strategies, processes and targets in place to monitor the number of sickness related absences of the Operator's employees in any Contract Year (the "Annual Sickness Absence"); and</p> <p>41.1.2 use reasonable endeavours to reduce the Annual Sickness Absence for any subsequent Contract Year by reference to the specified minimum target amount when compared with the immediately preceding Contract Year.</p>

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42. D&I Depot	<p>42.1 The Operator shall improve facilities within its' Depots with a focus on creating an inclusive working environment that will help to attract and retain a diverse and inclusive workforce. Prior to the implementation of any improvements, the Operator shall obtain the written consent of the Secretary of State.</p> <p>42.2 The Operator shall, on an annual basis, provide the Secretary of State with progress reports, detailing the works being carried out and the estimated completion dates for the works.</p>
43. Apprenticeship Service Digital Account	<p>43.1 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>43.2 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>
44. D&I Strategy	<p>44.1 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>44.2 The Operator shall report on its performance in relation to the recruitment of apprentices as part of its D&I Annual Report.</p>
REVENUE PLAN	
45. Driving Smart Media Usage	45.1 The Operator shall develop and deliver to the Secretary of State a plan to increase the take up of Smart Media across its network in line with the Smart Media Target for the next Contract year.

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<p>46. Marketing and Econometric Modelling</p>	<p>46.1 Subject to paragraph 46.4 below, the Operator shall promptly, following the end of each six month period throughout the Contract Term, undertake econometric modelling of its marketing activity which shall provide:</p> <p>46.1.1 data, statistics and information validating the revenue gains which are directly attributable to the Operator’s marketing activity undertaken in the previous six month period;</p> <p>46.1.2 data statistics and information measuring the marketing impact and return on investment made in relation to the marketing activity undertaken by the Operator in the previous six month period; and</p> <p>46.1.3 any other data, statistics or information as the Parties may agree or the Secretary of State may specify.</p> <p>46.2 The Operator shall use the data, statistics and information produced through the econometric modelling to inform its future marketing activity in order to maximise the revenues generated through marketing spend.</p> <p>46.3 Within twenty-eight (28) days of the end of each six month period the Operator shall deliver to the Secretary of State a report setting out:</p> <p>46.3.1 the data, statistics and information produced through the econometric modelling of its marketing activity during that six month period in such format as the Secretary of State may specify from time to time;</p> <p>46.3.2 any changes to its marketing activity that the Operator recommends should be considered as a consequence of that data statistics and information produced through the econometric modelling; and</p>

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	<p>46.3.3 such other information as the Secretary of State may require.</p> <p>46.4 The Operator shall, prior to undertaking any econometric modelling in accordance with paragraph 43.1, provide the Secretary of State with full details as to any third party costs (including any consultancy fees) which the Operator will incur in undertaking the econometric modelling. The Operator shall undertake such econometric modelling in a manner consistent with the approval process for marketing expenditure noting that relevant costs fall into such category.</p>
47. Fares Plan	<p>47.1 In respect of each Fares Setting Round the Operator shall promptly following the relevant milestone in that Fares Setting Round, provide written confirmation to the Secretary of State that it has:</p> <ul style="list-style-type: none"> (i) planned and (ii) thereafter implemented the relevant Fares in accordance with the requirements of the Fares Plan.
48. Ticketing and Retailing	<p>48.1 The Operator shall, throughout the Business Plan Year commencing 01 April 2024:</p> <ul style="list-style-type: none"> (a) update all information provided to passengers (via the Operator's websites and mobile apps, as well as all non-digital information channels), in line with any changes made to the National Rail Conditions of Travel; and (b) ensure that passengers can access non digital information regarding their rights to compensation, including providing information at stations, in a manner which is easily accessible and visible to passengers.
49. Ticketless Travel	<p>49.1 The Operator shall, during the Business Plan Year commencing on 01 April 2024:</p> <ul style="list-style-type: none"> (a) deliver [REDACTED] Ticketless Travel Surveys; (b) complete its development of inter-operator benchmarking; and (c) develop and submit to the Secretary of State for consideration a strategy focussing on reducing ticketless travel rates.

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50. Revenue Inspectors	<p>50.1 Subject to confirmation from the DfT Market Team, the Operator will seek to recruit 22 additional revenue inspectors during the Contract Year.</p> <p>The role of these revenue inspectors will be to both carry out standard duties expected of the role as well as support GAs current level of performance during the increase in ticketless travel surveys from two to four per year, whilst also maintaining and seeking to improve the existing levels of ticketless travel.</p> <p>GA will be able to provide an update on progress with the recruitment as requested by DfT.</p>
51. Marketing Spend	<p>51.1 GA will consult with the DfT Market Teams on the strategic approach to deploying additional marketing investments in April 2024. Once the strategic approach is approved, GA will then inform the DfT of planned additional marketing investments 4 weeks prior to any activity going live. Returns from additional marketing investments will be reported as part of the 6 monthly econometric modelling (BPC Ref: 46).</p>
TRAIN SERVICE OPS	
52. Unit and Traincrew Diagrams	<p>52.1 The Operator shall, prior to each Passenger Change Date, undertake a review of all diagrams to identify efficiencies that can be incorporated in future Timetables.</p> <p>52.2 The Operator shall, by no later than one Reporting Period before each Passenger Change Date, submit a report to the Secretary of State detailing any interventions made by the Operator to unit and/or traincrew diagrams to:</p> <p>52.2.1 improve efficiency;</p> <p>52.2.2 reduce attaching and/or detaching; and</p> <p>52.2.3 reduce ECS mileage.</p>

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<p>53. Efficient and effective traincrew resourcing</p>	<p>53.1 The Operator shall use all reasonable endeavours to ensure that the number of Business Employees who are traincrew is maintained at a level appropriate to the efficient and effective delivery of the Timetable by a Good and Efficient Operator provided that the Operator shall not increase the number of Business Employees who are traincrew above the level that existed at the Start Date without the prior consent of the Secretary of State.</p> <p>53.2 The Operator shall produce and deliver a Train Crew Efficiency Report to the Secretary of State on a biannual basis for the remainder of the Contract Period, the first of such report to be provided by no later than one month following the Timetable Change Date.</p> <p>53.3 For the purposes of this Business Plan Commitment, “Train Crew Efficiency Report” means a report assessing train crew efficiency by reference to reasonable and appropriate metrics of availability and utilisation including the amount of rest day working and authorised and unauthorised absence and identifying actions that the Operator should and will take as a Good and Efficient Operator to address any sub optimal efficiency that may be identified.</p>
<p>54. Subleasing Over Capacity</p>	<p>54.1 The Operator shall continue to work with the Secretary of State to identify opportunities for subleasing any over-capacity that may exist in its new fleet. This may require Secretary of State support – both to understand the wider UK rolling stock strategy, and potentially to help influence/incentivise the other TOCs to play an active and willing part in the process.</p>
<p>55. Sanding Equipment for Norwich Crown Point</p>	<p>55.1 The Operator shall demonstrate to the Secretary of State that the Greater Anglia board has considered and approved a business case for the automatic sanding equipment project at Norwich Crown Point depot prior to awarding contracts for these works.</p>

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56. Rescue Loco	56.1 The Operator shall carry out a review of the continued provision of the rescue loco currently based at Orient Way and provide a report to the Secretary of State no later than the 1 November 2024.