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24 June 2024 (Date of Redactions Approval) (CCT 4229812).

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- (1) The Secretary of State for Transport
- (2) Govia Thameslink Railway Limited

Thameslink, Southern and Great Northern

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

THAMESLINK, SOUTHERN AND GREAT NORTHERN NATIONAL RAIL CONTRACT

BUSINESS PLAN COMMITMENTS

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

Part 1: Leadership, Management and Resourcing

Commitment Name	Business Plan Commitments
Culture	<p>1. Employee Engagement Survey</p> <p>1.1 The Operator shall conduct an annual employee engagement survey, to be completed by [REDACTED] and shall promptly provide the Secretary of State with the results of the employee survey and in any event by [REDACTED].</p> <p>1.2 In respect of the annual employee engagement survey referred to in paragraph 0, the Operator shall:</p> <ul style="list-style-type: none"> (a) ensure that each such employee engagement survey is open to all employees of the Operator and includes questions that align with those Business Plan KPIs applicable to employee satisfaction and engagement in order to measure the Operator’s performance against those Business Plan KPIs; (b) disaggregate the results of each employee engagement survey by role, department, grade and location; and (c) promote and publicise each employee survey among the Operator’s employees and otherwise use reasonable endeavours to maximise the number of survey responses from the Operator’s workforce. <p>1.3 By 28 February, the Operator shall deliver to the Secretary of State its plan setting out the initiatives and actions it proposes to take in order to address and resolve those issues identified through an analysis of the results of the</p>

Commitment Name	Business Plan Commitments
	<p>annual employee engagement survey referred to in paragraph 0. The Operator shall revise its plan in accordance with any comments received from the Secretary of State and once approved by the Secretary of State shall thereafter implement the plan in accordance with its terms.</p> <p>2. [REDACTED].</p>
<p>Delivering the Business Plan</p>	<p>3. ISO 9001 Accreditation</p> <p>The Operator shall maintain its ISO9001 accreditation and shall by no later than [REDACTED] provide to the Secretary of State the results of an audit, commissioned by the Operator and to be undertaken by an independent auditor, auditing the Operator’s compliance with ISO9001.</p> <p>4. RM3 Evaluation</p> <p>By no later than 31 March 2025, the Operator shall submit a report detailing the progress it has made with its safety management system against the Risk Management Maturity Model (“RM3”).</p>
<p>Safeguarding</p>	<p>5. Safeguarding Strategy</p> <p>5.1 The Operator shall, throughout the Business Plan year commencing on 1 April 2024 and in line with their Safeguarding on Rail Scheme accreditation, demonstrate continuous improvement in all areas of safeguarding and the Operator shall:</p> <ul style="list-style-type: none"> (a) Continue to ensure that all safeguarding incidents are being reported through Operator systems and continue to drive ongoing improvement to its reporting methods; (b) Work collaboratively with the British Transport Police to develop an agreed data framework to enable the sharing of all safeguarding incidents being reported by GTR employees; (c) Continue to ensure that all new starters in public facing roles (excluding drivers) undergo a basic DBS check (or higher if required for the role); and

Commitment Name	Business Plan Commitments
	<p>(d) Increase the number of public facing staff trained in safeguarding.</p> <p>6. Suicide Prevention Plan</p> <p>6.1 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 1 March 2025, using the number provided to the Secretary of State under limb (a) above as a base, increase the number of public facing Business Employees trained in suicide prevention.</p> <p>7. Safety and Security</p> <p>7.1 The Operator shall:</p> <p>(a) continue to deploy Travel Safe Officers to priority locations and expand coverage to also address anti-social behaviour onboard trains;</p> <p>(b) introduce a school engagement and training initiative to raise awareness of railway safety and security within schools and the community;</p> <p>(c) make available an E-learning package that will provide personal security guidance and tips to all staff; and</p> <p>(d) procure that all gateline, dispatch and platform staff, ticket office, onboard supervisor, conductor and passenger host grades can be equipped with body worn video cameras on all shifts and that the use of this equipment will be mandated.</p> <p>7.2 By 30 October 2024, the Operator shall deliver a report to the Secretary of State detailing:</p> <p>(a) the progress made in delivering the activities set out in paragraph 7 and the associated benefits including the extent to which the usage of body worn video cameras has increased amongst</p>

Commitment Name	Business Plan Commitments
	<p>those Business Employees to whom the equipment is available;</p> <p>(b) any recommended improvements to these activities that could be made to increase the safety and security of passengers and staff; and</p> <p>(c) a proposal for investment in face to face personal security training in 2025/26.</p> <p>8. Secure Station Accreditation</p> <p>8.1 By [REDACTED], the Operator shall use all reasonable endeavours to undertake feasibility studies to identify the improvement and any investment required to achieve the Secure Station Accreditation at 16 Stations as agreed with the BTP.</p>
<p>Data Transparency</p>	<p>9. Open Data Champion</p> <p>Throughout the Business Plan Year commencing 1 April 2024, the Operator shall ensure one Business Employee of an appropriate grade is nominated to be an “Open Data Champion” responsible for leading the Operator’s approach to data sharing, driving forward open data objectives in the Operator’s business, and attending consultive meetings such as the open data champion forum.</p> <p>10. Data Governance</p> <p>10.1 The Operator shall, by no later than 30 April 2024, identify 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 Owner) and commence work on data sharing.</p> <p>10.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, ensure that the Data Owner 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>

Commitment Name	Business Plan Commitments
	<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> <p>11. Cross-Industry Data Sharing</p> <p>11.1 By no later than [REDACTED], the Operator shall submit a plan to the Secretary of State, setting out specific and timed plans to publish data to the Rail Data Marketplace.</p> <p>11.2 The Operator shall, from [REDACTED] 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 feed.</p> <p>11.3 By [REDACTED], 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 on each train service using a minimum of four (4) 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:</p> <p>(a) per train;</p> <p>(b) per station stop; and</p> <p>(c) per day of week.</p> <p>and the Operator shall publish this data free of charge and at all times, on the Rail Data Marketplace.</p> <p>11.4 By [REDACTED], the Operator shall publish, where possible, on the Rail Data Marketplace (using either an API or other dynamic data feed) on at least a daily basis, 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>

Commitment Name	Business Plan Commitments
	<p>(a) per train;</p> <p>(b) per station stop; and</p> <p>(c) per day of week.</p> <p>and the Operator shall grant the Secretary of State access at all times to the Rail Data Marketplace.</p> <p>11.5 By [REDACTED], the Operator shall publish, where possible, on the Rail Data Marketplace (using either an API or other dynamic data feed) on at least a daily basis, the planned train formation and orientation for each train service in the current timetable period:</p> <p>(a) per train;</p> <p>(b) per station stop; and</p> <p>(c) per day of week.</p> <p>and the Operator shall grant the Secretary of State access at all times to the Rail Data Marketplace.</p> <p>11.6 For the purposes of this paragraph 11, “Rail Data Marketplace” means the online publishing platform for rail data found at www.raildata.org.uk</p>

Part 2: People

Commitment Name	Business Plan Commitments
<p>Employee Engagement</p>	<p>12. Employee Engagement</p> <p>12.1 The Operator shall proactively establish initiatives that promote and increase levels of employee engagement (as monitored through the relevant Business Plan KPIs) including:</p> <p>(a) holding a minimum of two senior leadership forums in the second Contract Year providing senior leaders with the opportunity to collaborate and share best practice;</p> <p>(b) maintaining the Team Charters that were introduced in the first Contract Year that set out the accountabilities and responsibilities of each</p>

Commitment Name	Business Plan Commitments
	<p>directorate team including as to collaboration, the management of internal and external relationships, innovation and improvement;</p> <p>(c) holding monthly management ‘Q&A’ forums between managers and the Operator’s executive leadership team to provide channels of communication between different levels of management; and</p> <p>(d) maintaining an award scheme to reward employees who demonstrate innovation in their roles.</p> <p>13. Driver Training Academy</p> <p>By no later than 31 January 2025, the Operator shall provide an updated report on the progress achieved in implementing the TD Academy Plan in accordance with its terms. The progress report shall provide an update on the progress achieved by the Operator in delivering the TD Academy Plan (as measured against the deliverables and milestones set out in the plan) together with any other information, evidence or data relevant to the implementation of the plan as the Secretary of State may request at least three months prior to the relevant report submission date (as specified in this paragraph 13).</p>
<p>Culture, Inclusion and Diversity</p>	<p>14. Apprenticeships</p> <p>14.1 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>14.2 The Operator shall report on its performance in relation to the recruitment of apprentices as part of its D&I Annual Report.</p> <p>15. Apprenticeship Service Digital Account</p> <p>15.1 The Operator, either directly or via an account held in a parent’s name, shall use the government “Apprenticeship Service” which is accessed online at .gov.uk and create a digital account (“Apprenticeship Service Digital Account”)</p>

Commitment Name	Business Plan Commitments
	<p>(set up via Sign in to your apprenticeship service account - GOV.UK (www.gov.uk)) by no later than 30 April 2024.</p> <p>15.2 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>

Part 3: Collaboration

Commitment Name	Business Plan Commitments
<p>Network Rail Joint Initiatives</p>	<p>16. Network Rail Joint Initiatives</p> <p>16.1 The Operator shall collaborate with Network Rail to identify and, if viable, implement joint initiatives. Such initiatives shall include the following:</p> <ul style="list-style-type: none"> (a) To maintain the jointly-funded Network Operations Director and Joint Head of Performance roles; (b) Ensure key NR personnel receive GTR duty passes to reduce expenditure on road travel and enable other benefits such as increased cab riding, signal sighting and track ride monitoring; (c) Maintain the existing approach in respect of identifying and implementing more efficient approaches to blockades, and other engineering access requirements, that prioritise the customer experience and whole industry costs; (d) [REDACTED]; (e) [REDACTED]; (f) Develop a proposal for the delivery of outstanding CP6 CCTV camera renewal scheme across Southern stations, subject to funding being secured; (g) Develop a proposal for deploying a Business Readiness Team for the East Coast Digital Programme that leads on readiness design for all

Commitment Name	Business Plan Commitments
	<p>involved organisations, reducing consultancy mark up, and ensuring expertise can be shared across industry partners in relation to Digital Rail implementation on Thameslink and the Northern City Line;</p> <p>(h) Complete a joint review then implement improvements to simplify and implement efficiencies with NR and GTR standards and processes;</p> <p>(i) Identify opportunities for shared accommodation or provide space within the railway estate rather than external lease that could reduce industry costs;</p> <p>(j) [REDACTED];</p> <p>(k) [REDACTED]; and</p> <p>(l) Identify opportunities for making better commercial use of under-utilised car park spaces and other station lease areas.</p> <p>16.2 By no later than 31 January 2025 the Operator shall deliver a report to the Secretary of State detailing the proposals identified, the progress made towards implementing these proposals, and the benefits realised.</p>
<p>Policing Partnership</p>	<p>17. Stronger Policing Partnership</p> <p>The Operator shall collaborate and engage with British Transport Police to maintain the ‘Stronger Policing Partnership’ model and by no later than 28 February 2025 the Operator shall provide a report detailing the progress made in delivering the shared objectives agreed during the Business Plan Year starting on 1 April 2024 for reducing crime, addressing security risks and combatting anti-social behaviour.</p>

Part 4: Train Operations

Commitment Name	Business Plan Commitments
<p>Timetable Development</p>	<p>18. New Infrastructure including East-West Rail Scheme</p> <p>The Operator shall collaborate and engage with Network Rail, TfL and other relevant industry partners (including passenger and freight train operators and the ORR) in order to develop working timetable options for any proposed new railway infrastructure which in any way inter-connects with or is otherwise relevant to the Routes and which is at any stage of development and/or delivery during the Contract Term, such new railway infrastructure to include the East-West Rail Scheme.</p> <p>19. Cambridge South Station</p> <p>The Operator shall collaborate with Network Rail, Greater Anglia, and other relevant parties to support the safe operationalisation and authorisation into service of Cambridge South Station and associated infrastructure enhancements.</p>
<p>Timetable Delivery</p>	<p>20. Joint Performance Plans</p> <p>20.1 By 1 April 2024, the Operator shall fully and effectively cooperate with Network Rail in relation to the agreement, development and implementation of joint performance improvement initiatives (“the One Plan”) to achieve the performance targets for 2024/25 as set out in the Network Rail Scorecard</p> <p>20.2 On a Quarterly basis, the Operator shall deliver to the Secretary of State a report that includes:</p> <ul style="list-style-type: none"> (a) the work undertaken in relation to the One Plan referred to in paragraph 0 during that Quarter; (b) a review of the performance improvement activities that have been implemented with an estimate and/or assessment of their effectiveness; and (c) a summary of Significant Customer Incident Impact Reviews (SCIIR) or equivalent undertaken

Commitment Name	Business Plan Commitments
	<p>in the quarter and the key actions and learnings that were agreed.</p>
<p>Robustness and Efficiencies in Train Operations</p>	<p>21. Operational resilience</p> <p>Unless otherwise directed by the Secretary of State, the Operator shall maintain a reasonable level of contingency resources, utilising those Business Employees in management or administration roles capable of undertaking the operational roles of conductor staff, on-board supervisor staff or dispatch staff (or such other roles as the Secretary of State may agree from time to time). Such contingency resources shall be deployed by the Operator, as required: (i) to support the operation of the Passenger Services in accordance with the Timetable; or (ii) during periods of significant Business Employee absence, to minimise the impact on the Operator’s ability to operate the Passenger Services.</p> <p>22. Operational Improvement Programme</p> <p>22.1 The Operator shall complete the programme established in the first Contract Year (the “Operational Improvement Programme”) to deliver improvements to the availability and deployment of train crew in order to reduce train crew absences and to mitigate the impact of such absences on the Passenger Services.</p> <p>22.2 By 30 June 2024, the Operator shall undertake a review of the activities delivered under the Operational Improvement Programme during 2023/24, identify and consider new activities and deliver to the Secretary of State a report that identifies:</p> <ul style="list-style-type: none"> (a) the extent to which the activities delivered in the second Contract Year have been successful in sustainably reducing train crew absences and in mitigating the impact of these absences on the Passenger Services; and (b) any newly identified opportunities or further development of previous activities that are within the Operator’s control to deliver which could drive further improvement in this area and any enablers or costs associated with implementing them.

Commitment Name	Business Plan Commitments
	<p>22.3 The Operator acknowledges that as part of this programme the following shall be delivered during the Business Plan Year commencing 1 April 2024:</p> <ul style="list-style-type: none"> (a) by 30 June 2024 the Operator shall provide a report to the Secretary of State detailing the progress made in implementing improvements to the base rosters; (b) [REDACTED]; and (c) by 30 September 2024 the Operator shall provide a report to the Secretary of State outlining the progress made in recruiting and training sufficient drivers at each depot to deliver future timetables. <p>22.4 Within 10 Weekdays of the end of each Reporting Period, the Operator shall provide a report to the Secretary of State which shall provide an assessment of efficiency in train crew deployment by reference to reasonable and appropriate metrics of availability and utilisation.</p> <p>22.5 [REDACTED].</p>

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<p>Fleet Introduction</p>	<p>23. Great Northern Fleet Introduction</p> <p>23.1 By no later than [REDACTED] the Operator shall submit a report to the Secretary of State detailing the outcome of the pre-inspection activity and setting out a detailed plan that shall include:</p> <ul style="list-style-type: none"> (a) a summary of excluded units and the reasons why these units are considered to be beyond economic repair; (b) a summary of the remedial works required to bring units to the acceptance level; and (c) the indicative programme for undertaking the remedial works identified, and a forecast showing when units will be accepted and introduced into service (“Class 379 Plan”).

Commitment Name	Business Plan Commitments
	<p>23.2 The Operator shall revise the Class 379 Plan to reflect any comments received from the Secretary of State and, once approved by the Secretary of State, the Operator shall thereafter use all reasonable endeavours to implement that plan in accordance with its terms.</p> <p>23.3 The Operator shall by no later than 30 June 2024, and four weekly thereafter, prepare and deliver to the Secretary of State an update on the Class 379 Plan. As a minimum this update shall include progress made, emerging risks and potential mitigations.</p>
<p>Cambridge Depot</p>	<p>24. Cambridge Depot Enhancement Works</p> <p>By no later than [REDACTED] the Operator shall complete any outstanding works at Cambridge Depot and shall continue to collaborate with the Secretary of State and other relevant industry parties in doing so. These outstanding works are as agreed through the Change Control process at the Anglia Programme Board in June 2022 and January 2023, and are outlined in papers relating to Tranche 4 Infrastructure works – Cambridge Central Stabling.</p>

Part 5: Customer Experience and Communities

Commitment Name	Business Plan Commitments
<p>Customer Experience</p>	<p>25. Customer Service Training</p> <p>25.1 By no later than [REDACTED] the Operator shall:</p> <ul style="list-style-type: none"> (a) develop a Customer Service training package that can be delivered to public facing Business Employees (excluding drivers) with the purpose of improving staff helpfulness and increasing customer satisfaction; and (b) deliver the proposed specification for the Customer Service training package and the proposed rollout programme to the Secretary of State and revise the proposal in accordance with any comments received from the Secretary of State.

Commitment Name	Business Plan Commitments
<p>Station Improvement Fund (SIF)</p>	<p>26. Station Improvement Fund (SIF)</p> <p>26.1 The Operator acknowledges that the Cost Budget applicable to the third Contract Year 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. <p>26.2 The Operator shall identify potential Station improvement schemes to be funded from the SIF during the third Contract Year 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>26.3 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 third Contract Year 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;

Commitment Name	Business Plan Commitments
	<p>(c) any possessions that might be required in order to deliver the scheme; and</p> <p>(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> <p>26.4 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 0 and the future needs of local communities and stakeholders as identified through the analysis referred to in paragraph 0. 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> <p>26.5 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>26.6 As part of the periodic report referred to in paragraph 5.1 (<i>Periodic Update Reports</i>) of Chapter 1.1 (<i>Organisation and Management</i>) 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>26.7 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>
<p>Customer and Community Improvements (CCI)</p>	<p>27. Customer and Communities Improvement Schemes</p> <p>27.1 The Operator shall operate a scheme under which stakeholders and community groups can bid for funding for the development and implementation of local rail improvement schemes (“Customer and Communities Improvement Programme”). The Operator shall operate this scheme in accordance with the programme terms developed and agreed with the Secretary of State in the</p>

Commitment Name	Business Plan Commitments
	<p>second Contract Year, such that the specified amount allocated to the scheme in the Cost Budget (or such other sum directed by the Secretary of State) for the third Contract Year is made available to successful bidders subject to agreement from the Secretary of State.</p> <p>27.2 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 fourth Contract Year.</p>
<p>Communities and Stakeholders</p>	<p>28. Social Value Report</p> <p>The Operator shall:</p> <ul style="list-style-type: none"> (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 (b) by no later than 1 March 2025 publish a social value report utilising the RSSB Rail Social Value Tool, which shall include: <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, 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.

Commitment Name	Business Plan Commitments
	<p>29. Annual Stakeholder Surveys</p> <p>29.1 By no later than [REDACTED], the Operator shall survey not less than 100 Stakeholders to assess levels of satisfaction with the Operator’s engagement and co-operation with those Stakeholders.</p> <p>29.2 Prior to undertaking such survey the Operator shall consult with the Secretary of State as to the formulation of the questions to be included in the survey and the identity of the Stakeholders who the Operator will invite to participate in the survey.</p> <p>29.3 Promptly following completion of the survey the Operator shall provide the results of the survey to the Secretary of State.</p> <p>30. Station Social and Commercial Development Plan</p> <p>30.1 By no later than 30 September 2024 the Operator shall update and deliver to the Secretary of State a revised ten (10) year Station Social and Commercial Development Plan which shall continue to comply with the following minimum requirements:</p> <p>(a) sets out the Operator’s approach to identify and exploit opportunities to sustain and enhance existing and new station facilities by developing and implementing schemes to develop currently redundant or under-utilised station buildings and/or associated land within the station lease demise that are not being used in connection with the provision of station or operational rail services and assess whether these can be either exploited commercially or used by community groups and social enterprise organisation or for commercial development. This must include schemes which, taking into account customer and community views, sustain and enhance the viability of existing facilities at Stations or lead to the development of new facilities including through appropriate sub leasing of station buildings;</p> <p>(b) Describes the schemes implemented in Contract Year 1 and Contract Year 2, and the benefits to rail users and taxpayers realised from these</p>

Commitment Name	Business Plan Commitments
	<p>schemes, appropriately reflecting changed and developing circumstances to the extent relevant and appropriate;</p> <p>(c) appropriately reflect the outcome of the Operator’s consultations with stakeholders, customers and local communities in relation to concerns, issues, opportunities and risks relating to the Stations and priorities for investment;</p> <p>(d) effectively evaluate, prioritise and develop such schemes taking account of customer and community views expressed in the consultations undertaken by the Operator; and</p> <p>(e) provide for the implementation of schemes in accordance with a plan which allocates a priority between such schemes by reference to specified criteria and includes planned timescales for the delivery of relevant outputs from the third Contract Year.</p> <p>30.2 The Operator shall revise its Station Social and Commercial Development Plan to reflect any comments received from the Secretary of State in accordance with paragraph 3 of Chapter 7.7 (Business Plan) of the Contract.</p> <p>30.3 The Operator shall, by no later than 31 March 2025, publish a Station Social and Commercial Development Plan.</p> <p>31. Employability</p> <p>31.1 By no later than [REDACTED], the Operator shall deliver two (2) vocational work programmes across the Geographical Area being:</p> <p>(a) one short vocational skills training and work experience course through the Prince’s Trust "Get Into" programme which offers potential employment to successful participants; and</p> <p>(b) one vocational programme which is: (i) equivalent to the Prince’s Trust “Get Into” programme; and (ii) delivered through an educational institution</p>

Commitment Name	Business Plan Commitments
	<p>from the Geographical Area. Prior to delivering such programme the Operator shall consult with the Secretary of State as to appropriate vocational programmes that fulfil the requirements of this paragraph 0 and shall only commence the delivery of the programme with the prior approval of the Secretary of State.</p>

Part 6: Accessibility

Commitment Name	Business Plan Commitments
<p>Improving Customer Journeys</p>	<p>32. Minor Works Fund</p> <p>32.1 Notwithstanding the provisions of paragraph 2 (Physical Alterations and Accessibility of Stations) to Chapter 5.3 (Accessibility and Inclusivity) of the Contract, the Operator shall establish a fund (with such expenditure limits as are identified in the applicable Costs Budget and Record of Assumptions) ("Minor Works Fund") which the Operator shall, in accordance with this paragraph 32, 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>32.2 By no later than 30 June 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 Business Plan Year commencing 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 Operator shall revise its plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State shall thereafter implement that plan in accordance with its terms.</p> <p>32.3 The Secretary of State shall at any time be entitled to direct the Operator to revise the plan referred to in paragraph 0 (including to remove or revise schemes contained in the plan) following consultation with the Operator.</p>
<p>Disability and Awareness Training</p>	<p>33. Inclusive Transport Leader Scheme</p>

Commitment Name	Business Plan Commitments
	<p>The Operator shall maintain accreditation under the Secretary of State’s Inclusive Transport Leadership scheme.</p>

Part 7: Revenue Plan

Commitment Name	Business Plan Commitments
<p>Marketing and Branding</p>	<p>34. Marketing Plan</p> <p>34.1 At each Periodic Marketing Meeting, the Operator shall provide an update on its progress against its Marketing Plan.</p> <p>34.2 The Operator shall use all reasonable endeavours to engage effectively with and support rail industry revenue recovery initiatives.</p> <p>For the purposes of this paragraph “Marketing Plan” shall mean the Operator’s plan (as approved by the Secretary of State) setting out the marketing activities that the Operator will undertake during the Business Plan Year commencing 1 April 2024, including marketing activity supporting the Great British Railways transitional arrangements, together with specified expenditure limits applicable to each such marketing activity.</p>
<p>Revenue Protection and Ticketless Travel</p>	<p>35. Revenue Protection Plan</p> <p>35.1 By no later than 31 May 2024 and on an annual basis thereafter the Operator shall deliver to the Secretary of State its strategy for protecting revenues during the Contract Term, including by reducing ticketless travel (“Revenue Protection Plan”). 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>35.2 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 in accordance with its terms.</p>

Commitment Name	Business Plan Commitments
	<p>36. Revenue Protection Activity</p> <p>By no later than 31 October, the Operator shall deliver to the Secretary of State a report summarising the approach to deploying additional revenue protection resource and the associated benefits.</p>

Commitment Name	Business Plan Commitments
<p>Ticket Vending Machines</p>	<p>37. TVM Procurement</p> <p>37.1 The Operator shall, by no later than [REDACTED], deliver to the Secretary of State a plan for Ticket Vending Machines (TVMs). This plan should present options for maintaining existing TVMs or procuring new TVMs and make a clear recommendation that can then be taken forward if approved by the Secretary of State. The plan should set out the business case for the recommended option and the financial assumptions and customer facing benefits should be informed by a market testing exercise.</p> <p>37.2 The Operator shall present the scope of its TVM plan, referred to in paragraph 37.1, to the Secretary of State by [REDACTED]. The Operator shall revise the scope of its plan in accordance with any comments received from the Secretary of State.</p>

Part 8: Environment and Sustainability

Commitment Name	Business Plan Commitments
<p>Environmental Impact</p>	<p>38. Decarbonisation Roadmap</p> <p>38.1 By no later than 30 September 2024 the Operator shall, working in collaboration with Network Rail, submit to the Secretary of State a report detailing:</p> <ul style="list-style-type: none"> (a) the progress made in relation to the long-term pathway towards total decarbonisation of both traction and non-traction energy by 2050; and (b) its progress against milestones and validated science-based targets to be achieved by the Operator within the Contract Term.

Commitment Name	Business Plan Commitments
	<p>39. Procurement of Waste Management Contracts</p> <p>39.1 The Operator shall carry out pre-market engagement with Waste Management Suppliers for the purpose of informing a Waste Management Contract Tender which will aim to incrementally increase recycling rates to a level at which 80% of all waste (that it is responsible for collecting and disposing of) is recycled by 31 March 2028.</p> <p>39.2 The Operator shall, by no later than [REDACTED], submit a report to the Secretary of State setting out the options for the procurement of new waste management contracts, identified through pre-market engagement, with a clear recommendation from the Operator.</p>
	<p>40. Electric/ Hybrid Vehicles</p> <p>40.1 By no later than [REDACTED], the Operator shall submit to the Secretary of State a report detailing the progress made in delivering the plan to replace its entire fleet of petrol/diesel road vehicles with electric or hybrid models by the end of 2027. This includes providing details on:</p> <ul style="list-style-type: none"> (a) the composition of the current fleet volumes, vehicle types, costs and lease details; (b) prices, availability, and lead times to secure replacements in the current market; (c) charging infrastructure developments; and (d) any new opportunities in the EV/Hybrid/fossil fuel vehicle market that could expedite replacing vehicles with greener models. <p>The Operator shall revise its EV/Hybrid Vehicles plan to reflect any comments received from the Secretary of State and once approved by the Secretary of State will thereafter progress the EV/Hybrid Vehicles plan in accordance with its terms.</p> <p>41. Water Meters</p> <p>41.1 By no later than 30 September 2024 the Operator shall provide a report to the Secretary of State setting out how water meters are being used to reduce water consumption. In this report the Operator should provide an</p>

Commitment Name	Business Plan Commitments
	<p>explanation as to why any other water supply facilities across its estate are not currently fitted with automatic meter reading devices, and at locations that would deliver additional benefits in relation to monitoring water usage the Operator shall, in collaboration with its water supplier, develop a plan to fit any additional water supply facilities with automatic meter reading devices.</p> <p>42. A Railway for Nature</p> <p>42.1 The Operator shall throughout the Contract Term work to enhance biodiversity on land under the control of the Operator including at Stations and Depots by fully and effectively collaborating with local wildlife trusts operating in the Geographical Area and developing and implementing biodiversity monitoring and improvement projects which shall be specified in the Operator's annual biodiversity plans and delivered in accordance with such plans.</p> <p>42.2 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.</p> <p>42.3 By no later than 31 January 2025, the Operator shall produce and provide a report to the Secretary of State which details the steps and/or the actions it has taken to comply with its obligations in paragraphs 42.1 and 42.2.</p> <p>43. Noise Monitoring</p> <p>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.</p> <p>44. Seamless journeys</p> <p>44.1 The Operator shall throughout the Business Plan Year commencing on 1 April 2024, use all reasonable endeavours to:</p> <p>(a) engage with shared transport operators (including bike and car sharing schemes) and any planned or built mobility hubs local to managed stations;</p>

Commitment Name	Business Plan Commitments
	<p>(b) create designated spaces for the pick up and drop off of shared vehicles in managed car parks and on managed land; and</p> <p>(c) create designated spaces for any additional supporting facilities in managed car parks or on managed land.</p> <p>with the aim of providing customers with a seamless journey when transitioning from shared transport to the railway and from the railway to any shared transport.</p> <p>44.2 The Operator shall submit any proposal to make changes under Paragraph 44.1 above to the Secretary of State for their consent before any work commences.</p> <p>44.3 By no later than 10 January 2025, the operator shall provide to the Secretary of State a report detailing what changes have been made as a result of its obligations under Paragraph 44.1 above.</p>

Part 9: Digital Rail

Commitment Name	Business Plan Commitments
Digital Rail	<p>45. Digital Signalling</p> <p>45.1 In order to ensure the timely, efficient and cost effective development and implementation of the ERTMS Programme, the Operator shall:</p> <p>(a) engage fully and effectively with the Secretary of State and Network Rail, rolling stock owners and other relevant third parties, including by:</p> <p>(i) developing and delivering driver training programmes;</p> <p>(ii) developing and delivering training for all other employees of the Operator who are impacted by implementation of the ERTMS Programme;</p> <p>(iii) obtaining approvals and consents that may be required for fitment of relevant equipment to rolling stocks vehicles;</p>

Commitment Name	Business Plan Commitments
	<ul style="list-style-type: none"> <li data-bbox="699 309 1391 499">(iv) installing, testing and commissioning of relevant equipment in accordance with the requirements and timelines specified by the ERTMS Programme; and <li data-bbox="587 544 1391 768">(b) collaborate with the Secretary of State, Network Rail, rolling stock owners and other relevant third parties in planning for the migration of the network to ETCS Level 2 as part of the wider introduction of the ERTMS Programme, including: <ul style="list-style-type: none"> <li data-bbox="699 813 1369 925">(i) sharing equipment designs for first in class units with other Train Operators and rolling stock owners; <li data-bbox="699 969 1385 1081">(ii) sharing training materials with relevant stakeholders and other Train Operators; and <li data-bbox="699 1126 1353 1350">(iii) co-operating with relevant stakeholders on the introduction of a 'Defect Recording Analysis and Corrective Action System', including by providing full access to relevant real-time data. <p data-bbox="459 1384 1391 1541">45.2 For the purposes of this paragraph “ERTMS Programme” means the Network Rail cross rail industry programme for delivering the national implementation of the European Rail Traffic Management System.</p>