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**23 September 2025 (Date of Redactions Approval) (CCT 5945584)
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Information Act 2000**

- (1) The Secretary of State for Transport
(2) XC Trains Limited

National Rail Contract

**Cross Country
NRC dated 19 September 2023**

**Business Plan Commitments
Business Plan Year – 2025/2026 (agreed on 9 May 2025)**

National Rail 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 National Rail Contract.

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

“8.1 In the event of any conflict between the 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 Contract shall prevail.

8.2 If at any time there is a conflict between the 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**Part 1: Standardised BPCs**

No	Business Plan Component to which the Business Plan Commitment relates	Name of Business Plan Commitment	Business Plan Commitment
1	Environment and Sustainability Plan	Environment Sustainability Plan	1.1 The Operator shall, by no later than 30 September 2025, develop and agree with the Secretary of State, an update to their strategy and long-term pathway towards decarbonisation by 2050 for both traction and non-traction carbon.
2	Environment and Sustainability Plan	Science Based Targets	2.1 The Operator shall, by no later than 15 September 2025, develop validated Science Based Targets in order to meet the targets for Net Zero Carbon Rail.
3	Environment and Sustainability Plan	Cleaner Air - diesel fleet emissions reduction report	3.1 The Operator shall, by no later than 30 June 2025, provide an update to the Secretary of State on its progress towards delivering any agreed-upon initiatives detailed in the Operator's existing Diesel Engine Exhaust Emissions (DEEE) Strategy produced in the Business Plan Year 24/25. 3.2 The Operator shall, by no later than 30 May 2025, propose a delivery date for the full operational rollout of the voyager fleet IESS (intelligent engine stop-start).
4	Environment and Sustainability Plan	A Quieter Railway	4.1 The Operator shall, by no later than 30 June 2025, submit an updated Annual Noise Management Report, summarising noise complaints received in the Business Plan Year 24/25, the actions taken to address these and progress made against the Operator's existing Noise Management Strategy and Noise Improvement Plans from the Business Plan Year 24/25.

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5	Environment and Sustainability Plan	Network Rail's Biodiversity Action Plan	5.1 The Operator shall [REDACTED] submit to the Secretary of State an updated plan that would, subject to confirmation of funding from the Secretary of State, offset the Operator's biodiversity impact within the Business Plan Year commencing on 1 April 2026.
6	Environment and Sustainability Plan	Adaptation and Resilience	<p>6.1 The Operator shall, by no later than 30 September 2025, attain (and subsequently maintain throughout the remainder of the Business Plan Year) membership of RSSB's Climate Change Adaptation Working Group (CCAWG) and use all reasonable endeavours to attend and participate in its quarterly meetings thereafter.</p> <p>6.2 The Operator shall, [REDACTED] complete RSSB's maturity matrix assessments.</p> <p>6.3 The Operator shall, [REDACTED] submit a Weather Resilience and Climate Change Adaptation (WRCCA) Strategy in line with guidance to be produced by DfT and RSSB in due course.</p>
7	Environment and Sustainability Plan	Embedding Rail	<p>7.1 The Operator shall, by no later than 30 September 2025, complete the recently launched Sustainability Maturity Tool (or equivalent) and shall submit the results to Secretary of State and RSSB as soon as reasonably practicable thereafter.</p> <p>7.2 The Operator shall, [REDACTED], report to the Secretary of State on progress made on embedding sustainability into its business during the Business Plan Year commencing on 1 April 2025 and provide detail on actions planned to continue such embedding for the remainder of the Business Plan Year.</p>
8	Leadership, Management and Resourcing Plan	Open Data	<p>8.1 The Operator shall, from 30 September 2025, as reasonably practicable, publish data to the Rail Data Marketplace, using either an API or other dynamic data feed.</p> <p>For the purposes of these Business Plan Commitments:</p>

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			"Rail Data Marketplace" means the online publishing platform for rail data found at www.raildata.org.uk .
9	Leadership, Management and Resourcing Plan	Open Data	<p>9.1 The Operator shall, [REDACTED] make available to the Secretary of State a Rail Data Marketplace open data publication pipeline, building on the existing pipeline by setting out specific and timed plans to publish further open datasets.</p> <p>9.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, ensure that its open data champion regularly attends the open data champion forum (which meets every other month), engages collaboratively with GBRTT, Shadow GBR or any successor or equivalent organisation when required to share data and supports the development and implementation of industry open data standards.</p>
10	Leadership, Management and Resourcing Plan	Open Data	<p>10.1 The Operator shall, by the end of each Reporting Period throughout the Business Plan Year commencing on 1 April 2025, publish (on the Rail Data Marketplace) 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, disaggregated as follows:</p> <ul style="list-style-type: none"> • per train • per station stop • per day of week. <p>Such publication shall be openly available to all users of the Rail Data Marketplace for not for profit purposes and free of charge at all times.</p>

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11	Leadership, Management and Resourcing Plan	Open Data	<p>11.1 The Operator shall, by the end of each Reporting Period throughout the Business Plan Year commencing on 1 April 2025, publish (on the Rail Data Marketplace) the representative rolling average passenger loading percentage (where possible differentiated between standard class, first class and standard premium) on each train service using predictive machine learning modelling based on reservation data and/or manual counts (e.g. by a guard) disaggregated as follows:</p> <ul style="list-style-type: none"> • per train • per station stop • per day of week. <p>This should be updated as frequently as the Train Fleet allows (but, in any event, shall be no less than at the end of each Reporting Period). Such publication shall be openly available to all users of the Rail Data Marketplace and free of charge at all times.</p>
12	Leadership, Management and Resourcing Plan	Open Data	<p>12.1 The Operator shall, by the end of each Reporting Period throughout the Business Plan Year commencing on 1 April 2025, publish (on the Rail Data Marketplace) the planned train formation for each train service in the current Timetable period, disaggregated as follows:</p> <ul style="list-style-type: none"> • per train • per station stop • per day of week. <p>Such publication shall be openly available to all users of the Rail Data Marketplace and free of charge at all times.</p>

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13	Leadership, Management and Resourcing Plan	Suicide Prevention	<p>13.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, deliver suicide prevention training [REDACTED] to each new Business Employee (who commence their employment during the Business Plan Year commencing on 1 April 2025 and who will be working in public facing roles) within [REDACTED] months of such Business Employee commencing their employment.</p> <p>13.2 The Operator shall [REDACTED] ensure that every Business Employee in a public facing role has received suicide prevention training [REDACTED] within the [REDACTED].</p>
14	Leadership, Management and Resourcing Plan	Safeguarding on Rail Scheme	<p>14.1 The Operator shall, throughout the Business Plan year commencing on 01 April 2025 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:</p> <ul style="list-style-type: none"> (a) safeguarding incidents being reported through Operator systems; (b) safeguarding incidents being reported to the British Transport Police and resulting in a police Safeguarding and Vulnerability Report; (c) public facing staff trained in safeguarding; and (d) Safeguarding Champions within the organisation.
15	Leadership, Management and Resourcing Plan	New Joiner Vetting	The Operator shall, throughout the Business Plan Year commencing on 30 April 2025, ensure that every new Business Employee (whether permanent or temporary) as well as every new joiner engaging with the Operator on a volunteer basis, undergoes a basic DBS check prior to commencing employment.
16	Leadership, Management and Resourcing Plan	Customer Perception of Safety	16.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, ensure that passenger perceptions of safety and security on the network are measured as part of each passenger survey (for example, the Transport Focus National Rail Passenger Survey). Each passenger survey shall include, as a minimum, the following question: "Thinking about this most recent journey you made by train, how satisfied or dissatisfied were you with your personal

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			<p>security?", requiring passengers to indicate their response on a scale ranging from "very satisfied" to "very dissatisfied".</p> <p>16.2 The Operator shall, [REDACTED], develop a 'Customer Perception Action Plan' to identify, and recommend actions to address issues regarding passenger perceptions of safety and security (as highlighted by the relevant passenger survey). This is to be regularly updated to account for any emerging issues and submitted to the Secretary of State for review as soon as reasonably practicable thereafter. The Operator shall not undertake any actions required to address such issues, where doing so would incur additional costs, without obtaining the prior consent of the Secretary of State.</p>
17	Leadership, Management and Resourcing Plan	Staff Perception of Safety	<p>17.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, ensure that rail staff perceptions of safety and security on the network are measured as part of any relevant rail staff survey (such as, by way of example, the BTP Rail Staff survey).</p> <p>17.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, develop a 'Staff Perception Action Plan' to identify, and recommend actions to address issues regarding staff perceptions of safety and security (as highlighted by the relevant rail staff survey) This is to be regularly updated to account for any emerging issues and submitted to the Secretary of State for review as soon as reasonably practicable thereafter. The Operator shall not undertake any actions required to address such issues, where doing so would incur additional costs, without obtaining the prior consent of the Secretary of State.</p>
18	Leadership, Management and Resourcing Plan	Usage of Body Worn Video	<p>18.1 [REDACTED].</p> <p>18.2. [REDACTED].</p>
19	Leadership, Management and	Data Governance	<p>19.1 The Operator shall, [REDACTED]:</p> <p>(a) where appropriate, ensure that data is shared across the industry to support collaborative working</p>

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	Resourcing Plan		<p>(including the development of a data interface where required);</p> <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>
20	Leadership, Management and Resourcing	BTP Vulnerable Female Strategy	20.1 The Operator shall throughout the Business Plan Year continue to work with the British Transport Police on the development of its strategy in relation to sexual violence against women including attending and participating in meetings on the strategy.
21	Accessibility Plan	Station Accessibility Measures	21.1 The Operator shall, during the Business Plan Year commencing on 1 April 2025, provide all reasonable cooperation to the relevant station Facility Owner as required for the relevant station Facility Owner to deliver its accessibility improvement projects.
22	Accessibility Plan	Passenger Assistance	<p>22.1 The Operator shall, on a quarterly basis throughout the Business Plan Year commencing on 1 April 2025, produce and provide to the Secretary of State a report detailing the availability of assistance at all stations in a format (the "Assistance Report") which can be used to compare performance as against the Business Plan Year 24/25 (or any other such periods as notified by Secretary of State from time to time).</p> <p>22.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, demonstrate collaboration with relevant Station Facility Owners in order to continuously improve the availability of assistance at all stations the Operator calls (as detailed in the Assistance Report) as against the Business Plan Year 24/25, without incurring additional cost.</p>

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23	Accessibility Plan	Complaints Monitoring	<p>23.1 The Operator shall, on a quarterly basis throughout the Business Plan Year commencing on 1 April 2025, provide to the Secretary of State the data on accessibility related complaints received from passengers (that is provided to the ORR).</p> <p>23.2 The Operator shall , by no later than 30 September 2025, provide to the Secretary of State its proposals for addressing the underlying causes for the highest impacting complaint types with justification for why they have been chosen of accessibility related complaints (based on the data submitted to the ORR for the Business Plan Year 24/25) with the intention of reducing the number of such complaints.</p> <p>[REDACTED].</p>

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24	Accessibility Plan	Accessibility Awareness Campaign	24.1 The Operator shall, [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.
25	Accessibility Plan	Audit Data	<p>25.1 The Operator shall, by the end of each Reporting Period throughout the Business Plan Year commencing on 1 April 2025, ensure that information on all accessibility improvements made at stations for which it is the SFO or where its trains call at are updated through the agreed industry process (in line with the process used throughout the Business Plan Year 24/25).</p> <p>25.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, ensure that it embeds any necessary changes regarding information on accessibility improvements into its customer facing channels, including the station information pages on its website as well as within passenger assist channels for both customers and staff, once the information has been automatically updated on the National Rail enquiries website.</p>
26	Customer and Communities Plan	Social Value	<p>26.1 The Operator shall, by no later than 30 June 2025, produce and issue to the Secretary of State the details of projects, aims and measures which the Operator proposes to implement (subject to Secretary of State prior consent) throughout the Business Plan Year commencing on 1 April 2025, with the intention of leaving a positive and lasting impact on the local communities in relation to which the Passenger Services are provided.</p> <p>26.2 The Operator shall, [REDACTED], publish a social value report, [REDACTED], which shall include:</p>

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			<p>i. an overview of the progress the Operator has made in delivering the projects detailed under limb (1) above; and</p> <p>ii. detail of future projects, aims and measures which the Operator shall develop and implement within the next Business Plan Year 26/27, with the intention of leaving a positive and lasting impact on the local communities in relation to which the Passenger Services are provided.</p>
27	Customer and Communities Plan	CCIF (communities funds)	<p>27.1 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>The Operator shall, by no later than [REDACTED]:</p> <ol style="list-style-type: none"> deliver the following CCI Projects as agreed with the Secretary of State within the Business Plan year ended on 31 March 2025: <p>[REDACTED]</p> <ol style="list-style-type: none"> propose to the Secretary of State, for its consent, several CCI Projects (up to the value of funding confirmed by the Secretary of State for that Business Plan Year) to deliver in the Business Plan Year commencing on 1 April 2026.
28	Customer and Communities Plan	Whole Industry Implementation of GBRTT Customer Experience Standards (GBRTT)	<p>28.1 The Operator shall, by no later than 30 May 2025, complete the self-assessment tool for each of the customer experience standards (the “Self-Assessment Tool”) and shall submit the results to the Secretary of State as soon as reasonably practicable thereafter.</p> <p>28.2 The Operator shall, by no later than 31 July 2025, submit a detailed implementation plan (with a maximum length of 5 x A4 pages for each standard) that, based on the outcomes of the Self-Assessment Tool, identifies and includes cost estimates for initiatives and associated business change activities necessary to achieve the defined outcomes where the Operator has not rated itself</p>

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			<p>as delivering them “Consistently - usually every time” in the Self-Assessment Tool. The submission is to be split out between initiatives:</p> <ul style="list-style-type: none"> • that can be delivered within the Business Year 25/26 that are without additional investment or are cost-neutral (i.e. delivered without increasing overall costs through changes to existing processes, systems, or training); • which require additional investment. For these outcomes, the Operator must estimate the costs and assume the earliest funding opportunity of the Business Year 26/27; and • which are best delivered through wider industry programmes of work, similar to the 'Smarter Information Smarter Journeys' programme. <p>The Operator should explain what activities it would propose be delivered through each approach and why. The submission shall include details of how the Operator will develop programmes to enhance colleague skills and confidence in delivering high-quality customer service, develop a framework for monitoring delivery and how the Operator will collaborate with industry partners including the Rail Delivery Group, Network Rail, GBRTT, Shadow GBR or any successor or equivalent organisation and other operators.</p>
29	Customer and Communities Plan	Online Community	<p>29.1 For the purposes of this Business Plan Commitment:</p> <p>“Online Community” means the online community established by the Operator of at least [REDACTED] existing and potential passengers who are prepared to give feedback about any aspect of their passenger experiences via an online portal.</p> <p>29.2 The Operator shall continue to use the Online Community to collect feedback to help inform the Operator's business decisions and to monitor service delivery from a passenger</p>

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			<p>perspective. The activities for which the Online Community shall be engaged shall include carrying out mini surveys either on one-off subjects or to monitor opinions on particular matters on an ongoing basis and conducting ad hoc market research.</p> <p>29.3 The Operator shall conduct no fewer than [REDACTED] mini-surveys in each Contract Year. Providing that the Secretary of State provides the questions in reasonable time to be included, The Operator shall include in each mini-survey all questions which the Secretary of State proposes to be included in that mini-survey.</p> <p>29.4 The Operator shall [REDACTED] in undertaking its obligation under this paragraph 29.</p>
30	Customer and Communities Plan	Guide Dog Reservations	<p>30.1 The Operator shall throughout Business Plan Year commencing on 1 April 2025:</p> <p>(a) ensure that Customers who travel with a guide dog are, on reasonable notice and subject to availability, able to book a second seat to accommodate their guide dog; and</p> <p>(b) promote a guide dog seat reservation coupon that Customers can request from Customer Relations to be used on the train to highlight to other customers that the second seat is occupied by a guide dog.</p> <p>30.2 The Operator shall incur no additional expenditure in complying with its obligations under this paragraph 30.</p>
31	Train Service Operations Plan	Train Fleet updates to comply with Digital Signalling	<p>31.1 The Operator shall, during the Business Plan Year commencing on 1 April 2025 (or unless otherwise agreed or specified by the Secretary of State), do everything a Good and Efficient Operator would to work towards ensuring that by [REDACTED] all the Class 220 and 221</p>

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			<p>Voyager Train Fleet used for the provision of Passenger Services are fitted with European Train Control System (ETCS) equipment or equipment compatible with any signalling renewal or enhancement under an ETCS programme that interacts with the CrossCountry network.</p> <p>31.2 The obligation under paragraph 32 includes working with the Secretary of State and the Digital Signalling Portfolio Team:</p> <ul style="list-style-type: none"> (a) to plan procurement and fitment activities, commence design, place orders for long lead materials, and/or commence fitment of rolling stock for relevant fleets in accordance with the Long-Term Deployment Portfolio; and (b) [REDACTED].
32	Train Service Operations Plan	ETCS, Digital Signalling	<p>Collaboration</p> <p>32.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, collaborate with the Secretary of State and Network Rail in planning for the migration of the network to European Train Control System (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, and attendance at, 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 initiatives relating to ETCS considering, for example, approaches to procurement for onboard fitment, driver training and business change and the trackside.

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			<p>Delivery</p> <p>32.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025 (or unless otherwise agreed or specified by the Secretary of State), do everything a Good and Efficient Operator would do to ensure that by August [REDACTED] all of its Train Fleet used for the provision of Passenger Services are fitted with ETCS equipment or equipment compatible with any signalling renewal or enhancement under an ETCS programme that interacts with the CrossCountry network. This obligation includes working with the Secretary of State and the Digital Signalling Portfolio team:</p> <p>a) to plan procurement and fitment activities, commence design, place orders for long lead materials, and/or commence fitment activities for relevant fleets in accordance with the Long Term Deployment Portfolio; and</p> <p>b) [REDACTED].</p>
33	Train Service Operations Plan	Additional Vehicles	<p>33.1 [REDACTED].</p> <p>33.2 [REDACTED].</p>
34	Train Service Operations Plan	Refurbishment	<p>34 .1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2025, continue to deliver the Train Fleet refurbishment programme on the Class 170 train fleet commenced during the Business Plan Year ending on 31 March 2025.</p> <p>34.2 The Operator shall, subject to any restrictions, obligations or requirement for consents</p>

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			contained in the Operator's Rolling Stock Lease, commence works relating to the Train Fleet refurbishment programme on the Voyager Class 220 and Class 221 train fleets [REDACTED] and take all reasonable steps a Good and Efficient Operator would be expected to take to [REDACTED].
35	Train Service Operations Plan	Improvement Plan for ToS cancellations	35.1 [REDACTED].
36	Revenue Plan	Ticketless Travel Surveys	36.1 The Operator shall, in the Business Plan Year commencing on 1 April 2025, conduct [REDACTED] Ticketless Travel Surveys in each Ticketless Travel Survey Period.
37	Revenue Plan	Marketing	<p>37.1 The Operator shall [REDACTED] produce and submit to the Secretary of State for approval a plan for promoting the:</p> <ul style="list-style-type: none"> (a) planned introduction, of the Additional Vehicles planned to come into force during the Business Plan Year commencing on 01 April 2025; (b) improvement measures that are expected to be implemented by the Operator during the Business Plan Year commencing on 01 April 2025, including improved timetables, additional Passenger Rail Services and increased capacity; (c) the programme and benefits of the refurbishment of the Turbostar Fleet and the Voyager Fleet; and (d) appropriate use of Marks owned by the Secretary of State that are appropriate to regions served by, and the heritage of the "Inter-City" Routes (the "Marketing Plan"). <p>37.2 The Secretary of State may:</p> <ul style="list-style-type: none"> (a) approve the Marketing Plan; or (b) provide the Operator with comments in respect of the Marketing Plan.

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			<p>37.3 If the Secretary of State provides comments to the Operator in accordance with paragraph 37.2, the Operator shall revise the Marketing Plan to reflect such comments and revised timescales if necessary and use reasonable endeavours to provide the Secretary of State with the revised Marketing Plan within twenty-eight (28) days of receipt of such comments for the Secretary of State's approval.</p> <p>37.4 Following approval of the Marketing Plan, and subject to the Secretary of State agreeing to the funding of any additional initiatives required by the Secretary of State under paragraph 37.2(b) the Operator shall take all steps necessary to allow it to implement the Marketing Plan during the Business Plan Year commencing 01 April 2026 in accordance with its terms.</p> <p>37.5 The Operator shall in the Business Plan Year commencing on 01 April 2025, incur a maximum expenditure which does not exceed [REDACTED] in carrying out its obligations pursuant to the marketing plan submitted by the Operator on or around 21 March 2025.</p>
38	Revenue Plan	[REDACTED]	<p>[REDACTED]</p> <p>38.1 The Operator shall:</p> <p style="padding-left: 40px;">by no later than 4 July 2025 (in relation to the first Quarter of the Contract Year commencing on 01 April 2025);</p> <p style="padding-left: 40px;">by no later than 26 September 2025 (in relation to the second Quarter of the Contract Year commencing on 01 April 2025);</p> <p>[REDACTED]</p>

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			<p>[REDACTED]</p> <p>[REDACTED]:</p> <p>(i) [REDACTED]</p> <p>(ii) [REDACTED].</p> <p>38.2 [REDACTED].</p> <p>38.3 [REDACTED].</p> <p>38.4 [REDACTED].</p>
39	People Plan	Train Driver Recruitment and Training Strategy	<p>39.1 The Operator shall:</p> <p>(a) recruit [REDACTED] driver trainees [REDACTED]; and</p> <p>(b) [REDACTED].</p> <p>39.2 [REDACTED].</p>
40	People Plan	Review of Recruitment Practices	<p>40.1 The Operator shall throughout the Business Plan Year commencing on 1 April 2025 continue to follow its Diversity and Inclusion Strategy to improve recruitment to attract more women and other candidates underrepresented in the rail workforce, and the Operator shall:</p> <p>(a) continue to use the Job Focused Assessment tool for operational grades; and</p>

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			(b) introduce the Job Focused Assessment tool for all other grades by no later than 30 September 2025.
41	People Plan	[REDACTED]	<p>41.1 [REDACTED]</p> <p>41.2 [REDACTED]</p> <p>41.3 [REDACTED]</p>
42	People Plan	Staff Mobile App	<p>42.1 The Operator shall continue to maintain a staff mobile application for use by Business Employees which provides enhanced real-time train running and service disruption information to allow Operator/Business Employees to receive accurate passenger information to be able to inform passengers, while on-board trains or in any other passenger environment.</p> <p>42.2 The Operator shall incur expenditure of not more than [REDACTED] per Contract Year in performing the obligation under paragraph 42.1.</p>
43	People Plan	Vocational Training	The Operator shall, [REDACTED] deliver at least [REDACTED] of the 'Get into Railways' programme with the Prince's Trust (or a suitable alternative provider). The programmes provided must take place within the Operator's geographic area and provide work experience, one-to-one mentoring and the potential of employment for successful candidates.
44	People Plan	Apprenticeship: Digital Account and D&I Strategy	<p>44.1 The Operator shall use the government "Apprenticeship Service" which is accessible online.</p> <p>44.2 The Operator shall, throughout the Business Plan Year, use all reasonable endeavours to</p>

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			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.
45	People Plan	D&I Strategy	<p>By no later than 30 December 2025 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>The Operator shall report on its performance in relation to the recruitment of apprentices as part of its D&I Annual Report."</p>
46	Operator Transition Management	Transfer Activities	<p>Within 10 Weekdays of a request from the Secretary of State, the Operator shall provide a written update of any activity (including costs incurred in relation to such activity) which the Secretary of State considers necessary to the transfer or transfer preparation of the Rail Services to a Successor Operator (Transfer Activity).</p> <p>Upon request of the Secretary of State, the Operator shall implement any Transfer Activity in accordance with the timelines required by the Secretary of State.</p>
47	Operator Transition Management	Systems Separability Plan	<p>The Operator shall, within 10 Weekdays of the Secretary of State's request, provide and submit to the Secretary of State its Systems Separability Plan, which shall:</p> <ul style="list-style-type: none"> (a) without prejudice paragraph 33 of Appendix 2 to Chapter 7.1, include all costs relating to the activities set out in the Systems Separability Plan; (b) set out the time required (in days) for implementing and completing the steps set out in the Systems Separability Plan; and (c) comply with any other requests of the Secretary of State made at the time of requesting the Systems Separability Plan.

No	Business Plan Component to which the Business Plan Commitment relates	Name of Business Plan Commitment	Business Plan Commitment
			<p>The Operator shall provide any additional material, information or updates required by the Secretary of State relating to the Systems Separability Plan from time to time.</p> <p>Upon request of the Secretary of State, the Operator shall implement the Systems Separability Plan (or any part thereof) and shall provide updates from time to time, including on its progress in implementing the plan and the final dates for completion.</p>
48	Operator Transition Management	De-Branding Plan	<p>The Operator shall, by 20 June 2025, provide and submit to the Secretary of State its plan setting out how the Operator intends to remove any Transitory Branding in compliance with paragraph 2.1 of Chapter 9.3 (De-Branding Plan). The De-Branding Plan shall:</p> <p>(a) without prejudice to paragraph 2.3 of Chapter 9.3 and paragraph 5 of Appendix 2 to Chapter 7.1, include all costs relating to the removal of Transitory Branding;</p> <p>(b) set out the time required (in days) for the activities set out in the De-Branding Plan; and</p> <p>(c) comply with any other requests of the Secretary of State made at the time of requesting the De-Branding Plan.</p> <p>The Operator shall provide any additional material, information or updates required by the Secretary of State relating to the De-Branding Plan from time to time.</p> <p>Upon request of the Secretary of State, the Operator shall implement the De-Branding Plan (or any part thereof) and shall provide updates from time to time, including on its progress in implementing the plan and the final dates for completion.</p>
49	Operator Transition Management	Overhanging BPC Report	<p>Where any Business Plan Commitment is to be delivered or completed after the Expiry Date (each such BPC being an "Overhanging BPC"), the Operator shall:</p> <p>(a) no later than 2 Reporting Periods prior to the Expiry Date, provide to the Secretary of State a report detailing: (i) all steps undertaken and Actual Costs incurred by the Operator to deliver the Overhanging BPC up until the date of the report; (ii) the steps which remain</p>

No	Business Plan Component to which the Business Plan Commitment relates	Name of Business Plan Commitment	Business Plan Commitment
			<p>outstanding, and the budget which remains available, to deliver the Overhanging BPC by the required date of delivery; and (iii) set out the steps taken to ensure the Successor Operator which will become responsible for delivering the Overhanging BPC can complete the Overhanging BPC within the remaining budget by the required date of delivery (together, the "Overhanging BPC Report"); and</p> <p>(b) provide the Secretary of State with the amount that the Operator intends to spend from the remaining budget (as detailed at (a)(ii) above) prior to the Expiry Date in delivering the relevant Overhanging BPC which shall, once agreed by the Secretary of State, be the "Maximum Final Expenditure".</p> <p>Any costs incurred by the Operator:</p> <p>(a) in respect of each Overhanging BPC between the date of the Overhanging BPC Report and the Expiry Date which exceeds the Maximum Final Expenditure shall be Disallowable Costs; and</p> <p>(b) after the Expiry Date in delivering or completing Overhanging BPCs shall be Disallowable Costs.</p>