

A man with a beard and dark hair, wearing a blue suit jacket and large black headphones, is seated on a train. He is looking down at a newspaper he is holding. The train has red seats and blue handrails. The background is slightly blurred, showing the interior of the train.

# Annual Business Plan

## 2024-2025

**GTR**

**Great Northern**

**GX**  
GATWICK EXPRESS

**SOUTHERN**

**ThamesLink/**

**WE'RE WITH YOU**

# Executive summary

Through our National Rail Contract (NRC), now into its third year, GTR has clear expectations to deliver a reliable and dependable service, drive improvements for passengers and industry, while also maintaining focus on efficiency and providing value for money to the taxpayer.

Guided by GTR's strong purpose of **'connecting people to help our communities thrive'**, we continue to build on our achievements to date. During 2024-25 we will further improve the quality of service we offer, continue to grow passenger numbers and support the wider rail industry's recovery throughout 2024-25 and beyond.

We have seen fundamental changes to how people use the railway over the past four years, and as a result it is essential the industry continues to work collaboratively to further increase usage by making sure services meet and exceed customer expectations. At GTR we are absolutely committed to continuing our close collaboration with community groups and industry partners in 2024-25. We recognise that working together in an open and collaborative way will drive real improvements for customers, provide services that meet the evolving needs of our communities and amplify the positive impact of our activities.

Our ambitious customer plan is grounded in insight, innovation and agility. We will continue to monitor and flex both in terms of our passenger mix and our offering. We will ensure we deliver a dependable and safe train service that meets customer demands, with a laser focus on improving end-to-end customer journeys across all of our routes.

Central to enabling our growth agenda is providing additional capacity where it is needed, offering good value for money, and continuing to ensure the many benefits of rail travel are promoted to existing and future customers. Our plan will continue to build trust both in GTR and the railway as a whole, and ensure a sustainable future for rail travel.







We are mindful that as the UK's largest private rail operator, GTR has an important role to play to lead the way within the rail sector. As such, we will leverage our extensive technical and local knowledge and share insight with the industry for the benefit of customers, so we can once again be a financially sustainable industry. That is our responsibility to the country and to the taxpayer, as well as to the customers and communities we serve. This approach is further supported by our parent companies - Go Ahead Group and Keolis - who provide significant expertise in public transport management.

We look forward to playing a key role in the year ahead, ensuring a bright future for our railway and all the people who work so hard to deliver for our customers every day.



**Angie Doll**  
Chief Executive Officer, GTR



**Ralph Pidsley**  
Chief Financial Officer, GTR

# ○ Leadership, management and resource

Focusing on delivering the best possible service for customers

We will continue to foster a culture of strong leadership and provide opportunities for colleagues to develop their skills and careers, but also feed back to the business through forums and surveys.

## Open collaboration

By focusing on delivering the best possible service for customers, creating a safe and sustainable railway, and delivering value for money for customers and taxpayers, our teams will help deliver on our key commitments. We will encourage a spirit of open collaboration and knowledge sharing, especially with industry partners such as DfT, British Transport Police, other operators and Network Rail.



## Focus areas include:

- Continued **proactive open collaboration** with the DfT and other stakeholders
- Ensuring there is a **strong focus on growth** throughout our organisation
- Continuing to focus on **safety and security for our customers and people**, through additional staff, training and better access to equipment such as body-worn cameras
- **Increasing the volume of data made available to the public** via the Rail Data Marketplace platform
- Engaging with **schools and communities** to educate and inform about anti-social behaviour





# ○ People

## Retaining the best talent

We will continue to create a more diverse and effective workforce, retaining the best talent and also supporting those from under-represented groups to join the rail industry.

### Engaged, capable people and an inclusive organisation

Building on work achieved to date, we will ensure our colleague community are engaged and we are best placed to deliver excellent customer service.

### Focus areas include:

- Improving the **percentage of new entrants that are women and from an ethnic minority background**
- Continued delivery of our three-year **Diversity & Inclusion** strategy
- Ongoing support for The Prince's Trust **Get into Rail** programme
- Working with institutions from our network to deliver a **further employability programme**
- Continue to collaboratively deliver **GTR's Safeguarding Strategy** with Network Rail and the British Transport Police



# Collaboration

Delivering the long-term future of the railways

GTR will foster the continued development of a collaborative approach in which we work with Network Rail to drive efficiency while also supporting key cross-government agendas and cross-industry forums.

## Working together to deliver benefits

We will continue to work with other organisations to realise improvements for customers, the wider industry and deliver value for money to the taxpayer.

### Focus areas include:

- Ensure that engineering works and possessions are planned with **customers as a key consideration**
- Leverage opportunities to make industry-wide changes to **improve operational performance**
- Continue the **GTR Service Investment Board**, seen as industry leading in driving integrated whole system solutions in conjunction with Network Rail
- Work with Network Rail across a range of areas to identify **further industry efficiencies**
- Continue to proactively support, together with Network Rail, the implementation of an **industry-wide response** to recommendation 10 of the Margam RAIB accident report







# ○ Train service operations

Enabling a high-performing railway  
that is aligned to emerging demand

GTR will continue to work collaboratively with the DfT, Network Rail and industry partners to develop timetables that grow our markets following changes in patterns of travel, while ensuring cost-effective delivery. Central to this is continuing to run safe, on-time services to underpin growth and continue to build trust in the railway.

## Meeting customer demands

Following changes to travel patterns, and continued build-back in demand, our services are continually monitored, and plans flexed, to ensure we meet emerging demand.

## Focus areas include:

- Implementing our June 2024 West Coastway timetable changes, delivering **significantly improved services** along the south coast
- Develop, together with Network Rail, DfT and other industry partners, further data-driven timetable proposals to **match emerging demand** and deliver efficiencies
- Robust and well thought-out plans for how we manage our train fleet and people, as the key enablers to a **high-performing railway**





# Customers and communities

Realising the social and economic benefits of our rail network

GTR is keen to modernise and simplify the passenger offering in a cost-efficient way, ensuring an excellent start-to-end journey experience.

## Working with local communities

We will deliver highest standards of service, seeking to drive more digital adoption and working with local stakeholders and communities to realise the wider social and economic benefits of our rail network.



## Focus areas include:

- Continue to seek and act on **customer and stakeholder feedback** from an extensive range of media
- Collaborating with industry partners to support delivery of the industry's '**Smarter Information, Smarter Journey**' programme
- Carry on **investing** in station improvements and initiatives to benefit our customers and communities
- Continue to provide both financial and non-financial support to our **Community Rail Partners**





# Revenue and Marketing

Continuously growing demand for rail

GTR will maximise and sustain the growth of GTR and industry revenues, while driving down costs and promoting value for money for passengers and taxpayers. We will also focus on protecting our revenue through reducing the amount of travel without payment.

## Sustainable revenue growth

Our plan shifts the dial to focus on growth. We will deliver activity that leverages changing market trends to grow GTR's revenue while also ensuring revenue is protected.

### Focus areas include:

- Delivering the campaigns set out in our **comprehensive marketing plan** to promote and grow the rail market
- Continue to leverage and promote **leisure travel opportunities** in a changing market
- Improving the **ticket purchase experience** for our customers through all retail channels
- Address the **affordability concerns** of our customers through our fares strategy
- Increased focus on **revenue protection activities**, both at our stations and onboard our trains, to reduce income lost through fare evasion



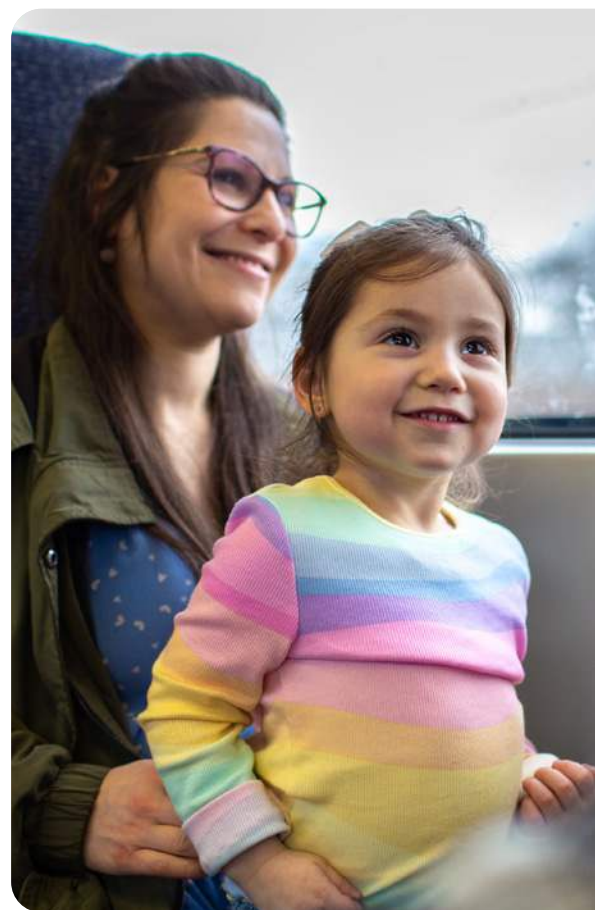
# Environment and sustainability

A world leader in sustainable transport

GTR will support and encourage the development of an even cleaner, greener railway to help spearhead the nation's ambition to become a world leader in sustainable transport, as well as a key proof point in encouraging rail travel as a green travel mode.

## Building a sustainable future

Our focus will continue on reducing energy consumption and striving for even more effective waste management, ensuring rail remains at the forefront of sustainable transport.



## Focus areas include:

- Maintain our **ISO 14001 (Environmental Management)** and **ISO 50001 (Energy Management)** accreditations
- Continue our work with Network Rail to **remove our remaining Diesel train fleet** by 2040
- Maintain a **continuous improvement approach** to reduce our consumption of water, gas and electricity
- Delivery of further **renewable energy schemes**



# ○ Accessibility

## Serving the broadest range of customers

GTR understands the importance of recognising the different needs of individual passengers to make the railway accessible for all, and encouraging the broadest range of customers back to rail.

### Building on our experience

We will continue on the improvements already made in this area to welcome everyone to our network.



### Focus areas include:

- Delivery of the **Accessible Travel Policy** obligations
- Investments in **improving access** to our services
- Providing support to the **National Accessibility Audit** and acting on feedback arising
- Ensuring all GTR drivers have received **disability awareness training**
- Ensuring that a senior leader remains appointed as **Champion of Accessibility**
- Collaborating with industry partners on the **Passenger Assist** Improvement Programme



# East Coast Digital Programme

## A transformational programme

GTR is fully committed to working collaboratively with the East Coast Digital Programme (ECDP) team, DfT, Network Rail and relevant third parties (e.g. ROSCOs) to deliver this transformational programme in a cost-efficient manner and to maximise the benefits of the investment.

### Delivering benefits for customers

We are continuing to deliver ECDP, a programme updating the network with modern digital signalling to deliver greater reliability, operational flexibility and safety.

### Focus areas include:

- Completion of **training for all relevant staff** and ensuring we are fully resourced for Tranche 2 of the programme
- Ensuring **completion of fitment** on Class 717 fleet
- Development and roll out of the **European Train Control System (ETCS) fitment** programme for the additional trains GTR will be procuring in 2024
- Working collaboratively with industry partners to **develop plans for future lines of route scheduled for digital signalling**, such as on the Brighton Main Line and Midland Main Line



# Summary

This Annual Business Plan lays out an exciting programme of work for the year ahead and represents a balanced approach to addressing the many interrelated challenges facing GTR, and indeed the wider rail industry, as we aim to make the industry self-sustaining.

Over the coming years we will continue to collaborate with the DfT, stakeholders and industry partners to create a railway that provides a safe, reliable train service and a better balance between the needs of demand, punctuality and cost efficiency. We aim to provide customers with a fully inclusive end-to-end experience, underpinned by brilliant customer service, and innovative new products as we work continuously to promote rail as the best choice and greenest mode of transport for all.

