

# 25/26 ABP Executive Summary

## Introduction

This Annual Business Plan (ABP) sets out our proposals for East Midlands Railway (EMR) over the next five years to meet the Department for Transport's (DfT) five strategic objectives which support the government's wider missions:

- improving performance on the railways and driving forward rail reform;
- improving bus services and growing usage across the country;
- transforming infrastructure to work for the whole country, promoting social mobility and tackling regional inequality;
- delivering greener transport; and
- better integrating transport networks.

The DfT has requested that this ABP focuses on the following overall outcomes:

- **Reduce net subsidy:** Reduce the overall subsidy to the rail industry through using existing assets to drive:
  - **Revenue recovery:** Drive revenue recovery and growth across the rail industry
  - **Value for money:** By improving efficiency, delivering for passengers, freight customers and taxpayers.
- **Maintain and improve performance:** Maintain and improve train service performance and operational efficiency by working together on planning, operational delivery, maintenance and enhancements, whilst prioritising safety.
- **Take into account the needs of customers and communities:** Provide safe, accessible and good quality connected rail services and stations that are designed and delivered around the emerging demand picture, the needs of passengers, communities and businesses and promoting social mobility and tackling regional inequality.

## Transforming rail services in the East Midlands and South Yorkshire

EMR enters 2025-26 in a strong position. In contrast to many other operators we are running more trains, carrying more passengers and earning more revenue than before the Covid-19 pandemic. Since Transport UK (TUK) Group commenced operating East Midlands Railway back in 2019, our vision has been to place customers at the heart of our sustainable railway for the East Midlands and South Yorkshire. We seek to create an exceptional railway service that not only meets the needs of today's passengers but shapes the future of rail travel and drives economic growth across the region. The year ahead is all about seeing that vision become a reality by delivering the following transformation initiatives:

- **New trains:** Introducing the first of our Class 810 'Aurora' trains into passenger service. These state-of-the-art trains will transform journeys for EMR Intercity customers and provide additional capacity on this very busy route. The trains will run on electric power south of South Wigston, and the fleet will reduce traction carbon emissions by 41,591 tonnes CO<sub>2</sub>e each year (a 22.89% improvement) when fully in service.
- **Refurbished trains:** All other trains in our fleet are being refurbished over the next few years. The first of our refurbished EMR Regional units will enter service at the start of the year, and the first refurbished EMR Connect trains will enter service in the autumn of 2025. As well as providing a far more comfortable journey for our passengers, these trains will also benefit from improved systems which will improve passenger information and safety.
- **New regional timetable:** Subject to final industry approval, in December 2025 we will introduce a new regional timetable which will link leisure markets, improve connectivity and deliver strong operational performance. The new timetable will double services between Nottingham and Lincoln to two trains each hour delivering over 2,000 extra seats each day on this fast-growing route. The timetable change will reduce net subsidy, support economic growth across the region and deliver £2.4m of economic benefits each year.

Delivery of this ABP is only possible thanks to the commitment of the great people who work at EMR. Our transformation initiatives will be supported by the largest programme of training and development opportunities for our people since the EMR franchise commenced.

## Our long-term strategy

Over the past year we have been developing a long-term strategy for our business which sets out a bold and ambitious programme for the region for the next 15 years. The strategy focuses on three key themes: transforming journeys, connecting communities, and delivering sustainability. We've developed compelling proposals to meet the needs of the communities we serve whilst delivering sustainable and inclusive growth across the East Midlands and South Yorkshire. The strategy builds a strong case for significant investment without the need for increased government subsidy, whilst reaping £400m of wider economic benefits for the region.

Our long-term strategy is enabled by full electrification of the Midland Main Line and we continue to work with industry partners to develop plans to deliver our long-term ambition for full electrification to Nottingham and Sheffield, subject to the outcome of the government's ongoing Comprehensive Spending Review. Not only will full electrification remove 48,000 tonnes of CO<sub>2</sub> each year from one of the most densely populated parts of the country and reduce operational costs, but it will also enable the introduction of a fleet of clean battery electric trains across the region. Simply put, it will deliver improved connections and more seats on zero emission trains. It will be essential that this once in a generation opportunity is grasped.

## The Plan 2025-26

Our vision, priorities, programmes, and values are embodied in 'The Plan 2025-26', shown below. This will be deployed at all locations across EMR and is applicable from the mess room to the boardroom. This is the plan that we refer to and the framework that we speak to, with the ambition that everyone understands our plan for the year ahead and the role they will play. The plan reflects our key priorities and links back to the DfT's wider transport objectives and outcomes.

# The Plan 2025/26

**Customers**  
at the heart of our  
**sustainable** railway for  
the East Midlands

**SAFETY**


We ensure a safe environment for our people and our customers

**PEOPLE**


We are proud to be EMR with a diverse team that reflects the communities we serve

**PERFORMANCE**


We deliver a great service for our customers through working as one team



Operational  
Performance (OP)



Customer  
Experience (CE)




Financial  
Performance (FP)


**OUR VALUES**

**1**


We are  
one team




We do the  
right thing



We delight  
our customers



We embrace  
diversity



We keep  
people safe

**OUR MANTRAS**

"Moving from good to great"

"It may not be my fault, but it is my problem"

"If this was my own money, would I make the same choices?"

## Our transformational initiatives

Our first Class 810 Aurora  
in service

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Refurbished Class 158s, Class 170s  
and Class 360s in service

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New regional timetable  
in December 2025

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Opening of EMR's new  
Traincrew depot at Lincoln

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Delivery of the largest programme  
of training and development  
opportunities for our people since the  
EMR franchise commenced

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Safely delivering change to ensure we  
continue the safe delivery of services  
to our customers (BAU)



The Plan 2025/26

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