

**RAIL PUBLIC REGISTER COPY
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5 July 2024 (Date of Redactions Approval) (CCT 4346161)

Where text has been omitted from the document - this is because the Secretary of State has decided to exclude the text in accordance with Section 43(2) of the Freedom of Information Act 2000

- (1) The Secretary of State for Transport
- (2) The Chiltern Railway Company Limited

Chiltern

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

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

Business Plan Component to which the Business Plan Commitment relates	Reference	Name of Business Plan Commitment	Business Plan Commitment
Leadership, Management and Resourcing	BPC 1	Suicide Prevention Plan	1. The Operator shall: <ul style="list-style-type: none"> (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 (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.
Leadership, Management and Resourcing	BPC 2	Safeguarding on Rail	2. The Operator shall, by no later than 31 March 2025, obtain and maintain accreditation to the Safeguarding on Rail Scheme (SRS).
Leadership, Management and Resourcing	BPC 3	Customer Perception of Safety and Security	3. The Operator shall, throughout the Business Plan year commencing on 01 April 2024, ensure that passenger perceptions of safety and security on the network are measured as part of any relevant passenger survey.
Leadership, Management and Resourcing	BPC 4	Rail Staff Perception of Safety and Security	4. The Operator shall, throughout the Business Plan year commencing on 01 April 2024, ensure that rail staff perceptions of safety and security on the network are measured as part of any relevant rail staff survey.
Leadership, Management and	BPC 5	Body Worn Video Equipment	5. The Operator shall, by no later than [REDACTED] ensure that at least 80% of customer-facing employees have been trained in how

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Resourcing			to use Body Worn Video equipment and have cameras available for them to wear whilst at work should they choose to.
Leadership, Management and Resourcing	BPC 6	Rail Data Marketplace: open data and publication pipeline	6. The Operator shall, by no later than 30 September 2024, make available to the Secretary of State a Rail Data Marketplace open data publication pipeline, setting out specific and timed plans to publish open datasets.
Leadership, Management and Resourcing	BPC 7	Open Data Champion	7. The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, ensure the Open Data Champion attends consultative meetings such as the open data champion forum which meets every other month.
Leadership, Management and Resourcing	BPC 8	Data Governance	<p>8.1 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>8.2 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, ensure that the Data Owner will:</p> <ul style="list-style-type: none"> (a) where appropriate, ensure that data is shared across the industry to support collaborative working (including the development of a data interface where required); (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

Business Plan Component to which the Business Plan Commitment relates	Reference	Name of Business Plan Commitment	Business Plan Commitment
			(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.
People	BPC 9	Apprenticeships Digital Account	<p>9.1 Operator shall use the government “Apprenticeship Service” which is accessed online at .gov.uk and create a digital account (“Apprenticeship Service Digital Account”) (set up via Sign in to your apprenticeship service account - GOV.UK (www.gov.uk)) by no later than 30 April 2024.</p> <p>9.2 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>
People	BPC 10	Diversity & Inclusion	10. 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.
People	BPC 11	Stourbridge Cabin Replacement	<p>11. The Operator shall, by no later than [REDACTED] replace the portable buildings used as staff accommodation at Stourbridge Depot. Options for the replacement of these portable buildings shall include but not be limited to:</p> <ul style="list-style-type: none"> i. lease or purchase of new portable buildings; and

Business Plan Component to which the Business Plan Commitment relates	Reference	Name of Business Plan Commitment	Business Plan Commitment
			ii. lease or purchase of portable buildings which are not new but represent a demonstrable improvement on the standard of staff accommodation currently provided at Stourbridge Depot.
People	BPC 12	Resourcing System (IRMA) Replacement	12. The Operator shall, by no later than 1 November 2024, produce and submit to the Secretary of State a business case outlining how it intends to replace the existing "IRMA" rostering system, including a costed assessment of options considered and the Operator's recommended approach.
People	BPC 13	Voyager Plan Replacement	13. The Operator shall, by no later than 1 November 2024, produce and submit to the Secretary of State a business case outlining how it intends to replace the existing "Voyager Plan" train planning system with a suitable alternative, including a costed assessment of options considered and the Operator's recommended approach.
People	BPC 14	High Level Access at Banbury	14.1 The Operator shall, by no later than 31 July 2024, produce and submit to the Secretary of State a business case outlining how it intends to develop facilities for maintenance activity (including but not limited to maintenance of AirCon units and exterior doors) at Banbury Depot. The business case should include (but not be limited to) a costed assessment of the following options: (a) installation of depot infrastructure that enables engineering staff to effectively clean and maintain AirCon units and other roof-mounted systems. (b) installation of depot infrastructure including an overhead crane that enables engineering staff to not only effectively clean and

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			<p>maintain AirCon units and other roof-mounted systems, but also lift out and replace AirCon units.</p> <p>14.2 Subject to approval from the Secretary of State, the Operator shall by no later than [REDACTED];</p> <ul style="list-style-type: none"> i. in the event that limb (a) is approved, complete installation of depot infrastructure that enables engineering staff to effectively clean and maintain AirCon units and other roof-mounted systems. ii. in the event that limb (b) is approved, use all reasonable endeavours to commence the installation of depot infrastructure including an overhead crane that enables engineering staff to not only effectively clean and maintain AirCon units and other roof-mounted systems, but also lift out and replace faulty AirCon units with alternatives that are in working condition.
People	BPC 15	Staff Facilities	<p>15. As part of a longer-term programme of works to improve its staff facilities and to bring them in line with its "Blueprint", the Operator shall;</p> <ul style="list-style-type: none"> (a) by no later than 31 May 2024, submit to the Secretary of State a copy of its "Blueprint" for review; and (b) by no later than 31 July 2024, submit to the Secretary of State its recommendations for staff facility improvement works to be undertaken in the Business Plan Year, including a costed assessment of the locations and scope of works to be completed:

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			<p>i. by 31 March 2025; and ii. in subsequent Business Plan Years.</p> <p>In this Business Plan Commitment, "Blueprint" refers to a Chiltern document outlining the suitable specifications for Chiltern's locations. The purpose of this document is to ensure the standard of staff and customer facilities available is consistent across Chiltern sites, using colours and styles that create a recognisable look and feel.</p>
People	BPC 16	Staff Development	16. By no later than 30th June 2024, and subject to the outcome of the review and approval of the Secretary of State, the Operator shall begin implementing the recommendations of the review on introducing a comprehensive coaching and mentoring network within the business in order to support the personal and professional development of its employees.
Collaboration	BPC 17	Digital Signalling	<p>17. The Operator shall, during the Business Plan Year commencing on 1 April 2024, collaborate with the Secretary of State and Network Rail in planning for the migration of the network to ETCS Level 2 as part of the Digital Signalling Portfolio. This may encompass various activities, such as:</p> <ul style="list-style-type: none"> (a) the establishment of a cross Train Operator stakeholder group that will convene every two months; (b) supporting individual Train Operator sessions as required by the Secretary of State and the Digital Signalling Portfolio team to develop individual operator plans for migration to ETCS; and

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			(c) supporting and contributing as required to wider industry initiative relating to ETCS considering, for example, approaches to procurement for onboard fitment, driver training and business change and the trackside.
Train Service Operations	BPC 18	Station Information and Security Systems (SISS) Improvements	18. The Operator shall, by no later than 28 February 2025, produce and submit to the Secretary of State a strategic costed Project Plan for how the Operator will implement improvements to Station Information and Security Systems across its station portfolio. The scope of the Project Plan shall be informed by the Operator's feasibility work and shall include, but not be limited to: <ul style="list-style-type: none"> i. Help Points; ii. Customer Information Screens; iii. CCTV; and iv. Public Announcement Systems.
Train Service Operations	BPC 19	Driver Simulator	19. The Operator shall, by no later than 1 November 2024, produce and submit to the Secretary of State a business case outlining how it will ensure improved performance and reliability of its Driver Simulator facility. The business case shall include: <ul style="list-style-type: none"> (a) costed options considered; (b) recommendations for refurbishing/upgrading Chiltern's existing Driver Simulator; and (c) recommendations for replacing the existing Driver Simulator.
Train Service Operations	BPC 20	Banbury Driver Facility	20. The Operator shall, by no later than [REDACTED] complete the refurbishment of the Red Star building at Banbury Station in order

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			to provide additional capacity for the accommodation of train drivers.
Customer and Communities	BPC 21	Station Toilet Refurbishment	<p>21. As part of a longer-term programme of works to upgrade its toilet facilities to bring them in line with its "Blueprint", the Operator shall;</p> <p>(a) by no later than 31 May 2024, submit to the Secretary of State a copy of its "Blueprint" for review;</p> <p>(b) by no later than 31 July 2024, submit to the Secretary of State its recommendations for toilet facility upgrades to be undertaken in the Business Plan Year, including a costed assessment of the locations and scope of works to be completed by 31 March 2025; and</p> <p>(c) by no later than 30 November 2024, submit to the Secretary of State its recommendations for toilet facility upgrades, including a costed assessment of the locations and scope of works to be undertaken in subsequent Business Plan Years.</p>
Customer and Communities	BPC 22	Station Painting	<p>22.1 As part of a longer-term programme of works to improve the appearance of its stations, the Operator shall, by no later than 30 June 2024, submit to the Secretary of State its recommendations for which of its stations should undergo painting to refresh all customer-facing areas in the Business Plan Year, including a costed assessment of the locations and scope of works to be completed by 31 March 2025.</p> <p>22.2 By no later than 30 November 2024, submit to the Secretary of State its recommendations for which of its stations should</p>

Business Plan Component to which the Business Plan Commitment relates	Reference	Name of Business Plan Commitment	Business Plan Commitment
			undergo painting to refresh all customer-facing areas, including a costed assessment of the locations and scope of works to be completed in subsequent Business Plan Years.
Customer and Communities	BPC 23	Improve Depot Safety	<p>23.1 By no later than 30th July 2024, the Operator shall undertake such works as are required to improve the walkways, signage and demarcation in existence at each of Aylesbury depot and Stourbridge depot so as to ensure safe access for Business Employees at the respective depots.</p> <p>23.2 Make demonstrable progress towards completing the installation of a new Building Energy Management System at Aylesbury depot so as to address an ORR Improvement Notice relating to staff exposure to diesel engine exhaust emissions with the objective to complete the project before [REDACTED].</p> <p>“Building Energy Management System (BEMS)” means a computer based centralised system that helps manage, control and monitor particular engineering services within a building. BEMS connect a building's systems (for example, lighting, HVAC, and plant room equipment) to create a single, central platform to manage a building's energy consumption.</p>
Customer and Communities	BPC 24	Car Parks	<p>24. The Operator shall, in relation to the disused car parking decks at the below locations, undertake the following</p> <p>(a)at Bicester North,</p>

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			<ul style="list-style-type: none"> i. prior to the main station car park closing to facilitate demolition works of the disused car park deck, re-open the Bicester Woodyard car park to provide additional car parking capacity for customers; ii. by no later than [REDACTED] complete the demolition of the disused car park deck; and <p>(b) at Haddenham & Thame Parkway,</p> <ul style="list-style-type: none"> i. by no later than [REDACTED] create an alternative car parking solution to provide additional car parking capacity for customers; ii. (ii) by no later than [REDACTED] and subject to the completion of (b)(i), use all reasonable endeavours to commence works to demolish the disused car park deck.
Customer and Communities	BPC 25	Marylebone & Banbury Masterplan	<p>25.1 The Operator shall review long term solutions for:</p> <ul style="list-style-type: none"> (a) Marylebone, to include but not be limited to, gateline improvements, retail opportunity options and waiting room provisions; and (b) Banbury, to include but not be limited to, the potential for a Training Academy and a permanent solution to the ICC Building. <p>25.2 The Operator shall, by no later than 31 January 2025, present their initial findings and recommendations to the Secretary of State.</p>

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Customer and Communities	BPC 26	Station Social and Commercial Development Plan	<p>26. The Operator shall, by no later than 31 March 2025, publish a Station Social and Commercial Development Plan which shall:</p> <ul style="list-style-type: none"> (a) set out the Operator’s approach to identifying and exploiting opportunities to sustain and enhance existing and new station facilities by developing and implementing schemes that use redundant or under-utilised station buildings and assets for use by retailers, the community, or local social enterprises, taking account of customer and community views; and (b) identify buildings and/or associated land within the station lease demise that are not being used in connection with provision of station or operational rail services and assess whether these can be either exploited commercially or used by the community.
Customer and Communities	BPC 27	Social Value Report	<p>27. 1 The Operator shall by no later than 31 March 2025, submit to the Secretary of State for comment, , and thereafter once agreed, publish a social value report in such readily accessible formats as the Secretary of State may require (including in booklet or other similar hard copy formats, in electronic formats (such as on the Operator’s website, through social media channels and by email)), which shall include:</p> <ul style="list-style-type: none"> (a) an overview of the progress the Operator has made in delivering a positive social impact; and (b) future projects, aims and measures which the Operator intends to develop and implement with the intention of leaving a positive

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			<p>and lasting impact on the local communities in relation to which the Passenger Services are provided, (the “Social Value Report”).</p> <p>27.2 The Operator shall:</p> <ul style="list-style-type: none"> (a) utilise the RSSB’s Rail Social Value Tool in developing the Social Value Report to monitor and measure the social value of its projects and day to day operations; and (b) produce the Social Value Report in line with the Secretary of State’s and RSSB’s relevant guidance and requirements as they may be updated from time to time.
Customer and Communities	BPC 28	Customer & Communities Investment (CCI)	<p>28. 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> <ul style="list-style-type: none"> (a) The Operator shall, by no later than 31 August 2024, propose to the Secretary of State, for its approval, several CCI Projects (up to the value of funding confirmed by the Secretary of State for that year) to deliver in the Business Plan year commencing on 1 April 2024. (b) The Operator shall, subject to approval of (a) by the SoS, by no later than 31 March 2025, provide an update to the SoS on the delivery of the CCI Projects funded in the Business Plan year commencing on 1 April 2024.

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Customer and Communities	BPC 29	Station Improvement Measures (SIF)	<p>29.1 The Operator shall, by no later than 31 August 2024, propose to the Secretary of State, for its approval, the schemes on which it will spend its Station Improvement Fund (up to the value of funding confirmed by the Secretary of State for that year) to deliver in the Business Plan year commencing on 1 April 2024.</p> <p>29.2 The Operator shall, subject to approval of (a) by the SoS, by no later than [REDACTED] deliver the agreed schemes.</p>
Customer and Communities	BPC 30	Customer Service Standards	30. The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, do everything a Good and Efficient Operator would do to work with and assist GBRTT and the Rail Delivery Group in developing an industry standard for training with the aim of providing consistent and improved customer service.
Customer and Communities	BPC 31	Prince's Trust (or Equivalent)	31. The Operator shall, by no later than [REDACTED] deliver two vocational skills training and work experience courses, working with a local provider, [REDACTED].
Accessibility	BPC 32	Availability of Assistance at Stations	32. The Operator shall, by no later than 31 March 2025, provide to the Secretary of State a report showing the availability of assistance at all stations within the Business Plan Year in a format which can be used as a baseline for improvement in subsequent Business Plan Years.
Accessibility	BPC 33	Accessibility Complaints Monitoring	33.1 The Operator shall, throughout the Business Plan Year commencing on 1 April 2024, seek to reduce repeated complaints

Business Plan Component to which the Business Plan Commitment relates	Reference	Name of Business Plan Commitment	Business Plan Commitment
			<p>on the same accessibility areas by taking pro-active steps to address the underlying cause of such complaints.</p> <p>33.2 The Operator shall, throughout the Business Plan Year commencing on 01 April 2024, monitor and record all accessibility related complaints from passengers in a format which can be used as a baseline for improvement in subsequent Business Plan Years.</p>
Accessibility	BPC 34	Accessibility Audit Data	34. The Operator shall, in its two Customer Reports due to be published in FY24-25, include improvements to accessibility audit data made available.
Accessibility	BPC 35	Station Accessibility Measures	<p>35. The Operator shall, by no later than [REDACTED] deliver the following accessibility improvement projects at stations:</p> <ul style="list-style-type: none"> i. Automated door entry into the booking office at Warwick Station ii. Dedicated Meeting point signage at stations for Assistance.
Accessibility	BPC 36	Accessibility Awareness Campaign	36. The Operator shall, by no later than 31 March 2025, 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.
Environment and Sustainability	BPC 37	Fire/Water Risk Assessment Actions	37. The Operator shall, by no later than 31 March 2025, carry out the actions identified in [REDACTED] in relation to the Fire Risk

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			Assessments and Water Risk Assessments undertaken in 23/24.
Environment and Sustainability	BPC 38	Science Based Targets	38. The Operator shall, by no later than 31st March 2025, develop scope 3 validated Science Based Targets in order to meet the targets for Net Zero Carbon Rail.
Environment and Sustainability	BPC 39	Seamless Journeys	<p>39. The Operator shall:</p> <ul style="list-style-type: none"> (a) subject to limb (c) below, throughout the Business Plan Year commencing on 1 April 2024, use all reasonable endeavours to: <ul style="list-style-type: none"> i. engage with shared transport operators (including bike and car sharing schemes) and any planned or built mobility hubs local to managed stations; ii. create designated spaces for the pick up and drop off of shared vehicles in managed car parks and on managed land; and iii. create designated spaces for any additional supporting facilities in managed car parks or on managed land, 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; (b) by no later than 10 January 2025, provide to the Secretary of State a report detailing what changes have been made as a result of it's obligations under limb (a) above; and (c) submit any proposal to make changes under limb (a) above to the Secretary of State for their consent before any work commences.

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Environment and Sustainability	BPC 40	Air Quality Improvement Plans	40. The Operator shall throughout the Business Plan Year commencing on 1 April 2024, agree initiatives with the Secretary of State and initiate the implementation of those agreed-upon initiatives, in accordance with the Secretary of State's approval in line with its Air Quality Improvement Plan.
Environmental and Sustainability	BPC 41	Noise Monitoring	41. The Operator shall, by no later than 31 January 2025, submit to the SoS a report which summarises noise complaints made during 2024, actions taken to address these and the steps it has taken to comply with the approach it set out in its noise strategy, including in relation to the implementation of its strategy, action plans and noise related measures, following RSSB published guidance.
Environment and sustainability	BPC 42	Network Rail's Biodiversity Action Plan	42. 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.
Revenue	BPC 43	Ticketless Travel	43. The Operator shall, during the Business Plan Year commencing on 01 April 2024, deliver four (4) Ticketless Travel Surveys.