

Providing a safe and sustainable railway for our customers and communities.

Our 2024/25 Business Plan balances **investment** and **cost efficiency**.
It is built on a foundation of safety and sustainability.
Our **10-year Net-Zero strategy** encapsulates this.

Purpose Delivering first class customer service is at the heart of what we do

We are proud to be a high-performing train operator that is safe, reliable and punctual

Vision We will be chosen by customers, and valued by our stakeholders

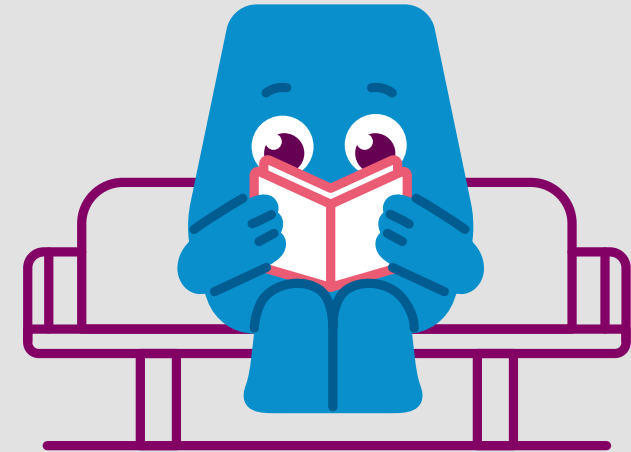
Our industry rankings show us as a leading operator for customer experience and performance

Mission We serve our community by providing a safe, dependable and affordable railway

We are focused on offering sustainable services for our communities

Values Our values underpin what is important to us and how we behave:
Honest | Engaged | Flexible | Friendly









Safety, as always, is the basic construct of what we are about and underpins our behaviours and actions



You can access the full Executive Summary from our 2024/25 Business Plan by clicking on Pip or scanning the QR code.



Our strategic priorities

 <p>Revenue</p> <p>Simplifying our fares structure to make it easier for customers to buy tickets.</p> <p>Providing value for money fares and promotional offers to grow patronage.</p> <p>Protecting our revenue from fraudulent ticketing activity.</p> <p>Working with strategic partners to maximise ancillary revenue at stations through retail lettings, use of advertising space, car parking and other initiatives.</p>	 <p>Customer and communities</p> <p>Proactively responding to customer feedback to identify improvement schemes and showing our commitment to our communities by supporting and hosting local events.</p> <p>Optimising the service to our customers by improving station and train ambience and ticket channel availability, and fixing defects quickly.</p> <p>Refurbishing stations, such as Fenchurch Street and Barking, and improving asset resilience to support increased customer and colleague safety.</p>	 <p>Accessibility</p> <p>Engaging more proactively with our disabled customers, stakeholders, and the wider industry to make better-informed decisions on accessibility improvements.</p> <p>Implementing an Accessibility Wayfinding app to help customers to plan appropriate routes through our stations.</p> <p>Launching the Passenger Assist app for customers to book assistance.</p>	 <p>Train service operations</p> <p>Introducing timetable changes in June 2024 to reduce overcrowding.</p> <p>Defining a fleet replacement strategy that balances cost efficiency with service reliability.</p> <p>Investing in our assets, for example a platform replacement at Basildon and refurbishments at other stations, to increase customer and colleague safety.</p>	 <p>Environmental and sustainability</p> <p>Supporting sustainable customer journeys by enhancing station accessibility and provisions.</p> <p>Minimising our environmental impact around noise, carbon emissions, waste and water usage.</p> <p>Improving air quality and protecting biodiversity.</p>	 <p>Leadership, management and resource</p> <p>Introducing a series of new roles in 2024/25 and 2025/26 to deliver all our business plans, generate return on investment and unlock future potential.</p> <p>Investing in our people to drive initiatives to strengthen our policing, security and safeguarding efforts and reduce antisocial behaviour on our network.</p> <p>Strengthening the culture at c2c.</p>	 <p>People</p> <p>Continuing to support our local communities in providing work experience and a potential job prospect via the Prince's Trust 'Get into' scheme.</p> <p>Improving visibility of key diversity and inclusion (D&I) data to increase D&I in our workforce and further develop our three-year D&I strategy.</p>	 <p>Collaboration</p> <p>Optimising train performance by further leveraging FS Owing Group technology and data strategies, particularly in retail ticketing and digital train signalling.</p> <p>Continuing to deliver safeguarding schemes with local community stakeholders and the British Transport Police to reduce antisocial behaviour and limit ticketless travel.</p> <p>Increasing the maturity of our partnerships to support industry innovation.</p>
<p>✔ Return on investment</p>	<p>✔ Insight-led customer experience</p>	<p>✔ Access for all to attract new customers</p>	<p>✔ Capacity that meets demand</p>	<p>✔ Sustainability to achieve carbon zero</p>	<p>✔ Right-size headcount and capability growth</p>	<p>✔ Long-term train crew strategy and creating a positive culture</p>	<p>✔ Investment through strategic partnerships</p>

How we will measure our success

 <p>Train service performance: On-time depot train departures; punctual timetable delivery; fleet reliability; fleet, driver and crew availability.</p>	 <p>Launching an Accessibility Wayfinding app, and updating our Passenger Assistance app to enable last-minute assistance bookings.</p>
 <p>Increasing safety: Reducing all types of safety incidents, including operational, customer, colleague and contractor incidents.</p>	 <p>Growing our revenue year-on-year.</p>
 <p>Launching the c2c Rail Ultra Marathon to raise money for Railway Children, who help safeguard children across the world.</p>	 <p>Reducing our energy and water use and the amount of waste produced each year.</p>
 <p>Meeting a 20% target for statutory apprenticeships to be filled by women, veterans or people from ethnic minority or lower socio-economic groups.</p>	 <p>Embedding accessibility audit data into customer-facing channels.</p>

