Delivering a safer, greener and more reliable railway that puts the customers first.

c2c

Our 2025/26 Business Plan invests in our people and places, and builds a stronger future for the communities we serve.
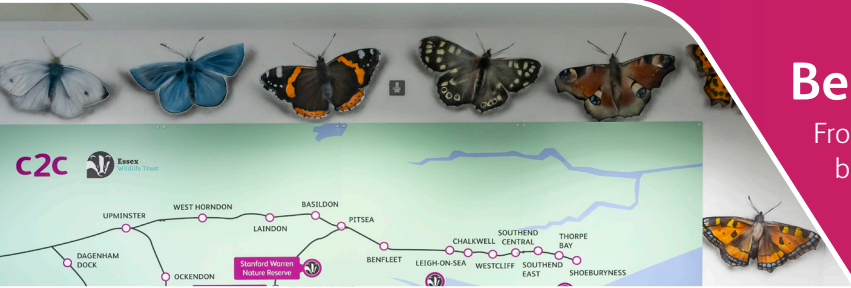
Our **10-year Net-Zero strategy** encapsulates this.

Sustainable services for our communities.

We're embedding ourselves in the communities we serve by supporting local projects, improving our accessibility support and expanding key partnerships to make sure our railway meets the needs of our customers, now and in the future.

Operate sustainably as a profitable business.

We're focused on growing revenue in an ambitious way through better ticketing, generative marketing and mutually beneficial commercial partnerships, whilst also reducing our net subsidy and reinvesting in a better service for everyone.
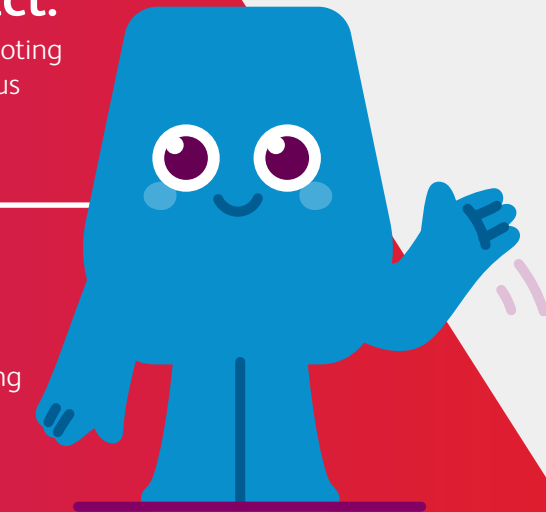
Be mindful of our environmental impact.

From cutting carbon and energy usage to improving air quality and promoting biodiversity, we're making practical, measurable changes that will help us build a greener railway.

Run a safe, reliable and punctual service.

We're using new technology, data, and smarter planning to ensure safe, consistent, and on-time journeys our customers can rely on every day.

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Our strategic priorities.

Leadership, management & resource

We're investing in our people and systems to support better service delivery, safety and performance.

From new roles and training to data-led decision-making and cyber protection, we're building capacity across the business to ensure we're ready for the future — including the shift to public ownership.

✓ **Stronger teams, smarter systems.**

People

Our people plan focuses on recruitment, development and inclusion. We're growing our team, supporting internal progression, and working closely with schools and communities to attract future talent.

With new training programmes, simulator-based learning and wellbeing initiatives, we're building a workforce that reflects the communities we serve.

✓ **Hiring, training and retaining talent.**

Collaboration

We're strengthening partnerships across the rail industry — especially with Network Rail — to improve performance and share resources.

From joint timetabling and training to new innovation trials and community investment, our collaborative approach helps us run a more connected, efficient and customer-focused railway.

✓ **Track and train alignment.**

Train service operations

We're making smarter use of data and tech to improve service reliability and train planning.

With new tools, depot upgrades, and a refreshed fleet strategy, we're keeping things running smoothly behind the scenes — so you get a better experience on board and at the station.

✓ **Reliable service, tech-led planning.**

Customer & communities

We're proud of our high customer satisfaction and we're building on it.

From better Wi-Fi and signage to community events and safety upgrades, we're focused on making journeys smoother and stations more welcoming.

We're also using your feedback to guide what we do next.

✓ **Better journeys, local focus.**

Revenue

We're growing revenue the smart way — by making ticketing easier, attracting more customers and protecting what we earn.

We're also unlocking new income through retail spaces, advertising and partnerships.

This all helps reduce subsidy, keep fares fair, and reinvest in better services for you.

✓ **Smarter fares, new income.**

Environment & sustainability

We're building a greener railway through our Net Zero strategy.

From energy-saving tech and LED lighting to biodiversity projects and cleaner stations, we're cutting carbon and waste while improving air quality.

It's all about reducing our footprint and supporting a more sustainable future for travel.

✓ **Greener travel, lower impact.**

Accessibility

Everyone should feel confident travelling with us.

We're improving station signage, digital tools and support services, with a focus on both visible and non-visible accessibility needs.

By listening to customers and using data to guide us, we're removing barriers and making travel easier for all.

✓ **Inclusive travel for everyone.**

How we measure our success.

1. Punctuality
Targeting continued high performance for trains arriving within 3 minutes of scheduled time (currently 93.4 %).

2. Customer Satisfaction Score
Measured through detailed customer surveys, informing improvement priorities.

3. Train Cancellation Rate
Maintaining the UK's lowest cancellation rate (1.5 % MAA).

4. Fare Evasion & Revenue Protection
Monitoring revenue and ticket up-take via digital tools, patrol coverage and open gateline staffing.

5. Energy Reduction (Traction and non-Traction)
Targeting 2.5 % annual reduction in non-traction energy and monitoring traction usage via metering of different train classes.

6. Accessibility-Related Complaints
Aiming for a 10 % reduction in complaints, tracked via quarterly reports and reviewed by the Accessibility Manager.

7. Safety
Reducing overall safety incidents by 5 % against a three year trend, with a focus on getting everyone home safe and well, every day.