



c2c

2025/26 Annual
Business
Plan.

Introduction

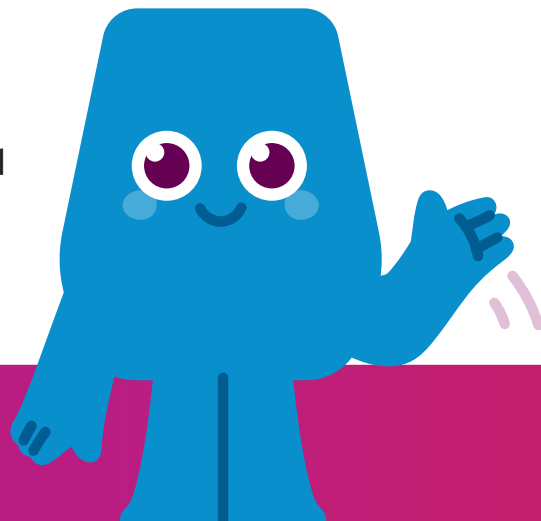
As we embark on the 2025-26 financial year, I am proud to present our Annual Business Plan, which is intrinsically aligned with our 10-year Net Zero Strategy and Department for Transport priorities. Our commitment to delivering a safe, reliable, and punctual service remains unwavering, as we transition into nationalised ownership.

This year, we will focus on enhancing our customer experience through sustainable practices, innovative technologies, and robust performance strategies. Our partnership with Network Rail and other key stakeholders will drive forward rail reform, improve infrastructure, and promote social mobility. With significant economic growth anticipated in the Essex Thameside region, we are poised to support this development through strategic investments and community engagement.

Our data-driven approach and dedication to accessibility will ensure that we continue to meet the needs of our customers while fostering a positive social impact.

Together, we will build a sustainable future for c2c and the communities we serve.

Rob Mullen, Managing Director



Committed to delivering
a **safe, reliable, and**
punctual service.



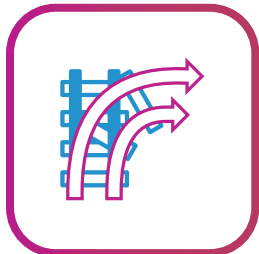
Driving strategic transformation and sustainable growth:

We are focused on continuing to deliver a high-performing, customer-focused and sustainable railway, whilst using our 2025/26 Business Plan to support our transformation as we prepare for nationalised ownership.

Guided by our 10-year Net Zero Strategy and aligned with the Secretary of State's priorities, we remain focused on reducing our net subsidy, improving service performance, and creating long-term value for the communities we serve. We continue to lead on punctuality and customer satisfaction, with investment across fleet, stations and systems to enhance the customer experience.

A new joint strategy with Network Rail will improve performance, while data-led initiatives are strengthening operational resilience and revenue protection. We are also delivering wider social impact through our Essex Thameside growth study and partnership with the Purpose Coalition.

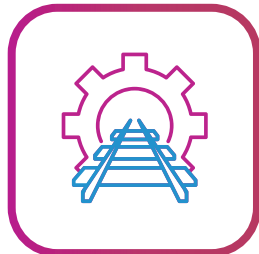
Our strategy is clear:



**Drive
efficiency
forward.**



**Unlock
revenue
potential.**



**Prepare the
network for
the future.**



**All while putting safety and
the customer experience first.**



Putting safety and the customer experience first.



What's in this booklet?

You can read highlights of our Business Plan against each of its sub-plans. The sub-plans and their themes are:



Leadership, Management and Resource

Right-size headcount and capability growth.



Collaboration

Investment through strategic partnerships.



Customer and Communities

Insight-led customer experience.



Environmental and Sustainability

Sustainability to achieve carbon zero.



People

Long-term train crew strategy and creating a positive culture.



Train Service Operations

Capacity that meets demand.



Revenue

Return on investment.



Accessibility

Access for all to attract new customers.

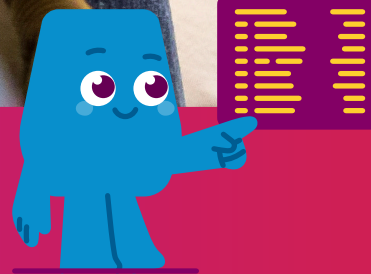
Within these sub-plans, you will also see our Key Performance Indicators (KPIs) shown using the icons below.

KPIs



These measure and monitor our performance.

Prepare the **network**
for the **future**.





Leadership, management and resource

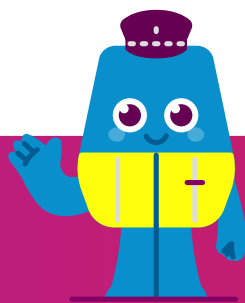
Strengthening capability to deliver change.

We are continuing to strengthen our capabilities and capacity across the business, ensuring the right people are in the right roles to deliver strategic outcomes, especially around Net Zero and the transition to public ownership. New roles are being introduced where they offer clear value, including improved compliance, customer outcomes and operational resilience.

Recruitment processes have matured, and employee engagement has seen a marked uplift — from 51 % to 64 % in two years.

Investing in our people:

- ✓ In 2025/26, we will continue to expand our leadership development, including new programmes for all levels of managers, in addition to executive coaching and tailored Net Zero training.
- ✓ Our recruitment infrastructure has been enhanced, with a dedicated Recruitment Manager, a new systems coordinator, and the roll-out of an HR Information System to improve efficiency.
- ✓ We have strengthened our onboarding and internal training processes, plus improved apprenticeship development (including cross-industry placements and use of the apprenticeship levy).
- ✓ In 2025/26, we'll be strengthening our commitment to employee well-being and culture, with new support policies and targeted action plans from the 2024 Employee Survey.



Safeguarding and security:

- ✓ Continued delivery of the Safeguarding on Rail Scheme, including White Ribbon Accreditation and suicide prevention training in partnership with the Samaritans.
- ✓ Expansion of Body Worn Video (BWV) usage, with 200 cameras deployed and new policies to increase adoption across frontline colleagues.
- ✓ All c2c-managed stations retain Secure Station Accreditation, with ongoing monitoring of crime and antisocial behaviour in partnership with British Transport Police.
- ✓ Introduction of online reporting tools to make it easier for customers to report fare evasion and antisocial behaviour.
- ✓ New community-focused initiatives, including a youth-led customer group to tackle violence against women and girls, and wider engagement through the Rail Safe Friendly programme.



People

Recruiting, developing and retaining talent.

The 2025/26 People Plan is all about making sure we have the right people in place to deliver the present and future services our customers expect. Whether it's recruiting new colleagues, supporting existing teams to grow, or creating a more inclusive and welcoming workplace, we're investing in our people because they're at the heart of everything we do.

This year's plan sets out how we'll attract talent, strengthen training, and build a workforce that reflects the diverse communities we serve.

Recruitment, training and planning ahead.

We're closing gaps in recruitment by expanding our team and improving the way we on-board new starters. We're also looking at smarter ways to roster shifts and improve efficiency, all while keeping colleague well-being in mind. Driver recruitment remains a big focus, and we're stepping up training efforts — including simulator learning and alertness trials — to ensure our drivers are ready to deliver a safe, reliable service.

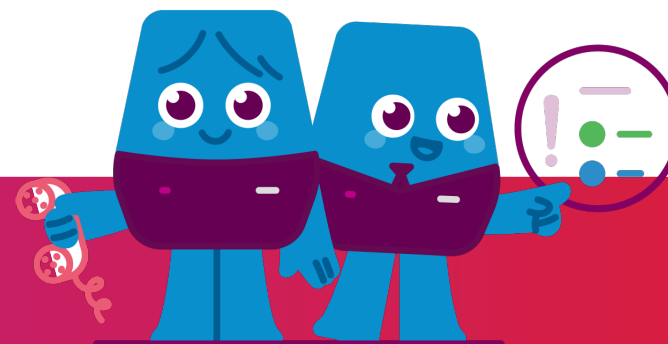
Inclusion, community and culture.

We're proud to be a Disability Confident employer and are making real progress in championing diversity and inclusion. From neurodiversity training and celebrating cultural events, to running school programmes and partnering with the King's Trust, we're working hard to make rail careers more accessible and reflective of our communities. A refreshed Intranet and new staff-led projects will help keep momentum going and ensure everyone's voice is heard.



KPIs

- Increasing employment and training opportunities for under-represented groups in statutory apprenticeships.
- Increase in driver / crew availability across the network.
- Employee engagement score trend (up to 64 % from 51 % over two years so far).





Collaboration

Working as one railway to improve performance.

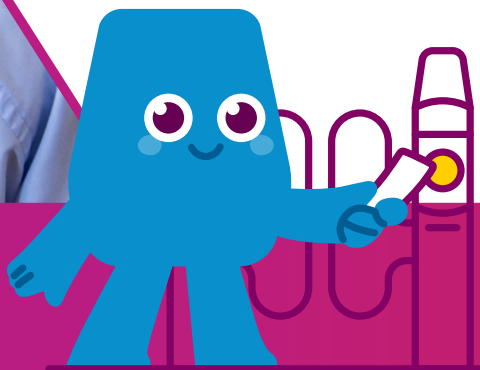
Our 2025/26 Collaboration Plan sets out a wide-reaching strategy to improve joint working across the rail industry, with a strong focus on closer integration with Network Rail and alignment to national transport priorities.

Through shared planning, data-driven decisions, and joint operational initiatives, we aim to enhance service performance, customer experience, and long-term sustainability — all while preparing for the future shape of the railway.

Key initiatives include:

- Developing joint performance centres and integrated service delivery models with Network Rail, new frameworks for shared facilities, training, and recruitment.
- Collaborative efforts are supporting the roll-out of digital ticketing, greener technology, and third-party-funded infrastructure upgrades that benefit customers and communities.

These efforts are backed by strong governance and a continuous drive to align with national goals, improve resilience, and deliver meaningful benefits to passengers and communities.



Enhancing **service performance**,
customer experience, and
long-term **sustainability**.





Train service operations

Smarter planning for smoother journeys.

This year, we are focused on running a safe, reliable and high-performing railway that meets customer demand and supports long-term efficiency.

We are aiming to improve our service delivery and prepare for our future needs, by upgrading systems, modernising our fleet strategy and strengthening our depot operations.

Smarter operations and planning:

- ✓ New digital tools like Luminate and iROPS (IRregular Operations) will streamline planning, rostering, and performance decision-making.
- ✓ Enhanced data reporting is helping us better understand customer demand and optimise train timetables accordingly.
- ✓ A new five-year timetable strategy will align with expected growth and future service requirements.

Fleet and depot modernisation:

- ✓ We've introduced the Class 720s, with a long-term fleet strategy in development including new train options or lease extensions.
- ✓ Simulators are now integrated into driver training, supporting safety, skills and Net Zero goals.
- ✓ Depots like Shoburyness will be receiving increased management support in 25/26, plus better systems (e.g. our train maintenance and operation management system (SOROS) updates) to improve turnaround and reliability.



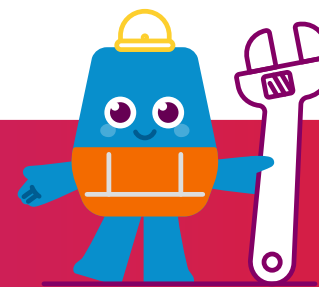
Future readiness and sustainability:

- ✓ We're replacing the fluorescent lighting on our Class 357 trains with LED lights, which are much more environmentally friendly.
- ✓ Remote condition monitoring and proactive maintenance are reducing downtime and enhancing performance.
- ✓ We're exploring a new on-board CCTV system to improve safety and support service delivery.



KPIs

- Increase fleet availability (of both Class 357 and class 720 trains).
- Increase fleet reliability and performance (class 357).
- Increase on-time depot train departures at both East Ham and Shoburyness.





Customers and communities

Putting people and places at the heart of what we do.

This year, we're doubling down on our commitment to customer experience and community engagement. From better WiFi and cleaner stations to enhanced feedback tools and more inclusive spaces, we're focused on making every journey with c2c easier, more enjoyable and more connected to the communities we serve.

In 2025/26, we are planning to bring in our new Customer Room, plus further social value reporting and refreshed local management, all aimed at bringing our people and passengers closer together.

Better journeys, smarter technology:

- ✓ We're improving our information screens and rolling out better CCTV coverage to make travel safer, easier and more comfortable.
- ✓ A new Customer Experience Improvement Manager will lead on reviewing service standards and feedback, helping us better respond to what matters most to our customers.

Communities at the heart:

- ✓ We're supporting causes that matter locally, like Gold Geese and Southend YMCA, while also preparing to launch our second c2c Ultra Marathon for charity.
- ✓ Local engagement is growing, with a new Stakeholder Manager helping to build partnerships and shape future community rail plans.



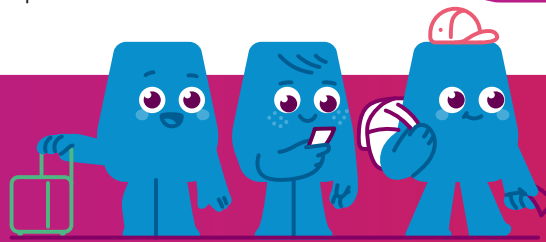
Insight-led services:

- ✓ Our surveys and data tools are giving us clearer insights into what customers need — from how full trains are to what influences satisfaction.
- ✓ We'll use this insight to guide improvements and plan a new "Voice of the Customer" programme, so we keep listening and evolving as expectations grow.



KPIs

- Customer satisfaction survey responses.
- Passenger occupancy levels (daily rolling 28-day average).
- Econometric analysis to evaluate marketing ROI.





Revenue plan

Unlocking growth through smarter thinking.

We're continuing to focus on cost control whilst also being laser-focused on ambitious and sustainable revenue growth.

That means reaching new customers, protecting existing income, and building commercial partnerships, all while delivering a service that keeps our customers coming back. From pricing to marketing to fraud prevention, we're using data and innovation to grow our revenue and reduce net subsidy.

Driving revenue growth:

- ✓ Investing in marketing to target both business and leisure travel, backed by strong data insight.
- ✓ New Pricing Manager and Revenue Analyst roles to support smarter fare strategies and trials.
- ✓ Continuing to roll out flexible and secure ticketing options, including s-tickets and pay as you go with contactless.

Revenue protection:

- ✓ Expanding joint enforcement with TfL and London Overground teams.
- ✓ Boosting on-train patrols to improve safety and revenue protection in evenings.
- ✓ Using data and tech like Glimpse to target fare evasion and open Gatelines.



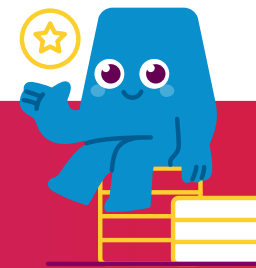
Growing ancillary income:

- ✓ Refreshing car parks and letting new retail spaces at stations.
- ✓ Trialling parcel lockers and using new train interiors for digital advertising.
- ✓ Supporting national campaigns while developing our own branded materials and mascot, Pip.



KPIs

- Increase in overall passenger revenue.
- Year-on-year revenue growth.
- Digital ticketing and smart media sales growth.





Environmental plan

Taking action now for a greener railway and net zero.

In our second year of delivering the Net Zero strategy, we're keeping up momentum on reducing our environmental impact. From energy use and clean air to waste and water. We are building on our past proven success and planning bigger changes that support a more sustainable railway.

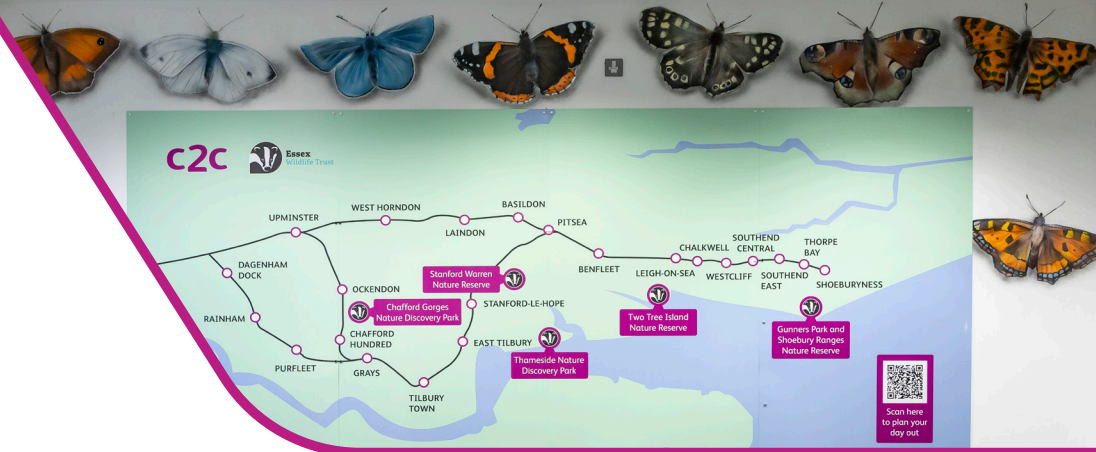
We're focused on improving everything from energy usage and clean air to waste and water so that our customers can continue to access a cleaner, greener way to travel.

Cutting carbon:

- ✓ We're sticking with a fully electric fleet and will monitor data from the Class 720 fleet to guide future train decisions.
- ✓ We're bringing in energy saving technology, plus a move away from gas heating will help cut our non-traction energy use even further.

Cleaner, greener stations:

- ✓ Air quality checks show most stations are performing well; we'll work with local authorities where improvements are needed.
- ✓ Waste is now 100% diverted from landfill, and we're trialling new water-saving measures and encouraging biodiversity.



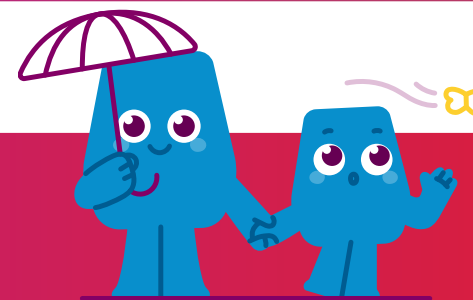
Better connected journeys:

- ✓ We are improving the links between trains, buses and bikes, and sharing that data with other operators so our customers can plan more effectively.
- ✓ New campaigns will raise awareness of sustainable travel options, while our leadership team embeds environmental thinking into every decision.



KPIs

- Year on year reduction in traction and non-traction energy usage.
- Year on year reduction in waste production, reuse, recycling and diverted from landfill.
- Air quality levels monitored at key stations.





Safety

Committed to high safety standards for everyone.

Safety is central to everything we do at c2c – it's our shared duty to protect our passengers, employees, the wider public and our environment by maintaining the highest safety standards. We set our targets every year to track progress and enhance our safety culture. To do this, we have detailed delivery plans that outline our commitments and efforts.

This year, we'll be as committed as ever to safety, sustainability and compliance. Our aim is to enhance our activities and operations, thus ensuring the wellbeing of all colleagues, customers and our neighbours. Our priorities this year are:

Developing and improving standards:

- ✓ An Effective Emergency Planning and Incident Response Framework.
- ✓ An Effective and Efficient Compliance Framework.
- ✓ An Effective Risk and Audit Framework, Linked to the DfTO.

Managing how we approach safety:

- ✓ A Modern Approach to Fatigue Risk Management.
- ✓ A Refreshed Operational Safety Management System.

Working Collaboratively:

- ✓ Access to Business Partners with HSE and Fire Safety Expertise.
- ✓ Continued Improvement to our Safety Culture.

This plan is grounded in a single, essential outcome — **that everyone gets home safe and well, every day.**





Accessibility plan

Making our networking easier for everyone to use.

Accessibility is more than a requirement at c2c — it's central to our values and part of our Net Zero strategy. We're working to make our network easier for everyone to use, with improvements across stations, digital channels, and assistance services. From signage to support, we're making changes that help all our customers travel with confidence.

Practical improvements on and off the train:

- ✓ We're expanding British Sign Language totems, rolling out clearer signage, and trialling Video Relay Services for Deaf customers.
- ✓ Passenger Assist and "Turn Up and Go" services are being improved, focusing on integrating them better into our live station systems.



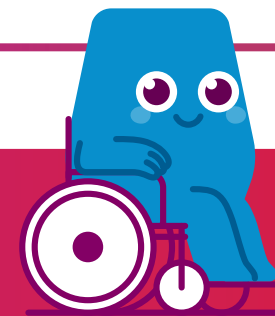
Insights into accessibility and inclusion:

- ✓ We will be carrying out detailed audits and complaint analysis to help us guide changes to our network.
- ✓ A new customer insight role will support planning, while regular reporting and training ensure our service keeps improving year-on-year.



KPIs

- Accessibility complaints reduction.
- Assistance delivery tracked via Power BI dashboard.
- Passenger assistance availability linked to station staffing hours.
- Annual Accessibility Audit completion and action follow-up.



c2c

