



# Annual Customer Report 2025/26

1 April 2025 - 31 March 2026

c2c

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## An update from Rob Mullen,

Chief Customer and Commercial Officer [former Managing Director of c2c]

### To our valued customers,

I am pleased to present our new Annual Customer Report, providing an overview of the latest developments, operational performance, and future priorities for your local rail operator, c2c.

This report offers a detailed analysis of our performance during the period 1 April 2025 to 31 March 2026, measured against both internal targets and benchmarks and industry standards. It covers key metrics including punctuality, reliability, customer satisfaction, safety, and service delivery, alongside comparisons with the previous year and relevant Department for Transport (DfT) targets. Each section includes a summary of results, key achievements, and areas for further improvement.

I am pleased to report that our strong performance over the past 12 months has been formally recognised, with no 'Notices to Improve Performance' issued by the DfT. Data published by Network Rail in April 2026 also confirms that c2c ranked as the leading train operating company in the UK for both punctuality and reliability. Using the industry standard Time to 3 (T-3) measure, 91.9% of our services arrived within three minutes of schedule, while cancellations remained low at 1.7%.

Following extensive preparation, c2c services transferred into public ownership on 20 July 2025, and we are now operating as c2c Railway Limited under DfT Operator (DFTO). While our ownership structure has changed, our focus remains the same: delivering a reliable, high-quality service for our customers. We continue to operate with the same people, trains, and commitment that our customers and stakeholders rightly expect.

Looking ahead, the introduction of the Railways Bill will enable the creation of Great British Railways, expected to launch in the autumn of 2027. In preparation, we are working closer than ever with industry partners, including Greater Anglia and Network Rail Anglia, as

part of a more integrated regional approach designed to improve coordination and deliver better outcomes for customers.

As you may have recently read, the railway in Anglia has reached a major milestone, with a new unified leadership team now in place to bring together c2c, Greater Anglia and Network Rail Anglia, aligning track and train more closely to deliver a more joined-up and reliable railway for passengers across the East of England.

It is an important step towards the establishment of Great British Railways (GBR), a move which will bring track and train together under one leadership team.

The new structure — which sees me taking on the role of Chief Customer and Commercial Officer — will help provide an even better service for customers and communities by enabling faster, more coordinated decision-making across the network, with benefits for both day-to-day service delivery and the long-term planning of customer improvements.

We also remain committed to the communities we serve. This year, we were proud to host the 'Inspiration' train at Upminster as part of the Railway 200 celebrations, welcoming thousands of visitors and helping to engage the next generation in the future of rail. Alongside this, we continue to support local charities and community initiatives, including the return of our Kick4Kindness charity football tournament in May and the c2c Essex Ultra Marathon, in partnership with Prostate Cancer UK, in September.

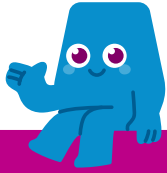
I hope you find this report informative and valuable. We welcome your feedback and look forward to continuing to serve you in the year ahead.

**Rob Mullen** - Chief Customer and Commercial Officer [former Managing Director of c2c]

# Our Performance

The rail industry uses a range of established metrics to assess punctuality and overall performance. Across these measures, c2c continues to be the leading train operator in the country for both punctuality and reliability.

The following statistics summarise our operational performance over the past two years, measured against targets set by the DfT.



	2024/2025	2025/2026	Year on year comparison	Score against DfT target
Station Stop Cancellations	1.31%	1.17%	-0.14%	<b>1.4% (-0.23%)</b>
TOC on Self Cancellations	0.98%	0.69%	-0.19%	n/a
Short Formations	n/a*	0.07%	n/a	n/a
TOC on Self Delay minutes	7.68	5.52	-2.16	n/a
On Time to 3 % of recorded station stops called at within 2 minutes and 59 seconds of the planned time	93.26%	91.86%	-1.4%	<b>92.3% (-0.44%)</b>

\*New methodology came into effect July 2025, aligned with move to Public Ownership

## In summary

Our T-3 performance decreased by 1.4% in 2025/26 compared to 2024/25. Despite this reduction, c2c continues to rank as the leading train operator in the industry for service performance.

Our approach to measuring cancellations has also been enhanced, with performance now assessed across all stations on the c2c route. Under this expanded methodology, cancellation rates have improved over the past 12 months.



## What went well

Our fleet of Class 357 and Class 720 trains performed strongly throughout 2025/26, supported by a programme of targeted maintenance and enhanced weather resilience measures which were delivered

as part of the 357 repaint and refresh programme.

We have also continued to recruit and train additional drivers, strengthening operational resilience and reducing the number of driver-related cancellations.



## What didn't go so well

A prolonged period of dry weather during summer 2025 led to clay embankments drying out across the route, resulting in the introduction of speed restrictions to maintain safe and stable operations. In response, an amended timetable was introduced in August

2025 to mitigate the impact on customers.

We continue to work closely with Network Rail to refine our processes and develop further mitigations for similar conditions in future years.

## Moving forward and areas for improvement



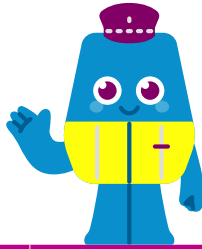
c2c has a joint performance plan with Network Rail focused on increasing the number of trains arriving on time while reducing overall delays. The plan includes a range of initiatives designed to improve customer journeys, including:

- Enhanced contingency planning preparation for future dry clay embankment events
- Continued driver recruitment and training alongside additional supporting roles
- Review of signalling reliability in the Fenchurch Street – West Ham and Westcliff – Southend Central areas
- Targeted maintenance to our Class 357 and Class 720 fleets
- Increased flexibility for running 12 car services at Limehouse as part of platform rebuilding/strengthening work at the station
- Repainting and weather resilience work to our Class 357 fleet
- A limited number of targeted performance improvements to our timetable

c2c continues to work closely in partnership with colleagues at Greater Anglia and Network Rail Anglia to share knowledge, best practice, and operational expertise. This will provide short, medium and long-term benefits to colleagues and customers alike.

# Revenue Protection

Fare evasion is a criminal offence and costs the rail industry millions of pounds each year. c2c's Revenue Protection and Security teams, working in partnership with the British Transport Police (BTP), operate across the network to identify and address instances of fare evasion, ensuring that customers always travel with a correct and valid ticket for their journey.



	2024/2025	2025/2026	Year on year comparison	Score against DFT target
<b>Ticketless Travel - Revenue at Risk</b>	3.054%	3.451%	+0.397	<b>5.05%*</b>

\*Every quarter c2c conducts a ticketless travel survey on its trains. We use a third-party supplier to check people's tickets and record the results. Whilst most people have a valid ticket for their journey, some people will be recorded as having no ticket or having a ticket but not the right one for their journey. We analyse these results to calculate a final annual percentage.

## In summary

The Ticketless Travel surveys provided a network-wide, evidence-based view of revenue at risk, enabling more targeted deployment by location and time band. While refusal to present a ticket increased

in line with a national trend, both "no ticket" and invalid ticket rates remained relatively low. This supports a more targeted approach to enforcement activity and customer messaging.

## What went well

Our Revenue Protection initiatives are embedded within the Revenue Protection & Security (RP&S) Net Zero Strategy, aligning ticketless travel reduction with wider safety, crime reduction, and sustainability objectives.

Strengthened governance arrangements, including assurance reporting, functional safety plans, and participation in cross-industry forums, have improved auditability and increased external confidence in revenue protection decision-making.

Working in partnership with Greater Anglia, Transport for London/London Underground, and the BTP, we have also expanded the scale and effectiveness of enforcement activity at key interface stations, including Barking, Upminster, and Stratford.

## What didn't go so well

The overall increase in ticketless travel figures has been primarily driven by a rise in customers refusing to participate in Ticketless Travel and related surveys. We are currently





reviewing a range of approaches and interventions aimed at increasing customer participation in future survey periods.

## Moving forward



Moving into 2026 and 2027, we will continue to build on our revenue protection and fare evasion initiatives through the introduction of a new campaign, "It's STILL not worth the gamble", promoting a clear "buy before you board" message.

These initiatives will be underpinned by the following key workstreams:

- 
**Route-specific deployment plans**  
 Targeting high-risk locations and services using a "right people, right place, right time" approach.
- 
**Data-led compliance activity**  
 Covert and overt revenue checks informed by hotspot analysis, repeat offending patterns, and fraud intelligence.
- 
**Technology-enabled enforcement**  
 Expanded use of Body Worn Video (BWV), handheld devices, and digital evidence capture to improve accuracy, strengthen deterrence, and support successful prosecutions.
- 
**Visible presence at hotspot locations**  
 A continued focus on ticketless travel alongside anti-social behaviour and wider safety issues, delivered in partnership with the British Transport Police and other operators, including London Underground and Docklands Light Railway, to maximise deterrence and enforcement impact.

In 2026, we will also focus on the implementation of intelligence-led, technology-enabled revenue protection activity through Tapas (ensuring gatelines are closed), strengthening frontline capability and further linking revenue compliance with wider crime reduction and network confidence objectives.



## Safeguarding, Security & Safety Initiatives

Our Revenue Protection, Safety and Safeguarding teams patrol the route seven days a week to help ensure all customers can travel in a safe and comfortable environment when using c2c services.

Working in partnership with the BTP and contracted security officers, these teams support the prevention and detection of fare evasion, while maintaining a visible presence that helps reassure passengers and deter anti-social behaviour and vandalism.



As we move into 2026/27, we will continue to focus on strengthening safeguarding activity across the network, while maintaining close collaboration with industry partners and stakeholders. Key priorities include:

- Continued delivery and maintenance of our Safeguarding on Rail Scheme and White Ribbon accreditations, supported by route-wide awareness, staff engagement, and visible frontline activity.
- Expanded multi-agency safeguarding activity, including Operations Imperial and Henderson, alongside closer engagement with local authorities and charities to support vulnerable people and rough sleepers.



- Enhanced suicide prevention, mental health, and safeguarding training for frontline staff, embedding safeguarding as part of “business as usual” activity rather than a standalone function.

Over the next 12 months, we will also:

- Continue to host and support monthly community engagement events focused on mental health, White Ribbon, and safeguarding awareness.
- Establish a multi-agency community working group, bringing together Samaritans, YMCA, British Transport Police, Essex Police, local councils, and businesses to strengthen partnership working.
- Work towards achieving the Safer Rail Scheme accreditation.
- Deliver practical safeguarding workshops for staff covering mental health, unaccompanied children, and vulnerable passengers, with initial sessions planned for Autumn 2026.
- Introduce recognised “Safe Havens” at selected locations across the network.



# Customer Satisfaction: Customer Survey Results

Regular measurement of customer satisfaction is essential to understanding whether the c2c service continues to meet customer expectations. It also helps identify areas for improvement and ensures we continue to maintain and build on what is working well.

Launched in June 2023, our in-house customer satisfaction survey is accessible via onboard Wi-Fi, QR codes at stations, and the c2c website, and has received more than 8,000 responses to date.

The following section reviews recent customer experience survey results, highlighting key priorities and strongest areas of performance.

Customer Satisfaction (scoring area)	2024/2025	2025/2026	Year on year comparison
Arrivals	82%	83%	+1%
Station Staff	80%	81%	+1%
At Stations	82%	82%	0%
On train	81%	80%	-1%
Assistance	84%	85%	+1%



### In summary

During 2025/26, overall customer satisfaction increased by 0.4% to 82.2%, against a DfT target of 82%. Satisfaction scores also improved across several key service areas, particularly staff interactions and engagement, and ticket purchasing experiences.

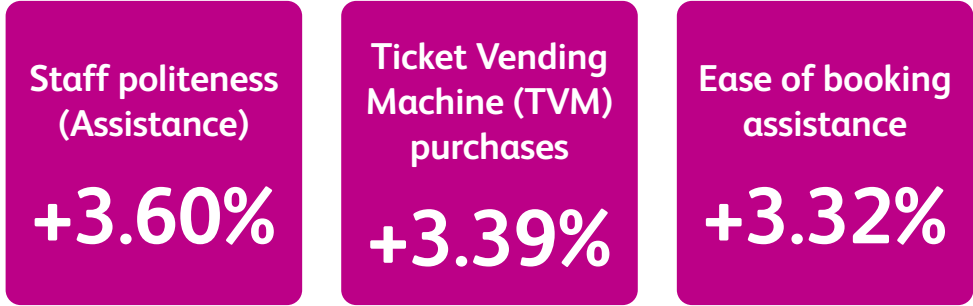
However, scores relating to station and train cleanliness, along with certain aspects of onboard facilities, have declined in recent years. These areas are being reviewed as a priority to identify targeted improvements.

### What went well

The top three performing indicators throughout the year were:



The three categories showing the greatest increases in customer satisfaction were:



A range of initiatives have contributed to these improvements. These include the delivery of face-to-face accessibility refresher training for all frontline staff, alongside continued enhancements to our digital channels to improve reliability and usability.

Customer feedback continues to inform our improvement plans and service development priorities.



### What didn't go so well



#### Onboard train Wi-Fi

Wi-Fi performance continues to be a challenge across the rail industry. We are working closely with our suppliers to explore and implement improvements to coverage and reliability for customers.

62%



#### Facilities

Lift availability remains a key factor affecting this indicator. We recognise that lifts can occasionally be taken out of service, and we are working closely with our Asset team and Network Rail to ensure they are regularly maintained and remain fully operational and fit for purpose.

72%



#### Train toilet cleanliness

We have recently introduced 25 QR codes on the exterior of train toilets across the network, enabling customers to provide direct feedback to our cleaning teams. This supports a quicker response to any issues raised.

74%

#### Moving forward



The rail industry introduced a new Rail Customer Experience Survey in July 2025, which we use alongside our internal survey. This new survey provides clearer insight into the key areas requiring focus, while also highlighting strong correlations with overall satisfaction and the indicators that are consistently underperforming.

## Customer Satisfaction: Service Quality Regime

The following table of results outlines how Service Quality has performed over the past two years, with a detailed year-on-year comparison.

SQR area	2024/2025	2025/2026	Year on year comparison	Score against DfT target
Station Ambience & Asset	72.31%	69.90%	-3.33%	86%
Station Cleanliness & Graffiti	59.01%	53.94%	-8.59%	76%
Station Information	71.39%	82.39%	15.41%	87%
Station Ticketing & Staffing	94.92%	92.31%	-2.75%	91%
Train Ambience & Asset	95.25%	91.25%	-4.20%	93%
Train Cleanliness & Graffiti	96.57%	93.69%	-2.98%	94%
Train Information	98.14%	88.06%	-10.27%	94%
Staff Helpfulness	88.46%	88.46%	0.00%	87%
Online Information	94.23%	96.15%	2.04%	92%

## In summary

We have seen an overall decline in Service Quality (SQ) performance scores in 25/26 (against 24/25) in seven of the SQ areas. However, in eight of the nine SQ areas we achieved a score of over 85% against the DfT target.

Train Information\* has seen the biggest decrease year on year, with a drop of -10.27%. This is due to the sample size of



### What went well

Throughout 2025/26, c2c has been proactive in sourcing and maintaining a wide range of spare station signage. This has enabled the timely replacement of damaged or illegible signs where required, helping to maintain clear and consistent customer information across the network.

We have also recruited a Service Quality Co-ordinator, who has strengthened our



### What didn't go so well

At the start of FY 2025/26, a new audit supplier (MSL) was introduced following a review of the previous audit arrangements. This transition provided an opportunity to reassess audit coverage and consistency across the station estate and identify a number of areas for improvement.

Working closely with the Asset team, we have focused on addressing these findings, with particular emphasis on station seating, where

the Information During Disruption indicator being so low. We have also seen a sharp increase in failures for the PA systems and Passenger Information System (PIS) screens not working. These have all contributed to the decline in performance.

\*Train information includes PIS screens, passenger announcements, onboard posters and information provided during times of disruption.

ability to identify and report faults across the route for prompt resolution. In addition, c2c successfully passed the annual independent audit (a review of our internal Service Quality audits) conducted on behalf of the DfT, with minimal recommendations. This process provides assurance that all audits, processes, and scoring are completed in line with approved guidelines.

a number of benches required refurbishment due to wear. Throughout FY 2025/26, a programme of remedial works has been undertaken to improve seating quality for customers.

We have also strengthened governance around audit activity, introducing more regular review processes and weekly meetings to ensure alignment and consistency in reporting and follow-up actions.

## Moving forward



We have introduced a new Service Quality Review (SQR) meeting with the DfT which is held on a periodic basis. This provides key stakeholders with the opportunity to share updates and views on the key issues and risks affecting Service Quality performance. The forum also ensures that Service Quality considerations remain central during the planning and delivery of new projects and initiatives.

Service Quality is also now a standing item within a weekly stakeholder meeting focused on project-related activity. This enables the Customer Experience team to remain fully informed of major projects, their progress, and any potential impacts on Service Quality.

This improved visibility supports more proactive engagement with the DfT, including timely requests for the approval or removal of assets that may affect Service Quality. It also facilitates the sharing of detailed progress updates directly with stakeholders.



## Customer Satisfaction: Customer Relations

**This section summarises passenger complaints relating to our services, including complaint volumes and rates, categories, response performance within 20 working days, contact methods and appeals.**

**We receive an average of six complaints (per 100,000 journeys), compared with an industry average of 18. When issues do arise, our Customer Relations team works proactively to resolve them and provide timely responses to customers.**

Period	2024/2025	2025/2026	Year on year comparison
P1	8.0	5.8	-27%
P2	6.1	6.6	+9%
P3	7.7	7.2	-6%
P4	8.2	6.1	-26%
P5	5.1	6.5	+27%
P6	7.3	7.1	-3%
P7	7.1	6.8	-3%
P8	4.7	5.4	+16%
P9	5.3	6.1	+15%
P10	7.1	7.3	+2%
P11	8.5	4.8	-44%
P12	6.7	5.2	-23%
P13	9.1	5.3	-42%

### Summary of results

In seven of the 13 reporting periods in 2025/26, we recorded a reduction in complaints per 100k journeys compared with 2024/25, including a 44% reduction in Period 11.



### What went well

Year-on-year performance saw over a 40% reduction in complaints during Periods 11 and 13, driven by improved service performance.

Smartcard-related complaints decreased following the rollout of contactless ticketing, alongside a continued shift towards contactless payments and e-tickets. However, Smartcard performance remained stable throughout the year.

Customer Relations response times and Delay Repay targets were met for the full rail year, contributing to a reduction in associated complaints.

Complaints relating to the management and handling of complaints reduced by over 70%, reflecting improved case management and efficiencies within the Customer Relations team.



### What didn't go so well

Despite the successful rollout of contactless ticketing, complaints relating to online ticket purchasing facilities increased year-on-year.

Complaints regarding train cleanliness also increased. In response, we are reducing the intervals between heavy cleaning to improve presentation standards and enhance customer satisfaction. This brings c2c's heavy cleaning regime in line with other train operators.

Onboard and station safety complaints saw a slight increase. We continue to take a proactive, intelligence-led approach to reducing anti-social behaviour (ASB), working closely with the British Transport Police, Amulet Security, and local partners.

Targeted patrols and interventions at known hotspots, informed by live incident data, have contributed to sustained reductions in high-harm crime types, including violence, weapons offences, drugs, and criminal damage.

Alongside enforcement activity, c2c has strengthened safeguarding practice through enhanced staff training, improved information sharing, and the use of early intervention tools such as Withdrawal of Implied Permission. This balanced approach supports the effective management of ASB while prioritising vulnerable individuals, staff confidence, and passenger safety across the network.

### Moving forward



Through analysis of customer complaints, the Customer Relations team has worked with the wider business to improve the clarity and availability of information online, particularly in relation to Delay Repay, refunds, and engineering works.

The Customer Relations team is also working closely with the Digital team and suppliers to better investigate retail and digital-related incidents identified through customer complaints. This is supported by established communication channels and regular meetings.

In addition, closer collaboration between Customer Relations, Stations, Security, and Asset teams has been implemented to address staff- and station-related complaints more effectively. Regular meetings are now in place to review trends and quickly agree appropriate actions.



## Passenger Assistance

This section outlines our performance in delivering Passenger Assistance, focusing on customer demand, the delivery of planned assistance, and the improvements made to enhance reliability and customer experience.

The results below draw on consistent Passenger Assist performance data and customer feedback, enabling year-on-year comparisons and ongoing monitoring against our published commitments.

### How and where the results are collected

Performance against the “Respondents Met” and “Booked Assistance Received” KPIs is measured using Passenger Assist performance data, supported by customer feedback. This focuses specifically on customers who have pre-booked assistance at stations.

This approach enables us to:

- Confirm whether customers were met by a member of staff at the agreed meeting point
- Verify that all elements of the requested assistance were delivered in full

	2024/2025	2025/2026	Year on year comparison
<b>Met by staff</b>	97%	99%	<b>+2.06%</b>
<b>Booked Received</b>	98%	99%	<b>+1.02%</b>
<b>Assistance Satisfaction</b>	4.1 out of 5	4.7 out of 5	<b>+14.63%</b>

### In summary

Overall performance in 2025/26 shows year-on-year improvement across all Passenger Assist measures, reflecting continued progress in service delivery and customer experience.

The percentage of customers met by staff increased from 97% in 2024/25 to 99% in 2025/26 (+2.06%), reflecting greater consistency in meeting customers at the agreed point and improved operational reliability.

The percentage of booked assistance received also rose from 98% to 99%

(+1.02%), indicating improved completeness of assistance delivery and a reduction in missed or partial support.

Customer experience improved notably, with assistance satisfaction increasing from 4.1 to 4.7 out of 5 (+14.63%), highlighting improved perceptions of quality, professionalism, and effectiveness of the service provided.

Overall, these results demonstrate sustained year-on-year improvement, with Passenger Assist performance in 2025/26 showing strong and consistent delivery across all key measures.



### What went well

The 2025/26 results demonstrate strong performance against the commitments set out in our Accessible Travel Policy, particularly in respect of the reliability, completeness, and quality of Passenger Assist services.

#### Meeting customers as committed in the Accessible Travel Policy

The Accessible Travel Policy commits to ensuring customers who request assistance are met by staff at the agreed location and time. A performance level of 99% demonstrates that this commitment is being delivered consistently and reliably. Alongside

year-on-year improvement, this provides clear evidence that arrangements for receiving customers and initiating assistance are working effectively in practice.

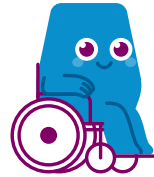
#### Delivering all booked assistance in line with ATP expectations

The Policy also commits to providing all requested elements of assistance, enabling customers to complete their journey safely and with confidence. A score of 99% for booked assistance received demonstrates that this commitment is being met to a very high standard, with the vast majority

of customers receiving the full support requested. This reflects effective coordination between booking systems, station operations, and frontline teams.

### Providing a high quality, respectful and customer focused service

The Accessible Travel Policy emphasises not only the delivery of assistance, but also the importance of doing so in a respectful, supportive, and customer-focused manner. The increase in assistance satisfaction to 4.7 out of 5 indicates that customers are experiencing high-quality interactions and effective support from colleagues delivering Passenger Assist, with services meeting expectations in practice.



### Sustained compliance and continuous improvement against ATP commitments

Across all three key measures, performance remains high and has improved year on year, demonstrating consistent delivery of Accessible Travel Policy commitments. This indicates that good practice is embedded across the operation, with a continued focus on maintaining standards and driving further improvement in assisted travel delivery.

### What didn't go so well

While overall Passenger Assist performance remains strong, we recognise that any instance where assistance is not delivered as planned represents a significant impact for the customer. Where performance has fallen below our expectations or Accessible Travel Policy commitments, targeted actions have been implemented to address root causes and drive improvement.

### Reducing passenger assistance failures

In FY 2025/26, passenger assistance failures reduced from 37 to 25 year on year, demonstrating clear improvement in service delivery. While this reduction is positive, our objective remains to minimise failures wherever possible. Each incident is reviewed to identify root causes, with corrective actions tracked to prevent recurrence.

### Roll out of Passenger Assist Staff App

The continued roll-out of the Passenger Assist Staff App to c2c colleagues and Amulet (contracted) security staff is a key improvement, with full deployment targeted by 31 July 2026. The app provides frontline staff with clearer, more timely information on assistance bookings, including customer requirements and journey details.

This has improved:

- Visibility of booked assists across stations
- Staff preparedness prior to customer arrival
- Accountability for delivering assistance

Extending access to contracted staff ensures consistency of information and expectations across all colleagues, helping to reduce the risk of missed or delayed assistance.

### Improving communication between stations

Where investigations have identified communication issues between stations as a contributing factor, steps have been taken to strengthen handover and coordination processes, particularly for customers travelling between staffed locations.

These improvements help ensure that:

- Staff are in place ahead of customer arrival
- Responsibility for meeting and assisting customers is clearly understood

This has been particularly important in addressing failures linked to staff availability and late operational changes.

### Ongoing monitoring and continuous improvement

Passenger assistance failures continue to be closely monitored, with trends reviewed to ensure actions are targeted at the most common causes. Learnings from incidents are shared across operational teams, and performance is tracked alongside "respondents met" and "booked assistance received" KPIs to provide assurance that improvements are being sustained.

### Moving forward



Review of Passenger Assist performance has identified that the most common causes of assistance failures relate to gaps in real-time information, visibility of bookings for frontline staff, and communication between stations.

The reduction in failures from 37 in 2024/25 to 25 in 2025/26 demonstrates that clearer ownership of assists and improved coordination are key to successful delivery. These findings reinforce the importance of providing timely and consistent information to all frontline staff, which is being addressed through the roll-out of the Passenger Assist Staff App.

Improved station-to-station communication and clearer handover processes have also been identified as critical to ensuring staff availability at the correct time and location. These insights continue to inform operational improvements and support further reductions in assistance failures.

# Ticket Offices

The c2c team works to ensure that station ticket offices are staffed in line with the 'Schedule 17' opening times published on our website. Whilst we endeavour to ensure 100% compliance with this Schedule, this is not always possible. However, we do continue to strive to maximise coverage and availability of ticket office staff for our customers.



	2024/2025	2025/2026	Year on year comparison
<b>Ticket Office Opening Hours (Schedule 17)</b>	92.72%	95.60%	<b>+3.11%</b>

For more information about our ticket office opening hours, please go to [c2c-online.co.uk/tickets-and-fares/at-the-station/](https://c2c-online.co.uk/tickets-and-fares/at-the-station/)

## In summary

We have seen a 3.11% improvement in our Schedule 17 compliance over the past year. This reflects targeted improvements in staffing allocation, alongside successful recruitment to address previously unfilled roles.



### What went well

Weekday compliance - our busiest period for customers - improved significantly over the year, with Tuesday achieving the highest average compliance at 98.45%.

We also strengthened our capability by increasing the number of staff trained in ticket office duties, delivering three dedicated training courses and welcoming new colleagues into the business.

In addition, staffing arrangements across stations on the Tilbury loop improved considerably, supporting more consistent ticket office coverage and helping ensure ticket offices are open as advertised for our customers.



### What didn't go so well

Weekend coverage remained lower than weekdays, averaging 91.41% across both Saturday and Sunday. These shifts are traditionally supported by part-time staff, and we recognise the need to strengthen resilience in this area. We are therefore reviewing our staffing arrangements to target improvements in weekend coverage during 2026.

We also continued to rely on overtime to maintain compliance, with staff working additional hours to support ticket office opening. While this has helped sustain performance, it is not a long-term solution. We will be reviewing our staffing model to deliver a more stable and sustainable resourcing plan.

## Moving forward



Looking ahead, we will continue to optimise the use of our resources to maximise Schedule 17 compliance. In mid-2026, we will introduce a new Live Customer Operations Room (LOCR), enabling real-time monitoring of compliance and supporting faster redeployment of staff to where they are most needed.

These improvements will help us respond more dynamically to changing demand, strengthen coverage across our network, and deliver a more consistent service for our customers.

# Environmental Performance

Our environmental impact is not solely related to the daily train service we provide to customers, but it is inextricably linked to how we affect wider society in the areas we serve.

We measure our performance each year against a wide range of environmental criteria and this is outlined below.

	2024/2025	2025/2026	Year on year comparison
Carbon Emissions – Traction Electricity CO <sub>2</sub> e/ vehicle kilometre	0.5988	0.5044	-15.5%
Carbon Emissions – Infrastructure Electricity CO <sub>2</sub> e	1,1234,662	1,227,563	-0.6%
Carbon Emissions – Infrastructure Gas CO <sub>2</sub> e	70,069	62,481	-10.8%
Traction Electricity kWh/vehicle kilometre	2.89	2.81	-2.7%
Infrastructure Electricity kWh	6,638,228	6,003,530	-9.6%
Infrastructure Gas kWh	383,042	341,557	-10%
Water Consumption m <sup>3</sup>	32,068	31,291	-2.43%
Zero Non-Hazardous Waste to Landfill	0	0	0%
Total non-hazardous waste - tonnes	376.56	385.85	+1%
Total non-hazardous waste recycled	334.57	347.60	+1%

## Summary of results

Overall environmental performance in 2025/26 shows continued improvement across most key measures. Carbon emissions reduced across traction electricity (-15.5%), supported by improved traction energy efficiency per vehicle mile and reductions in overall gas and water and non-traction electricity consumption. Recycling performance also improved, and we are pleased to report that the operation maintained zero non-hazardous waste to landfill.

Performance was mixed in some areas with a slight rise in total non-hazardous waste (+1%). Despite this, the overall position reflects positive progress in reducing carbon intensity and improving resource efficiency, alongside continued opportunities to further strengthen energy management and waste reduction.



### What went well

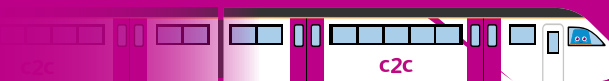
Through more efficient use of rolling stock and timetable planning, we have reduced overall energy consumption (kWh) and CO<sub>2</sub> emissions compared with the previous year. This reflects continued improvements in operational efficiency and better alignment of service delivery with demand, supporting our wider environmental performance objectives.



### What didn't go so well

Although overall electricity consumption has decreased compared with the previous year our infrastructure electricity emissions saw a minimal change (-0.6%), c2c continues to implement a range of initiatives aimed at improving energy efficiency across the network.

## Moving forward



We plan to continue introducing LED lighting, while introducing voltage optimisation systems, and automated control technologies at stations and depots, all of which are designed to reduce energy usage and improve operational efficiency over time.

These initiatives form part of our wider programme to manage energy demand more effectively and support ongoing improvements in environmental performance.

# Community & Stakeholder Engagement

Over the past year, c2c has delivered a programme of community and stakeholder engagement activities aligned to our social value priorities, focused on creating positive, measurable outcomes for the communities we serve.

Working in partnership with charities, local authorities and industry partners, we have supported mental health and wellbeing, environmental awareness and community inclusion - raising vital funds, increasing reach and embedding sustainable, community-focused practices across our network.

These initiatives demonstrate c2c's continued commitment to delivering social

value through effective partnership working and sustained community engagement. They support our wider corporate objectives, contributing to improved wellbeing, stronger community cohesion and a safer, more inclusive customer experience across our network.

As the industry moves towards Great British Railways, this collaborative approach will remain central to how we work with stakeholders to deliver lasting benefits for the communities we serve.

Here is a selection of recent community and stakeholder engagement activities.

## c2c and Network Rail Anglia provide update to Chalkwell residents

Representatives from c2c and Network Rail Anglia recently attended a Chalkwell Residents Association meeting to provide an update on the ongoing Access for All (AfA) improvement works at Chalkwell station. Residents heard that major groundwork has now been completed, including the removal of the old goods lift and installation of new platform foundations, with the new passenger footbridge and lifts due for completion in Spring 2027. The session also covered wider rail updates, including c2c's recent performance and punctuality figures, the continued success of contactless pay as you go travel, and upcoming timetable changes.



# Stakeholder Engagement & Industry Collaboration

## Stakeholder conference brings together local business and rail partners

On 2 October, c2c welcomed over 60 representatives from the local business community and wider rail industry to its inaugural stakeholder conference in Basildon. The event provided an update on c2c's latest developments, alongside insight into the rail industry's transition towards Great British Railways (GBR). Contributions from Southend United, Essex Chambers of Commerce and The Purpose Coalition highlighted the importance of cross-sector collaboration in supporting regional growth and future rail reform.



The Rt Hon Justine Greening opens the inaugural c2c Stakeholder Conference

## c2c and Essex Wildlife Trust unveil rabbit mural at Laindon station

c2c and Essex Wildlife Trust have unveiled a new and striking rabbit mural at Laindon station, highlighting the ongoing partnership between the two organisations, while raising awareness of the nearby Langdon Nature Discovery Park. The artwork is inspired by an award-winning photograph taken by Vai Meng Chan, and the mural was brought to life by the talented and widely respected artist Dave "Gnasher" Nash. The partnership also supports a new wellbeing walks programme at Langdon Nature

Discovery Park, a concept developed at the recent c2c Stakeholder Conference and delivered in collaboration with Basildon Mind.



### Supporting Southend City Council's Anti-Idling campaign

c2c is supporting Southend City Council's Anti-Idling campaign, encouraging drivers to switch off engines when dropping off or collecting passengers at stations. The initiative is promoted through signage across stations and car parks, reinforcing cleaner air and more sustainable travel behaviours.



### White Ribbon accreditation marked with train decal

We have recently introduced 25 QR codes on the exterior of train toilets across the network, enabling customers to provide direct feedback to our cleaning teams. This supports a quicker response to any issues raised.



### Backing industry's anti-sexual harassment campaign

c2c supported the Rail Delivery Group's national anti-sexual harassment campaign by hosting an interactive event with customers and stakeholders at Southend Central.

The Zero Tolerance campaign, delivered in partnership with British Transport Police, uses immersive virtual reality to raise awareness of the impact of sexual harassment and encourage reporting of unwanted behaviour.



### c2c supports new documentary challenging 'Essex Girl' stereotype

c2c is supporting a new feature documentary from local production company Blatella Films exploring the "Essex Girl" stereotype and its impact on women and girls across the county. Witchcraft & Stiletto: Redefining the Essex Girl Narrative is currently in production, with a targeted cinema release in Autumn 2026. The documentary will feature voices from across Essex, sharing personal experiences of the stereotype and highlighting the women and organisations working to challenge and redefine it.



### Mock fire evacuation tests emergency preparedness

In March, c2c worked with Essex County Fire and Rescue Service to conduct a full-scale mock evacuation at Southend Central station, testing emergency procedures and operational readiness.

The exercise simulated a basement fire scenario and enabled staff and emergency services to rehearse coordinated response procedures in real time. The drill strengthened staff confidence and reinforced joint working arrangements in the event of a real incident.



### Tommy statue installed at Shoeburyness station

On Remembrance Day, c2c hosted a special ceremony at Shoeburyness and unveiled a Tommy statue at the front of the station. The installation and unveiling of the statue were supported by the British Transport Police (BTP) and Royal Artillery Association. It provides a permanent reminder of our respect for British service personnel, while honouring the fallen.



# Community Partnerships & Events

## 'Mental Elf' run raises funds for Mind

In December, c2c colleagues took part in a sponsored 'Mental Elf' run at Northlands Park in Basildon, raising funds for Basildon Mind. The event brought together over 60 runners to support mental health awareness and fundraising in the local community.



## Mayor of Southend launches Gold Geese Lounge at Westcliff station

c2c partnered with the Mayor of Southend to open a new "Gold Geese Lounge" at Westcliff station, celebrating its long-standing partnership with Gold Geese.

The refreshed waiting area provides a welcoming space for customers while raising awareness of the charity's work supporting families affected by childhood cancer.



## c2c launches 'take the train to the game'

In May, c2c launched 'Take the train to the game', a campaign designed to ensure Southend United fans travelling to Wembley for the club's FA Trophy Final had access to all the latest matchday travel and ticketing information. To support the many thousands of fans travelling from south Essex to watch the c2c-sponsored Shrimpers, c2c joined together with Greater Anglia to strengthen services and provide longer trains across the network between Southend and London wherever possible.



## 'Inspiration' exhibition train visits Upminster

In January, c2c hosted the Inspiration exhibition train at Upminster station as part of Railway 200 celebrations marking 200 years of the modern railway. The exhibition engaged visitors - particularly younger audiences - with the history of rail and its role in shaping society and supporting local communities.

# Engage with us

**We always want to hear what customers think of our service. Whether it is an issue you want to raise or if you just feel like giving us some feedback.**

## **If you get in touch with our Customer Relations team:**

We will acknowledge your comment or feedback within one working day, and we will provide a response to you within 20 working days.

## How to get in touch:

### **c2c social media**

Our social channels are where you can hear about our latest offers and promotions. Tell us what you think of our service and how we could improve, or ask us a question to help you on your travels.



Our social media policy will tell you about how you can expect to interact with us on these platforms and you can read more about them on our website

[c2c-online.co.uk/about-c2c/our-policies/social-media/](https://www.c2c-online.co.uk/about-c2c/our-policies/social-media/)

### **Meet and Tweet the Team**

Our online and in-person Meet and Tweet the Team events give you an opportunity to engage directly with our senior managers. Look out for details of events taking place this year.

### **Passenger Panel**

At Passenger Panel meetings, we discuss service standards and performance issues with customers from across the route. If you have a suggestion for the improvement of our service, or are interested in joining the panel, email [passengerpanel@c2craile.co.uk](mailto:passengerpanel@c2craile.co.uk)

### **c2c-online.co.uk**

You can also get in touch through our website. Visit [c2c-online.co.uk/contact-us/](https://www.c2c-online.co.uk/contact-us/)

### **Customer Relations**

Our team is available from 08:00 to 20:00 Monday to Friday and 09:00 to 16:00 on Saturdays, Sundays and Bank Holidays (except Christmas and Boxing Day when we will be closed). You can reach them by:

**Email:** [contact@c2craile.co.uk](mailto:contact@c2craile.co.uk)

**Phone:** 03457 44 44 22, select option 6

FREEPOST c2c Customer Relations