



Annual Customer Report

November 2014

c2c

c2c-online.co.uk

A welcome message from the Managing Director

Welcome to the first c2c Customer Report

Earlier this year National Express was awarded the franchise to continue operating c2c Rail Limited. Having operated c2c since 1996, National Express were delighted to be awarded the new franchise earlier this year. The management and staff of c2c look forward to serving you again for the next 15 years.

In this Customer Report we set out;–

- What we aim to achieve in running c2c Rail
- Our plans for the longer term
- The areas where we will provide updates to you on our performance
- And where we stand now, and where we are trying to get to

These reports will inform customers of our progress towards fulfilling the promises we made and detail our understanding of the areas you want us to improve in. The next Customer Report will be published in July next year and annually thereafter.

So, what can you expect from c2c? Well, we believe in what a difference the train makes for our customers, whether you are commuting to work or for leisure travel with your family or friends. We aim to build on the success we have had in the last 18 years in transforming c2c from what used to be called the ‘Misery Line’ into the most punctual and reliable railway. We have built a firm foundation of high standards of punctuality and passenger satisfaction that customers on our route have deservedly come to expect. We will seek to exceed these expectations and meet the growing demand for rail services driven by the continuing strong economic growth in our area.

Our plans are based on improving punctuality, capacity and value for money, the three areas identified as priorities for our customers by Passenger Focus, the independent passenger watchdog.

We believe that our plans will provide excellent improvements to your overall experience when using our services and they include:

- Additional fleet of 17 brand new trains providing almost 4,800 extra seats
- More than 25,000 additional seats for the morning peak time commuters every week by the end of the franchise
- A new timetable to be introduced in December 2015
- £33m invested in our stations, including £5 million to improve Barking station and £1.6 million invested for Fenchurch Street station
- Making staff more visible at stations
- Over 200 new car parking spaces
- More than £450,000 spent on cycle spaces and other accessibility improvements.
- Free WiFi at stations now and on board trains from 2016
- Better information for customers including a new app called c2c Live
- New c2c Smartcard which will enable automatic delay repay for passengers
- A price promise to refund twice the difference if we do not sell you the cheapest fare
- Creating the first fully accessible railway in Britain
- Improved and extended CCTV coverage of our network
- And a new team of dedicated British Transport Police officers for the c2c route.

A welcome message from the Managing Director

As you can see from these commitments, we have ambitious plans to improve services for you and future customers. We have already been working hard to improve every aspect of the service you receive as we strive to deliver the best possible train service.

Equally important is the way we intend to develop our plans with your input. Our Customer Report is also a request for your involvement and help. As you will see, we are setting ourselves challenging annual targets and we will be investing millions of pounds to improve services.

We believe that the best services are the ones which are created with the customer in mind. Therefore we would like to hear your views on how you think we can do better, and what we can do to improve the services we provide. There are many ways you can get involved:

- Our Customer Relations and Twitter teams will help you with your day-to-day enquiries and issues
- You can use our website or c2c Live to share information with us
- You can get give feedback to our Passenger Panel, at one of our Meet the Manager events or customer focus groups
- By taking a little time to take part in customer research
- We will also be working on your behalf with representative passenger bodies such as Passenger Focus, London TravelWatch and other rail stakeholder groups.

With our professional knowledge of running c2c, combined with our customers' and stakeholders' experience of using our services, we will work to give you the best railway service that we can.



We can't guarantee that our services will always meet your expectations, but if for any reason you are unhappy with our services then our new Passenger's Charter sets out eight clear promises that you can hold us to.

Put simply we will:

- Run our trains on time
- Offer you the best fare available
- Offer you fair compensation if we get things wrong
- Tell you the truth
- Make sure you can always contact a member of staff
- Keep you informed
- Make our railway accessible to everyone; and
- Keep you safe.

We hope you will begin to enjoy some of the new improvements already introduced, such as free WiFi at stations, our new app c2c Live and the new c2c Smart cards. Over the next six months we will also begin our programme of investment in stations and trains.

I hope you will find this report useful.

If you have any suggestions or ideas, comments or questions, please do get in touch.

With very best wishes,

Julian Drury
Managing Director
c2c Rail



Britain's Best Railway

Our vision is to make c2c rail services the very best we can.

Our approach is based on five core values:

- 1** Customers
- 2** Safety
- 3** Community and sustainability
- 4** Leadership and people
- 5** Excellence

Together our values help us focus on improving the quality of our train services to promote growth and the value of c2c railways to our customers, stakeholders and the local community.

What we will do if we don't get things right

In this report we make a number of commitments. We promise to keep you updated on our progress and let you know how we have performed against each one. We will be comprehensive in our approach:

- If we haven't been able to do something we will tell you why, and then explain what we are going to do instead.
- If we are missing our targets we will tell you so, and inform you of our plans for how we are going to get back on track.

We want your journey to be excellent every time you travel with us, but we know that sometimes things can go wrong. When they do, we will address these problems as quickly as we can. Our Passenger's Charter, a copy of which can be found on our website at www.c2c-online.co.uk/customer-care/passengers-charter/index or from any station, sets out our fair compensation policy.

There are two main ways we find out about problems – either we spot them, or you tell us! We monitor our performance by analysing large amounts of data; from on-train systems to customer surveys, from service quality results to direct feedback from our people.

But, we can't always see everything. So please tell us of any issues you come across when using our services. No one knows better than you when things aren't right or what we could do to improve.

There is a section at the end of this report entitled "**getting in touch**". You can let us know about any issues through c2c Live, online, by phone, through Twitter or by telling a member of staff.

No matter how you contact us we will:

- Acknowledge your comment or feedback within one working day; and
- Respond to 95% of customer contacts within five working days
- We commit to responding to the remainder within ten working days, as sometimes we need a little more time to investigate the issues raised.

You can track your comment or feedback online through c2c Live. This will show you when we receive it, when it is allocated for a response, and which team is dealing with your issue. It is important to us to demonstrate that we are taking your feedback seriously and acting on it or to explain the reasons why we are unable to accept a suggestion you have made

All your comments will be recorded and used to influence improvements to the service we offer.

Our approach to data

Before we plunge into the detail we think it is worth setting out how we use data in this document. We are providing a snapshot of the data available, but we can supply more information on request if you want to know more.

Our data policy is to:

- Present results in simple and easy to understand formats;
- Minimise adjustments or complex statistical analysis so that the data is the best reflection of customers experience of our services;
- Make as much data as possible available to stakeholders and customers, whilst respecting customer privacy, staff confidentiality, and safety issues;
- Provide up-to-date data wherever possible; and
- Allow others to analyse our data and draw their own conclusions.

Simply put, all non-confidential data will be available to you. We will not hide anything; we will tell you everything.

If you want access to more data, we are developing a portal dedicated to allowing you access to our datasets – please just ask. You can contact us via the “**Getting in touch**” page at the back of this report.

Our plans for c2c

Over the next 15 years we will be investing heavily to improve our stations and trains.

Before we set out some of the highlights, here are some initiatives that you may have already noticed:

- c2c Live – your new website and mobile app. If you haven't already downloaded it, visit the App Store or Play Store now
- New c2c Smartcards
- Free WiFi at stations.

And there is a lot more to come in future:

Our train service

- A new timetable from December 2015 providing extra capacity for our customers in each peak time period, and better connections
- A new way of reporting the performance of our train service, measuring trains which arrive within one minute of the scheduled time
- Monitoring of right-time performance at all stations.

Ticketing

- Contactless credit/debit card payment in the London Travelcard area, with extension to the whole of our route by December 2017
- New fare options, such as discounted prices for advance purchase and special rates for student and senior fares.

At stations

- Staffing from first train to last at all our stations by July 2017
- £33m for station enhancements across the life of our franchise including:
 - Step-free access from street to train at all stations
 - Implementation of our innovative smart station with new ticket buying facilities and information screens
- £5.3m to transform Barking Station by September 2017
- £1.6m at Fenchurch Street to improve the layout of the station
- £7.2m invested in new information systems at stations to include new screens

- Secure Station Information Areas
- New summary of departure boards
- 180 additional car park spaces.

On our trains

- We will retain the popular current fleet of trains for the duration of the franchise
- We will refurbish all of our trains by December 2016 with new interiors, enhanced CCTV and smart-train capability
- Introduce free WiFi on our trains by December 2016
- Order 17 brand new trains, with delivery starting from 2019.

Customer service

- Introduce our new Passenger's Charter with enhanced customer promises and protections
- Introduction of a new delay repay compensation policy
- A new customer service training programme for all staff and managers.

Safety and security

- Fund a dedicated British Transport Police team for the c2c route from March 2015
- Invest over £1.1m on CCTV cameras and build a new state-of-the-art CCTV control centre
- Achieve Secure Stations Accreditation at all of our stations by November 2015 and retain it for the duration of the franchise
- Achieve Park Mark accreditation for all car parks by November 2015 and retain it for the duration of the franchise.

Customer and Communities Improvement Fund

- From 2017 we will introduce a new fund with money set aside for improvements determined by our customers and stakeholders with approval by the Department for Transport
- We will tell you each year how the projects are progressing and what money has been spent.

As you can see, we have ambitious plans to make c2c an even better railway than it is today.

Customer Experience

We are committed to improving your experience. We want to meet and exceed your expectations every time you travel with us.

Running our trains on time

We are proud to say that c2c is currently one of the most reliable railways in the world. We are now looking to build on that status and set ourselves even higher targets. The current rail industry standard measures performance based on trains arriving at their destination within five minutes.

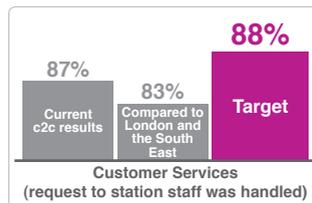
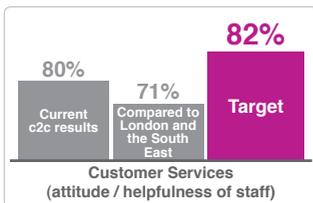
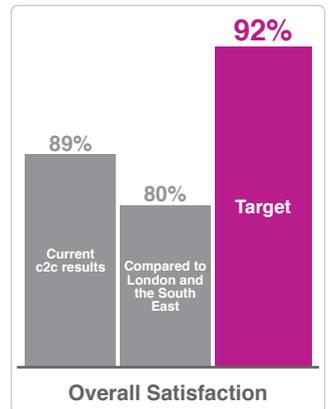
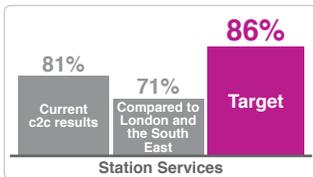
But we know many passengers want a more accurate picture than this, so we are developing plans so we can start reporting on how many trains arrive on time within one minute of schedule. The table below shows the current difference between the two different reporting measures:



Listening to your views

We invest a lot of time and energy in making sure we understand how you are feeling and what is important to you. One of the most important surveys is the National Rail Passenger Survey (NRPS) carried out by Passenger Focus, which is

an independent national consumer body set up to promote and protect passengers' interests. NRPS is carried out twice a year and our results at the start of the franchise on the 9th of November are as follows:



Customer Experience

Improving quality

We want our railway to continue to be the best which means it must be fast, reliable, and clean. We expect that the c2c team members that you meet are polite and helpful. We are introducing a new Service Quality management system to measure just how we are doing. We will publish the initial results for our trains, our stations and our people in the next Annual Report alongside our targets.



What you have told us

Every time you tell us what you think, whether through our frontline staff, our customer services team, on Twitter or

by email, we record it and then use this information to improve the service we offer. We will develop targets to ensure that we address the issues raised by your feedback to us.



Market Research

Working with Passenger Focus and London TravelWatch we want to understand your views and test out new ideas. To do this, we will hold focus groups and undertake market research.

We will publish details of the areas we have researched and the key findings. If you want your views to be included, then please contact us.

Growth and Value

We are committed to growing the value and reputation of c2c as a successful rail business.

Passenger numbers will grow year on year but we will maintain the high quality of our services.

We understand that more passengers travelling means more capacity will be required. To achieve this, we are developing a new timetable for introduction in December 2015. This will be one of the most noticeable changes we will make in the new franchise and is designed to tackle two of the biggest issues for our customers; overcrowding and connections with other services.



Highlights of our 2015 Timetable proposals include:

- More capacity at the busiest times and the busiest stations
- Every train stopping at Barking, West Ham and Limehouse, to create a metro-style service
- Four trains per hour minimum at every station during peak times
- Faster off-peak journey times to and from London
- More frequent late evening services
- Earlier first trains and later last services
- Two trains per hour on Saturday and Sunday to Stratford and Liverpool Street
- A new direct service from Rainham and Purfleet into Fenchurch Street on Sundays.

These proposals will increase peak capacity on our services as follows:



We recognise the importance of the changes to the timetable and we have put a lot of thought in developing what we consider to be the best timetable to meet the needs of all of our customers. To make sure we don't miss out on the all the issues that might influence our final decision, we are carrying out a public consultation. We want to hear as many views from as many of our customers as possible.

From 2019 we will increase capacity further with the introduction of new trains. We also aim to deliver excellent value for money. We do not want to spend any more money than we have to, and we want to keep fares as low as possible. We are always looking for ways to reduce our costs. We will continue to reduce our cost per passenger kilometre and let you know how we are doing on this.

Sustainability and Community

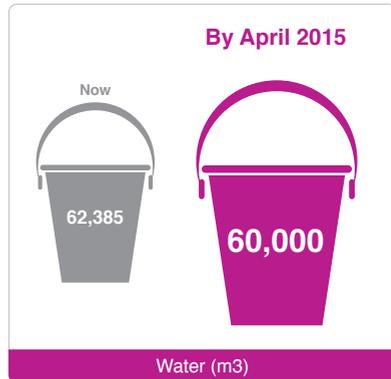
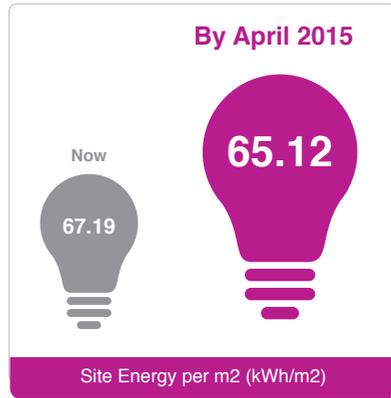
We are committed to being a responsible member of our community.

Our impact on the environment

We will:

- Set targets to improve efficiency and reduce environmental impact
- Invest in new technology to improve environmental performance
- Communicate the environmental benefits of our services.

We are investing almost £1m to improve the efficiency of our operations and to install solar panels. We will introduce new trains that will be 35% more energy efficient than our current trains, while continuing our industry-leading waste management approach, including zero disposal of waste to landfill. Our current results and the targets we have set for the coming year are shown below:



Sustainability and Community

Our place in the community

As a local train service, we know it is important that we play our part in the wider local community. Many of our staff live on the route and play an active part in helping causes such as raising money for local charities, providing rail safety messages to local schools and promoting rail travel for disabled groups (our Try a Train event), schools and community groups.

At a company level, the National Express Foundation is open for applications from local community groups who are focused on helping young people and building engagement within the local community. This year we awarded £2,500 to each of the following local community groups in the c2c area:

- The **Arc Theatre in Dagenham** for a summer workshop programme exploring anti-social behaviour issues through video and performance
- The **B'3 Foundation in Newham** to run a seven-week media and film course for local NEETS, helping to build their media and interpersonal skills
- The **Green Shoes Arts community interest company in Dagenham** to run a creative leadership challenge for 15 local young people
- The **Helping Hands Job Club in Lee Chapel North**, Basildon to run additional job club sessions for local 16-24 year-olds
- **Saint Stephen's Church in Southend** to fund and equip their youth football teams for children aged 10-13
- **South East and Central Essex Mind**, based in Southend, to support five Southend students with 13 mental health counselling sessions, plus run youth focus groups for up to 25 local students.

More information on the National Express Foundation can be found at www.nationalexpressgroup.com/foundation



The following are some examples of our involvement with local communities -

We teamed up with local cubs from Thurrock Thameside Orion Scouts to design the best posters for promoting railway safety. Their efforts were judged by c2c's local station managers and the winning designs are now being displayed across the c2c network.

This summer we organised a free outing for 650 members of the Reede Road Tenants and Residents' Association, based in Barking and Dagenham, for the fourth successive year. The group travelled on their own private train from east London to Southend, where families enjoyed an afternoon shopping, playing on the beach and visiting the fun park.



Leadership and People

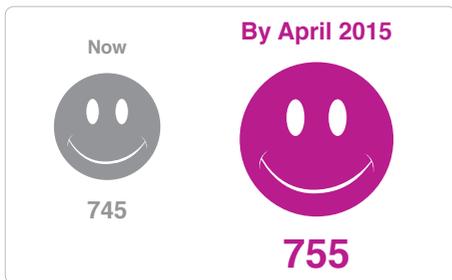
c2c employs over 592 people.



We are committed to investing in and developing them. This year our employees have attended over 700 training days. In the first year of the franchise all frontline facing staff will attend a two day customer service training and all managers will attend a one day customer service training workshop.

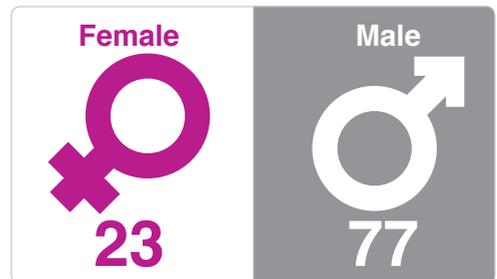
We are committed to increasing the skill levels of all our frontline people - one level every five years. We will use the Qualifications Credit Framework (formerly NVQs) as a way of recognising skills and qualifications to enable learners to gain qualifications at their own pace via a flexible route.

We run an annual employee survey to measure the level of engagement of our people. Our target for the coming year is as follow:



We will also recruit at least two graduate trainees every two years as well as offer apprenticeships across our company.

c2c is an equal opportunities employer and we are committed to increasing the diversity of our people to ensure we are full representative of the communities we serve. We are also committed to improving the current gender balance within c2c:



Business Excellence

c2c are committed to continuous improvement in service performance and quality. We will continuously benchmark ourselves and seek external validation and accreditation.

Key achievements

We have been recognised for:



EFQM
Recognised for excellence
5 star

We will seek to win an Excellence award reflecting our performance by 2020



**INVESTORS
IN PEOPLE** | Silver

We have recently achieved Investors in People, Silver in October 2014 and we will aim to achieve Gold by 2016

Awards

c2c has been recognised by our peers in the railway industry for the quality of the service we provide.



We were Highly Commended in the 2014 Rail Business Awards and finalists in the 2014 National Rail Awards, both in the best train operator category.

Also c2c Station Manager Julie Davis won the “**Outstanding Personal Achievement**” award at the National Rail Awards, while Thorpe Bay was Highly Commended as “**Best Small Station**” at the same awards.

We also hold the following quality marks:



Safety

We are committed to keeping you safe and our investment in stations will make them even safer.

The impact of our operations on customers is shown below:



Reported Accidents
(per million
passenger journeys)

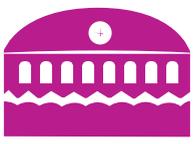
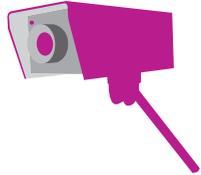


Ensuring that you feel safe and secure is very important to c2c.

We will reduce instances of Anti-Social Behaviour Crimes (defined as violence, public order, robbery, criminal damage and graffiti offences).

A dedicated CCTV control room

- Staffed at all times
- Provide real-time monitoring of all Stations
- Remote monitoring on trains.



Secure Stations and Park Mark

All 25 c2c-managed stations are accredited as Secure Stations.

This means:

- The station design conforms to security standards
- We have policies and structures in place to prevent crimes
- Respond to incidents, and communicate effectively with you
- The station's crime statistics for the 12 months prior to inspection show we are managing crime effectively
- Passengers feel secure using the station, through a passenger perceptions survey.

Six of our car parks are already recognised with the Park Mark as secure car parks.

To achieve this a car park has to be vetted by the British Transport Police and have measures in place to create a safer environment, including:

- Appropriate lighting
- Effective surveillance
- A clean environment.



Getting in touch

We want to hear from you and we have made it as easy as possible for you to contact us for all your needs or to receive your feedback.

Visit any of our stations and talk to our staff. They will be happy to deal with your issue there and then. If they cannot they will pass your comments onto someone who can.

c2c Live is our digital solution for all your travel information and service needs. From March 2015 it will be enabled so you can give us your feedback simply by pressing the “feedback” button.

c2c-online.co.uk is our website and we also have a mobile friendly version to use with your smartphone. Here you can find information on your journey, buying tickets, how we are doing and other general information. To get in touch simply visit c2c-online.co.uk/feedback

Our Customer Relations Team is available from 0800 to 2000 Monday to Friday and 0900 to 1600 on Saturdays and Sundays (except Christmas and Boxing Day when we will be closed).

You can reach them by:



Email: contact@c2crail.co.uk



Phone: 03457 44 44 22



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