



Train Operating Company key statistics

April 2025 to March 2026

6 August 2026

c2c

This publication is an annual summary of key statistics for c2c covering passenger usage, performance, experience and passenger accessibility alongside reference data on number of employees, number of stations managed and route kilometres operated. All the data in this publication is also available on the various [ORR data portal](#) theme pages.

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Public enquiries: rail.stats@orr.gov.uk

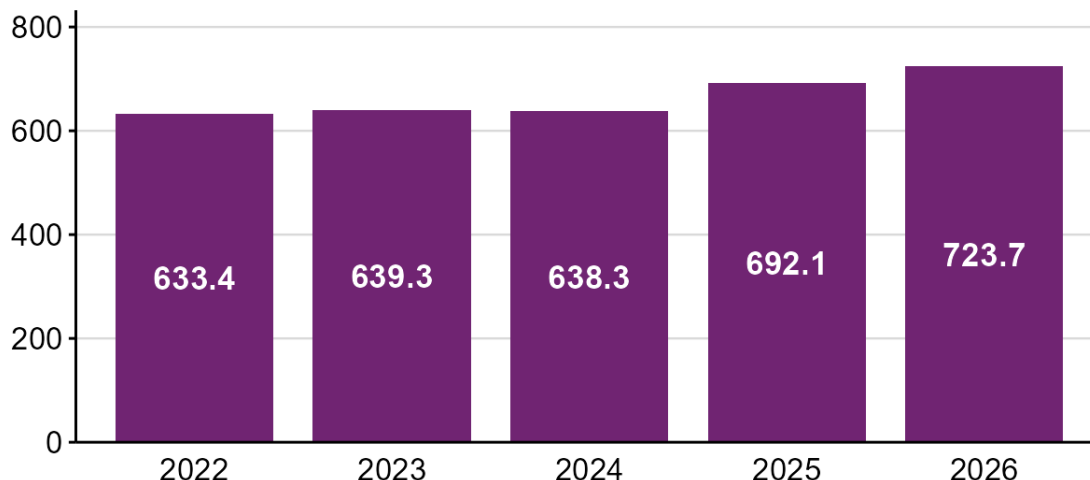
Media enquiries: Tel: 07856 279808

Next publication: July 2027

Key statistics

Number of full-time equivalent (FTE) employees is calculated by comparing an employee's average number of hours worked to the average hours of a full-time worker.

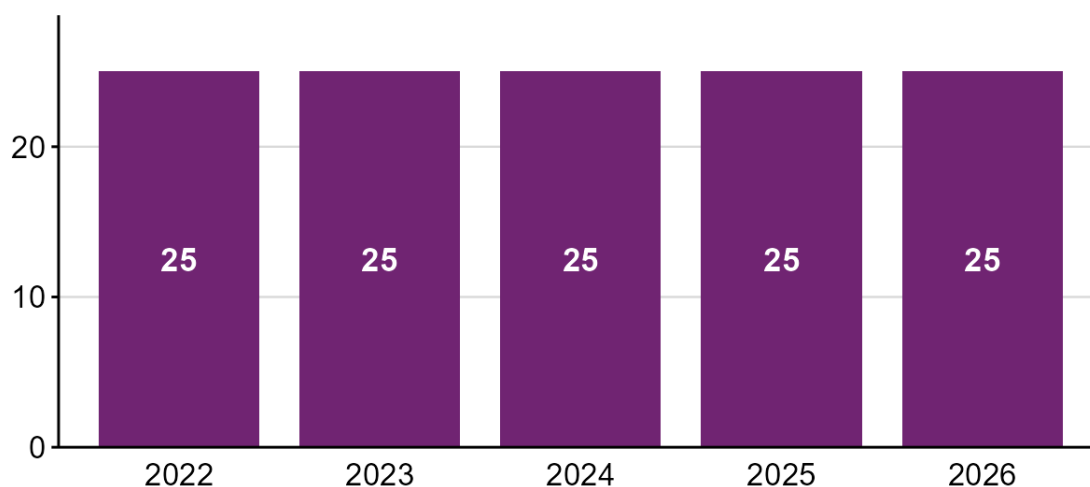
Number of FTE employees, c2c, as of 31 March, 2022 to 2026



c2c's number of FTE employees was 723.7 as of 31 March 2026.

Number of stations managed only includes stations called at by a mainline train service as of 31 March. Any stations where all services have been suspended temporarily are included, whereas stations closed permanently or where all services have been suspended indefinitely are not.

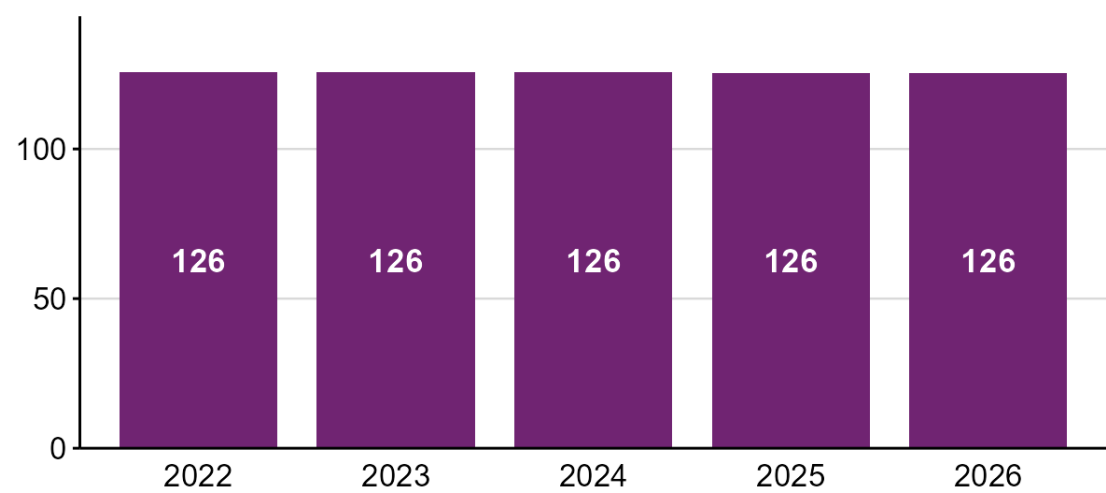
Number of stations managed, c2c, as of 31 March, 2022 to 2026



c2c managed 25 stations as of 31 March 2026.

Route kilometres operated includes the total extent of route available to operate on as of 31 March. It does not take into account multiple track routes (i.e. double tracks are only counted as one route kilometre but would be two track kilometres).

Route kilometres operated, c2c, as of 31 March, 2022 to 2026

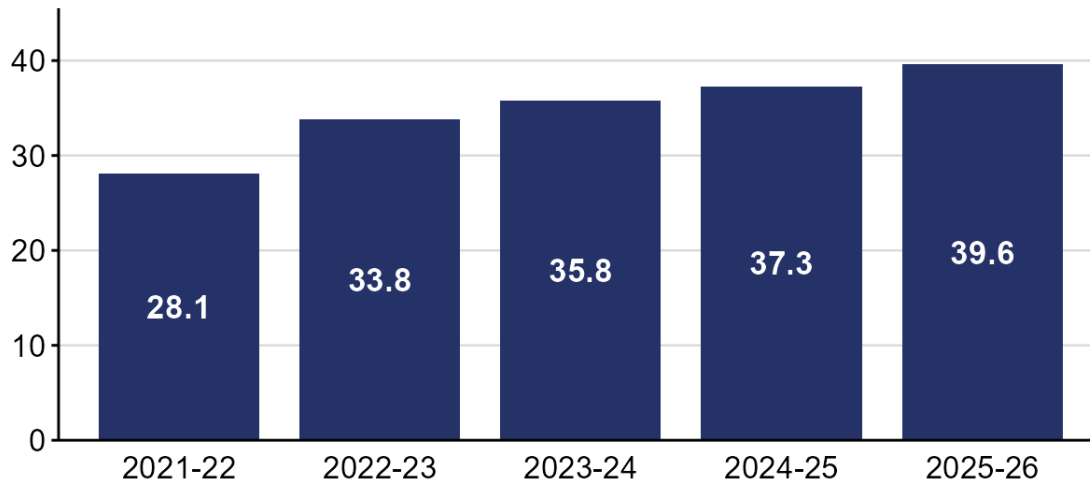


c2c operated on 126 kilometres of route as of 31 March 2026.

Passenger rail usage

Passenger journeys are estimated based on travel from an origin station to a destination station. Where travel includes one or more changes of train, each train used is counted as one journey.

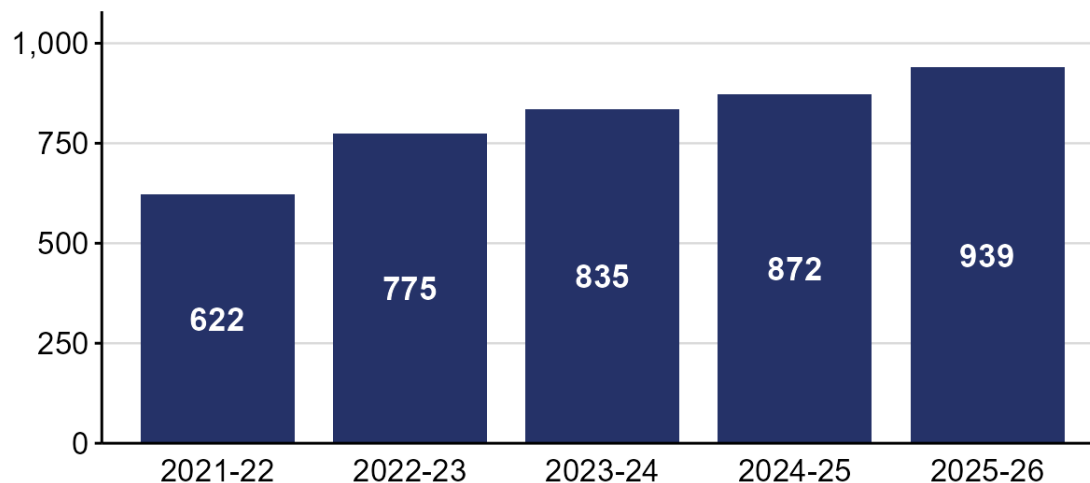
Passenger journeys (millions), c2c, annual data, April 2021 to March 2026



Between April 2025 and March 2026, there were 39.6 million passenger journeys.

Passenger kilometres are calculated by multiplying the number of passenger journeys on a particular flow by the number of corresponding track kilometres between stations.

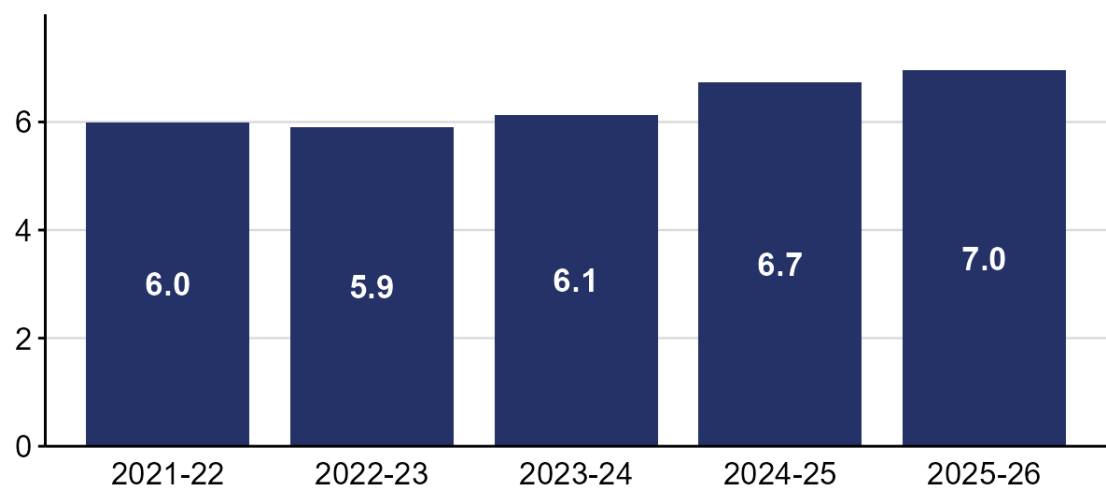
Passenger kilometres (millions), c2c, annual data, April 2021 to March 2026



Between April 2025 and March 2026, there were 939 million passenger kilometres travelled.

Passenger train kilometres refers to the number of train kilometres travelled by revenue earning passenger trains.

Passenger train kilometres (millions), c2c, annual data, April 2021 to March 2026



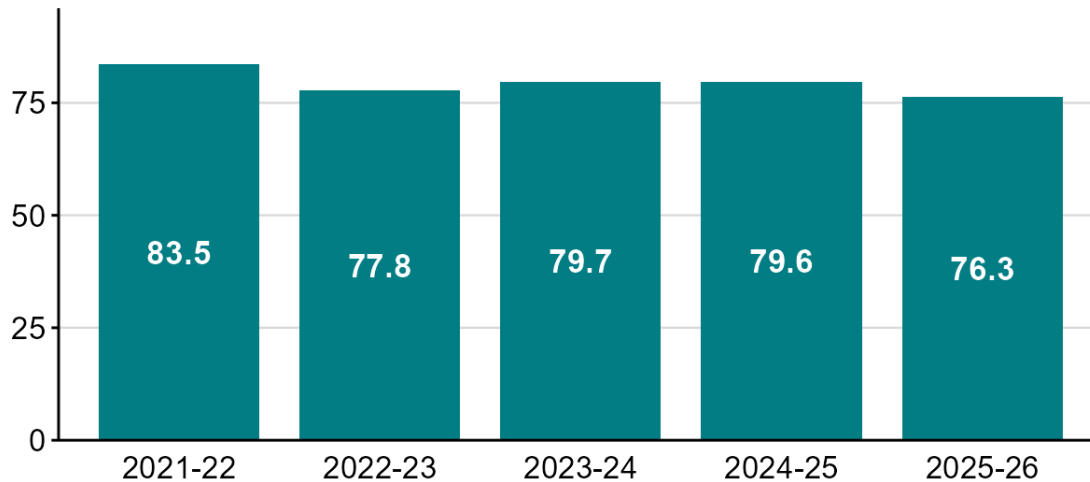
Between April 2025 and March 2026, there were 7 million passenger train kilometres.

More information on passenger journeys, kilometres and revenue as well as passenger train and vehicle kilometres can be found on the [Passenger rail usage](#) page on the data portal.

Passenger rail performance

On Time is the percentage of recorded station stops that were arrived at early or less than one minute after the scheduled arrival time.

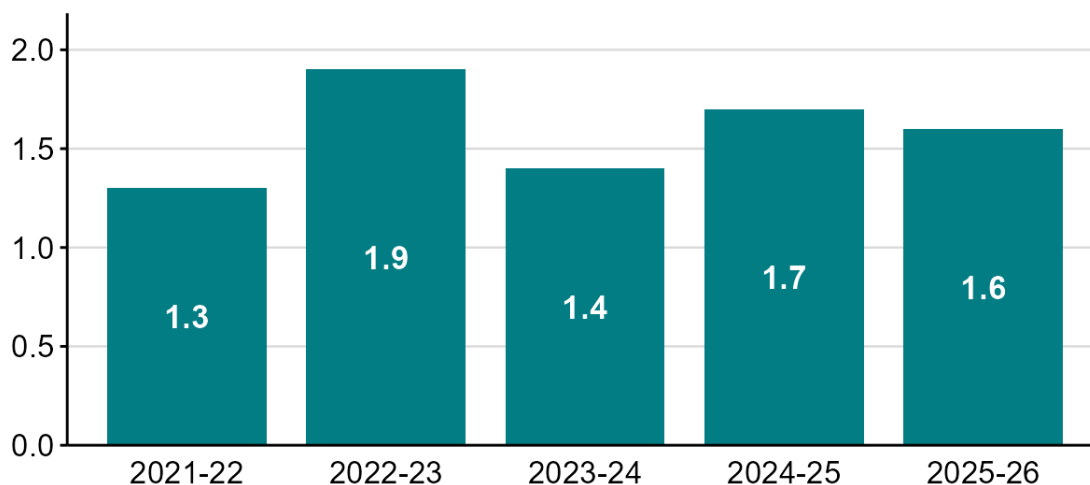
On Time (%), c2c, annual data, April 2021 to March 2026



The percentage of trains On Time between April 2025 and March 2026 was 76.3% compared with 79.6% in the previous year.

Cancellations is the percentage of trains planned that were cancelled, whereby full cancellations are counted as one and part cancellations as half.

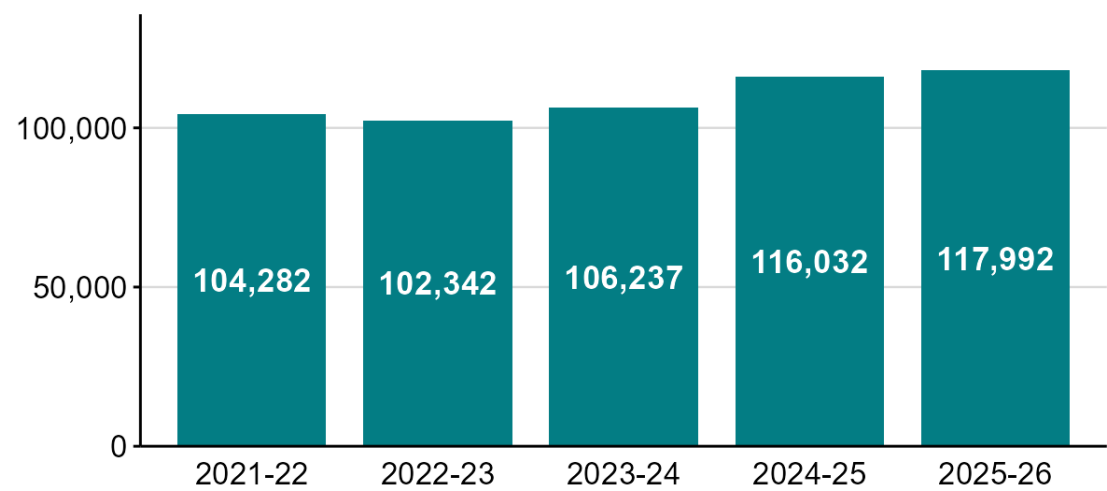
Cancellations (%), c2c, annual data, April 2021 to March 2026



Cancellations between April 2025 and March 2026 was 1.6% compared with 1.7% in the previous year.

The number of **trains planned** is based on the daily schedule as agreed between the train operator and Network Rail at 22:00 on the previous evening.

Trains planned, c2c, annual data, April 2021 to March 2026



There were 117,992 trains planned between April 2025 and March 2026.

Delay minutes are defined as the time lost between consecutive timing points on the rail network. Delay incidents producing three or more minutes of delay on Britain’s railways are attributed to either Network Rail or a train operator.

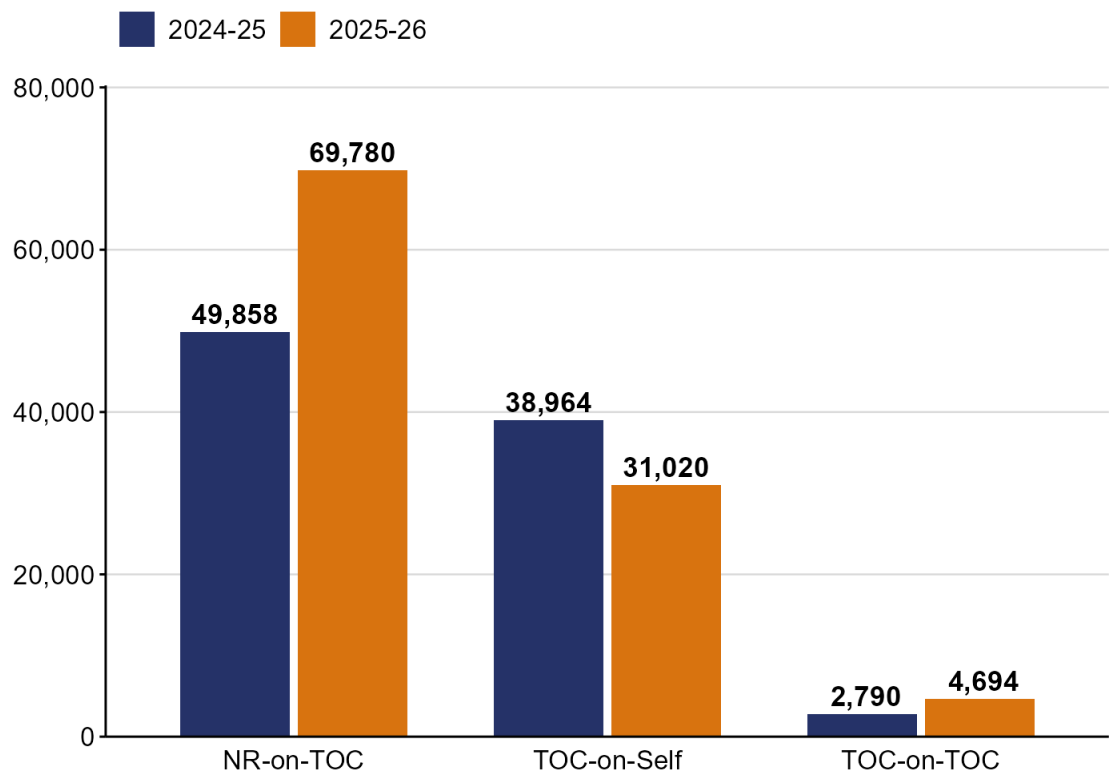
There are three types of responsibility category:

NR-on-TOC are delays attributed to Network Rail affecting train operating companies (e.g. Track, Network management, etc.).

TOC-on-Self are delays attributed to train operating companies affecting their own train operating company (e.g. their own fleet, train crew, etc.).

TOC-on-TOC are delays attributed to train operating companies affecting other train operating companies (e.g. another operator’s fleet, train crew, etc.).

Delay minutes on the rail network by responsibility, c2c, annual data, April 2024 to March 2026



Delay minutes by responsibility, c2c, annual data, April 2021 to March 2026

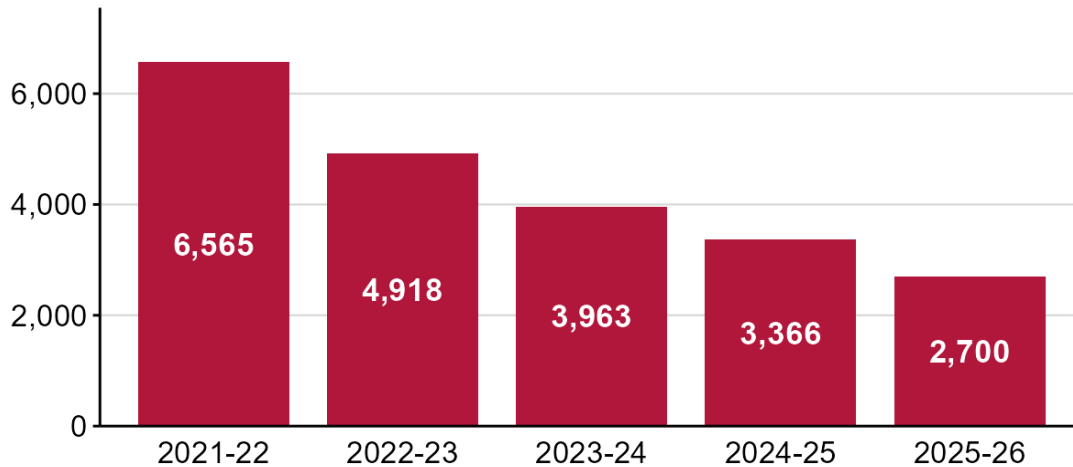
Delay type	Apr 2021 to Mar 2022	Apr 2022 to Mar 2023	Apr 2023 to Mar 2024	Apr 2024 to Mar 2025	Apr 2025 to Mar 2026
NR-on-TOC	39,438	61,043	44,012	49,858	69,780
TOC-on-Self	14,230	22,653	29,127	38,964	31,020
TOC-on-TOC	3,184	3,160	4,284	2,790	4,694

More information on punctuality, reliability and causes of delay for passenger trains can be found on the [Passenger rail performance](#) page on the data portal.

Passenger experience

Complaints are defined as ‘any expression of dissatisfaction by a customer or potential customer about service delivery or about company or industry policy’.

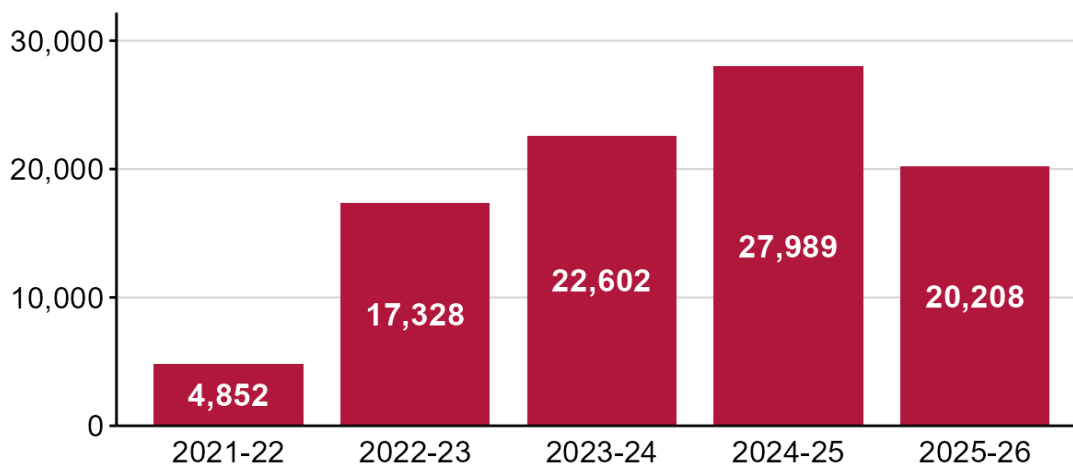
Complaints closed, c2c, annual data, April 2021 to March 2026



The number of complaints closed between April 2025 and March 2026 was 2,700.

Delay compensation claims closed refers to the volume of claims closed when the train operator issues payment for a successful claim or when the passenger was informed that their claim was rejected.

Delay compensation claims closed, c2c, annual data, April 2021 to March 2026



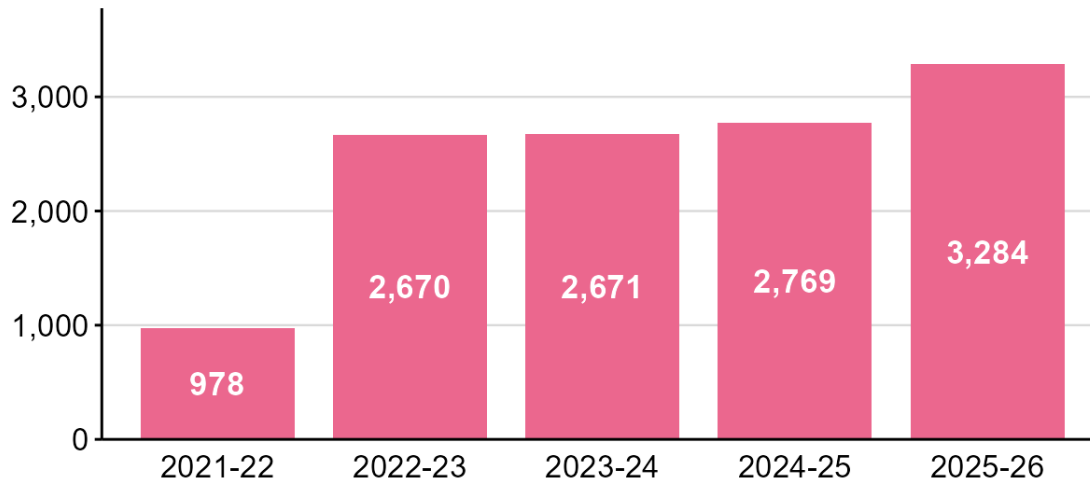
20,208 delay compensation claims were closed between April 2025 and March 2026, compared with 27,989 in the previous year.

More information on [complaints](#), [delay compensation claims](#) and [passenger assistance](#) can be found on their respective pages on the data portal.

Passenger accessibility

Pre-booked **Passenger assists** data show the number of assists that have been requested by passengers through the National Passenger Assistance Booking System. Unbooked assistance such as 'Turn up and go' assists are now recorded in [Table 4223: Recorded passenger assists \(turn up and go\) and requests by station operator](#).

Number of pre-booked passenger assists, c2c, annual data, April 2021 to March 2026



There were 3,284 pre-booked passenger assists booked between April 2025 and March 2026 compared with 2,769 in the previous year. There are series breaks between April 2021 and April 2022. For more details on the series breaks, please see [Table 4213: Passenger assists by station operator](#).



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