

***Greater Anglia
Annual Business
Plan***

2024/25

Executive Summary

Overview

The Greater Anglia (GA) Annual Business Plan (ABP) has been designed to achieve the industry objectives through strategies and actions defined within each business plan component, as well as delivering a financial plan which details opportunities and initiatives to realise cost saving efficiencies both at a whole industry level and locally at GA. The overarching aim is for GA to continue operating as a financially sustainable railway, whilst further enhancing the customer experience to accelerate demand and drive revenue growth.

GA consistently delivers against its customer, financial and contractual measures. This strong performance and commitment to continuous improvement has been demonstrated from the outset of the NRC. As well as the introduction of an entirely new fleet of trains and completing the largest TOC-delivered infrastructure change programme the industry has ever seen, GA has maintained its position as a positive net contributor to the industry's finances - as a result of exemplary operational performance, cost reduction and revenue generation activity.

This industry-leading performance provides the foundation for GA to deliver against the Secretary of State's industry objectives, including new initiatives and actions to support further sustainable efficiency, enhancing the customer experience and optimising all opportunities to accelerate revenue recovery.

In summary, GA's strategic imperatives are as follows:

- Creating a truly customer-centric organisation, with an engaged and motivated workforce focused on continuing to deliver high levels of performance.
- Delivering a step change in Diversity & Inclusion to ensure GA becomes one of the region's employers of choice, attracting talent for future growth, at the same time as positively promoting the industry and further increasing engagement with the communities GA serves.
- As environmental awareness further takes hold and starts to significantly inform the way people travel, GA will capitalise on this by implementing meaningful actions towards becoming a carbon neutral rail network and making train travel the most sustainable choice.
- Continuing to capitalise on the once in generation opportunity following the introduction of new trains across the entire network. Securing the full positive impact of this transformation will be achieved through an enhanced customer experience strategy, highly effective collaboration with partners and stakeholders, plus best in class marketing and brand activity to drive customer trust and loyalty. By genuinely transforming people's perceptions of rail, GA will continue to fast-track revenue growth and further boost rail's recovery.
- A relentless pursuit of equality of opportunity in accessing rail services. GA is committed to providing robust accessibility support to ensure a culture of inclusion and prevent direct or indirect discrimination.
- Sustained delivery of industry-leading operational performance, achieved through a best-in-class approach to continuous improvement which identifies and delivers meaningful actions to enhance service recovery and mitigate the risk of future performance-impacting issues.

As a key collaborative partner to DfT, Transport UK Group will continue to leverage its expertise and scale to amplify the benefits flowing through the GA ABP. This includes centres of excellence in Transport UK's ancillary businesses (including rail replacement, shared services, property, station advertising, car parks, plus corporate travel) which not only deliver better quality, lower cost and competed services to GA, but also allow GA to focus on continuously improving the delivery of rail services for the benefit of customers, stakeholders and DfT.

Transport UK Group is also at the forefront of key industry projects, leading the way in identifying and implementing innovative and sustainable improvement initiatives. Furthermore, the Group is pivotal in supporting GA's leadership team to ensure their contribution to industry efficiency, strategy and reform agendas, with representation at key industry forums, as well as driving closer collaboration between track and train to deliver long term benefit for the industry.

GA's ambitious and relentless approach has been utilised in planning for the 2024/25 ABP. GA has scrutinised all aspects of its business to identify cost savings and efficiencies, carefully assessing the risks associated with the savings proposed and, through comprehensive governance, setting challenging milestones to ensure successful delivery.

Through a wholesale review and forensic analysis of all cost lines, challenging every item and rationalising, simplifying, and removing proposals, GA has identified a wide range of efficiencies without compromising the delivery of exceptional operational performance or negatively impacting the customer experience.

Central to GA's strategy is to cost effectively provide an efficient, high-performing operation that delivers the right capacity at the right time, responding to the needs of the customer, stakeholder and Client in order to build public trust in the railway as a safe and preferred method of transport.

As the industry has evolved following the impacts of the pandemic, GA has continued to successfully flex its timetable to match demand, overcoming uncertainty around growth projections and sustained industrial action. By utilising advanced demand data analysis, facilitated by technology on the new trains, GA was able to implement incremental changes to the timetable, adopting creative solutions which not only included providing reduced seating capacity during the peaks on Mondays and Fridays compared to the busier mid-weekdays, but also introduced targeted timetable enhancements to maximise revenue. Having identified the significant emerging market trend and growth in Stansted Airport passengers, GA worked in partnership with SoS to deliver the optimised 4 trains per hour timetable plan for the Stansted Express route from December 2023. During 24/25 GA will fully exploit this opportunity, strategically leveraging increased demand for Stansted Airport through the delivery of a range of revenue optimising initiatives.

GA's 24/25 strategy focusses on the continued delivery of industry-leading performance, through the ongoing development of robust timetables, focused day-to-day service delivery and forensic examination of isolated instances of service impacting incidents. Driver diagram and unit efficiency through significant and targeted rewrites of the timetable, matching capacity to demand in the most efficient way possible.

Elsewhere, GA's innovative commercial initiatives will ensure that all income opportunities are fully exploited. Building on existing strong foundations GA will drive further revenue growth through an ambitious and cost-efficient marketing strategy focused on maximising rail's recovery, enhancing GA's reputation, and protecting revenue by minimising ticketless travel.

As a result of its long-term focus on driving efficiency, commercial viability and timetable optimisation, GA is well placed to deliver a strong financial performance in 24/25, although the scale of the challenge to hit the targets for this year and indeed subsequent years must not be underestimated.

In conclusion, through the creation of a diverse, highly skilled and engaged workforce, GA will become a truly customer-centric organisation that delivers a journey experience worthy of passengers' loyalty, thereby accelerating recovery and demand.

GA will be relentless in ensuring there is equality of opportunity in accessing rail services for people across the broad spectrum of access needs. GA is committed to providing robust accessibility support to achieve a culture of inclusion that prevents direct or indirect discrimination.

Forging strong collaborative relationships with key industry partners, GA will be at the forefront of developing a "One Railway, Our Railway" approach that meets and exceeds the expectations of passengers, as well as the regions and communities the railway serves.

Ultimately, GA will build on the highly positive momentum it has created so far under the NRC, zeroing in on sustainable cost-efficiencies that will deliver benefit in the short, medium and long-term, whilst maintaining exceptional operational performance and ensuring a high-quality customer experience to accelerate revenue recovery. All underpinned by robust governance, tireless commitment to continuous improvement and the forging of strong and collaborative relationships with industry partners and other key stakeholders.