

Our 2023/24 - 2027/28 Business Plan

TRANSFORMING THE FUTURE OF TRAVEL

How we will continue to deliver our ambitions

Our future destination

Our vision

It underpins everything we do, and keeps us focused on the future.

To be the most loved, progressive and responsible way to travel, for generations to come

Why we exist

Our purpose


It's what drives us every day and inspires us to reach a little higher.


We put heart into everyone's journey


How we do it


Our values

They steer our behaviour and define how we act, so we can always be at our best.


Always Care


Be Bold



Own It



Bring Passion


What we will do


Our priorities


What we are doing to deliver our vision.



Safety & performance


Game changers


Financial sustainability


Legendary customer experience


Our people


Responsible business & partnerships

How we will track success

Operational performance
including meeting our 2023/24 On-Time target of 60%, PPM of 85.9% and reducing cancellations

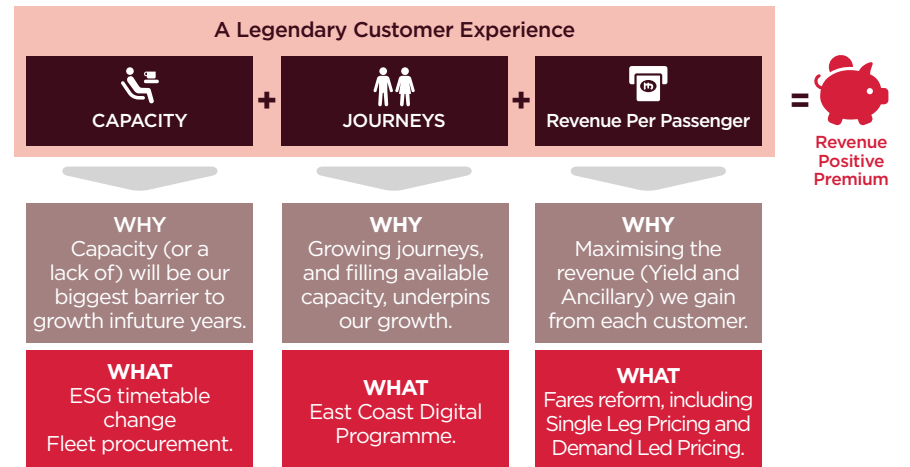
Customer Experience
Including targets on service quality standards, customer satisfaction and support for customers with disabilities, with an overall 2023/24 CSAT score of 65%

Financial Performance
Our revenue target is to start paying a premium again during 2026/27

Business Management
Including Business Plan quality and delivery of the priorities and initiatives in this plan, with a strong focus on collaboration

The drivers of our business (the Why)...

...dictate the focus of our activity and the outcomes (the What)



We put heart into everyone's journey

LNER

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Our six Strategic Priorities – a closer look



Safety and performance

– keeping colleagues and customers safe and secure while improving our train punctuality, reducing cancellations and minimising any inconvenience caused to customers.



Game changers

– successfully delivering major change and embedding a culture of innovation throughout our business from our fleet and digital capabilities to our major timetable change and fares reform.



Financial sustainability

– maximising revenue, driving efficiencies and cost savings.



Legendary customer experience

– delivering an efficient, high-quality, World Class service to our customers that challenges other sectors in setting the standard for what great looks like.



Our people

– striving to attract, develop and retain the very best and diverse people and, by them, build and grow a long-term sustainable business. Everyone at LNER is instrumental in the realisation of the LNER Vision and our continued success is dependant on the quality of contribution, commitment and loyalty of everyone.



Responsible business and partnerships

– ensuring a positive and sustainable impact on our communities and the environment and increase the LNER social value.



To find out more about LNER visit: [LNER.co.uk/about-us](https://www.lner.co.uk/about-us)



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