

# Case study



## Redefining rail security with c2c

For over a decade, we have partnered with train operating company c2c to deliver more than just security.

What began as a conventional contract has grown into one of the UK rail industry's most collaborative and forward-thinking partnerships – anchored in safeguarding, technological leadership, and measurable community impact.

In 2024, the contract was renewed following a competitive tender process. For c2c, the decision was not simply about continuity. It was about recognising the strength of a relationship

that has delivered consistently high standards, cultivated trust at every level, and introduced sector-leading innovation that has changed the way security is experienced on the rail network.



**c2c**



## A people-first model that delivers

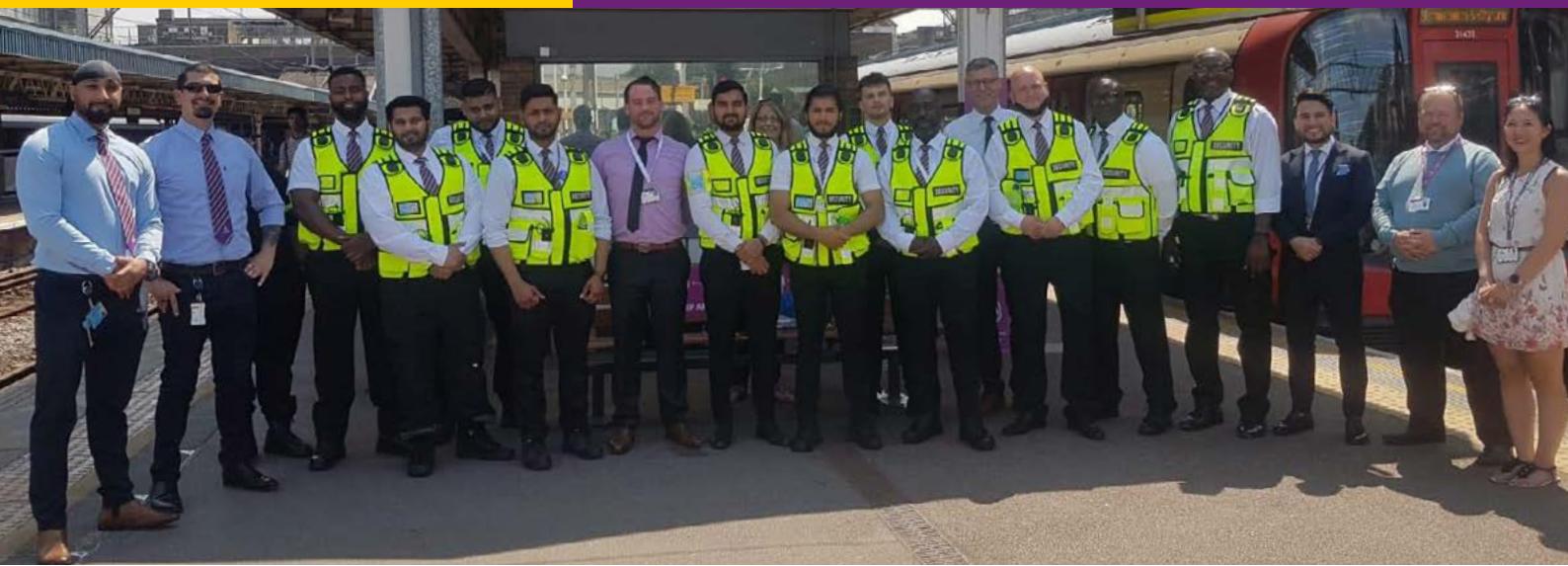
At the heart of the partnership is a people-first culture. Our status as an Employee-Owned Trust means team members are co-owners. On the c2c contract, this model has helped maintain a 98% staff retention rate and enabled over 130 internal promotions.

Development is embedded through tailored pathways, including RSAS+ training, the Excel Me and Elevate Me programmes, and the Own Your Future leadership initiative. These ensure both frontline and management colleagues are supported in their growth.

Recognition is equally important. Our officers on the c2c contract have won 11 "Amulets" awards (our internal awards programme) and appeared as finalists 37 times.

This investment in people translates directly into quality of service and accountability. Mo, who intervened to prevent a suicide. Josh, who calmly de-escalated a mental health crisis. Cheryl, whose vigilance stopped a potential trespasser. These aren't exceptions – they're the result of consistent support, training and values.

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### Integrated operations, tailored responses

Operational excellence and in-depth collaboration have underpinned the success of this partnership. Operation Serrano, for example, started as a safeguarding-led deployment of 35 officers and has grown to a 65-strong team trained to recognise and respond to issues such as county lines, antisocial behaviour, and vulnerable individuals in distress. Their work has been supported by a suite of operational responses, each designed to meet specific risks head-on.

#### Other successful operations include:

- **Operation Tapas** – demonstrated rapid mobilisation across the entire network, with over 600 hours covered in a single week.
- **Operation Night Owl** – placed leadership teams alongside frontline officers to strengthen late-night visibility.
- **Operation Imperial** – real-time intelligence deployed to manage a mass gathering of gang members at Southend, resulting in 28 arrests and mitigating disruption.
- **Operation Blockhouse** – helped mitigate serious ASB following multiple reports of fireworks and stone-throwing at homes.
- **Operation Beach** – mitigated fare evasion at Stanford-le-Hope, where physical limitations (no GL barriers on one side) previously allowed for high levels of ticketless travel.

These operations are connected through live data, collaborative planning with the British Transport Police, and frontline insight. We have since added Project Blueprint – a situational awareness platform used by emergency services – alongside Mo:lus, HALO body-worn cameras, and STORM radios, giving managers real-time

oversight and enabling agile, informed deployment.

This same infrastructure underpinned the seamless 2025 contract mobilisation, which involved the rollout of new uniform, training, and technology without disruption to day-to-day operations.





### Social value with measurable impact

Social value is not a bolt-on – it's a pillar of the c2c partnership. In 2024, we delivered £4.5 million in value through local recruitment, inclusive hiring, skills development and community investment.

More than 150 full-time roles have been filled by people from the communities c2c serves. Ten schools are sponsored annually through the Rail Safe Friendly programme. We work with St Giles, the Shaw Trust and JobOppo to ensure that ex-offenders, disabled candidates and veterans are included. Our team also delivers

more than 200 hours of volunteering annually and has created green spaces at five stations. Apprenticeships are supported, with four frontline officers gaining Level 2 qualifications each year.

Our partnership's commitment to community is visible in the events we collectively support, from the Railway Children Sleep Out and the Light the Way Walk to Antisocial Awareness Week and #Kick4Kindness. At the latter, the event raised over £7,500 for Samaritans and Basildon Mind.

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### In the client's words

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The partnership we've built with Amulet over the past 14 years is one of the most trusted and forward-thinking in our network. What sets them apart isn't just the professionalism of their officers - it's their commitment to safeguarding, innovation and the communities we serve. They understand our passengers, our challenges, and our priorities. Whether it's a last-minute mobilisation or a sensitive safeguarding issue, they respond with professionalism, humanity, and a real sense of purpose. Together, we've transformed what station security looks like - placing people, safeguarding, and public confidence at the centre of it all.

**— Iain Palmer, Head of Revenue Protection and Security, c2c**

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### Looking ahead

We continue collaborating with c2c to evolve this partnership. A new initiative will see the introduction of designated safe spaces at key stations, offering protection for those travelling late at night. This forms part of a wider response to concerns around violence against women and girls (VAWG) and builds on White Ribbon accreditation and targeted safeguarding patrols.

Amulet is also working with Safe Havens to develop and register a "pop-up" version of safe spaces. Whereas designated spaces are usually created from preexisting areas in stations, these pop-up alternatives would be suitable for environments without a fixed space. Their mobile capability also provides flexibility and adaptability for temporary events.

Another innovation being considered is facial recognition software currently used in retail spaces via CCTV, which could have benefits for rail safety and security. Amulet showcased this technology to c2c because it could help to identify repeat offenders and vulnerable individuals across the wider rail network.

The impact of the partnership is also reflected in outcomes. In the most recent Transport Focus survey, c2c achieved an 84% customer satisfaction score – three points above the regional average. More broadly, c2c's safeguarding-led model is now being replicated by at least one other train operating company.

### Setting a new standard

This is more than a service contract. It's a partnership built on trust, collaboration, innovation, shared values and measurable results. We believe security should be more than protection – it should make daily life flow without interruption. Together with c2c, that mission is being delivered every day, and setting a new standard for rail security across the country.