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Welcome

to CrossCountry's Spring Customer Report.

Since joining CrossCountry in February, I have spent time on the network speaking to colleagues and wider stakeholders. While I am new to the sector, I have been a longstanding CrossCountry customer, and I have been repeatedly struck by the pride CrossCountry colleagues have in what they do and their genuine commitment to give our customers the best service possible. CrossCountry is unique in that we operate across large swathes of Great Britain and therefore we have a really important role to play in society, both in connecting communities and supporting regional economic prosperity. With this comes a great sense of responsibility and my top priority is to ensure we run a reliable service that meets our customers' needs. I recognise how challenging it's been in the last year, and while there has been progress, my focus is on how we further improve our performance.

In recent months there have been some positive developments for customers. In December, we launched our Three Nations service connecting Wales, England and Scotland with a daily train

service for the first time. This is vital in creating opportunities to travel and encouraging economic mobility.

Our train refurbishment programme is now underway with the first of our revamped Turbostars in service. Feedback has been overwhelmingly positive with the rest of the fleet, as well as the Voyagers, undergoing a refresh in the months ahead. These improvements will greatly improve customers' experience of travelling with us.

It is, however, imperative that these improvements are underpinned by a robust timetable. A huge amount of work continues in this space and from Sunday 18 May our new timetable, which is part of the rail network's twice-yearly timetable reviews, will increase capacity and reduce overcrowding on our network. Full details can be found on our website and in online booking systems.

Thank you for your ongoing support and I hope you enjoy reading about what our teams have been working on.



Shiona Rolfe

Managing Director



In the time period between October 2024 and March 2025, 68% of our services have arrived within 3 minutes at all station calls, with 93.1% of services arriving within 15 minutes. From a train service reliability perspective, the level of all cancellations, regardless of cause, was 7.4%.

Across all three performance measures, an improvement has been seen when compared with the equivalent time period last year. Services arriving within 3 minutes and 15 minutes have seen improvements of 1.9% and 0.6% respectively, whereas the level of all cancellations has seen a 1.9% reduction.

Our joint approach with Network Rail and other Train and Freight operating companies has helped in delivering our annual punctuality target levels. During March, the percentage of services arriving within 3 minutes achieved a period result of 77%, its best period result since June 2021. The associated moving annual average (MAA) rose 0.4% to 69.3%, ending the performance year 1.7% better than the Performance Strategy target and a 1.4% increase over the performance year. The percentage of services arriving within 15 minutes also achieved a positive variance to target with the MAA increasing by 0.1% to 93.7% and ending the performance year 1% better than the Performance Strategy target.

This has been achieved through improvements across several CrossCountry and Network Rail industry KPIs. Compared to the equivalent historic performance, within this current performance year there has been a notable reduction in delay minutes associated with track, train detection, possession management and weather-related delays. Similar levels of improvement have also been evident across the fleet technical and non-technical KPIs.

The industry continues to face challenges with other external events such as trespass and fatalities, and this is an area of a key focus for the rail industry and British Transport Police partners. This performance year has seen a 23% increase in delay minutes associated with these causes. At an industry level, the Network Performance Board are monitoring and exploring interventions and improvements which reduce the number of incidents and improve the response time to incidents when they occur. Some of improvement activities across our service operation include:

- 16 surveillance cameras are being deployed in the tunnels at Birmingham New Street. These will help to locate individuals trespassing in the tunnels quicker and provide the most appropriate response.
- Trial of embedded NHS mental health nurse successful on North-West routes. Plans are in place to expand this initiative across Central, North East and Anglia routes in 2025.
- Launch of Fatalities and Trespass performance improvement workstream in Wales, with strategy published and fundings secured for mitigations including security patrols at strategic locations. Withdrawal of Implied Permission is also being explored at stations to reduce anti-social behaviour.

We also continue to improve train service reliability, particularly by reducing cancellations related to Traincrew resource. Across the performance, we have seen a 16% reduction in CrossCountry caused cancellations, something which has been achieved by a significant level of training and recruitment within this area. At an industry level, this has aided a 1.5% reduction in all cancellation MAA, 8.9% in March 2024 to 6.9% in March 2025. We are forecasting further improvements in this area across the next 12 months with a particular focus on improving train service reliability on a Sunday.

As part of our National Rail Contract with the Department for Transport, we have set targets for operational performance. Some of these are outlined below, together with our latest performance against these targets.

Our punctuality metrics measure the number of services that arrive within 3 and 15 minutes at all of the planned station calls. At the end of rail period 2513, four weeks ending Monday 31 March 2025, the Time to 3 moving annual average was 69.3%% against a target of 67.6%. The moving annual average for Time to 15 was 93.7% against a target of 92.7%. During the last 7 periods, we have operated on average 6,675 trains each 4-week period and we measure how many of those have run with fewer than the planned number of carriages. Over the 6 periods this report covers (from October 2024 to March 2025), this was 3.4% of the 42,101 services that ran.

	2023/24 Periods 7 to 13 (October 2023 to March 2024)	2024/25 Periods 7 to 13 (October 2024 to March 2025)
Average full cancellations per 4-week period (caused by CrossCountry)	226	218
Average part cancellations per 4-week period (caused by CrossCountry)	173	123
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	151	112
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	237	202



Your feedback

Over the past six months, CrossCountry’s Customer Insight team has been involved in a wide array of initiatives. A key focus has been our Voice of the Customer (VoC) programme, which continues to play a crucial role in our ongoing efforts to improve the customer experience. Through our insight platform, passengers can conveniently provide feedback during or after their journeys. Around two-thirds of responses come from emailed survey invitations, with the remaining responses submitted via a link on the on-board Wi-Fi welcome page. Survey response volumes continue to rise, with the busier months seeing more than 2,000 submissions.

At the start of 2025, we introduced our Insight to Action project, aimed at analysing customer feedback more deeply to drive targeted improvements and further enhance the customer experience. This initiative included a detailed driver

analysis, which was presented to key internal stakeholders, laying the foundation for a more focused, action-oriented effort to increase staff visibility on-board our trains.

Between now and October, we will focus on further enhancing our Voice of the Customer programme. This includes exploring opportunities to upgrade our data collection and reporting systems, as well as working with a specialist agency to improve the depth, quality, and volume of our customer insight analysis.

In addition to the VoC programme, the XChange Views customer panel has played a pivotal role in enhancing our understanding of the customer experience. Recently, panel members have provided valuable feedback on temporary timetable changes, cleanliness standards, and the development of a new uniform for our staff.



The tables below provide customer satisfaction data for several key touchpoints, comparing the latest National Rail Passenger Survey (NRPS) results with CrossCountry’s VoC findings, where relevant. It’s important to note that these results are not directly comparable due to differences in survey methodologies. Furthermore, customer expectations have evolved significantly in the post-pandemic era, contributing to changes in service delivery over this period. The ongoing industrial action has also had a major impact on both service levels and customer perceptions.		
Over the past six months, we have diligently tracked and responded to customer-reported faults through our channels. If a customer reports a specific fault on one of our services, we take immediate action to review and follow up with the relevant teams, ensuring swift action is taken. Our records demonstrate a strong commitment to addressing these issues promptly and within the designated timeframe. As an operator, we prioritise the efficiency and effectiveness of our fault resolution process to ensure a seamless experience for all our customers, and we continue to work with our suppliers to ensure our trains are efficient and can serve our customers without fault.		
Number of faults reported by customers		
165		
	Number of complaints received	Average number of days to respond
P6	1921	7
P7	2227	6
P8	1901	6
P9	3012	6
P10	1835	9
P11	1631	8
P12	1034	4
P13	874	4

Trains		
	NRPS Spring 2020	XC VoC P7-P13
Overall trains satisfaction	82%	
Personal security on-board	83%	63%
Cleanliness of the train	77%	52%
Comfort of the seats	70%	46%
Toilet facilities	59%	37%
TRAINS AVERAGE	74%	45%
Customer service		
	NRPS Spring 2020	XC VoC P7-P13
Provision of information during journey	82%	57%
Helpfulness and attitude of staff	83%	63%
How well the TOC dealt with delays	77%	29%
Availability of staff on the train	70%	44%
CUSTOMER SERVICE AVERAGE	74%	48%





Service Quality Regime (SQR).

Our Service Quality Regime (SQR) performance is measured by an independent third party who carry out thousands of inspections on our trains, information platforms and contact channels each year. The criteria for these inspections are defined by the Department for Transport (DfT). However, due to differences in these criteria between Train Operating Companies, our pass rates are not directly comparable to other operators.

Ambience and Assets
We have not seen a single failure of Accessibility Features since the last report and we are maintaining good levels of Toilet Operation performance. Our performance in this area, which remains below target, can be attributed to the longevity in which our trains have been in use. Looking forward, the great news is we have now started the refurbishment of our Turbostar trains which

will bring exceptional benefits to the passengers’ experience. The first refurbished train has re-entered service and has been scoring exceptionally well which is a great sign of things to come as we work with our partners to refurbish our entire fleet. We look forward to our Voyager fleet starting its refurbishment programme towards the end of 2025. Both of these programmes will bring fantastic improvements to the customers’ experience.

Over the last few months, work has been carried out on our Voyager trains to repair and repaint damaged and etched panels and there are plans in the pipeline to make targeted repairs to seats on trains ahead of the planned refurbishments.

Cleanliness
We have managed to maintain great levels of performance for Litter, Toilets and the Exterior of our trains since the last report. We have also been steadily reducing

Service Quality Area	Target	Period 7 (15/09/2024 to 12/10/2024)	Period 8 (13/10/2024 to 09/11/2024)	Period 9 (10/11/2024 to 07/12/2024)	Period 10 (08/12/2024 to 04/01/2025)	Period 11 (05/01/2025 to 01/02/2025)	Period 12 (02/02/2025 to 01/03/2025)	Period 13 (02/03/2025 to 31/03/2025)
Ambience & Assets	68%	62.23%	65.13%	61.00%	61.86%	61.20%	61.81%	59.76%
Cleanliness	75%	68.17%	67.57%	66.66%	71.64%	72.10%	72.73%	69.41%
Information	77%	85.50%	84.75%	81.83%	88.20%	88.49%	71.82%	89.04%
Planning the Journey	85%	87.72%	86.52%	89.87%	86.76%	90.44%	92.06%	94.91%
The Train Journey	83%	90.59%	86.47%	89.74%	96.59%	93.97%	87.98%	93.42%
Planned and Unplanned Disruption	N/A	82.08%	88.75%	84.00%	89.00%	89.54%	90.06%	87.86%

instances of etching on our trains in connection with the panel repairs mentioned above. In collaboration with our train maintainers, we have started a deep cleaning regime for our carpets to undo years of dirt and grime, which is a delicate operation for carpets that are quite old in places. We are seeing the benefits of this work whilst we wait for the full refurbishment programme to start in earnest.

Information
Our regular customers will likely have noticed that we have been working to replace exterior Passenger Information Screens on our Voyagers, which has been a real boost to this area over the last few months. We have also been busy working on improving the

maintenance of on-train posters and information signs which has resulted in positive gains against this measure.

Planning the Journey
An update to the CrossCountry customer app early in 2025 saw the introduction of new links to information on our website to help our customers find important information about on-train and station facilities. This is reflected in the uplift in performance from Period 11 onwards. The ticket purchasing features of our website and app have also performed very well against the detailed inspections with over 97% success. We are proud to have performed above target for this measure throughout this reporting year.

The Train Journey
We have performed above target in every period for this area too as a result of consistently high performance against measures including Boarding and Alighting, Staff Appearance and Facilities & Services Knowledge. Our First Class delivery still requires some work and we will continue to give this the focus it needs.

Planned and Unplanned Disruption
Planned and unplanned disruption will always be an area that effects CrossCountry operationally and our customers’ experience, which is why during this year we have increased our focus of what we do, when we do it and what we say during times of disruption. As you can see from the performance, we have been

steadily increasing our scores for this measure across the year. We will continue to drive focus to keep this trend going.

The first step is to strive for consistency in service delivery when we rely on the large number of partners across our network who deliver rail replacement bus services on our behalf. We have already been building relations with our providers and introducing processes over the last few months, but there is still plenty more that can be done. The second is to look at how we communicate updates to our customers through online channels in relation to disruption and identify what the causes are when we do not deliver the standards our customers expect. We will be working on this over the next few periods.

East Midlands and East Anglia



We were delighted to launch our first fully refurbished Turbostar train, 170 101, in February. The first of our new-look trains is now in daily service on our Regional network between Birmingham and Nottingham and between Birmingham and Leicester/Cambridge/Stansted Airport, delivering a package of passenger benefits: brand new seats and carpets, new lighting, USB power charging sockets, and for the first time on-board CCTV and automatic passenger count equipment. The second refurbished train is due in mid-April and the upgrade of the entire Turbostar fleet will be completed by 2028, transforming journeys for our customers in the region. It's been a pleasure to receive instant positive feedback from passengers who have travelled on Turbostar 170 101.



We've recruited more train crew within East Midlands & East Anglia region over the last year to help improve the resilience of our Timetable. This includes 24 new and experienced Train Drivers and 15 Senior Conductors at our Birmingham, Cambridge and Leicester depots with five more Senior Conductors due to join us later this year. Working with our industry partners at East Midlands Railway (EMR), we are carrying out more frequent revenue protection activity along the Leicester – Birmingham route to combat deliberate fare evasion. And we are also working more closely with EMR concerning planning additional train capacity, where possible, and more robust passenger handling arrangements, with extra management staff provided at Derby, Leicester and Nottingham stations for major sporting events. We are planning to install a more robust system to provide our Senior Conductors with live information on passengers who have pre-booked assistance to help deliver a more seamless customer experience when boarding and alighting at stations.

Regrettably, we have seen an increase in trespass, vandalism and fatalities on the railway across the region. Our industry partners at Network Rail East Midlands Route have secured funding for a dedicated mobile Mental Health Nurse. This is especially good news for the Leicestershire area where the number of trespass incidents by individuals remain high and where it has proved challenging to manage location hotspots. Network Rail is also focusing on measures to reduce the very disruptive impacts caused by road vehicles striking railway bridges. CCTV cameras are being installed at the most struck "Red" bridges on the route, including at Syston, by the end of March. Red bridges

currently require visual inspection from a competent person (Network Rail Mobile Operations Manager or Structural Engineer) before train movement can be allowed over the bridge once struck. CCTV in these locations will, subject to visual approval, allow trains to run at 5mph until the competent person is on site to inspect and give permission for normal train running.

We continue to collaborate with our influential Sub-national Transport Body stakeholders in the region, including Midlands Connect and England's Economic Heartland, to generate awareness amongst influencers to ensure full funding is made available from Government and other sources to deliver major infrastructure improvement schemes. These include Midlands Rail Hub and Ely North Junction re-signalling, which will unlock capacity on the strategically important Birmingham – Leicester – Peterborough – Ely route for more freight and passenger trains.

As well as supporting our five Community Rail Partnerships across the region, we are pleased to be able to support a number of other community organisations to deliver some great projects with help from our Communities Investment Fund. In the East Midlands this includes a new, accessible ramped pathway through bio-diverse woodland to a new viewing and picnic area at the wonderfully restored Wingfield Station (Derbyshire) in its 185th anniversary year. We have also contributed to local community schemes to create new accessible visitor toilets at St. Mary's church George Stephenson museum, Chesterfield (resting place of the famous railway building pioneer) and also at Nottingham Transport Museum, Ruddington, which is part of the Great Central Railway (North) terminus visitor attraction.





East Midlands and East Anglia Performance



	2023/24 Periods 7 to 13 (October 2023 to March 2024)	2024/25 Periods 7 to 10 (October 2024 to March 2025)
Average full cancellations per 4-week period (caused by CrossCountry)	133	145
Average part cancellations per 4-week period (caused by CrossCountry)	141	101
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	67	52
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	88	64

Take us on your Journey

In 2023, we launched our “Take Us On Your Journey” brand platform, and we’re excited to soon unveil the third part of this trilogy; stay tuned for more! We’re also excited for the evolution of our brand platform as we continue to bring human and story connections to life. Our mission to create meaningful connections across the three nations we serve is resonating more than ever with our customers.

Our latest brand film, “A Break from the Norm”, was a major hit, garnering over 9.3 million Video on Demand views and achieving 1.7 million cinema admissions. We also expanded the reach of our campaign by taking over three key stations along the CrossCountry network in December: Birmingham New Street, Edinburgh Waverley, and Cardiff Central. The digital screens across these stations reached an impressive 3.5 million people.



Surprise and Delight



We’ve been working hard to surprise and delight our customers at various destinations across our network. Recently, our CrossCountry-branded coffee van visited Cardiff, Manchester, and Newcastle, offering complimentary hot drinks to help combat the winter chill. We also brought some Valentine’s Day fun to Oxford and Cambridge with our branded “Snap and Share” photobooth, giving away free CrossCountry photo prints as keepsakes.

And we’re thrilled to announce that the first refurbished Turbostar train, featuring our new branding, is now in service! Keep an eye out for this train and others as they enter the fleet this year.

Thank you for choosing us to be part of your journey.





How we're helping you



The Customer Relations team have been working hard through a challenging festive period. Whilst we did experience an increase in the number of complaints received, we are now in a position where we are working with the fastest response times and lowest complaints volumes in a number of years. Moving into 2025, we are taking exciting steps to streamline our processes and enhance the customer experience. Our goal is to continue working at these levels, consistently meet our targets, and make sure that we deliver the best level of service possible to our customers.

Volume of Bookings	Type of Booking
33,769	New Assistance Bookings
5,800	Incomplete – Cancelled
9,073	Incomplete – Customer Not Seen
6,130	Total Wheelchair Space Bookings

Voyager

- First Class – Coach A
- Bike storage – Coach D and Coach F on Voyager with on-board shop
- Large luggage storage – Coach D on Voyager with no on-board shop
- Wheelchair space (First Class) – Coach A
- Wheelchair space (Standard) – Coach F
- Toilets – Coaches A, C, F and B (on five-coach trains only)
- Wi-Fi – Free
- Unreserved Coach – Coach B (on five-coach trains only, see seating plans for four-coach trains)
- Catering – information on Voyager services with catering on-board



Turbostar

- Bike storage
- Wheelchair space
- Toilets incl. accessible toilet
- Wi-Fi – Free
- Catering – information on Turbostar services with catering on-board





How we're Looking After the Environment

Supporting a low carbon transport system

At CrossCountry, we are proud to provide a long-distance low carbon transport solution. Our services reduce the need for many road and air journeys that would otherwise be required. Sustainability is intrinsic to our operation, and it informs the decisions we make as a business to ensure that we are as sustainable as possible both now and in the future.

Sustainability Strategy

Our Sustainability Strategy details how we are reducing our environmental impact, guided by Environmental, Social, and Governance (ESG) principles and the RSSB's Sustainable Rail Blueprint. We're now developing supporting documents to detail how we achieve our sustainability goals, with the first two focusing on Noise Management and Social Value.

Noise Management Strategy

Aligned with the RSSB's 'A Quieter Railway' guidance, our Noise Management Strategy outlines how we manage noise across our network, protecting lineside communities, customers, and wildlife.

Social Value Report

Our 2025 Social Value Report highlights our commitment to society and the environment. Using industry-approved methodology, we have allocated a financial proxy value on the positive social impact CrossCountry has on the communities we serve. We are proud that our operation produced £62,534,210 in social value in 2024/25.

Waste Management

We're adapting to the new Simpler Recycling legislation by segregating waste into general, recycling, and food waste streams. We're also collaborating with suppliers and industry partners to improve waste management and reduce waste generated across our operations.

Non-traction Energy (Buildings)

We're working with our facilities management providers to monitor energy consumption at our properties to pinpoint where energy efficiencies can be made to reduce the environmental impact of our spaces.

Traction Energy (Fleet)

We are always looking for ways to reduce the carbon emissions from our fleet. We are rolling out Intelligent Engine Stop Start (IESS) to our entire Voyager fleet, which will selectively reduce engine use where possible. This technology has the potential to reduce fleet emissions and pollutants across each corner of our network.

Through our fleet refurbishment, we are reducing the weight of our trains to further reduce the emissions and the environmental footprint of our services.

Metric	Covers period P7 – P13 15 September – 31 March	Units
Non-traction Energy	1,133,525.30	kWh
Traction Energy	35,253,068.63	Litres
Colleague Waste Recycled	63.01%	Recycling rate
Waste Diverted from Landfill	100%	Diversion rate





Summary

Thank you for taking the time to read this Customer Report. We hope that you are as excited as we are about the future of CrossCountry. We welcome feedback from customers on the Customer Report, plus we're always eager to listen to suggestions and ideas for improving our services.

There is an option to provide feedback via X, formerly Twitter, or Facebook:

X: @CrossCountryUK

Facebook: CrossCountryTrains

We're looking forward to welcoming you on-board soon.



Contact us

We welcome your comments or suggestions regarding any aspect of this Customer Report or your journey with CrossCountry.

You can contact us by:

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