WELCOME

I am delighted to welcome you to CrossCountry’s autumn 2019 Customer Report. Our customers are the lifeblood of our services and helping you each day to travel, be it for business or leisure, is what everyone at CrossCountry is dedicated to delivering.

At CrossCountry we continue to work with our industry colleagues to find ways to make rail travel easier to access and use, and many of the things we’ve been involved in this year are outlined in this booklet. Britain’s railway supports the wellbeing and economic prosperity of our nation by providing travel to connect people and places, and CrossCountry is proud to play its part in helping to achieve this.

2019 has not been without its challenges in delivering the level of service we promised. Higher than expected maintenance needs meant we occasionally had fewer trains available each day than planned, and the impact of other train operator’s new timetables have tested our ability to provide the reliable service you expect from us. We know these have caused discomfort for some customers and we have worked hard to limit their impact, but if you are one of those affected then I offer my sincerest apologies.

As always, please let us know if you have anything you would like to tell us about our services to help us keep improving, and do remember our social media team are available every hour of every day to help with your questions about our services.

Thank you for choosing CrossCountry for your train journeys and we look forward to welcoming you back onboard again soon.

Tom Journer
Managing Director, CrossCountry
YOUR JOURNEY

We know how important it is that our trains run as planned and on time. We continually work with Network Rail, who maintain and improve tracks, signals and stations, and other train operators to ensure that delays and cancellations to our services are kept to a minimum. This year has been very challenging both for CrossCountry and the railway industry more generally, and we are continuing to address these challenges as a priority with our partners.

As part of our Franchise Agreement with the Department for Transport, we have set targets for our performance. These are outlined below, together with our latest results.

The Public Performance Measure (PPM) shows how many of our trains arrived at their destination within 9 minutes 59 seconds of the advertised time. CrossCountry’s PPM Moving Annual Average at Period 6 was 85.7%, against a target of 90.0%. At Period 6 last year, our PPM Moving Annual Average was 84.0%.

We run over 7,000 trains each 4-week period, and record how many of those ran with fewer than the planned number of carriages. Over the 6 periods this report covers (from April 2019 - August 2019), this was 2.4% on average. This was 2.0% in the same period last year.

Our Cancellations and Significant Lateness (CASL) score measures how many trains were cancelled, or were over 29 minutes late. The Moving Annual Average at Period 6 was 5.63%, against 6.48% for the same period last year. A summary of cancellations is provided below.

<table>
<thead>
<tr>
<th></th>
<th>2018/19 Periods 5-10 (Apr 18 – Aug 18)</th>
<th>2019/20 Periods 5-10 (Apr 19 – Aug 19)</th>
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<tbody>
<tr>
<td>Average full cancellations per 4-week period (caused by CrossCountry)</td>
<td>58</td>
<td>63</td>
</tr>
<tr>
<td>Average part cancellations per 4-week period (caused by CrossCountry)</td>
<td>72</td>
<td>85</td>
</tr>
<tr>
<td>Average full cancellations per 4-week period (caused by Network Rail or another train operator)</td>
<td>45</td>
<td>33</td>
</tr>
<tr>
<td>Average part cancellations per 4-week period (caused by Network Rail or another train operator)</td>
<td>191</td>
<td>151</td>
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Key events that have affected our performance are:
- A number of significant incidents as a result of instances of trespass and fatalities at locations that include: Stafford, Leicester, Bromsgrove and Pokesdown.
- Extreme weather events towards the end of July and the beginning of August 2019 saw a number of heat related speed restrictions imposed across the network, instances of track bed flooding and damage to the overhead line equipment.
- The introduction of the West Midlands Trains timetable in May 2019 has led to a notable increase in train service interactions and reactionary delay on a number of the core routes in and out of Birmingham New Street station.

Where delays are unavoidable, we will do all we can to keep you informed, and we continually review and refine our approach to ensure we’re providing the right information at the right time. Our customer information team is on hand 24 hours a day, 7 days a week, providing journey and disruption information in real-time through our website and social media feeds. We also have a JourneyCheck facility, allowing you to keep track of your trains and any issues in real time.

YOUR EXPERIENCE

We’re committed to making planning a journey and buying tickets easier. Unlike other train ticket websites, we don’t charge you any fee for changing the dates or times of Advance tickets bought through our website, mobile site or app, even if you’re travelling with another train company.

We welcome customers who need extra help when making their journeys, and we offer our JourneyCare service for this purpose. You can find out more about this service on our website or by calling our Customer Relations team (see details in the back of this booklet). Between April 2019 and August 2019 we arranged assistance for customers on 11,325 occasions. This is a decrease of 2% against the same period last year. The decrease reflects, and is consistent with, the industry positively making customers aware of the “Turn up and Go” facility across the network. Where customers made requests for assistance by telephone we met our commitment by answering 87% within 20 seconds in all periods this report covers.

While CrossCountry doesn’t operate any stations, we have a dedicated team who work with other train operating companies and Network Rail to ensure they provide services for customers who require assistance, and that you receive the high standards of station facilities that you expect.
As well as delivering more business and leisure journeys between these cities, the additional trains make rail journeys more competitive to the alternative and less environmentally acceptable road journey along the adjacent M5 motorway. As well and its environmental and socioeconomic benefits within the region, the new services also increased the number of direct trains from the North West to Somerset and Devon, bringing with them greater opportunities to build on established and increasing tourism markets.

From the next timetable change in December 2019, we will be taking advantage of the significant improvements by Network Rail to enable more trains to run quickly through the East Midlands, by their investment in new track and signalling in Derbyshire. By removing bottlenecks at the points where the services of several train companies cross routes, this has freed up significant savings in journey times. Although we are not yet able to introduce these on all services on this route as timetables take time to agree to avoid disrupting the services of other operators, from December four weekday and five Saturday CrossCountry services from Reading, Oxford and the West Midlands will be able reach the North East approximately 30 minutes faster than today. It is intended that more services on this route will benefit in future timetables. This fantastic achievement means train journeys from the East Midlands to the North East can now be completed in a little over two hours, making rail much more attractive for business and leisure journeys.

We have also been watching closely the timetable changes being introduced by other train operators. Many of these have been driven by the delivery of new trains, bringing faster and more frequent journeys on other routes. While each of these can mean we make small adjustments to the timings of our trains, we work closely with the other train companies, and Network Rail who control all train timetables, to ensure that customers still have the level of connectivity and journey opportunities they previously enjoyed.

YOUR TRAINS

Making the most from enhancements to Britain’s railways so that we can offer a better service to our customers has been a key focus during the lifetime of our franchise.

Over the years we’ve worked alongside our industry partners to find new and better ways to deliver a railway timetable that makes the most of the available network while delivering the fast, frequent services our customers want. And, with almost half our customers either starting or ending their journey on another train operators’ services, integration and connectivity have played a major role in our approach.

2019 has been the highpoint of this work. In May we introduced extra services between Bristol and Exeter, delivering a train every 30 minutes between these two important economic centres in the South West.
YOUR COMMUNITY

Another area that Britain’s railway industry is working hard to support are the measures to make rail travel more inclusive and accessible to everyone wanting to travel.

The challenges to make railway stations fully accessible are well known, with most built in Victorian times and many having ‘Listed Building’ status for their historical value, meaning that modifying buildings, entrances and exits, as well as installing lifts and other mobility aids, can be difficult. CrossCountry works closely with the train operators who manage our stations to ensure that every opportunity to bring these facilities up to 21st century standards of accessibility are undertaken.

But there is more to making our railway more inclusive than just being accessible to people with immediately recognisable reduced mobility. The railway looks to help those with hidden disabilities, such as autism, dementia, deafness and mutism. Whilst not as obvious as someone in a wheelchair, each have their own barriers to making public transport difficult to use.

This year CrossCountry joined with our fellow train operator Northern and the Bentham Line Community Rail Partnership to introduce the first ‘Dementia Friendly Railway’. Through dedicated training for station and train staff on how to help and support customers with dementia and their carers, to offering station visits to build their confidence about using rail, this project is demonstrating how rail travel can be adapted to help others wanting to travel.

At CrossCountry we already provide training to all our employees, from their first day’s introduction to refreshers during their career, on how to recognise and support our customers who may need a little extra help. Sometimes, it can be as simple as how we explain something that can provide the assurance a person needs to feel comfortable. We go to great lengths to ensure all our frontline staff are given the support they need to provide this assistance.

Another area CrossCountry has worked extensively in 2019 has been in our continued support of projects to benefit the communities and societies our trains serve. Each year, more and more people are looking to travel on our services, but the local train station they travel from may not feel a warm and welcoming place, and may feel remote or disconnected from the national railway network.

Community Rail Partnerships have been seeking to address these problems for many years, and each year CrossCountry is becoming more involved in their work. We support seventeen CRPs across Britain, from beautiful, scenic coastal branch lines to suburban and inner-city places, where the rail industry and its partners are seeking to make rail more attractive and accessible. This year we have supported projects providing rural transport services connecting communities to nearby stations, initiatives to promote travel and tourism, as well as turning redundant and unused old railway buildings into thriving and successful local amenities such as cafes and tourist information offices.

YOUR FEEDBACK

We always welcome your feedback, so we can understand what is working well and where we can do better.

Since April 2017, we have had an online research panel, ‘XChange Views’, to give you the opportunity to get involved and have your say about what we do and what we have planned. We were originally seeking 1,000 people to join the panel and are delighted that as of October 2019, we have over 1,500 members.

We regularly get in touch with the panel to gauge opinions and feedback on a wide range of subjects. Please visit our website for details of how to join the customer panel.

The National Rail Passenger Survey (NRPS) takes place in the spring and autumn of each year and is undertaken by Transport Focus – the independent transport user watchdog. The most recent survey was undertaken in autumn 2019.

We have tough targets for our NRPS scores as part of our franchise agreement with the Department for Transport. Our results are shown below, together with our targets for the year. Our annual performance against our NRPS targets is measured as an average of our Spring and Autumn results.

<table>
<thead>
<tr>
<th></th>
<th>TRAINS</th>
<th>CUSTOMER SERVICE</th>
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<tbody>
<tr>
<td></td>
<td>Group 1</td>
<td>Group 2</td>
</tr>
<tr>
<td>Year 3 (Apr 18-Mar 19) Target</td>
<td>74.5% (67.6%)</td>
<td>70.6% (66.1%)</td>
</tr>
<tr>
<td>Year 3 (Apr 18-Mar 19) Score*</td>
<td>73.0% (67.6%)</td>
<td>69.6% (66.1%)</td>
</tr>
<tr>
<td>Year 4 (Mar 19-Mar 20) Target</td>
<td>74.8% (71.0%)</td>
<td>71.0% (66.7%)</td>
</tr>
<tr>
<td>Year 4 Spring Only Score**</td>
<td>72.1% (68.8%)</td>
<td>68.8% (66.7%)</td>
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* Year 3 annual score is an average of the spring 2018 and autumn 2018 results
** Year 4 annual score will be an average of the spring 2019 and autumn 2019 results, the latter yet to be published

Group 1 covers our long-distance services, and Group 2 covers the Cardiff – Nottingham and Birmingham – Leicester/Stansted Airport services.

When you contact us, we aim to resolve any query or complaint as quickly as possible, and have targets in place for how long this takes. We’ve summarised key information regarding the number of complaints we received, and our time to respond to those complaints in the table below.

<table>
<thead>
<tr>
<th></th>
<th>2018/19 Periods 5-10</th>
<th>2019/20 Periods 5-10</th>
</tr>
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<tbody>
<tr>
<td>Number of complaints received</td>
<td>12,370</td>
<td>11,313</td>
</tr>
<tr>
<td>Average number of days to respond</td>
<td>5.8</td>
<td>4.99</td>
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The following graph compares the volume of contacts received in the six periods from April 2019 to August 2019 and the equivalent period in the previous year, split by topic of contact.

![Graph comparing contacts by topic]

We continually review our performance to identify areas for improvement and develop plans to address any specific issues. During the period that this report covers we have seen a decrease in complaints from the same period last year, down by 8%. This is also reflected in our days to close which has dropped to under 5. The team have worked hard to ensure that we have met our obligations to respond to complaints within 10 working days. Delay Repay claims are increasing year on year and make up 88% of customer contact into the Customer Relations team.