

Customer Report | Autumn 2026

crosscountry

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Welcome to the autumn edition of our Customer Report



Shiona Rolfe
Managing Director

It has been a busy summer across the CrossCountry network, with a number of exciting developments for customers and colleagues alike.

In August, we launched the latest instalment of our 'Take Us On Your Journey' advertising campaign - All Friendships Great and Small, this time featuring Edinburgh and celebrating the journeys, friendships and connections made possible by rail.

We're delighted to be introducing eight additional Voyager trains to the CrossCountry network from early 2027, helping to provide more seats for customers travelling across Great Britain. Together with the extra capacity we've already delivered since 2024, this will bring the total number of additional seats available on our network to 60,000 every week.

Our fleet refurbishment programme continues at pace, with refreshed trains returning to service every few weeks. Our trains have completely redesigned interiors and exteriors, new seating, additional legroom and power options at every seat, all aimed at delivering a more comfortable and enjoyable journey.

Our colleagues are getting a new look too. Following extensive consultation, we're introducing a new uniform designed to be modern, comfortable and professional, and something our people can wear with pride. You may already have seen some colleagues wearing it ahead of the full rollout in January.

Supporting the communities we serve remains an important part of who we are at CrossCountry, so I was particularly proud to see Tyne Valley Community Rail Partnership recognised at the National Rail Awards for its Railway 200 initiative. The project brought together local primary school pupils to celebrate 200 years of railway history and was made possible through our commitment to community rail.

Like many parts of the railway, we also faced challenges during periods of exceptionally warm weather this summer. We know disruption can be frustrating, and we'd like to thank customers for their patience when journeys were affected. We continue to work closely with Network Rail and industry partners to strengthen resilience and keep people moving when challenging conditions arise.

This is just a snapshot of what has been happening across our network. You can find out much more in the pages ahead, but I'd like to take this opportunity to thank you for choosing CrossCountry. We never take that choice for granted and look forward to welcoming you on board soon.



How we are performing

Between April and September 2026, 60.5% of CrossCountry services arrived within three minutes of schedule at every station call, while 89.1% arrived within 15 minutes of their planned arrival time. Overall service reliability, measured through all cancellations regardless of cause, was 8.4%.

Performance was below the levels achieved during the same period last year. The proportion of services arriving within three minutes reduced by 8.6 percentage points, while the percentage arriving within 15 minutes decreased by 3.7 percentage points. Cancellations increased by 0.8 percentage points. A combination of extreme weather, infrastructure-related challenges and operational issues contributed to these results.

In addition to punctuality and cancellations, we continue to monitor the number of services operating with fewer carriages than planned, as this directly impacts customer capacity and comfort. During the period, 3.6% of services operated with fewer carriages than scheduled, reflecting the ongoing challenges associated with fleet availability and maintenance requirements.

Periods of prolonged hot weather during the summer created significant challenges for both railway infrastructure and train operations across the CrossCountry network. High temperatures can affect rails, signalling equipment and power systems, requiring additional safety measures to ensure services can continue operating safely. This included the introduction of temporary speed restrictions on some routes to reduce the risk of heat-related infrastructure failures.

The hot weather also affected the reliability and availability of our train fleet. Higher temperatures placed additional strain on onboard equipment, increasing the likelihood of technical faults and requiring more trains to undergo maintenance. This reduced the number of trains available for service and led to occasional short notice changes to train formations and timetables.

As CrossCountry operates one of the largest and most geographically diverse rail networks in Great Britain, disruption in one location can quickly affect services across multiple regions. The combination of infrastructure restrictions, fleet-related issues and the resulting reactionary delays contributed to lower punctuality during the reporting period.

Performance has also been affected by wider challenges across the national rail network. Following two unfortunate derailments elsewhere on the railway, additional inspection, monitoring and maintenance activities were introduced by Network Rail to ensure the continued safety and integrity of the infrastructure.

These enhanced inspections identified a greater number of track defects requiring attention, resulting in additional maintenance activity, temporary speed restrictions and an increase in infrastructure-related delays. Whilst these measures are essential to maintaining a safe railway, they have had a short-term impact on punctuality across the network.

Whilst a number of the challenges affecting performance were outside of our direct control, we recognise that there have also been factors within our own operation that have impacted reliability.

Train reliability and fleet availability have continued to present challenges during the period. Technical faults and increased maintenance requirements have on occasion reduced the number of trains available for service, affecting both punctuality and resilience when disruption occurs.

Encouragingly, traincrew availability has shown steady improvement throughout the reporting period. Through continued recruitment, training and workforce planning, we have strengthened resilience across the network and reduced the overall impact of traincrew-related disruption. Excluding the well-documented challenges associated with Sunday working arrangements, traincrew-related delays and cancellations have reduced compared with previous periods.

Investment in recruiting additional drivers and train managers, accelerating training programmes and improving resource deployment is beginning to deliver benefits. Whilst there is still more to do, these improvements provide a strong foundation for delivering a more reliable service in the future.

Anti-social behaviour continues to affect rail services across the country and can have a direct impact on both customer experience and operational performance. Incidents involving trespass, vandalism, disorderly behaviour and abuse directed towards railway colleagues can result in service delays, operational disruption and, in some cases, temporary line closures.

CrossCountry remains committed to providing a safe and welcoming environment for customers and colleagues. We continue to work closely with the British Transport Police, Network Rail and other industry partners to reduce anti-social behaviour through targeted operations, intelligence-led interventions, enhanced use of CCTV and support for frontline colleagues.

By reducing both the frequency and impact of these incidents, we aim to improve service reliability, while creating a safer and more positive environment for everyone who travels on our network.

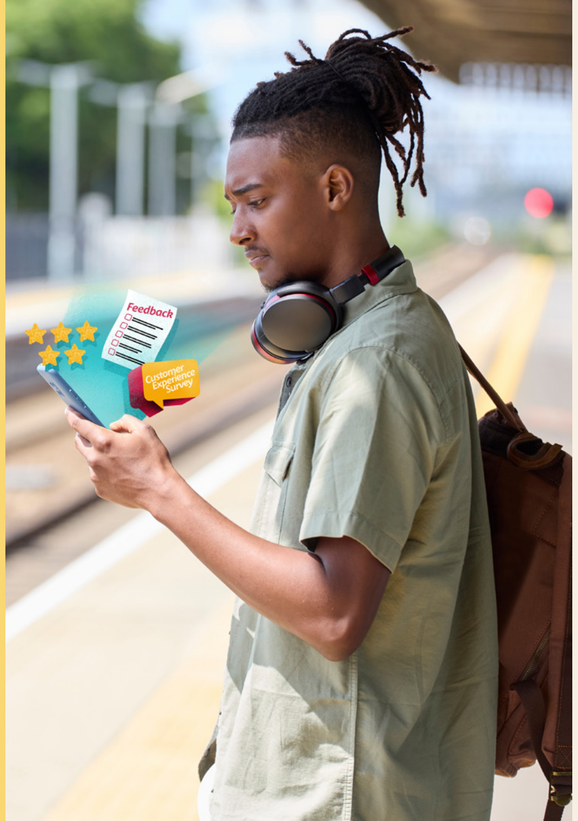
While we recognise that performance during this period has not been where we want it to be, we are encouraged by the progress being made in key areas, particularly traincrew availability and operational resilience. We remain committed to working with our industry partners to improve punctuality, reduce cancellations and provide a safer, more reliable railway for our customers.

	2025/26 Periods 1 to 6 (April 2025 to September 2025)	**2026/27 Periods 1 to 6** (April 2026 to September 2026)
Average full cancellations per 4-week period (caused by CrossCountry)	248	299
Average part cancellations per 4-week period (caused by CrossCountry)	155	198
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	92	77
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	190	278

Your feedback Autumn 2026

Feedback from our customers is essential to understanding where we are doing well and where we could do better to ultimately improve the overall customer experience when travelling with CrossCountry.
To support this, we use a range of customer insight sources, including the industry-wide Rail Customer Experience Survey (RCXS) and our internal XChange Views Customer Panel. During this reporting period, customer satisfaction data has been drawn principally from the Rail Customer Experience Survey. Our new Voice of the Customer (VoC) programme is expected to launch shortly and is in final development with our new supplier. This is expected to transform our approach to Customer Insight through an enhanced survey offering, providing greater functionality and richer feedback through multiple touchpoints to deepen our understanding of customer needs and experiences. We look forward to sharing further updates on the new programme in future editions of the Customer Report.

The latest Rail Customer Experience Survey (RCXS) results indicate a reduction in overall customer satisfaction in P1-P4 compared with the previous reporting period (P11-P13), driven primarily by lower satisfaction with punctuality. This reflects the challenges experienced around service reliability as detailed in the 'How we are Performing' section. However, satisfaction with stations and personal safety remained strong, while value for money and cleanliness scores improved. These findings provide valuable insight into customers' experiences and help inform our priorities for improvement. Analysis of RCXS data also indicates that customers travelling on refurbished trains report higher levels of onboard satisfaction, reinforcing the value of the refurbishment programme. We continue to focus on improving the customer experience through our fleet refurbishment programme, timetable improvements, and enhancements to the onboard experience, including cleanliness, catering, Wi-Fi and provision of information during disruption.



Customers also continue to identify crowding as a challenge, and the introduction of the eight additional Voyagers from early-2027 will deliver improvements in this area. The impact of both the refurbishment programme and the additional Voyagers will be monitored through customer survey data.

In addition to the Rail Customer Experience Survey, we continue to consult members of the XChange Views Customer Panel to further our understanding of our customers' views and needs. During this reporting period, we undertook research into customers' experiences of on-board announcements. The findings showed that customers are generally satisfied with the current frequency of announcements and feel well informed during their journey, while identifying opportunities to improve audibility and accessibility. Customers also highlighted the importance of timely and regular communication during disruption and continued to praise the professionalism and helpfulness of our on-board colleagues.

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
182

Trains and Customer Service

Category	Metric	P11-P13 Published Score	P1-P4 Published Score
Journey Overall	Overall Satisfaction	79%	75%
	Value for Money	56%	57%
	Punctuality	81%	72%
Station	Station Overall	87%	86%
Train	Train Overall	77%	75%
	Crowding	62%	60%
	Personal Safety	85%	85%
	Cleanliness	71%	73%

	Number of complaints received	Average number of days to respond
P1	1852	11
P2	1886	11
P3	1560	5
P4	1815	8
P5	1839	11
P6	1186	14



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.

We are well into our refurbishment programme of our trains now and the difference is showing in our pass rates for Ambience & Assets and Cleanliness. Over the first half of this year, both of these measures have been steadily increasing as more refurbished trains enter service. Customers will continue to feel the benefits of this programme over the coming months.

Since the last report, we have delivered on improving the cleanliness of windows and blinds on our Voyager trains. We have also been keeping the focus on the quality of announcements including the sharing and promotion of best practice.

Alongside the continued progress of the refurbishment programmes, over the next few months we will be continuing our drive to improve the quality of announcements as well as launching a new cleaning standard manual in partnership with our maintenance provider. We are also aiming to improve the quality of labelling on our trains by replacing damaged ones faster. Finally, work has begun to investigate options for improving the quality of Wi-Fi on our trains.

We have largely met our targets for this regime so far this year and are pleased that our efforts are reflected in the high pass rates. Notably, a number of improvements were rolled out to our website earlier this year, including the ability to choose a specific seat to reserve and the ability to book passenger assistance. A number of specific bugs reported by our mystery shoppers have also been fixed in both the website and the app.

Our customer relations team have had a number of challenges so far this year with higher-than-expected levels of calls and complaints. This shows in some periods where we missed our target for Planning the Journey. Following the winter period, some key events over the summer have driven a significant volume of enquiries to the team preventing us from getting back on track. Our team are committed to recovering this position over the next few months to get us back on target.

Lots of change is happening with our Catering offering and customers will have noticed changes to our product offering that have already been launched. We will be building on this through the rest of the year by improving our delivery standards and increasing our resilience at providing catering on all trains for which we advertise it to be available.

Overall, we are pleased that our performance for this regime has been steady and mostly above target. Small sample sizes for Customer Service During Disruption mean that we continue to see volatility in performance here, but our average pass rate for this measure has been 78.39% which is just above target.

Similar to the Customer Service Regime, performance for Planning the Journey has been impacted by call response times, but our mystery shoppers have also identified opportunities for us to improve our provision of information during calls relating to the booking of tickets and passenger assistance. We are using this feedback to improve our service.

Our data tells us that most of the customers who book assistance with us have a great experience, but when things don't go to plan, the effects on the customer can snowball. We are using every piece of insight we get to influence our efforts to deliver assistance to customers as reliably and consistently as possible. This includes continuing to work with other operators who provide assistance on our behalf at the stations we call at. We also recognise the disproportionate impact that crowding can have on our customers with accessibility needs and we are actively working to reduce crowding on our trains through many different means.

	Train Service Regime			Customer Service Regime			Accessible Customer Service Regime			
Service Quality Area	**Ambience & Assets**	**Cleanliness**	**Information**	**Planning the Journey**	**The Train Journey**	**Planned and Unplanned Disruption**	**Planning the Journey**	**Boarding and Alighting the Train**	**The Journey**	**Customer Service During Disruption**
Target	**70%**	**78%**	**87%**	**95%**	**93%**	**90%**	**87%**	**86%**	**88%**	**78%**
Period 1 01/04/2026 to 02/05/2026	61.05%	71.36%	89.06%	92.33%	97.71%	90.17%	92.43%	87.29%	89.97%	68.25%
Period 2 03/05/2026 to 30/05/2026	62.71%	71.94%	91.06%	93.53%	96.99%	97.74%	90.96%	97.40%	88.82%	97.50%
Period 3 31/05/2026 to 27/06/2026	63.43%	71.81%	88.62%	95.63%	97.66%	99.09%	96.63%	90.18%	87.98%	83.52%
Period 4 28/06/2026 to 25/07/2026	63.76%	71.93%	90.03%	94.15%	99.03%	92.69%	93.58%	83.15%	84.30%	79.50%
Period 5 26/07/2026 to 22/08/2026	65.04%	73.94%	89.68%	96.57%	96.13%	95.00%	97.83%	89.32%	92.07%	74.41%
Period 6 23/08/2026 to 19/09/2026	64.53%	75.15%	89.97%	91.94%	98.59%	88.79%	90.38%	94.95%	94.99%	67.17%

Our stakeholders and communities



Over the last six months, we have continued to strengthen our relationships with stakeholders, community partners and regional decision-makers across the CrossCountry network. We've been working collaboratively on engaging with Members of Parliament, Mayoral Authorities and devolved administrations, exploring local priorities and identifying opportunities for the rail industry to work together on shared challenges, including improving transport accessibility, supporting regional economic development and encouraging more young people to consider careers in STEM and the railway sector.

Collaboration across the industry remains a vital part of delivering value for both customers and communities. We've continued to work with industry partners including Network Rail, Great Western Railway, Avanti West Coast, Northern, TransPennine, East Midlands Railway, and West Midlands Trains. Working together closely is a valuable opportunity to share best practice, strengthen partnerships and develop a deeper understanding of regional transport priorities that affect our customers and stakeholders.

Our support for community-led projects continues to deliver lasting benefits beyond the railway. In Peterborough, four new walking and trail maps were launched in partnership with Hereward Community Rail Partnership, encouraging residents and visitors to explore the city on foot and connect active travel with rail journeys. The trails showcase Peterborough's heritage, green spaces and riverside environment, reinforcing the role that rail can play in supporting healthier and more sustainable travel choices.

We have also continued to support projects that celebrate local identity and bring communities closer to their railway. At Atherton station, in Greater Manchester, a striking comic-book style mural created by local artist Adam Frith highlights the stories of local community heroes and transformed the station environment into a welcoming and engaging public space. A second mural is scheduled for installation at Daisy Hill station later this year, extending the project's reach and community impact.

Along the Mid Cheshire line, artwork created by pupils from Delamere CofE Academy Primary School and Ashton Hayes Primary School now has a permanent home at Delamere and Mouldsworth stations. Developed in partnership with Mid Cheshire Community Rail Partnership and Northern Trains. The colourful displays celebrate local landmarks and young people's experiences of travelling by rail, helping to create a stronger sense of place for customers and communities alike.

Engaging young people and supporting future generations remains a key focus.

Through our ongoing partnership with the Newcastle College Rail & Civil Engineering Academy, we hosted employability and recruitment workshops to help students gain practical experience of the rail industry. Participants took part in mock interviews, assessment exercises and recruitment activities designed to build confidence and prepare them for future careers.

We were also delighted to see the continued success of the Edmondson Song Project, funded through CrossCountry's Community Engagement Fund. Working with schools across the Tyne Valley, the initiative combined local railway heritage, music and education, helping young people develop creative and technical skills while learning about the important role rail plays in connecting rural communities to employment, education and wider opportunities. The project's impact was recognised nationally, winning at both the Community Rail Awards and National Rail Awards.

Our relationships with customers, stakeholders and communities are fundamental to shaping the future as we look towards Great British Railways. By listening, collaborating, and investing in projects that matter locally, we are helping to deliver a railway that supports not only journeys, but also the social, economic and environmental wellbeing of the regions we serve.









Take us on Your Journey

"Been There, Seen That" Manchester Mural

As an operator with limited station presence, we're always on the lookout for exciting new ways to target our audiences locally. For four weeks over the summer, a giant new piece of public art captured the attention of visitors and passers-by in Manchester's Northern Quarter.

Artist Peter Barber transformed a colourful collection of fridge magnets into Been There, Seen That - a spectacular 13.5-metre mural celebrating the memories we create through travel, as well as the incredible places waiting to be discovered closer to home.

Created in partnership with McCann Birmingham and Global Street Art - Europe's leading producer of hand-painted murals, we brought you the interactive artwork featuring 3D elements that invited 266,490 on-lookers to step into the experience, and made for a brilliant photo opportunity!

Great Britain is full of incredible destinations that are easy to reach by train, and this mural celebrates the memories we make along the way. Following the success of our first painted mural, The Embrace, seen by 863,617 of you in Leeds during summer 2025, Been There, Seen That continued our ambition to bring inspiring and engaging public art into the communities we serve, support regional pride and play our role in connecting people, places and opportunities.

Did you manage to see our mural? If not, head over to our Instagram page to see it for yourself.



"All Friendships Great and Small" Brand Campaign

In August, we launched the fourth chapter of our Take Us On Your Journey brand campaign, All Friendships Great and Small.

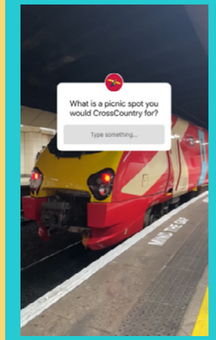
We know that the most meaningful journeys aren't defined by the miles travelled, but by the people waiting at the other end. Whether it's visiting family, reconnecting with friends or creating new memories together, it's these genuine human connections that make every journey matter.

Our latest campaign brings this to life through the heartwarming story of Ruby, her Grandad and one very determined pigeon named Kevin. The story celebrates the people we would cross the country for, capturing the warmth, humour and emotional connections at the heart of travel.

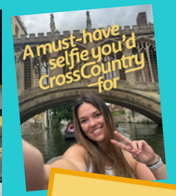
The campaign launched across TV, Video on Demand, cinema, digital out-of-home and paid social, and has been seen over 24.7m times.

Haven't seen our brand advert yet? Watch it on YouTube









Who would you CrossCountry for?

Who would you CrossCountry for?

A famous landmark, a favourite person, or even an iced bun that takes you straight back to where it all began.

Over the past few months, we've been exploring the many reasons to cross the country - and when we asked you to share your recommendations, you certainly didn't disappoint!

From charming cafés and favourite picnic spots to memorable people, delicious food and unmissable events, we've been celebrating the places and experiences that make Great Britain so special, and the moments that create memories to last a lifetime.

Head over to our Instagram page to discover the recommendations - you might just find a few new places to add to your bucket list!



How we're helping you

Volume of Bookings	Type of Booking
41,294	Total Assistance Bookings
40,068	Successfully Completed
1,742	Cancelled Bookings
8,118	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
- Continued roll out of fleet refurbishment programme
- Additional eight five-carriage Voyagers deploying throughout 2027

Turbostar

- Bike storage
- Wheelchair space
- Toilets incl. accessible toilet
- Wi-Fi – Free
- Continued roll out of fleet refurbishment programme



How we're looking after the environment

Our Three Pillars

CrossCountry's Sustainability Strategy is built around three core pillars: **People, Places and Planet.** Together, they describe where we can make the greatest positive difference: supporting inclusive and confident travel, strengthening the communities we serve, and reducing the environmental footprint of our operation.

For autumn, these pillars and their 11 supporting modules remain the same. Our latest customer survey confirmed that the framework continues to provide a relevant and balanced way to focus our activity, helping us respond to customer expectations while keeping our long-term sustainability priorities clear and consistent.

Rail also has an important role to play in reducing UK transport emissions. Our latest emissions report, available on our website, shows that travelling with CrossCountry is around **2.47 times more carbon efficient than travelling by road.** Last year, we increased our mileage by **10%**, helping to give more people the opportunity to choose rail as a lower-carbon alternative to road travel.

Alongside cutting emissions from our own operation, we are working with suppliers, Community Rail Partnerships and local organisations to create wider Social Value. This means looking beyond the journey itself and supporting projects that improve accessibility, build confidence in travel, protect nature, celebrate local identity and help communities benefit from the railway.

Together, our pillars and modules provide a practical and ambitious plan for going beyond the journey: supporting our people, strengthening the places we connect and protecting the planet for the future.

Our Sustainability Pillars

People

We are a positive force for our employees, and wider society

Our focus areas

- Accessibility - Enabling everyone to access travel with confidence and independence
- Equity, Diversity and Inclusion - Supporting inclusive, fair and representative communities where everyone can thrive
- Social Mobility and Safeguarding - Expanding opportunities and protecting vulnerable people to build safer, more equitable communities

Places

We support sustainable community growth across our network

Our focus areas

- Air Quality - Improving air quality to support healthier environments for communities
- Biodiversity - Protecting and restoring nature to enhance local environments and wellbeing
- Climate Change Adaptation - Building resilience to climate impacts to protect communities and essential services
- Connected Journeys - Making sustainable travel easier to access, connecting people to opportunities
- Sense of Place - Celebrating local identity and heritage to strengthen community pride and belonging

Planet

We reduce the environmental footprint of our operation

Our focus areas

- Carbon - Reducing emissions to support a cleaner environment and a more sustainable future
- Waste - Reducing waste to protect the environment and conserve resources for future generations
- Water - Protecting water resources to support healthy ecosystems and communities

Metric	2026/7	Units
Non-traction Energy (April – August)	494,230	kWh
Traction Energy (Periods 1 to 6)	34,769,800	Litres
Colleague Waste Recycled (April – August)	61.6%	Recycling Rate
Waste diverted from landfill (April – August)	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 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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All information correct at the time of publication

