

Taking journeys further



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Welcome to CrossCountry's Autumn Customer Report

Shiona Rolfe
Managing Director



I'm pleased to share our Autumn Customer Report, providing an update on developments from across our network.

Summer continued to be one of our busiest times of year, with strong demand from leisure travellers wishing to visit the many destinations we serve. Our advertising campaign was therefore designed to add realism and raise awareness of these places, supporting leisure travel. You can find out more in this booklet.

As part of our community engagement work, we also commissioned a new piece of public artwork in Leeds city centre. "The Embrace" by artist Elle Koziupa, located on Aire Street, celebrates the theme of connection which is something central to our role in connecting communities across the length and breadth of the country.

As I previously shared, service reliability and capacity improvements continue to be a priority. In the May 2025 timetable change, we introduced a number of enhancements, including additional weekday services on key long-distance routes, nine extra trains to the Voyager fleet and longer trains on some of our busiest services, particularly on the Reading – Newcastle corridor via Birmingham and York. These changes have created 28,000 additional seats each week across our network to help meet demand.

From 14 December, we will introduce further changes to our timetable. These will deliver an increase to services between Reading and Newcastle, improving connectivity for customers on this key route. Elsewhere, there will be enhancements to some services between Birmingham and Leicester, and more seats on some of our busiest services across the network. These changes will help us to deliver more comfortable and reliable journeys for passengers, while supporting the industry-wide transformation of the timetable on the East Coast Main Line. Passengers travelling on Sundays will also see more resilient and reliable services across the CrossCountry network. Full details are now available via journey planners and on our website.

Finally, we continue to invest in improving the on-board experience for our customers. Our fleet of Class 170 Turbostar trains is currently undergoing a phased refurbishment programme, with upgrades including brighter, more comfortable interiors.

In parallel, refurbishment work on our Voyager trains starts this autumn, with the first upgraded units due to enter service in spring 2026.

Thank you for your continued support. I hope you enjoy reading more from the team.



How we're performing

During the time period between April 2025 and September 2025, 69% of our services arrived within 3 minutes at all station calls, with 92.9% of services arriving within 15 minutes. From a train service reliability perspective, the level of all cancellations, regardless of cause was 7.6%.

Across all three performance measures, a marginal decline in punctuality and cancellations has been seen when compared with the equivalent time period last year; both punctuality measures have seen a reduction of 1.8% and 1.5% respectively, whereas the percentage of all cancellations has increased by 1.3%.

Although we have experienced a decline in punctuality, the moving annual average for those services arriving within 3 minutes has achieved a 1% improvement across the 13 periods. Those factors impacting punctuality have been a mixture of trespassers on the railway, track faults and incidents relating to infrastructure reliability. Furthermore, our train services have been impacted by a number of disruptive incidents. In July, our services were severely disrupted by overhead line problems in the vicinity of Birmingham New Street. The scale of this incident led to a large number of our services being delayed or cancelled for most of the day. At an industry level, we've reviewed many operational aspects relating to this incident and identified joint initiatives to benefit the customer. These include the information we provide during disruption and our joint response when incidents of this nature occur at busy locations such as Birmingham New Street.

In April, the vandalism and associated theft of signalling equipment in the Whittlesea area contributed to a prolonged period of disruption on the Birmingham to Stansted line of route. More recently, a trespasser in the tunnels at Birmingham New Street led to disruption to train services whilst the individual was apprehended.

These three events have been the most disruptive since April and have caused a combined impact of 6,280 minutes, 98 cancellations and affected 536 services. Sadly, the industry continues to face challenges with external events, and this is an area of a key focus for the rail industry and British Transport Police partners. In collaboration with Network Rail, we continue to monitor and explore interventions which help prevent the incidents from occurring. Some of the improvement activities across our service operation include:

- Installation of route crime cameras at Birmingham New Street will be completed by November 2025. This is the first installation of this type on the rail network and will provide much-needed surveillance of the platform ends and tunnel entrances and exits.
- Trembler/Tracker installations to detect cable crime are progressing with the top 5 locations to be completed by October 2025. The actions at these locations will benefit train services on our long-distance routes.
- Welfare Officers have been deployed on the Western Route to key locations such as Oxford, Reading, and Reading West. Across the whole initiative, 150 positive interventions have been made so far including 20 lifesaving ones.
- Following a positive trial in the North West, the expansion of Mental Health triage cars has been extended to the Central region. A Mental Health nurse and a British Transport officer will conduct blue-light responses to mental health incidents.
- A Beyond Visual Line of Sight (BVLOS) drone trial is being conducted at Gloucester. If successful, this will negate the need for operators to be in the vicinity while extending the speed and reach of our response to trespass incidents.

Although trespass-related incidents remain the key cause of passenger lateness, the overall impacts have reduced compared the equivalent time period last year. Other areas of improvement that have contributed to a reduction in passenger lateness include train detection, signal failures and mitigating the effects of extreme weather. Flooding mitigation work has been taking place across various Network Rail routes. Key CrossCountry impacting sites being tackled include Chipping Sodbury (Western), Draycott and Breadsall (East Midlands). These positive interventions meant that in 2024 no flooding incidents occurred in Chipping Sodbury and Breadsall, with Draycott seeing one incident compared to three in 2023.

Internally, we also continue to improve train service reliability and in particular reducing those cancellations relating to train crew resource. A comparison of the time period between April and September and the equivalent time period last year has seen us achieve a 30% reduction in Driver caused cancellations. During the same period, a 40% reduction in Driver cancellations has been achieved Monday to Saturday, with nine of our eleven Driver depots delivering improvement year-on-year. Sadly, Sunday cancellations remain an issue. However, we continue to work on solutions which will provide a more consistent level of train service reliability.

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 2606, four weeks ending Saturday 13th September 2025, the Time to 3 moving annual average was 68.5% against a target of 68.6%. The moving annual average for Time to 15 was 93% against a target of 93.3%.

During the last 6 periods, we have operated on average 6,107 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 April 2025 to September 2025), this was 3.4% of the 36,643 services that ran.

	2024/25 Periods 1 to 6 (April 2024 to September 2024)	2025/26 Periods 1 to 6 (April 2025 to September 2025)
Average full cancellations per 4-week period (caused by CrossCountry)	174	247
Average part cancellations per 4-week period (caused by CrossCountry)	143	155
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	75	92
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	179	190



Your feedback

Autumn 2025

Since the last Customer Report, CrossCountry's Customer Insight team has led a broad range of initiatives aimed at enhancing the passenger experience. A key focus has been the ongoing development of our Voice of the Customer (VoC) programme, which plays a vital role in capturing real-time feedback and driving continuous improvement. Passengers can easily share their views during or after their journeys via our dedicated insight platform. Approximately two-thirds of responses are received through emailed survey invitations, while the rest are submitted via a link on the on-board Wi-Fi welcome page. Survey volumes continue to grow steadily, with over 20,000 projected over the course of the year.

The past six months have seen some significant improvements for customers as a direct result of our insight programme. One standout success was our involvement in a major project to upgrade the on-board Wi-Fi. Insight gathered from passenger feedback first highlighted the opportunity for improvement, which directly led to the creation of a dedicated workstream to

address the issue. The upgrade was delivered over the summer of 2025, and early results are promising with customers' satisfaction with on-board Wi-Fi up by seven percentage points, marking a significant improvement in this aspect of the customer experience.

Additionally, the Customer Insight team led a project to identify the root causes behind cleanliness-related complaints on board. Using our text analytics AI engine, we uncovered a recurring theme in passenger feedback: reports of unpleasant odours on Voyager trains. This insight directly informed a series of targeted on-board initiatives, including multiple upgrades to the air freshener systems, aimed at improving the overall cleanliness experience for customers.

Alongside the VoC programme, the XChange Views customer panel has been instrumental in deepening our understanding of the customer experience. Recently, panel members have shared valuable insights on a range of topics, including attitudes toward First Class, the digital journey and expectations regarding on-board cleanliness.



The tables below present customer satisfaction data across several key touchpoints, drawing comparisons between the latest National Rail Passenger Survey (NRPS) results and CrossCountry's Voice of the Customer (VoC) findings, where applicable. It's important to note that these results are not directly comparable due to differing survey methodologies. Additionally, shifting customer expectations in the post-pandemic landscape – and the impact of ongoing industrial action – have both influenced service delivery and shaped customer perceptions during this period.

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	
	118

	Number of complaints received	Average number of days to respond
P1	1104	3
P2	1057	4
P3	1242	6
P4	1443	7
P5	1539	10
P6	1661	10

Trains

	NRPS Spring 2020	CrossCountry VoC P1-P6
Overall train satisfaction	82%	
Personal security on-board	83%	67%
Cleanliness of the train	77%	55%
Comfort of the seats	70%	50%
Toilet facilities	59%	39%
TRAIN AVERAGE	74%	53%

Customer service

	NRPS Spring 2020	CrossCountry VoC P1-P6
Provision of information during journey	82%	58%
Helpfulness and attitude of staff	83%	65%
How well the TOC dealt with delays	77%	32%
Availability of staff on the train	70%	47%
CUSTOMER SERVICE AVERAGE	74%	51%



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.

Train Service Regime

The refurbishment of our Turbostar trains has continued over the last few months with the first of these trains now in service. These refurbished Turbostars have been very warmly welcomed by customers, who have been enjoying our fresh, bright and vibrant customer environment. The timescales for delivery of the refurbishment programme means we are not yet seeing this benefit in our scores. For our Voyager fleet, we have also completed the previously reported programme of work to repair and re-paint the panels inside the carriages, most notably in the vestibule areas. This work has helped to improve the appearance of these trains ahead of their own refurbishment programme, which is coming later this year. Our focus remains on improving our scores through known challenges including our fluorescent bulbs and carpet cleanliness, before our refurbishment of the Voyagers begins, which will address these in the long term.

We continue to perform very well with litter and toilet cleanliness. The panel repairs have continued to help combat the effects of vandalism and we are also midway through replacing toilet wall vinyl coverings that have been etched and graffitied. For the exterior of our trains, we have been working with our train maintainers to ensure they are cleaned regularly and that the equipment needed for cleaning is kept in working order. We have had some great collaborative discussions with our train presentation partners recently, and one of our focus areas with them over the next few months is to trial increasing the frequency of how often our carpets are cleaned.

We've been maintaining high levels of performance against many of the aspects under the Information area, particularly for posters, signs and Wi-Fi. The replacement of the exterior screens on our Voyager trains continues and has been steadily contributing to the improvement of our performance. More focus is being applied to how we handle information relating to disruption. This includes the quality of the information that is shared, by who and how often. This is a

step change from our previous report as we are now looking at how these are applied to all delays. Now that we have a few periods of data following this change, we are starting to identify the trends which in turn tells us where we can improve our announcements further.

Customer Service Regime

We have sustained high levels of performance across almost all elements that the Customer Service Regime covers. Looking forward, we are now looking to see where we can improve further, with our attention focused on our First Class offering and Rail Replacement Transport. There has been a gradual improvement in these areas over time, and we will continue to work on them and take lessons learnt from any failures we see to ensure our scores improve further.

Accessible Customer Service Regime

We started publishing pass rates for our new Accessible Customer Service Regime from April this year and are including them in this report for the first time. As this is new,

sample sizes that inform the performance of this regime are much smaller. Therefore, we are still working to understand what is driving our scores and what our key areas for improvement are.

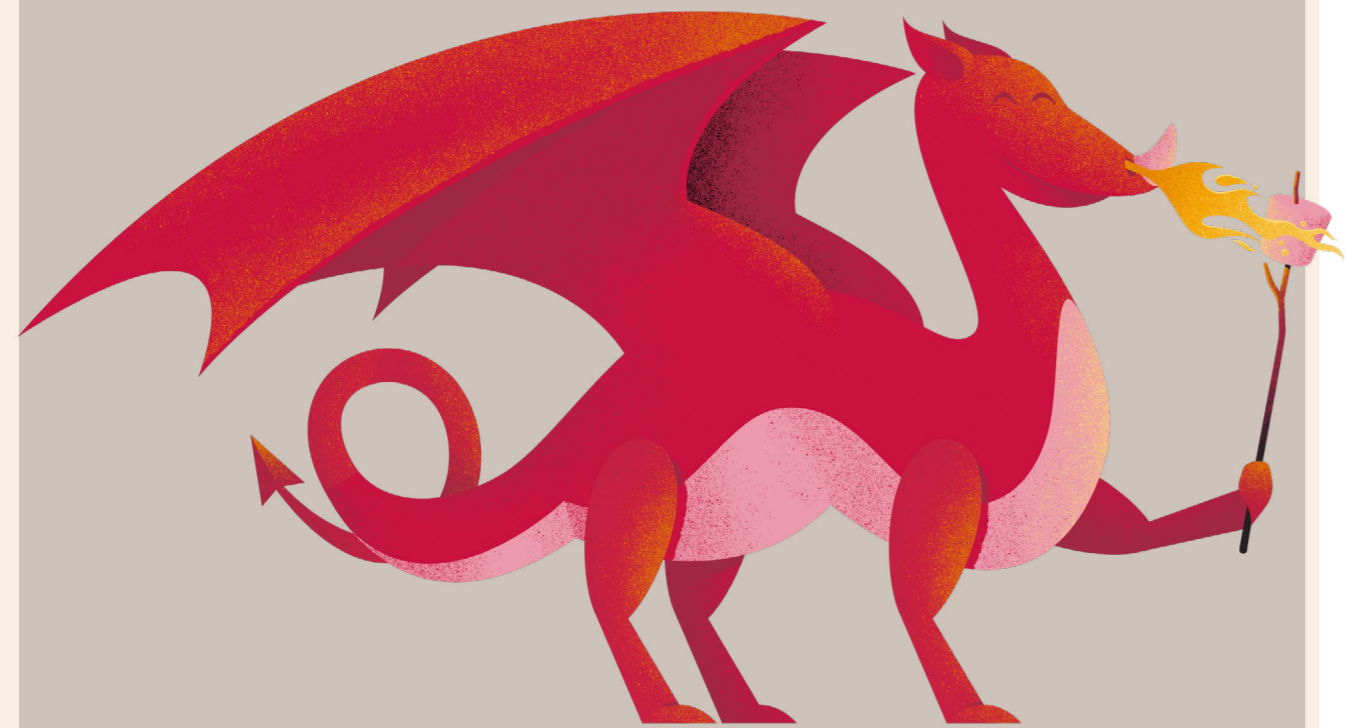
The aspects that we have been focussing on so far are the availability of our at-seat catering offering, the compatibility of our website with assistive technology, and issues relating to Rail Replacement Transport.

Even in the short time this regime has been running, we have already identified the need to have braille and large print menus. These will be introduced on our Voyager units during the autumn of 2025.

Some of the aspects we've been performing particularly strongly on include booking assistance through our Customer Relations team and assistance provided by CrossCountry train crews, both in terms of helping customers on and off the train and answering accessibility-related questions.

Service Quality Area	Train Service Regime			Customer Service Regime			Accessible Customer Service Regime			
	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	68%	75%	83%	89%	89%	83%	83%	83%	83%	P1 to P4 73% P5 to P6 78%
Period 1 01/04/2025 to 26/04/2025	61.01%	70.22%	88.72%	95.02%	96.28%	93.67%	94%	90.64%	89.84%	83.33%
Period 2 27/04/2025 to 24/05/2025	60.05%	72.88%	91.17%	98.14%	93.92%	100%	88.42%	93.98%	89.39%	86.84%
Period 3 25/05/2025 to 21/06/2025	59.89%	71.34%	88.67%	98.35%	96.10%	94.43%	80%	96.49%	90.13%	82.75%
Period 4 22/06/2025 to 19/07/2025	58.20%	68.70%	85.48%	98.28%	93.98%	90%	87.24%	93.53%	89.90%	100%
Period 5 20/07/2025 to 16/08/2025	58.76%	73.92%	90.37%	97.02%	94.27%	94.09%	95.60%	81.89%	93.04%	73.57%
Period 6 17/08/2025 to 13/09/2025	56.74%	71.54%	88.54%	97.54%	96.44%	97.98%	87.47%	88.65%	90.71%	51.25%

West and Wales



Since April, we have seen several changes that are part of our work to improve the experiences of people travelling with us across the West and Wales region. The largest of these was the start of our new timetable in May. This heralded the deployment of all 12 of the additional trains we've leased, enabling the return of some services not operated since 2019 and additional carriages for others.

This year we also saw the first of our refurbished Turbostar trains enter service, which provide journeys between Birmingham and Cardiff. The trains now have a bright new livery outside, and inside there are new seats, lighting and carpets, as well as USB chargers at seats. By the end of the year six of these refurbished trains will be in use, and the first of our Voyager trains will begin refurbishment in spring 2026.



Bethan Jelks
Regional Director,
West and Wales



The May Timetable also saw the removal of a small number of trains nationally so we could reduce cancellations by deploying our train crews more effectively. This included the early northbound train from Bristol via Worcestershire Parkway, leaving commuters arriving into Birmingham 30 minutes later than before. After listening to feedback from rail users and local politicians, we have now included a new call in our Bristol-Edinburgh train to enable commuters to arrive into Birmingham at 0800. The train removed in May along with others across the country will resume in the December Timetable changes.

We have also been increasing our engagement with local politicians to understand their expectations from their constituents, including four Devon MPs that have raised questions about our services and seeking support for promoting local tourism opportunities.

And we continued our work to support the communities in the places we serve. In April I joined local residents at Ashurst New Forest station to see the unveiling of a 50-foot mural we had sponsored, depicting local landmarks to celebrate the 200th anniversary of the railway. In September we met representatives from organisations we'd supported through the Cornwall Community Foundation, including the Hugs Foundation at Bodmin who rescue and rehabilitate horses and ponies, and combine this with providing well-being support to children, young people and others with extra needs or suffering from abuse. We also honoured our veterans at events alongside industry colleagues at Cardiff Central station to commemorate the anniversary of the end of hostilities in Europe and Japan in the last world war. And I was delighted that, once again, I was able to join a team of CrossCountry colleagues and industry partners for the celebrations at Bristol Pride in July.



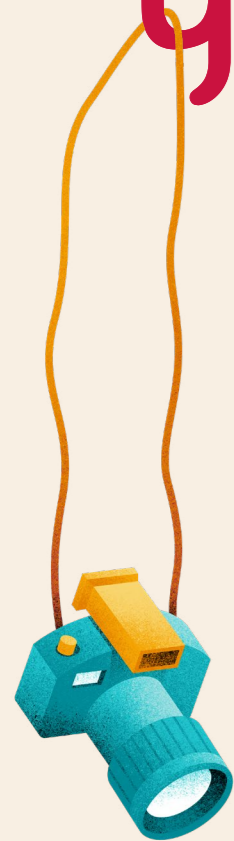
Like the first half of the year, we've seen a relatively good stretch of weather with fewer instances of disruption. However, the long hot spell at the start of the summer presented challenges for some passengers, and we made extra efforts to ensure there were adequate supplies on-board to keep everyone hydrated. While the weather has been kind, we still see disruption from problems with the infrastructure our trains travel on. Failures of tracks and signalling often cause delays to our trains, and we've seen significant disruption from trespass incidents. To reduce the impact on passengers, we continue to work closely with Network Rail, particularly on trains we know can be frequently affected. We've also been helping them identify places where vegetation has grown quickly, to target where this needs to be controlled to avoid problems.



West and Wales performance

	2024/25 Periods 1 to 6 (April 2024 to September 2024)	2025/26 Periods 1 to 6 (April 2025 to September 2025)
Average full cancellations per 4-week period (caused by CrossCountry)	17	26
Average part cancellations per 4-week period (caused by CrossCountry)	13	17
Average full cancellations per 4-week period (caused by Network Rail or another train operator)	46	48
Average part cancellations per 4-week period (caused by Network Rail or another train operator)	45	42

Take us on your Journey



In summer, we launched our new brand film – the third heart-warming story from our Take Us On Your Journey brand platform.

The new film contained all the warm-hearted feels you loved from the first two ‘Take Us On Your Journey’ films, but with a fresh, quirky edge and a touch of humour.

‘A Picture-Perfect Rivalry’ tells the story of two quietly competitive rail enthusiasts, Adam and Joe. We follow their friendly rivalry as it unfolds in small everyday moments and evolves into a silent camaraderie (but only for so long!). Our message? Wherever you go to let go, take us on your journey.

So far, the brand film has been a hit, and if you haven’t seen the brand film already (or if you’d like to see it again!), head over to our YouTube channel [for a peak](#).

Leeds mural

We’re always striving to trial new and innovative channels to engage with our customers and in September we were proud to unveil ‘The Embrace’ – a giant mural that visually encapsulated the story of what has and continues to make Leeds such a vibrant cultural hub.

Working with Global Street Art – a leading producer of hand-painted public artworks, we created the 14-metre-high mural, bringing together the important elements that connect the past, present and future of Leeds for those who live there and to inspire those making a visit. Drawing on the city’s proud industrial history, its renowned cultural vitality, sporting prowess, notable landmarks and inclusive communities, the mural reinforced the importance of celebrating the city’s strong roots and heritage.

Positioned on Aire Street, close to Leeds railway station in the heart of the city, it was an ideal location to reinforce the influence of journey connectivity – we hope you had the opportunity to see it.



Marketing campaigns

We want everyone to have an enjoyable experience when taking us on their journey. Over the past few months, we have continued to work with our regional partners to deliver targeted campaigns to support everyone on their journey.

Tackling anti-social behaviour on our trains

Our ‘Don’t take the route of abuse’ campaign specifically highlighted our zero-tolerance stance to poor behaviour on-board.

Working in collaboration with The British Transport Police (BTP), the campaign reinforced important key messages around respecting our trains and most importantly respecting our colleagues and fellow train travellers, to ensure a safe and comfortable journey for all.

Onboard etiquette reminders

We’ve also worked continuously to improve the customer experience through improved customer messaging, with campaigns such as our onboard etiquette reminders.

With the ongoing rollout of our fleet refurbishment programme, we reminded customers that maintaining a high-quality onboard experience is a shared effort.

Key behaviours highlighted included:

- No feet on seats
- Waiting for passengers to disembark before boarding
- Keep music volume down
- Place rubbish in bins provided

These important awareness messages were designed not only to create a better travel experience for everyone, but also to support our on-board colleagues while they work to support our customers.





How, we're helping you



We're committed to delivering a seamless and responsive experience for our customers, and that starts with how we handle complaints. Our team has significantly enhanced our processes to ensure that every concern is addressed swiftly, thoroughly, and with genuine care. Thanks to these improvements, we're now in a strong position to go beyond reactive service and proactively explore new ways to elevate the overall customer experience. Whether it's simplifying touchpoints, improving communication, or introducing new support channels, we're focused on making every interaction better than the last.

Volume of Bookings	Type of Booking
37,111	New Assistance Bookings
6,165	Incomplete – Cancelled
1,931	Incomplete – Customer Not Seen
7,462	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 2025 Sustainability Strategy details how we are reducing our environmental impact, guided by our three pillars – People, Places and Planet – we are reducing our impact across 11 core modules.

Biodiversity

This year, we have invested back into our regional spaces through biodiversity enhancement. We have continued our partnership with GreenTheUK to sponsor a mile of the Lias Line Cycle Network Greenway, restored two hectares of wildflowers – including supporting wild gardens in schools across the North East of England – amongst other projects. We are proud to play our part in protecting and conserving the natural environment we all so deeply depend on.

Carbon

We've surveyed all our leased spaces to better understand how we can improve their energy efficiency. We are now working with our providers and landlords to determine the next steps to implement these ideas.

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. The roll out will be completed by the end of October 2025. Through our fleet refurbishment, we are reducing the weight of our trains to further reduce the emissions and the environmental footprint of our services.

Waste

We're following the waste hierarchy and looking to reduce total waste generated across our operations. We're adapting to the new Simpler Recycling legislation by segregating waste into general, recycling, and food waste streams across our staff spaces.

Water

We have installed flowmeter technology at our sites to accurately record water usage. We're using this data to inform our decision making, and to invest in systems and technologies to reduce water usage across our network.

Social Value Report

Our 2025 Social Value Report highlights our commitment to society and the environment. We use social value proxies to measure our efforts within sustainability. It is estimated CrossCountry produced £62,534,210 social value impact in 2024/25. We will calculate our social value impact for 2025/26 in spring 2026.

Metric	2025/26 Periods 1 to 6	Units
Non-traction Energy	874,802.0	kWh
Traction Energy	32,928,080.18	Litres
Colleague Waste Recycled (April-August)	61.07%	Recycling Rate
Waste diverted from Landfill	100%	Diversion Rate





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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