



# Train Operating Company key statistics

April 2024 to March 2025

**21 August 2025**

## CrossCountry

This publication is an annual summary of key statistics for CrossCountry covering passenger usage, performance, and passenger experience alongside reference data on number of employees and number of stations managed. All the data in this publication is also available on the various [ORR data portal](#) theme pages. [TOC key statistics](#) brings all the information together from the range of topics as a summary for each operator.

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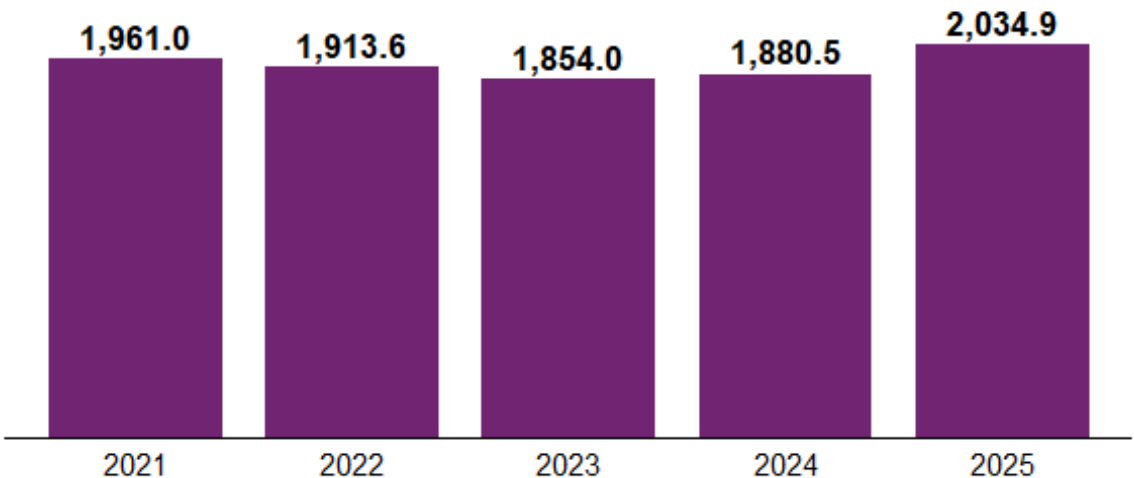
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**Next publication:** July 2026

# Key statistics

**Number of full-time equivalent (FTE) employees** is calculated by comparing an employee's average number of hours worked to the average hours of a full-time worker.

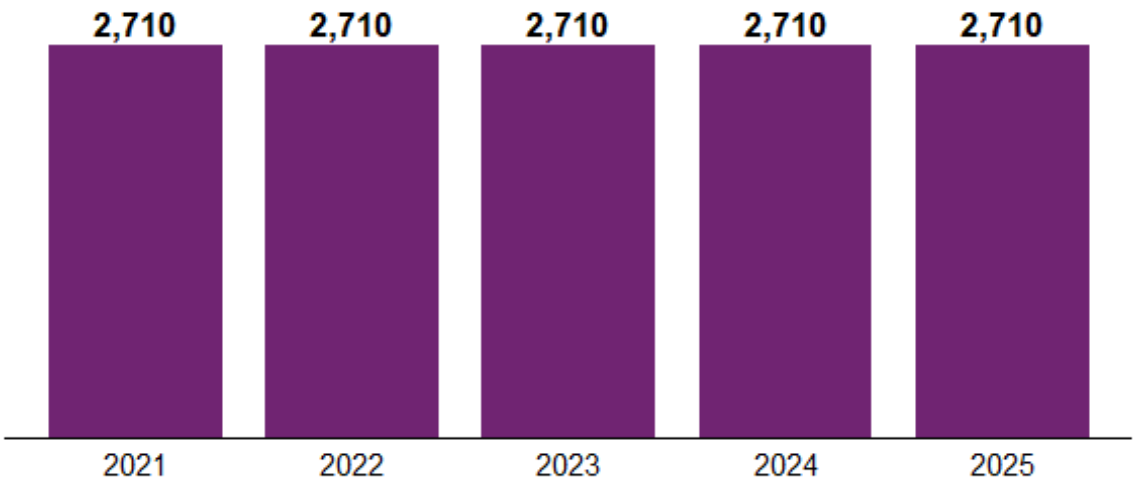
**Number of FTE employees, CrossCountry, as of 31 March, 2021 to 2025**



CrossCountry's number of FTE employees was 2,034.9 as of 31 March 2025.

**Route kilometres operated** includes the total extent of route available to operate on as of 31 March. It does not take into account multiple track routes (i.e. double tracks are only counted as one route kilometre but would be two track kilometres).

**Route kilometres operated, CrossCountry, as of 31 March, 2021 to 2025**

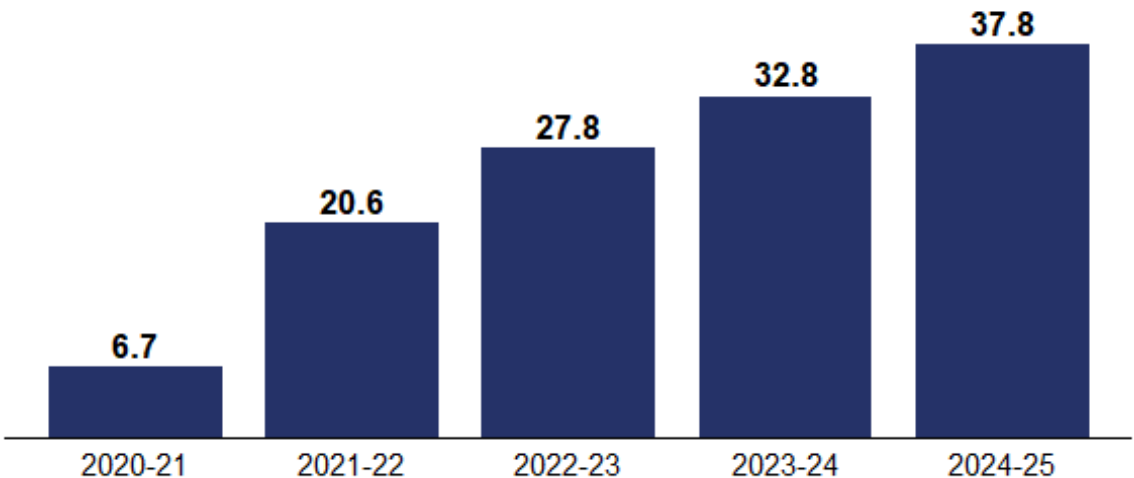


CrossCountry operated on 2,710 kilometres of route as of 31 March 2025.

# Passenger rail usage

**Passenger journeys** are estimated based on travel from an origin station to a destination station. Where travel includes one or more changes of train, each train used is counted as one journey.

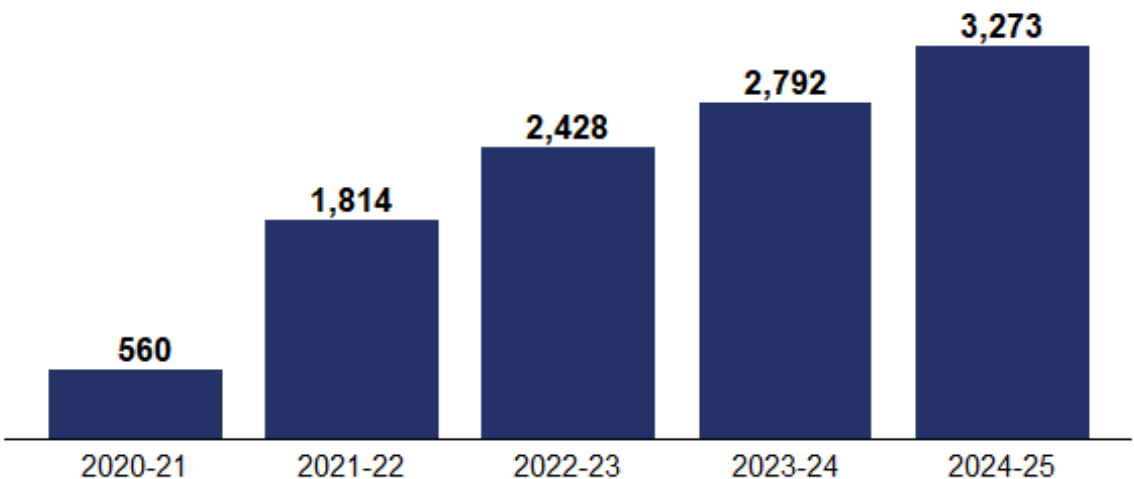
**Passenger journeys (millions), CrossCountry, annual data, April 2020 to March 2025**



Between April 2024 and March 2025, there were 37.8 million passenger journeys.

**Passenger kilometres** are calculated by multiplying the number of passenger journeys on a particular flow by the number of corresponding track kilometres between stations.

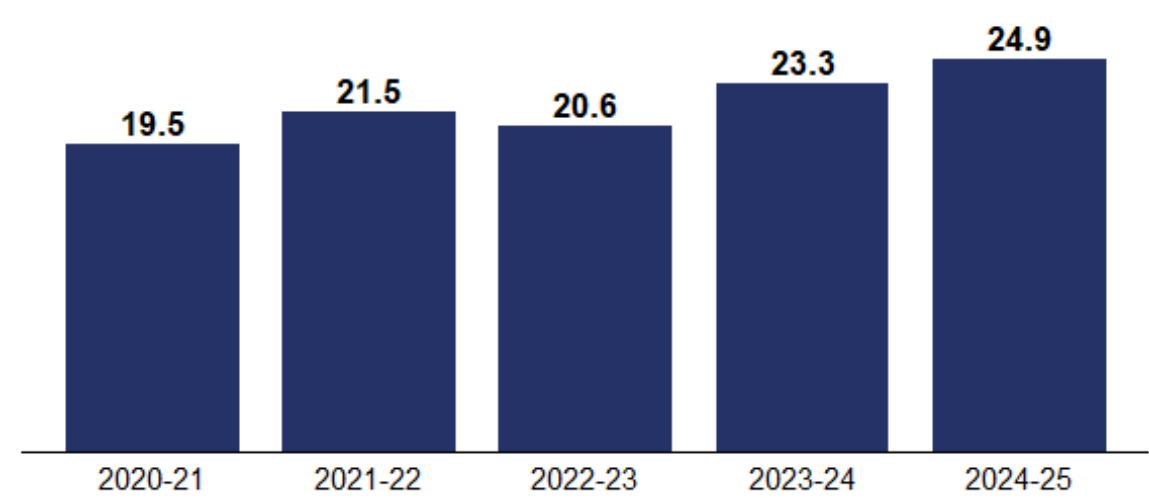
**Passenger kilometres (millions), CrossCountry, annual data, April 2020 to March 2025**



Between April 2024 and March 2025, there were 3,273 million passenger kilometres travelled.

**Passenger train kilometres** refers to the number of train kilometres travelled by revenue earning passenger trains.

**Passenger train kilometres (millions), CrossCountry, annual data, April 2020 to March 2025**



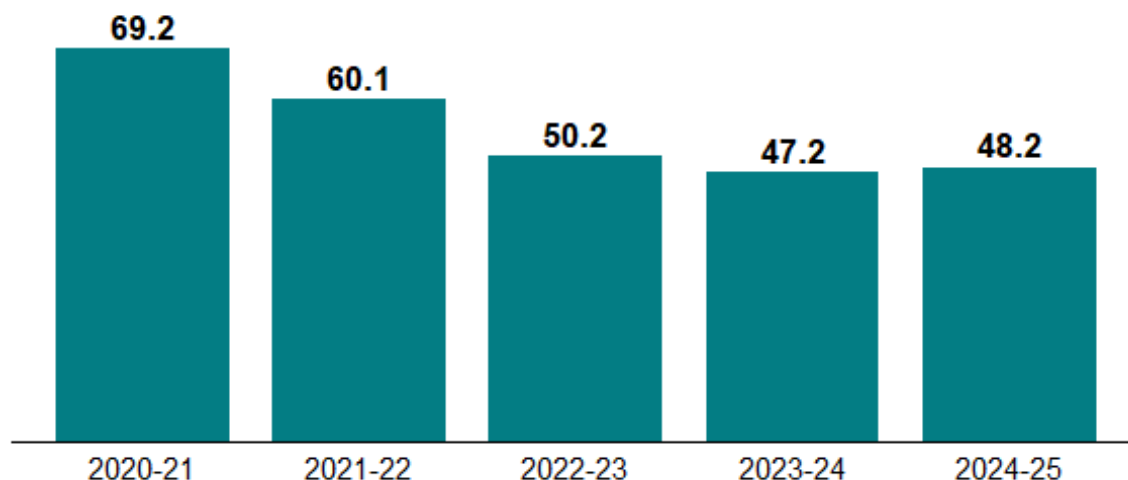
Between April 2024 and March 2025, there were 24.9 million passenger train kilometres.

More information on passenger journeys, kilometres and revenue as well as passenger train and vehicle kilometres can be found on the [Passenger rail usage](#) page on the data portal.

## Passenger rail performance

**On Time** is the percentage of recorded station stops that were early or less than one minute after the scheduled arrival time.

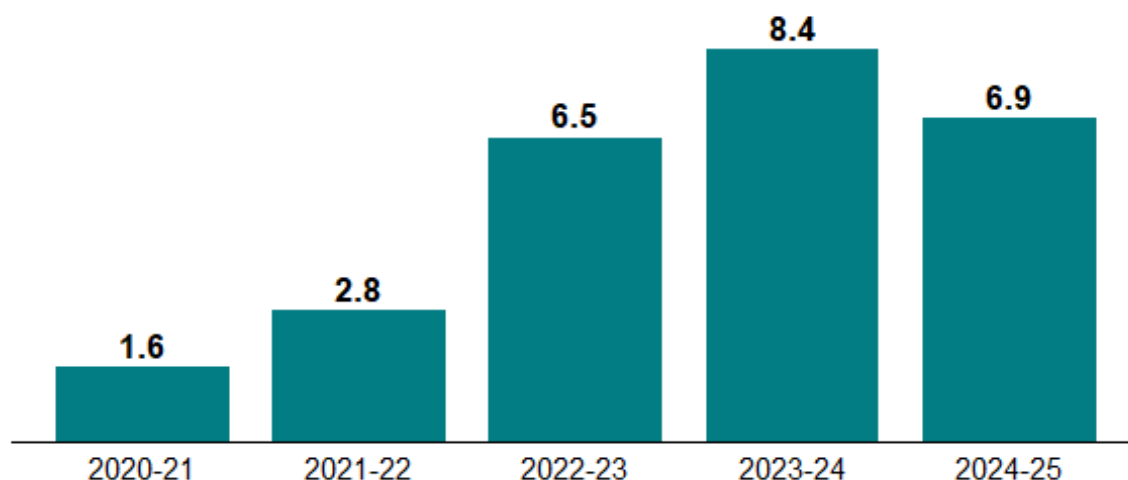
**On Time (%), CrossCountry, annual data, April 2020 to March 2025**



The percentage of trains On Time between April 2024 and March 2025 was 48.2% compared with 47.2% in the previous year.

**Cancellations** is the percentage of trains planned that were cancelled, whereby full cancellations are counted as one and part cancellations as half.

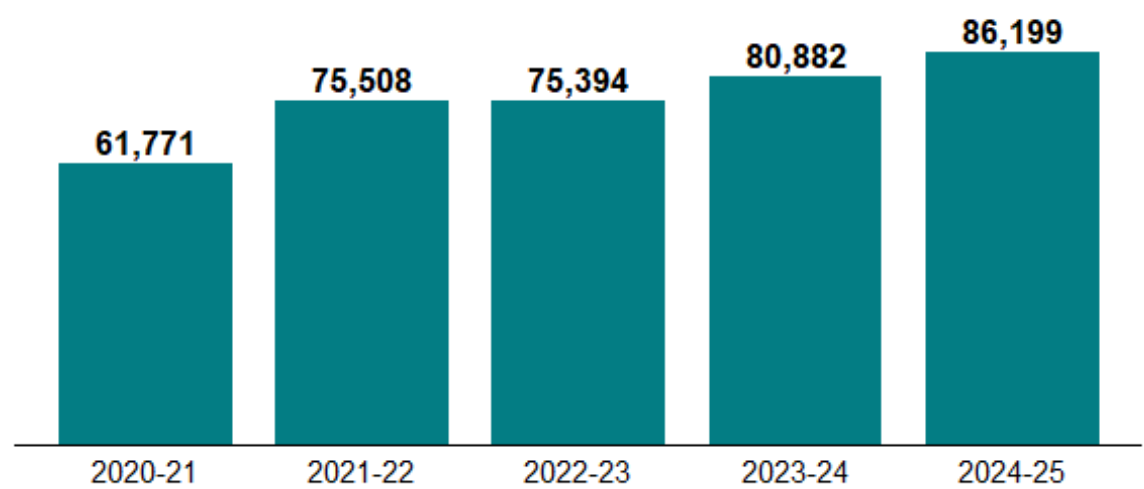
**Cancellations (%), CrossCountry, annual data, April 2020 to March 2025**



Cancellations between April 2024 and March 2025 was 6.9% compared with 8.4% in the previous year.

The number of **trains planned** is based on the daily schedule as agreed between the train operator and Network Rail at 22:00 on the previous evening.

**Trains planned, CrossCountry, annual data, April 2020 to March 2025**



There were 86,199 trains planned between April 2024 and March 2025.

**Delay minutes** are defined as the time lost between consecutive timing points on the rail network. Delay incidents producing three or more minutes of delay on Britain’s railways are attributed to either Network Rail or a train operator.

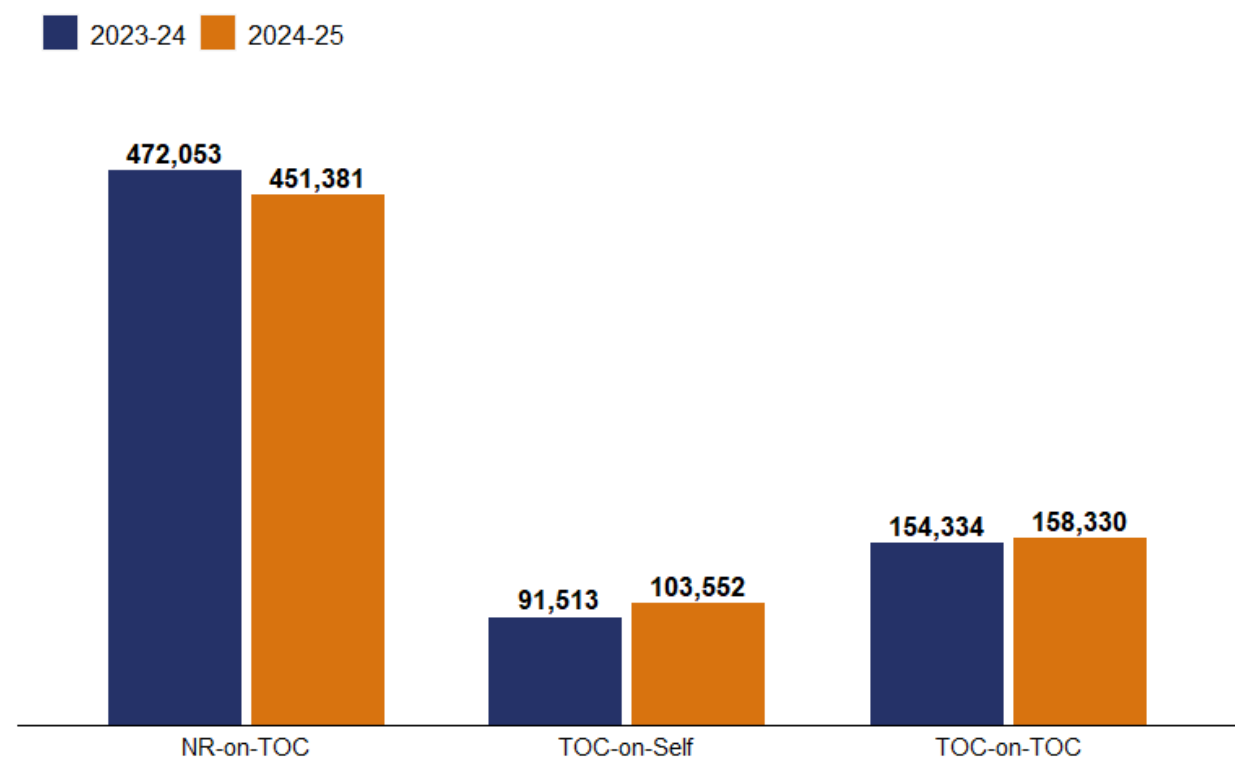
There are three types of responsibility category:

**NR-on-TOC** are delays attributed to Network Rail affecting train operating companies (e.g. Track, Network management, etc.).

**TOC-on-Self** are delays attributed to train operating companies affecting their own train operating company (e.g. their own fleet, train crew, etc.).

**TOC-on-TOC** are delays attributed to train operating companies affecting other train operating companies (e.g. another operator’s fleet, train crew, etc.).

**Delay minutes on the rail network by responsibility, CrossCountry, annual data, April 2023 to March 2025**



**Delay minutes by responsibility, CrossCountry, annual data, April 2020 to March 2025**

<b>Delay type</b>	<b>Apr 2020 to Mar 2021</b>	<b>Apr 2021 to Mar 2022</b>	<b>Apr 2022 to Mar 2023</b>	<b>Apr 2023 to Mar 2024</b>	<b>Apr 2024 to Mar 2025</b>
<b>NR-on-TOC [r]</b>	203,584	286,369	349,513	472,053	451,381
<b>TOC-on-Self</b>	28,056	58,988	78,860	91,513	103,552
<b>TOC-on-TOC</b>	42,974	83,978	113,591	154,334	158,330

Delay minutes totals have been revised. These figures now exclude the small number of delay minutes that are miscoded to the wrong delay type.

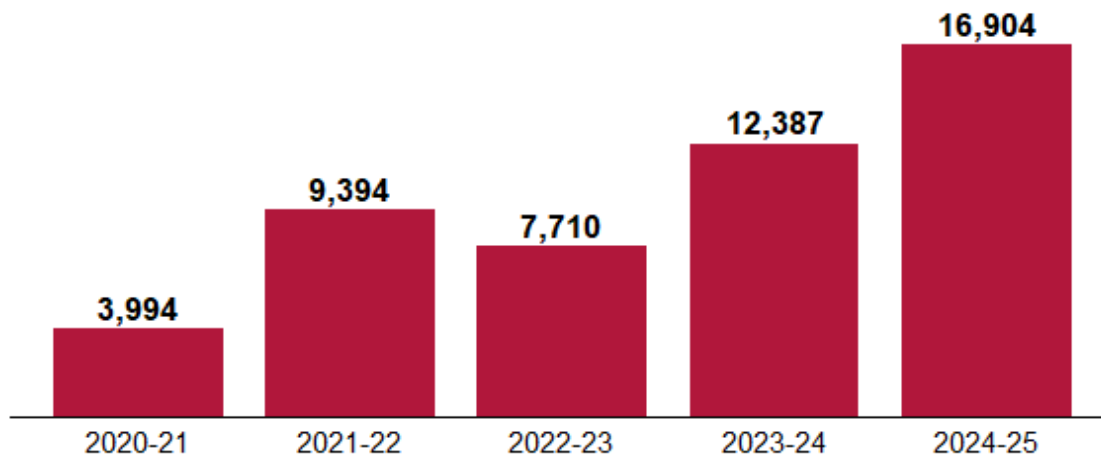
More information on punctuality, reliability and causes of delay for passenger trains can be found on the [Passenger rail performance](#) page on the data portal.



## Passenger experience

**Complaints** are defined as ‘any expression of dissatisfaction by a customer or potential customer about service delivery or about company or industry policy’.

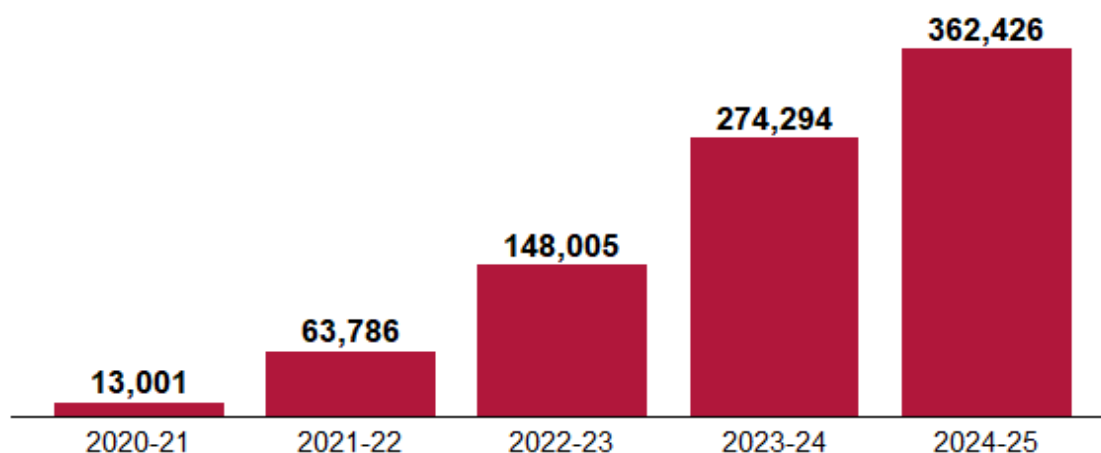
### Complaints closed, CrossCountry, annual data, April 2020 to March 2025



The number of complaints closed between April 2024 and March 2025 was 16,904.

**Delay compensation claims closed** refers to the volume of claims closed when the train operator issues payment for a successful claim or when the passenger was informed that their claim was rejected.

### Delay compensation claims closed, CrossCountry, annual data, April 2020 to March 2025



362,426 delay compensation claims were closed between April 2024 and March 2025, compared with 274,294 in the previous year.

More information on [complaints](#), [delay compensation claims](#) and [passenger assistance](#) can be found on their respective pages on the data portal.



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