

Business Plan Update 2025/26

The voice of Britain's transport users



Our mission is to drive positive change for transport users.

What we do

- Champion the needs of all transport users today
- Ensure that all transport users are at the centre of policy making and decisions for tomorrow
- Facilitate and inspire future transport thinking.

How we do it

- We listen to the public to understand their priorities and experience of using or trying to access transport
- We share these insights together with our recommendations so they can be acted on by the right people, and we hold them to account when they aren't
- Our unique statutory position as the independent organisation representing transport users, allows us to bring together and influence anyone with a role in improving transport services
- We prioritise our resources where they will have the most impact.

Our objectives for 2025-28



1.

**Improving transport
in ways that matter
most to users**



2.

**Making transport
safe and accessible
for all users**



3.

**Improving the way
service providers
minimise the impact
of disruption
on users**



4.

**Making sure all user
voices are listened
to, including groups
whose needs are
often over-looked**

Our plan

We've built this plan based on what users are telling us matters most to them. In selecting where to focus our efforts, we've considered whether:

- the issue is a high priority for most users
- the issue is important to a specific group of transport users, particularly if their needs are significant or often over-looked
- Transport Focus is well placed to influence change on this issue.

The plan reflects our continued commitment to working with elected representatives, operators and infrastructure delivery organisations to provide safe, reliable and effective transport services that users want and need.

By doing this we will play our part in strengthening the important contribution transport makes to economic growth.

Our priorities for the year ahead

To help meet our objectives, we've identified several high priority workstreams for the year ahead including:

For roads users:

- making sure journeys on England's motorways and major 'A' roads improve in ways that matters most to users (e.g. road surface quality), working closely with National Highways and using our Strategic Roads User survey to measure satisfaction
- enhancing the experience of charging electric vehicles, with particular attention to accessibility, so that everyone can charge with confidence
- keeping government and industry focused on ensuring lorry drivers have the facilities they need to take a break from driving and that National Highways roads meet the needs of the logistics sector.

For rail passengers:

- working with train operating companies to improve what matters most to passengers (e.g. cancellations, punctuality), using published scorecards and on-the-ground experience to drive a more customer focussed culture across the rail sector and support improvements with individual operators
- providing support and challenge to train operating companies so they improve their communication with passengers during disruption
- enhancing accessibility for rail users, particularly focussing on the experience of disabled passengers and services that they rely on (e.g. Turn-up and Go assistance).

For bus passengers:

- working closely with local authorities and bus operators to improve bus passenger satisfaction, using our *Your Bus Journey* survey to measure progress, share good practice and identify emerging trends
- enhancing accessibility for bus users, developing and sharing good practice.

Cross-cutting priorities:

- work with the Department for Transport, Network Rail, Office for Rail and Road, and National Highways to make sure key decisions relating to future transport investment and reform are user-focused
- improving how we identify and highlight issues for groups that can be over-looked in service delivery, including the digitally excluded and those who rely on public transport to access essential services
- supporting the development and implementation of the Integrated National Transport Strategy
- working with the Department for Transport to help make the new Passenger Standards Authority an effective independent voice and champion for passengers.



Nations and regions

Our work in Scotland will align with Scotland's National Transport Strategy's four key priorities, focusing on improving passenger satisfaction across rail and bus services.

In Wales, we'll be working to influence bus reform through the upcoming Bus Bill, ensuring passenger priorities are at the heart of the legislation.

Across English regions, particularly in mayoral combined authorities, we'll focus on improving end-to-end journeys, integration and accessibility, using our insight to influence and drive change.

Living our values

Our values help shape the way we work with colleagues internally and across the transport industry. They will underpin everything we do as an organisation and support the delivery of our mission:

Trust

- We will earn trust by explaining our views and providing evidence to support them
- We will keep trust by being consistent, fair and transparent in how we work
- We will trust each other to do the right thing.

Independence

- We will act with integrity and stay committed to our mission
- We will always put the interests of transport users first
- We will lead by example and say what we think is right.

Respect

- We will listen and be open minded
- We will embrace diversity and inclusion
- We will work collaboratively with each other and stakeholders.

Positivity

- We will use our influence to achieve positive change for transport users
- We will approach challenges with positivity, curiosity and creativity
- We will keep developing and embrace mistakes as opportunities for learning.

This isn't just a document – it's our roadmap for making transport better for everyone.

As we embark on this journey to deliver our business plan, we remain committed to listening to transport users, sharing their insights with those who can make a difference, and holding providers to account when changes aren't made.



The voice of Britain's transport users

We listen to the public and find out their experience of using, or trying to use, Britain's railways and England's buses, coaches, trams and motorways and major 'A' roads.

We protect the interests and champion the needs of all transport users today and ensure they're at the centre of tomorrow's policy decisions and future investment.



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