

Transport Focus

Annual report and accounts 2024-2025

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Annual report and accounts 2024-25

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Section 1

Chair's introduction



As I reflect on Transport Focus's achievements over the past year, I am struck by the scale of both the challenges facing our transport networks and the progress we've made in amplifying the voice of transport users across Britain.

In a landscape where confidence in public transport has been tested, our unwavering focus on delivering for transport users has never been more crucial. This report tells a compelling story – one of both significant improvements and persistent challenges that require our continued attention.

The railway continues to face fundamental issues of reliability and value for money. Our Rail User Survey and operator scorecards have brought increased transparency to performance, enabling us to highlight where passengers are being well-served and where further improvement is needed.

Our work, alongside the Office of Road and Rail, with stranded trains has exposed some gaps in passenger

welfare protocols, while our intervention on fare evasion policies has begun to establish a more proportionate approach for passengers who make innocent mistakes. We were particularly pleased to see our specific proposals on penalty fares rolled out on the Merseyrail network. We also welcomed the opportunity to work with Great Western Railway (GWR) and Network Rail on a 'deep dive' into disruption management on the GWR network. As railway reform progresses, we remain committed to ensuring the passenger voice remains central to these changes.

On our roads, the challenge of improving satisfaction for users, continues to demand attention. Our research with logistics operators and HGV drivers has highlighted critical gaps in facilities and support for those who keep our economy moving. The roundtable we convened in March 2025 represents a significant step toward practical solutions, but the 11 per cent drop in business satisfaction since 2020 should concern us all.

For bus users, there are encouraging signs. The improvement in overall satisfaction from 80 per cent to 83 per cent demonstrates what can be achieved when operators and local authorities listen to passengers and act on their feedback. Yet the regional variations – from over 90 per cent satisfaction in high-performing areas to below 80 per cent in major conurbations – show there is still much work to do to deliver consistently excellent services across the country.

As the Westminster Government advances its transport reform agenda, Transport Focus stands ready to support the goal its mission of creating a more integrated, reliable and affordable transport network. The proposals in the King's Speech for railway reform and the Better Buses Bill present significant opportunities to improve passengers' experiences.

We are also increasing our focus on working alongside the Governments in Scotland and Wales to help deliver their unique visions for rail provision and public transport more widely. We are also rapidly building our engagement with the regional mayors and authorities in England as transport responsibilities are devolved to the regions.

We are committed to working constructively with Ministers, officials and operators to ensure these reforms deliver for transport users throughout Britain as well as the developing English regions.

Looking ahead, we will continue to be relentless advocates for transport users across all modes. We will use our unique position and outstanding insight, alongside our ability to bring decision makers and operators together, to drive meaningful change, challenge poor performance, and celebrate excellence. Our role as an independent watchdog has never been more important as the transport sector faces the dual challenges of financial sustainability and meeting changing passenger expectations.

I would like to thank our dedicated staff, Board members, and the thousands of transport users who have shared their experiences with us. Together, we will continue to ensure that the user voice is not just heard but heeded, as we work toward a transport network that truly serves the needs of everyone who relies upon it.

Nigel Stevens

Chair, Transport Focus

May 2025

Chief Executive's Report

Driving positive change for transport users



This has been my first full financial year as Chief Executive of Transport Focus. I am proud of what we have achieved.

At the start of the year, we re-designed the organisation to put us in a stronger position to deliver change for transport users. I am grateful for the professional and collaborative way in which colleagues approached these changes. More than a third of the organisation have joined in the last twelve months and existing colleagues have been generous in sharing their expertise and

knowledge with them. New starters have brought fresh energy and perspectives.

I would particularly like to thank David Sidebottom (Director) and Nigel Holden (Chief Operating Officer). They both retired at Christmas, and each leave their own legacy of more than twenty years of exceptional public service at Transport Focus.

In May we set out our priorities in a new Business Plan, building on the excellent insight and stakeholder relationships that have been the cornerstone of Transport Focus for so long. The Business Plan established four outward facing objectives for the next three years allowing us the time to plan and effectively deliver for users. It also identified what we will prioritise internally to support each other to work more effectively, particularly our learning and development.

In the second half of the year, we launched our new mission “**to drive positive change for transport users**” – supported by our values of Trust, Respect, Independence and Positivity that were developed following an excellent all-colleague day in November. I’ve enjoyed seeing examples of the values being put into practise throughout the year.

We don’t deliver services ourselves, so any of the positive change you read about in this report will have been from transport authorities, policy makers and operators listening to and engaging with us. I would like to thank the many stakeholders across the rail, bus and road sector who have done this and made improvements

that their customers will have benefited from. It has been a pleasure to work with all our stakeholders, our Board and many dedicated colleagues who share a passion for putting customers first.

Alex Robertson

Chief Executive, Transport Focus

May 2025

Section 2

How we are delivering for transport users

Our Business Plan for **2024-25** set out four clear goals, and this report sets out the work completed across the financial year to support these workstreams.

Business Plan objective:

Improve transport in ways that matter most to users

Our work has been guided by robust evidence about what truly matters to transport users. Through our comprehensive surveys, we've identified the critical drivers of satisfaction across different modes of transport – reliability, punctuality, value for money, and the quality of information during disruption.

The introduction of our **rail operator scorecards** in **December 2024** has helped to create new accountability and transparency, allowing us to highlight both success and areas needing improvement. It's particularly encouraging to see operators like LNER, Merseyrail, c2c, Greater Anglia and ScotRail achieving satisfaction scores of **90 per cent** or above, demonstrating what good looks like.

The scorecard is released quarterly and covers **22** train operating companies across the network.

In **March 2025** we provided an update on the **scorecard** which showed that LNER passengers are now most satisfied with their journey at **94 per cent**, with five operators (LNER, Merseyrail, c2c, Greater Anglia and ScotRail) achieving **90 per cent** or above satisfaction.

Challenges remain though and despite CrossCountry improving from **72 per cent** to **77 per cent**, crowding issues remain.

Our ongoing bespoke **Guest Satisfaction Survey with Caledonian Sleeper** is published quarterly and shows **86 per cent** of passengers are satisfied with the overall journey experience. Satisfaction varies across Highlander and Lowlander services. Guests on Highlander services have a slightly higher level of overall satisfaction.

Looking beyond our current rail user survey, throughout the last financial year we have been working with the industry, including the Department for Transport (DfT) and Rail Delivery Group (RDG), on the new large-scale **Rail Customer Experience Survey** to be introduced in 2025-26. We look forward to using the data to enhance our own knowledge of the rail passenger experience and drive improvements for them.

A key issue for rail passengers is the ease of ticketing, and how they are treated when things go wrong on that issue. In **January 2025**, we published research showing what passengers think about **fare evasion and revenue protection**.

One of the key themes within the report showed that passengers want a fairer approach when innocent mistakes are made versus deliberate fare evasion.

As well as the research we shared a set of recommendations including the introduction of a “yellow card” system for first time mistakes, the introduction of a railcard database and establishing a simpler fares and ticketing system. The results of the survey and our recommendations were presented at various events and shared with our stakeholders to help them shape their processes. Our findings were also shared with the Office of Rail and Road (ORR) as part of their independent review into Revenue Protection processes. Our work in this area achieved national media coverage in both print and broadcast outlet.

Related to fares, in **August 2024**, we welcomed the continuation of a pathfinder Pilot “**ScotRail Peak Fares Removal Pilot**” (now permanent) to encourage modal shift from car to rail by reducing the cost of travel at peak times. Over the pilot period, passenger levels increased to a maximum of around **6.8 per cent**.

Throughout the year we engaged with industry consultations to ensure the passenger voice is central to railway reform, advocating for a more reliable, affordable and accessible service. We are working with government and the DfT to shape the formation of the new Passenger Standards Authority (PSA), with a particular focus on ensuring that it has a multi-modal approach to delivering for transport users.

As well as our research led initiatives, our ongoing engagement programmes with operators identified several ongoing challenges where we were able to make improvements by giving a voice to transport users:

Case studies

Improving transport in ways that matter most to users – Rail

August 2024:

Clarifying penalty fares – Transport for Wales

- In August 2024 Transport for Wales expanded their penalty fares scheme.
- We worked with them to clarify their guidance for revenue teams, particularly about using discretion where a genuine mistake has been made
- We ensured prominent signage and communication and a focus on fairness for passengers.

August 2024:

Solving barriers to buying Avanti tickets on shorter journeys

- Some passengers in Kenilworth came to us to say they could not buy rail tickets from there to Birmingham as they appeared as ‘sold out’ or ‘not available’, especially on the day of travel.
- This challenged the principle of passengers being able to travel on a ‘walk up’ railway.

- We took this up with Avanti who have remedied this so people can once again buy tickets on these shorter journeys.

September 2024:

Railway timetable changes – minimising impact on passengers

- Some train companies were reducing their timetables in the short-term to improve reliability. This is far from ideal for passengers. But how the train companies handle this can make a poor situation far worse such as by issuing ‘do not travel’ messages at very short notice.
- Communication with passengers is key to giving them the opportunity to make informed decisions on alternative travel options. We were concerned that this could be worse as we enter the poorer weather and Christmas holiday period.
- We engaged with individual train companies to understand where the problems were likely to be, sought assurances for passengers and offered help with communication.

On roads, our annual Strategic Roads User Survey (SRUS), published in **October 2024**, provides the formal measure of user satisfaction for those driving on England’s motorways and major ‘A’ Roads; the roads managed by National Highways on behalf of the Government.

The picture from last year's (2023-24 data) publication is challenging. Overall, **71 per cent** of road users were satisfied with their journey, this is a decrease from **73 per cent** for 2022-23.

We continue to use the results of the survey to provide National Highways with a detailed picture of user opinion down to individual roads to help it make improvements where needed.

Part of this ongoing work includes helping them shape their company-wide **SRUS** action plan, encouraging them to continue the activities beyond the year end and continue to make changes that will lead to further culture change e.g. the implementation of 'customer route champion' roles.

Across the year we also contributed to a programme of roadworks audits on 'high impact' schemes across the network. This is part of National Highways' SRUS action plan. Our involvement included our engagement managers (in pairs) driving through roadworks, filming and then feeding back to National Highways project team. This has highlighted improvements needed such as more consistent signage showing when work will be completed and the reason for roadworks.

Additional work we delivered with National Highways throughout the last financial year includes the ongoing development and testing of a replacement interactive map embedded in the **SRUS** survey to identify a qualifying journey on the Strategic Road Network (SRN).

More broadly, we commented on **National Highways draft Interim Delivery Plan** and have had continued engagement with them, DfT and ORR regarding their interim settlement for 2025-26 and **Road Improvement Strategy 3 (RIS3)** from 2026, including in relation to ongoing metrics development. This will help keep users at the heart of their planning following the **Summer 2025 Spending Review**.

Some more specific case studies of our ongoing work to make things better for transport users on the road network includes:

Case studies

Improving transport in ways that matter most to users – Road

May 2024:

Improving road surface quality

- We highlighted poor road surface quality on the M6 (between junctions 21a and 26) with National Highways.
- Given the M6 is an important route for thousands of motorists each day and poor surface quality impacts every one of their journeys.
- It was good to hear that National Highways subsequently announced £9 million investment into resurfacing.

August 2024:

Minimising the incidence of driving on the wrong side of the road

- When this occurs, it can result in tragic head-on collisions
- Earlier in the year, a driver was killed and another seriously injured on the M62 near Saddleworth. The deceased person had driven from Hartshead Moor services in the wrong direction and into oncoming traffic.
- Looking into this, we highlighted a double-sided Starbucks sign with an arrow which could have caused confusion.
- Following our dialogue with them, National Highways ensured that one side of the sign is painted out to minimise confusion.

As EV charging capabilities continue to grow on National Highways' roads, we have already started to develop our networks to ensure we are in a strong position to improve things for this group of transport users. Intensive engagement has been undertaken with disability groups, Motorway Service Areas, National Highways, and the ChargePoint trade body.

This initial engagement has helped us further our understanding and develop new partnerships in the EV space. This will help provide us with further insight relating to implementation barriers faced by the EV

charging industry. We plan to publish a report to highlight issues with accessible charging in 2025.

Throughout the last financial year, the latest version of **Your Bus Journey**, our comprehensive survey of **48,000** bus passengers across **Scotland, Wales** and **39 English authority** areas (outside of London) has continued to support local authorities and operators in shaping their plans to improve things for bus users.

The latest iteration of the survey was published in **March 2025** has shown an increase (from 2023-24) in overall satisfaction from **80 per cent** to **83 per cent** with some authorities achieving excellent scores above **90 per cent**.

These improvements didn't happen by chance – they are the result of local authorities and operators using our insights to target investment where it matters most to passengers.

The highest scoring authorities (over **90 per cent** satisfaction) included Derby City, Lincolnshire, Bournemouth, Christchurch and Poole, East Riding of Yorkshire, Derbyshire, Nottinghamshire and Greater Nottingham. The lowest scoring authorities (below **80 per cent**) were West Midlands, South Yorkshire, Greater Manchester and West Yorkshire, providing clear focus areas for enhancement.

East Sussex and Warrington achieved the greatest year-on-year improvements with overall satisfaction increasing by **8 per cent**. The East Midlands, East Sussex and

Warrington are highlighted as examples of how effectively using passenger feedback can drive positive change in bus services.

The range in overall satisfaction scores across the Regional Transport Partnerships areas in **Scotland** from **80 per cent** to **89 per cent** indicates a good level of satisfaction, but there is room for improvement in some areas.

Taking part for the first time, overall satisfaction results for Wales are **84 per cent**, ranging from **83 to 88 per cent** across the regions. Results also highlighted key areas needing focus, such as value for money and the frequency and reliability of services. We are working with Transport for Wales to put these points at the heart of their bus reform plans.

In **November 2024** we held a successful seminar for English MPs highlighting our Key Driver Analysis of Your Bus Journey results for specific authority areas. The event included presentations from Portsmouth Council where significant improvements using the survey results had been made.

In addition, we submitted responses to bus franchising proposals in South Yorkshire, West Midlands and Cambridgeshire and Peterborough. We submitted a response to the House of Commons Transport Select Committee's investigation into 'Buses Connecting Communities'. We also worked with a number of transport authorities to develop their Passenger Charters, with a focus on standards and expectations

for passengers including what happens when things go wrong.

In **October 2024** it was announced that the **£3 bus fare cap** would continue. The previous £2 cap ran from January 2023 to 31 December 2024. Our research showed us that the bus fare cap provided a considerable saving on previous levels to many passengers, and was having a big impact in helping people get around by bus. In many cases it provided a lifeline for many worried about the cost of travel. While we publicly welcomed that there is certainty for a while, we also recommended that a longer-term solution should be found.

Business plan objective:

Making transport safe and accessible for everyone who uses it

Accessibility and inclusion have been considered as part of our ongoing activity throughout all areas of the business plan and features heavily in the other activities we have captured in this report.

In **July 2024** our research on cash payments for rail tickets revealed that one in three transactions in the most deprived areas are made with cash – twice the proportion of less deprived areas. This evidence will play a role in ensuring the needs of all passengers are considered in future ticketing strategies.

Our analysis of personal security on buses in **November 2024** identified that while most passengers

feel safe, a significant minority do not. By highlighting the specific behaviours that cause most concern, we're helping operators target their safety interventions more effectively.

In **March 2025** we hosted a roundtable discussion on bus shelter design with Clear Channel, local authorities and accessibility charities. We covered key topics including accessibility, protection, comfort, lighting and information provision. In the new financial year (April 2025), we published a report taking forward the issue with the wider industry and the DfT the potential for development of new guidance and standards in partnership with transport authorities. This research and its findings will be fully captured in the 2025- / 2026 annual report.

Case studies

April 2024:

Rail replacement bus accessibility issue

- We were contacted by a passenger who made a complaint about Transport for Wales's rail replacement buses which were going to Bidston
- Bidston station was only accessible by steps which meant that the passenger was unable to use the railway
- We worked with both Transport for Wales and Merseyrail to see if there was a way to fix the issue.
- In April 2024 we received confirmation from Transport for Wales that they would extend the replacement

services to Birkenhead North in order to provide an accessible route.

As well as some of our research activity, there have been a number of smaller scale operational activities that we delivered across the 2024/2025 financial year under this theme:

Operational activities

Making transport safe and accessible for everyone who uses it

- In **May 2024** we attended a roundtable discussion on alcohol and antisocial behaviour on Scotland's Railway, with Fiona Hyslop MSP, Cabinet Secretary for Transport. We recognised that many people value the opportunity to have a drink on the train and that most people can do so without causing any problems at all. For that reason, we generally have not favoured blanket alcohol bans
- In **Q4** of the 2024/2025 financial year we:
 - We submitted a response held further engagement on ORR's passenger assistance benchmarking consultation.
 - As part of our ongoing engagement with DfT we spent a specific session exploring how different wheeled and/or powered devices are used as mobility aids. Much of the discussion focused on the use of mobility scooters on trains, permit

schemes, and the need for improved vehicle design (both bus and train).

- We contributed to a discussion on Inclusive Design at a Great British Railway Transition Team workshop, designed to explore how the rail industry should address the lack of level boarding across the network.
- We dealt with a small number of dispensation requests, where train operators seek permission from the DfT to allow them to continue to operate in circumstances that do not meet accessibility standards. These included the refurbishment of the First-Class lounge at Glasgow Central.
- We are supporting RDG with its “Violence Against Women and Girls” work with meetings taking place in 2025.
- We have supported the RDG Policing & Security Strategy Manager in developing train company guidance to ensure voices of women and girls are captured and represented.

A key part of our work this year has been to upskill the understanding of our people about accessibility. A significant amount of training has been delivered across the entire Transport Focus team, including the Senior Leadership Team. Helping our teams build this key aspect of the transport user experience into everything we do will help us translate it into all areas of our work. Training delivered across 2024-25 included:

We also delivered foundation sessions for all staff covering:

- Who are the disabled and older community?
- What are the 'drivers of influence' for improving accessibility?
- Why is the social model of disability so powerful?
- Why is the disability rights movement important?
- How do I recognise inclusive terminology?
- How can I remove barriers for disabled people I meet or work with?

A series of accompanied journeys where our staff were able to experience the challenges disabled transport users face on the network. These journeys covered the rail network and the EV charging experience.

Our people and cultures teams also completed sessions including

- Supporting disabled employees
- Inclusive communications
- Equality Impact Assessments

Business plan objective:

Minimising the impact of disruption for transport users

When things go wrong, transport users need clear information and practical support. Throughout the year we have delivered several pieces of work to help ensure that the user voice is represented on this topic.

In **August 2024**, working with the Office of Rail and Road (ORR), we examined the impact on passengers of trains getting stranded, including in-depth focus on four specific incidents during 2023. The experience can be very distressing for passengers particularly when they are left without lighting, heating or working toilets. Also, they can end up in unknown places, not knowing how to get home. We found that:

- Useful guidance and procedures are not always followed
- Recovery plans are not always implemented quickly
- Passengers often don't receive adequate support for their onward journey.

We have urged train companies to address these weaknesses including with more staff training.

As part of our ongoing engagement, in **November 2024**, we worked with train companies ahead of the regular Christmas engineering works to shape their plans and minimise their impact. This included asking them to

communicate clearly and effectively about the impacts (such as the involvement of a rail replacement bus). Our research tells us that passengers understand works are necessary, but they want to understand the implications for their journey.

In December 2024, we carried out a programme of disruption monitoring that has provided fresh insights into how information flows to passengers. Working with GWR and Network Rail at Bristol Temple Meads and London Paddington, we've been able to provide practical recommendations for improvement based on direct observation.

Among our recommendations was the development of a plan to improve the consistency of online information, and some changes to the information screens at Paddington. We suggested that they show the estimated boarding time of a service as opposed to "please wait" which had previously been in place. The latter suggestion has recently undergone a successful trial.

In **October 2024**, following on from the publication of SRUS, we shared further insight looking into what road users think about diversions.

SRUS shows low user satisfaction with the way roadworks are managed on National Highways roads, with only **48 per cent** of users surveyed happy with how they operate.

One finding of our research, launched at Highways UK, is that diversions can cause nervousness and stress for

some road users. Many have little confidence in official signs, not believing they provide the shortest route, so preferring sat navs instead.

Following up on the research, we worked with National Highways in the East of England to help them address these problems, with a view to wider application. Our goal for this work was that National Highways strive for three things:

- widespread awareness of diversions to give the option of deferring a journey
- those unaware of a diversion are warned ahead of the closure so they can proceed with confidence
- once on a diversion, drivers are never left wondering if they are on the right route.

Case studies

Minimising the impact of disruption – Road April 2024:

M25 closure improvements (junction 9 and 10)

- Following the full weekend closure of the M25 in April, we shared user feedback gathered from our recent diversion experience research in preparation for future closures with National Highways.
- Our key asks of National Highways were to press for more timely information for road users travelling to Heathrow and Gatwick.

- To ensure the provision of a HGV specific diversion route and the ensuring the closure Cobham services were properly mitigated.

Ongoing

Diversion mitigation trials – East of England

- In **May 2024** we worked with National Highways, urging them to report on how much longer disruption will make a typical journey when advising drivers about scheduled road closures.
- As a result of our engagement, projects in the East region received messaging to drivers through press releases and its website which specifies prominently the extra time needed.
- This work preceded the publication of our diversions report in **October 2024**, we have had ongoing engagement with National Highways (Q4 of 2024-25) to explore options for improvement trials in the East of England.
- We are working with National Highways to test mitigations for issues road users told us about in research.
- Further engagement planned.

Business plan objective:

Making sure all transport users are listened to

We have carried out a number of activities throughout the year to ensure that a wide range of transport users are listened to and represented.

In **July 2024** we put a focus on walkers, wheelers, cyclists and horse riders in Devon and Cornwall which revealed how poorly maintained surfaces, obstruction by vegetation, and inadequate lighting affect their journeys. This work has led to tangible improvements such as increased vegetation management and path widening.

In **October 2024** our four-monthly survey into whether National Highways roads meet the needs of businesses in the logistics and coach sectors, showed a deterioration from **55 per cent** in 2020-21 to **44 per cent** in 2023-24.

Improvements these businesses want to see include:

- reducing the length of roadworks and repairs being done in smaller bursts
- faster clearing of incidents
- improving the availability of live information on the state of the network
- better rest stop facilities, capacity and quality.

Building on some aspects of these findings, in **November 2024** we published our Lorry Driver Facilities

survey. Nearly half of drivers were dissatisfied with the quality and number of suitable places for HGVs to stop. Four key areas that require focus were identified:

- parking capacity that meets demand
- better and consistent quality of services
- safety and security for drivers and vehicles
- providing a welcoming environment.

In **March 2025**, following on from the research, we convened a roundtable discussion to bring together stakeholders who can make a real difference to this often-overlooked group of road users.

By facilitating this dialogue, we've moved beyond simply highlighting problems to actively developing solutions. Attendees at the round table included representatives from the DfT, National Highways, Logistics UK, the Road Haulage Association as well as logistics operators and other interested parties including Rachel Taylor MP, the chair of the All-Party Parliamentary Group for Freight and Logistics.

Building on the initial research, we identified three priority areas (consistency and quality, parking capacity and safety and security) which we have used to formulate a 12-month action plan which will drive momentum on the issue.

Our ongoing workshops with the Great British Railways Transition Team brought together a diverse group of 30 rail users to directly influence the development of

future fares and ticketing strategies, ensuring passenger perspectives are incorporated from the outset

Our most recent roundtable in Birmingham (**March 2025**) covered topics including customer priorities, customer priorities on how to pay, and prove that passengers have paid for their journey and how the railway can work to drive a passenger focus.

As well as our research and engagement programmes, ensuring the transport user voice is heard at the highest levels has been a consistent priority for other areas of the business. Our engagement with the Government's transport reform agenda has helped shape proposals in the King's Speech, particularly around railway reform and the Better Buses (No 2) Bill.

Across the year, we also submitted responses to the House of Commons Transport Select Committee's investigation on rail investment pipelines, and Network Rail's consultation on temporary closure of Manchester Oxford Road station. We responded to RDG's proposed changes to the National Rail Conditions of Travel.

Corporate updates

Section three of this report provides further detailed information on this subject, but this summary outlines some key highlights from across the business.

Activities for the year included a systematic and significant restructure of the organisation, ensuring that

we had the correct structure, people and skills in place to deliver plans.

The scale of the change within the organisation should not be underestimated, with a staff turnover rate for the period sitting at around **35 per cent** including the ending of fixed term contracts.

Recruitment has been delivered for **16** new posts which have changed the shape and capability of the organisation. The headcount for the organisation increased from **43** to **48**, new roles consisted of two internal promotions and the creation of **14** new posts.

The gender balance of the organisation during this period has also shifted. Prior to the reorganisation it consisted of **44 per cent** female and **56 per cent** male employees, and following the changes being implemented the balance sits at **50 per cent** male and **50 per cent** female.

Following this period of change, a number of workstreams have been started to enhance efficiency, employee engagement, culture, performance and capability. This includes the introduction of a new organisational mission and values, a new performance review and objective setting process, new induction process, new staff handbook and additional policies to incorporate more supportive working practices.

A significant amount of training has been completed across the business to upskill and feed into culture and behaviour development.

In **November 2024** we completed a successful office move, relocating our London office in Albany House, Westminster to shared premises with the ORR in Cabot Square, Canary Wharf.

Sandra Witzel was appointed to our Board by the Secretary of State with effect from **22 April 2024**. Other Board member appointments are continuing. During the year, we were pleased to be able to participate as a host Board for the 2025 UK Boardroom Apprentice Programme, facilitated by the Ministry of Housing, Communities and Local Government. Callum Jolly was appointed as our first Board Apprentice.

The Transport Focus Board continues to meet monthly (except August) with its Committees, including the Audit & Risk Assurance Committee, generally meeting quarterly. Our annual Board meeting in public was held in central Birmingham in **May 2024**.

We have established a **Nations and Regions Group** which helps facilitate our involvement in Scotland, Wales and the English Regions.

The partnership with our sister organisation, London TravelWatch, has continued successfully. The Collaboration Agreement between the two organisations, through which London TravelWatch manages rail casework issues not in scope of the Ombudsman on our behalf, and Transport Focus provides a range of key back-office functions, such as human resources and IT support. This was carefully reviewed during the

year and re-approved by the Transport Focus Board in March 2025.

The joint committee of our two Boards, the Passenger Contact Group, continues to provide oversight of casework handling, the contact centre contract performance and our interface with the Rail Ombudsman.

In **April 2024**, following a competitive tender process we appointed Foundever, based in Stratford-upon-Avon to provide the call centre service for rail complaints outside the Rail Ombudsman's remit. This helped ensure passengers have effective redress when things go wrong.

Passengers complaining about their journey normally approach the train operator first and then the Rail Ombudsman. If the matter is outside the Ombudsman's remit, the complaint passes on to Transport Focus. The favourable outcomes we achieve are the result of negotiation, challenge, knowledge and persuasion.

We received **1,807** contacts from passengers and raised appeals in relation to **908** of them.

- We achieved an improved outcome or provided more information for passengers in **65 per cent** of cases.
- We achieved financial awards of nearly **£5,000** on behalf of passengers last year.
- Northern (**182**) and West Midlands Trains (**78**) represented **29 per cent** of the appeals we raised (see table 1).

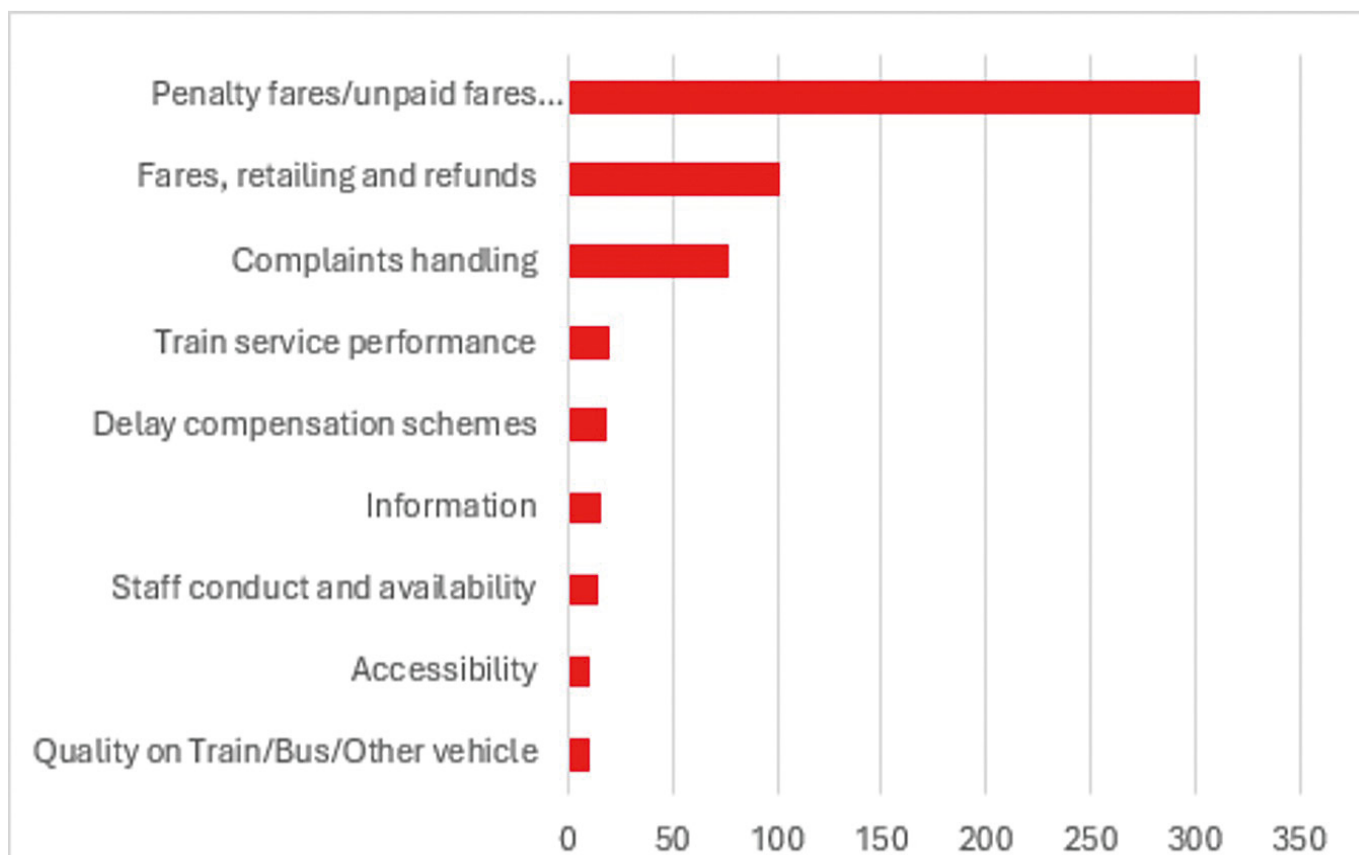
Table 1. Breakdown of resolved appeals by organisation

Train operator or retailer	Resolved complaints
Northern	182
West Midlands Trains	78
Trainline.com Ltd	72
Merseyrail	70
TransPennine Express	65
South Western Railway	56
RailCard	51
Govia Thameslink Railway Limited (GTR)	38
Great Western Railway (GWR)	32
East Midlands Railway	28
Southeastern	26
Greater Anglia	22
London North Eastern Railway	18
CrossCountry	16
Avanti West Coast	15
Trainpal	15
Chiltern Railways	12
Transport for Wales	11
Metro Link	10
Nexus	10
Tyne and Wear Metro	10
c2c (use for CW)	9
ScotRail	9
Southern (GTR)	7
Metrolink	6
Thameslink	6
Rail Delivery Group (RDG)	5
Great Northern	4
Trainsplit	4
National Rail Enquiries	3
Omio	3
Split My Fare	3
East Midlands Trains (Stagecoach)	2
London Northwestern Railway	2
Red Spotted Hanky	2
Statesman Rail	2
Transport for Greater Manchester (TfGM)	2

East Coast Trains Ltd (Lumo)	1
Penalty Services Limited	1

- The most complaints we received were about penalty fares (**301**) and fares, retailing and refunds (**100**) (see table 2).

Table 2. Complaints by reason



Passenger feedback – case study – October 2024:

Refund no longer denied

- Mr D had requested replacement tickets from c2c, but these were not issued.
- After his initial complaint to the operator was unsuccessful, he approached us for help.

- The case worker took up Mr D's case and appealed to c2c asking what went wrong.
- They responded and said that the internal request for replacement tickets had not been properly made and that they also felt that the way they had handled his complaint was very poor.
- C2C apologised and have refunded all outstanding tickets and offered Mr D a further financial goodwill gesture.

Passenger feedback – case study – December 2024:

Challenging denied refund requests

- Having purchased a ticket from the ticket website Trainpal for a return journey that was cancelled, Mr L travelled using alternative transport for part of the journey. Mr L then boarded a GWR service for the next leg, scanning the ticket, before the train was cancelled part way due to bad weather. Mr L then sought a refund for this cancellation.
- Trainpal initially declined his refund request due to the tickets being scanned, so Mr L came to us for help. Transport Focus took up the case and contacted GWR for help after initially communicating with Trainpal.
- We explained that Mr L had to scan his ticket to access part of the journey and that there had been no advance warning of the cancellation. We also

highlighted the additional inconvenience of the passenger having to pay for a taxi to make up for the cancelled leg of the journey.

- GWR had recognised that this was a difficult journey for the passenger and decided to step outside of its usual procedures to offer help on this case. The operator confirmed that they had submitted a delay repay claim for Mr L and reimbursed him for the full cost of his alternative transport.

Communications

In the past year we have continued to deliver a diverse range of communications activities engaging with local, national and sector media, managing our social media channels and website, and issuing our monthly newsletter 'Transport User Voice' to a wide range of transport users and stakeholders.

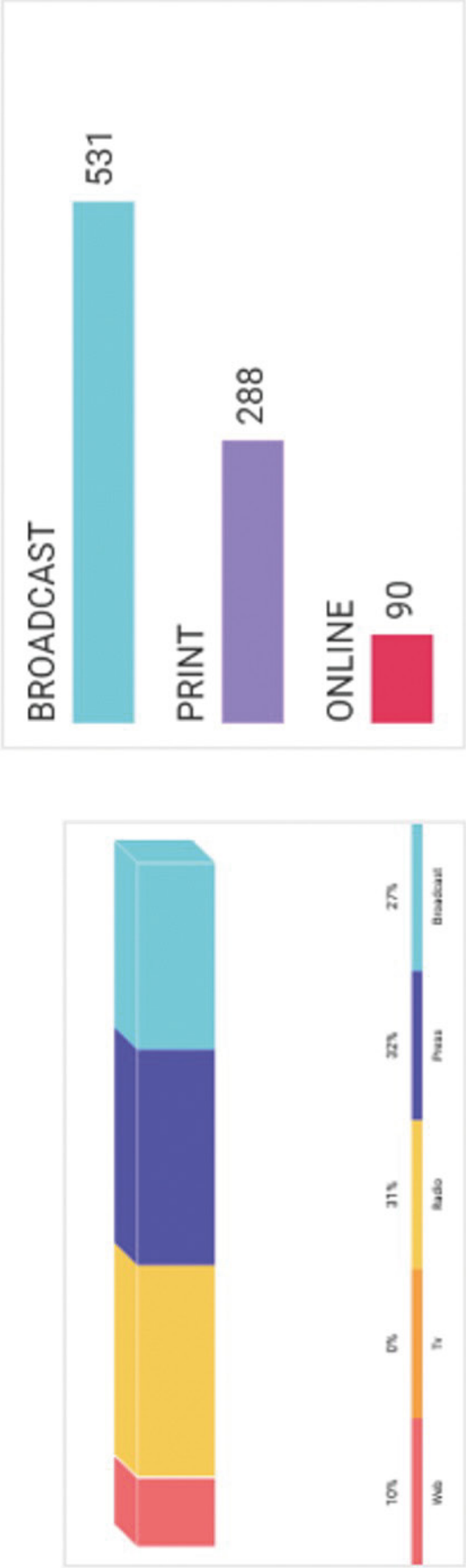
We provide an out-of-hours media response service, answering **63** enquiries during the year. This included requests for interviews and reactive and proactive written statements for the media on issues, policy and events. We had various activity on our social media channels (X/ Twitter and LinkedIn).

We have continued to publish our research and insight reports and have continued to make our website more accessible.

We promoted our Board meetings in public, extending their usefulness by posting clips after the events.

Media coverage: We achieved more than **906** items of coverage including a heavy skew to broadcast and regional media.

Graph 1: Split of the volume of media coverage by channel (%) and quantity



- **Our audience:** Over the past year our audiences and stakeholders had more than **450 million** opportunities to see news about Transport Focus across multiple media channels.
- **Monthly e-newsletter:** Transport User Voice reached around **6400** subscribers with an average engagement rate of around **19 per cent** (an increase of more than **7** per cent from 2023-24).
- **Reports:** We published **90** reports of our world-class insight on our website, working to improve their accessibility.
- **Internal communications:** We posted almost **500** items on our intranet on work-related information, health and wellbeing, and other updates.

Participation on advisory bodies and steering groups

As part of influencing transport decisions, we represented transport users on strategic bodies at a country level or across major city regions and counties:

Britain:

- Smarter Information Smarter Journey programme
- Rail Delivery Group's (RDG) Customer Information Group
- GBRTT Customer Experience Steering Group
- Office of Rail and Road Consumer Panel

- Strategy Group and Programme Board for the Rail Customer Experience Survey
- GBR Accessibility Strategy Steering Group
- Rail Delivery Group (RDG) policing and security implementation group

England:

- Bus Centre of Excellence (member of Advisory Board)
- Transport for West Midlands Bus Alliance
- Mayor for Greater Manchester's Transport Board
- Greater Manchester Railway Board
- Bristol City Mayor's Transport Board
- Liverpool City Region Bus Alliance
- West Yorkshire Enhanced Partnership Board
- Cambridgeshire and Peterborough Combined Authority Bus Partnership
- Cornwall Bus Partnership Board
- Transport North East's Enhanced Partnership Board
- East Sussex Enhanced Partnership Board
- North Yorkshire Enhanced Partnership Board
- South Yorkshire MCA Enhanced Partnership Board
- National Highways Roads for All Forum
- National Highways' Road Safety Panel

- Various National Highways regional customer boards
- North of England Railway Board
- TransPennine Route Upgrade Stakeholder Forum
- Transport for the North Partnership Board
- DfT Bus Transformation Monitoring & Evaluation Programme Stakeholder Panel
- Open Buses Programme Board

Scotland:

- ScotRail's Stakeholder Forum
- Scotland's Railway Advisory Panel
- Cross Party Group Sustainable Transport – Scottish Parliament
- Regional Transport Strategy Partnership Board
- British Transport Police Authority Scottish Policing Committee

Wales:

- Transport for Wales Advisory Panel (chair until December, membership continues)
- Network Rail Wales & Western Oversight Group
- Network Rail Wales & Western Control Period 7 Stakeholder Engagement Group
- Senedd Cross Party Group on Public Transport
- Transport for Wales (TfW) regional stakeholder forums

- Senedd Cross Party Group on Consumer Rights
- Western Route Customer Experience During Disruption Steering Group
- TfW All Wales and Borders forum
- Network Rail Wales Route Supervisory Board
- TfW Bus Reform Industry Panel
- TfW Accessibility and Inclusion Panel

Section 3

Management commentary

3.1 Performance Report

Overview

The annual report and accounts cover the year to 31 March 2025. Our achievements this year for transport users, including road users, train, bus, coach and tram passengers are set out in Section 2: Making a difference.

The overview section provides a short summary of the purpose of Transport Focus, our key risks to the achievement of our objectives and how we have performed over the year.

Statement of purpose

Transport Focus¹ is an executive non-departmental public body set up to protect the interests of Britain's rail passengers; England's bus and tram passengers outside London; coach passengers in England on scheduled domestic services; and users of England's motorways and major 'A' roads. We are sponsored by the Department for Transport (DfT), but our operations and policymaking are independent of government.

1 Transport Focus is the operating name of the Passengers' Council, established as a body corporate and non-departmental public body by the Railways Act 2005, as amended.

Business model and organisational structure

Transport Focus is funded mainly by grant in aid from the DfT and a total of £6,695,000 was received in 2024-25 (2023-24: £6,964,000). Further funding is generated through working with other key organisations in the transport industry and is used to provide additional consumer representation and transport user insight. In 2024-25 the group generated £1,763,000 of additional funding (2023-24: £1,805,000).

Transport Focus has two subsidiaries; Transport Focus Wales Limited which is a company registered in Wales (company number 11439946) and Transport Focus Scotland Limited which is a company registered in Scotland (company number SC643794). Both subsidiaries are limited by guarantee having no share capital and Transport Focus is the sole member of each company so will contribute a maximum £1 in the case of either company being wound up. The two subsidiaries were set up to allow the Transport Focus group to broaden its work on behalf of transport users in Wales and Scotland through activities funded by third parties.

Transport Focus Scotland Limited has been a dormant company and was dissolved on 8 April 2025. Transport Focus Wales Limited began trading on 1 October 2019 and its results have been included in the consolidated accounts for the group.

Transport Focus has provided a guarantee under section 479A of the Companies Act to Transport Focus Wales Limited in respect of the financial year ended

31 March 2025. The guarantee has been provided because this allows the subsidiary to be exempt from audit for the year ended 31 March 2025 thereby saving the annual audit fee. The saving increases the funds available for work on behalf of transport users.

Objectives

Our key objectives for the year were:

- **Improve transport in ways that matters most to users:** This means improving satisfaction in the end-to-end experience for people who travel by bus, train and by road.
- **Make transport safe and accessible for everyone who uses it:** Investigating and improving the experience of personal security on bus and train and making travelling by public transport and road far more accessible.
- **Minimise the impact of disruption:** When bus and rail passengers are disrupted or drivers encounter significant delays of any kind, every step is taken to ensure disruption is kept to a minimum.
- **Make sure all transport users are listened to:** Understanding the barriers to travel, particularly in underrepresented groups such as disabled people or those who are digitally excluded.

Our progress against these, including our achievements this year, are reported in Section 2.

Business Strategy – Future years

Our 2025-26 three-year workplan continues with the objectives as outlined above.

For the year 2025-26 the organisation has agreed funding of £4,936,000 to cover work representing the interests of rail, bus, coach, and tram passengers and a further £1,778,000 to represent users of the Strategic Road Network (SRN). Following the spending review in 2021 grant in aid funding was agreed in outline with the DfT until 2025-26.

Long Term Expenditure Trends

The net expenditure before tax incurred by the Transport Focus group over the previous five years is summarised in the table below.

	20-21	21-22	22-23	23-24	24-25
Passenger Representation £000	4,240	4,540	4,555	5,301	4,749
Road User Representation £000	1,443	1,911	1,895	1,774	1,786
Total Net Expenditure £000	5,683	6,451	6,449	7,075	6,535

Partnership working with London TravelWatch

In February 2020 Transport Focus entered a Collaboration Agreement with London TravelWatch to work more closely together to ensure that, both jointly and individually, the organisations are making more of a difference for transport users and delivering better value for money for sponsors and funders.

Under the Collaboration Agreement:

- London Travel Watch provides rail passenger appeal complaints management and resolution services on behalf of Transport Focus. The resources to deliver these services are offset by the resources utilised by Transport Focus in providing finance and human resource support services to London TravelWatch.
- Transport Focus provides finance and human resource support services to London TravelWatch. The resources to deliver these services are offset by the resources utilised by London TravelWatch in providing rail passenger appeal complaints management and resolution services on behalf of Transport Focus
- Transport Focus and London TravelWatch share ICT infrastructure and support costs whilst securing their own data, which has reduced costs whilst improving the resilience of the IT services.

The arrangement will be subject to an annual review to ensure that it continues to meet the objective that both organisations are making more of a difference for transport users and delivering better value for money for sponsors and funders.

The two organisations remain independent of one another. London TravelWatch is the official watchdog organisation representing the interests of transport users in London and is sponsored and funded by the London Assembly. Transport Focus is the independent watchdog

for transport users outside London and is sponsored and funded by the Department for Transport.

The Collaboration Agreement does not create a business group or joint venture for reporting purposes, so the organisations publish separate annual reports and financial statements which are subject to independent audit.

Performance analysis

The performance analysis section provides a detailed view of Transport Focus performance over the year. A range of both qualitative and quantitative information has been provided.

Finance

In 2024-25 the organisation received from the DfT grant in aid of £4,916,000 for passenger representation (2023-24: £5,184,000). Further grant in aid of £1,779,000 (2023-24: £1,779,000) was received from the DfT for representing users of the SRN. This year the Transport Focus group has secured funding totalling £1,763,000 (2023-24: £1,805,000) from third parties for joint and fully funded projects which included £220,000 (2023-24: £321,000) from the DfT.

The group incurred net costs before tax of £6,535,000 in the year to 31 March 2025. Some 32 per cent (2023-24: 35 per cent) of our spending has been invested in insight work on passenger and road user issues which ensures we are able to provide objective evidence to support our campaigns for improvements.

Total taxpayers' equity² for the group showed a balance of £1,141,000 (2023-24: £981,000) at the end of the year and the total grant in aid drawn down during the year was £6,695,000 (2023-24: £6,964,000).

Resources

The key strength of the organisation is the influence it is able to exert through the knowledge and expertise gained from targeted transport user insight, and by working closely with key stakeholders, across the nations and regions, in the roads, rail, bus and tram industry to make a difference for transport users. Our investment in transport user research over the year totalled £2,631,000 (2023-24: £2,491,000). The main insight projects this year have been highlighted in the Review of Activities, and the full details of our insight can be found on our website.

Performance, risks and uncertainties

Transport Focus reports on its performance quarterly. The report identifies the critical success measures for each objective, progress to date, upcoming work and potential barriers to success. The report is reviewed quarterly by the executive Senior Leadership Team and Board.

The work of Transport Focus relies heavily on its credibility and the primary risk is that the reputation

-
- 2 Taxpayers' equity can be defined as the total value of taxpayers' funds in reserves and represents the net value of the assets and liabilities which have been funded by government.

of the organisation is not maintained, which would reduce its ability to influence key stakeholders to secure improvements for transport users. To mitigate this risk, the organisation has established an enterprise risk model which, amongst other things, is used to identify whether a project or piece of work may jeopardise the reputation of Transport Focus.

Essential contractual arrangements

The primary contractual arrangements for the organisation are for transport user insight.

Payment of suppliers

Transport Focus endeavours to comply with the Better Payment Practice Code and seeks to pay invoices within 30 days of receipt and during the year paid 98.4 per cent (2023-24: 98.3 per cent) of invoices within 30 days, and 81.8 per cent (2023-24: 79.2 per cent) within 10 working days. The average time taken to pay a supplier during the year was 5.2 days (2023-24: 5.5 days).

Health and safety

It is a legal requirement to provide a safe and healthy environment for our staff and visitors. Our office hubs in London, Manchester and Cardiff provide a modern working environment for staff.

Social and environmental issues

We occupy shared office space in buildings which makes it difficult to determine the actual consumption of utilities. However, the buildings do have stringent environmental

credentials. Our office accommodation in Manchester utilises recycled rainwater, energy efficient heat pumps, motion sensitive lighting as well as extensive recycling of office waste.

All redundant electrical items are disposed of in line with Waste Electrical and Electronic Equipment regulations.

In order to minimise the impact on the environment, Transport Focus staff and Board Members use public transport wherever possible when undertaking official business. We endeavour to keep our travel to a minimum and aim to use electronic communication and conferencing facilities wherever possible.

We regard our human rights responsibilities very highly and are in the process of ensuring all our suppliers work to the same standard.

Greening Government Commitments

Defra has granted Transport Focus an exemption from reporting sustainability information under the Greening Government Commitments, under the de minimis criteria. Transport Focus employs 44.3 whole-time equivalent staff and occupies office floor space of 186 m² in our Manchester office and 14 desks in our London office with an estimated floor space of around 100 m². Consequently, Transport Focus has not included sustainability reporting in their annual report.

Task Force on Climate-related Finance Disclosure

Transport Focus is exempted from making climate-related finance disclosures as it falls below the reporting requirements of employing more than 500 staff, income of more than £500m, or being instructed by our sponsoring Department to follow the guidance.

Charitable and political donations

Transport Focus did not make any charitable or political donations during the year.

Bribery and corruption

There were no incidents relating to bribery or corruption during the year. All staff are made aware of the Transport Focus fraud and whistleblowing policies and key staff attend refresher bribery and corruption training periodically.

Data handling

Over the course of 2024-25, and following the restructuring of the organisation, Transport Focus repopulated its Information Strategy Group, ensuring each part of the business had at least one information asset owner. The SIRO and DPO continues to work with these team members to promote good practice in information management. Training has been completed for all new starters and will take place again for all other staff during the first half of 2025-26. In December 2024, the Government Internal Audit Agency conducted a

thorough review of cyber security at Transport Focus, and found no high priority concerns.

Equalities Scheme

In order to comply with the Public Sector Equality Duty, we have produced an Equality Scheme, with an Action Plan linked to the work plan which is available on our website. A comprehensive programme of Accessibility training was undertaken by all staff in the year.

During the year we continued our comprehensive diversity and inclusion programme. Our Staff Diversity and Inclusion Strategy is published on our website. We have created a recruitment charter which has been signed off by all our recruitment partners and we have continued the review of our insight surveys and processes. This programme will continue in the coming years to ensure we remain a diverse and inclusive organisation representing all transport users throughout our area.

Accounts and Audit

Under paragraph 8(2) schedule 5 of the Railways Act 2005, the Secretary of State for Transport with the approval of the Treasury, has directed Transport Focus to prepare a statement of account for each financial year in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of Transport Focus's state of affairs at the year-end and of its income and expenditure and total recognised gains and losses

and cash flows for the financial period. The accounts are audited by the National Audit Office on behalf of the Comptroller and Auditor General. In preparing the accounts, Transport Focus is required to comply with the requirements of the Government Financial Reporting Manual.

Transport Focus accounts form part of the DfT group accounts which are available at www.dft.gov.uk.

A handwritten signature in black ink, appearing to read 'Alex Robertson'.

Alex Robertson

Chief Executive and Accounting Officer

4 July 2025

3.2 Accountability Report

Corporate Governance Report

Directors' Report

During the year there have been up to eight non-executive directors who are detailed below. In addition, there were up to six executive directors, Alex Robertson (Chief Executive), Nigel Holden (Chief Operating Officer, to 31 December 2024) David Sidebottom (Director, to 31 December 2024), Louise Collins (Director), Natasha Grice (Director) and Andy Cottrell (Corporate Services Director, from 31 December 2024). Further details are available in the Remuneration and Staff Report section.

Board Members provide a valuable contribution to the ongoing work of Transport Focus including short term input to one-off operational projects to longer term relationships and external-facing support for major projects such as rail contracting and fares and ticketing. Board Members in post during the year are listed below:

	Date of original appointment	Date current or most recent appointment ends or ended	Audit and Risk Assurance Committee	Nations and Regions Group	Passenger Contact Group
N Stevens (Chair)	1 June 2022	31 May 2026		Chair	
W Powell ¹	1 May 2017	30 April 2026		√	Chair
K Richards OBE	14 August 2018	13 August 2025			√
K Denham	14 August 2018	13 August 2025	Chair		
R Wilson	14 August 2018	13 August 2025		√	
T McAuley OBE ²	1 September 2020	31 August 2028	√	√	
P Hayes CB ³	2 February 2024	1 February 2028			√
S Witzel	22 April 2024	21 April 2028	√		

1. Appointed by the Welsh Government
2. Appointed by Scottish Ministers
3. Appointed by the London Assembly

The Board has corporate responsibility for ensuring that Transport Focus fulfils the aims and objectives agreed with the Secretary of State for Transport and for promoting the efficient and effective use of staff and other resources by Transport Focus.

The Board has three committees. Their primary purposes are:

- The Audit and Risk Assurance Committee supports Transport Focus on all matters relating to corporate governance, risk and financial management (including the Governance Statement), remuneration and to oversee the process of internal and external audit. This entails providing advice, guidance and support to the Chief Executive in discharging the role of Accounting Officer.
- The Passenger Contact Group oversees the effectiveness of the Transport Focus passenger contact function with particular emphasis on the oversight of the developing Rail Passenger Ombudsman Scheme.
- The Nations and Regions Group was formed In September 2024. The group supports the Board and Senior Leadership Team in the delivery of Transport Focus's policy, strategy and activities, within Scotland and Wales and, to the extent that cross-cutting issues apply, in the Mayoral and Combined Authority regions in England.

The Statistics Governance Group was disbanded in July 2024.

No director, executive or non-executive, holds any significant interests which may conflict with their management responsibilities. A register of interests is available on our [website](#).

These statements have been audited by the National Audit Office on behalf of the Comptroller and Auditor

General at a cost of £37,500 and no remuneration has been paid for any non-audit services.

Transport Focus participates in the Civil Service Pension arrangements which are described in the Remuneration and Staff Report section. Note 1.9 of the accounts explains how pension liabilities and costs are accounted for.

Over the year we have maintained policies and procedures to ensure that we have appropriate measures in place for handling any sensitive personal data. These include monthly assurances from information asset owners and quarterly and annual assurances to the DfT. There have been no data-related incidents during the course of the year.

The average number of working days lost due to unplanned absences as a result of sickness was 4.1 days (2023-24: 4.0 days), this equates to 1.8 per cent of total staff time (2023-24: 1.8 per cent).

Parliamentary Accountability Disclosures

Government Functional Standards

The application of Government Functional Standards was mandated for all government departments and arm's length bodies from 2021-22. As required by Government Functional Standard GovS001: Government Functions, the Accounting Officer, with advice and support from senior functional leads, should ensure that the

governance and management frameworks of all functions in operation are integrated with the overall governance and management framework. Work is continuing to assess and ensure compliance against the standards.

Losses and Special Payments (audited)

Transport Focus has not incurred any losses or made any special payments that must be reported to Parliament.

Fees and Charges (audited)

The following information summarises the final report to Transport Focus Senior Leadership Team for the period to 31 March 2025 and excludes any joint funded activities for the group.

	Full Cost £000	Revenue £000	Operating Surplus/ (Deficit) £000
Additional Consumer Representation	196	284	88
Transport User Insight	560	660	100
Net Income	756	944	188

Additional consumer representation activities are delivered through assigning staff to liaise with specific service providers and have been charged to parties other than the DfT. We set fees to recover, at a minimum, the direct costs of these activities plus a margin to recover an appropriate proportion of management costs.

Transport user insight activities are managed market research projects to gather and analyse user evidence and have been charged to parties other than the DfT. Where fees are charged for transport user insight which would have been part of our workplan we set fees to

recover, at a minimum, the direct costs of these activities, the costs for project management plus a margin to recover an appropriate share of overheads and notional cost of capital.

There have been no significant events which have occurred since the reporting period.

A handwritten signature in black ink, appearing to read 'Alex Robertson'.

Alex Robertson

Chief Executive and Accounting Officer

4 July 2025

Statement of Accounting Officer's responsibilities

Under paragraph 8(2) schedule 5 of the Railways Act 2005, the Secretary of State for Transport with the approval of the Treasury, has directed Transport Focus to prepare a statement of account for each financial year in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of Transport Focus's state of affairs at the year-end and of its income and expenditure and total recognised gains and losses and cash flows for the financial period. In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements and
- prepare the financial statements on a going concern basis, unless it is inappropriate to presume Transport Focus will continue in operation.

The DfT's Principal Accounting Officer designated the Chief Executive of Transport Focus as Accounting Officer. His relevant responsibilities as Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is responsible, for keeping proper records and safeguarding Transport Focus's assets, are set out in HM Treasury's *Managing Public Money*.

At the time of approving this report, so far as I am aware, there is no relevant audit information of which Transport Focus's auditors are unaware and I have taken all reasonable steps I ought to have to make myself aware of any relevant audit information and to establish that Transport Focus's auditors are aware of that information.

I take personal responsibility for the annual report and accounts and the judgements required for determining that as a whole, it is fair, balanced and understandable.



Alex Robertson

Chief Executive and Accounting Officer

4 July 2025

Governance Statement 2024-25

Scope of responsibility

As Accounting Officer I have responsibility for managing and controlling the resources used in Transport Focus to achieve our aims and objectives as set by the Framework Document agreed with the Department for Transport. In accordance with the responsibilities assigned to me in Managing Public Money, I am personally responsible for safeguarding the public funds and organisational assets. I am responsible to the Director General of the Rail Group, Director General Roads, the Department for Transport's Principal Accounting Officer, and to Parliament for ensuring value for money, regularity and propriety in deploying all the organisation's resources. This governance statement sets out how my governance responsibilities have been achieved.

Corporate governance

Transport Focus has a Board of non-executive members who are appointed by the Secretary of State for Transport

(Chairperson and four members), the Welsh Government (one member), Scottish Ministers (one member) in line with the Governance code on Public Appointments of March 2016 issued by the Cabinet Office and the London Assembly (one member). Their biographies can be found on the Transport Focus website. The Board is responsible for setting the strategic direction and main policies of the organisation and providing corporate governance and oversight of the finances and operations. The membership of the Board and its committees are listed in the Directors' Report.

Governance structure

During the year Transport Focus had up to eight Board Members at any one time; the Scottish Government, Welsh Government and the London Assembly each appoints one, with other members appointed by the Secretary of State for Transport. The membership of the Board during the year is shown in the Director's report.

The Board's key roles, supported by Transport Focus staff, are to:

- set the organisation's strategy;
- agree budgets and KPIs and oversee performance against them;
- oversee the organisation's operations, including finances, remuneration and risk assessments; and
- set the policy framework and agree lines on major policy and issues facing transport matters.

The Audit and Risk Assurance Committee (**ARAC**) which consisted of up to three non-executive Board Members during the year, has been established to support the Chief Executive through monitoring and reviewing the adequacy and effectiveness within the organisation of:

- corporate governance arrangements;
- processes for managing risks;
- internal audit and related activity;
- management responses to the recommendations resulting from internal audit work;
- external audit activity;
- matters relating to pay and grading policy and terms of employment; and
- processes and controls to support this governance statement.

System of internal control

The system of internal control is designed to manage risk to a reasonable level rather than eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise risks to the achievement of organisational policies, aims and objectives, to evaluate the likelihood of those risks being realised, the impact should they be

realised and to manage risks and associated controls effectively, efficiently and economically.

Capacity to handle risk

As Accounting Officer, I have responsibility for reviewing our capacity to handle risk, and to achieve this Transport Focus has developed and has implemented:

- a risk management strategy reflecting the purpose and underlying approach to risk management and the role of the staff and Senior Leadership Team, which has been approved by the Board and made available to all staff on the intranet; and
- organisational risk registers identify the main strategic, programme and operational risks which are assigned to individual risk owners. The risk registers include mitigating actions to eliminate or reduce risks wherever possible. Risks are reviewed quarterly by the Senior Leadership Team and ARAC, which then reports to the Board.

Risk management

The Board has agreed the risk appetite for the organisation which is incorporated into the risk management strategy.

The risk management strategy is informed by the following process:

- periodic reviews of the risk registers;

- identification of key risks when issues are submitted to the Board for consideration;
- inclusion of risk management as a regular item on the ARAC agenda;
- a Senior Leadership Team which meets regularly to consider the operational plans and contingent risks of the organisation; and
- ensuring Transport Focus's operations and system of internal control comply with the principal best practice recommendations from the Cabinet Office and HM Treasury. In this respect, work was underway during the last part of the year to fully update the risk management strategy for implementation during 2024-25.
- A periodic review of the effectiveness of the risk management strategy and processes by Internal Audit.

Review of effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of governance and the system of internal control. My review of effectiveness is informed by the work of the internal auditors and the executive managers within the organisation who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I have been advised on the effectiveness of governance and the system of internal control by the

Audit and Risk Assurance Committee and a rolling plan to address weaknesses and ensure continuous improvement of the system is in place.

The Transport Focus risk management framework takes account of the Code of Good Practice on Corporate Governance in Central Government Departments issued by HM Treasury.

Board

The Board received regular updates on progress throughout the year which are discussed at public and private meetings. The Board met 11 times, including once in public, during the period to:

- consider and approve the Transport Focus workplans for the period including the allocation of resources to deliver those plans;
- monitor progress against the workplans for the period through regular reports from the Management Team;
- consider regular financial reports;
- consider and approve policies and procedures to be adopted by Transport Focus, and
- consider and approve expenditure in accordance with the procurement policy adopted by Transport Focus.

The Board regularly reviews financial and other data and provides challenge on content and quality where and if appropriate, by way of discharging its responsibilities within the provisions of *Managing Public Money*.

An attendance record at the Board meetings is summarised below and minutes of meetings held in public are available on our website.

	Apr-24	May-24	Jun-24	Jul-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Nigel Stevens	√	√	√	√	√	√	√	√	√	√	√
Kate Denham	√	-	√	-	√	√	√	√	√	√	√
Keith Richards	√	√	√	√	√	√	√	√	√	-	-
Rob Wilson	√	√	√	√	√	√	√	√	√	√	√
Sandra Witzel	√	√	√	√	√	√	√	√	√	√	√
Tricia Hayes	√	√	-	√	√	√	√	√	√	√	√
Trisha McAuley	√	√	√	√	√	√	√	√	√	√	√
William Powell	√	√	-	-	√	√	√	√	√	√	√

Details of the Board's remuneration and appointment process are available in the Remuneration and Staff Report section and Board appointment process on page 76.

The Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee met five times during the period to consider:

- the financial reports;
- the draft annual report and accounts;
- the policies and procedures to be implemented by Transport Focus;
- the planned activity and results of the external and internal audits;
- the adequacy of management response to issues identified by audit on a quarterly basis;

- cross-organisation pay awards, changes to terms of employment and performance related pay; and
- the risk management policy and procedures managed by the executive.

In addition, the committee regularly reviews information risk, business planning and project management, and scrutinises conflicts of interest and declarations of gifts and hospitality.

The Chairperson of the ARAC provided the Board with regular reports on the committee's activities and any findings concerning internal control.

Board member attendance at ARAC meetings is summarised below.

Board member	Apr-24	Jun-24	Jul-24	Oct-2024	Jan-25
Kate Denham	√	√	√	√	√
Sandra Witzel	N/A	√	√	√	√
Trisha McAuley OBE	N/A	N/A	N/A	√	√
Nigel Stevens	√	√	√	√	N/A

Other aspects of governance arrangements

The Board also maintains additional committees to help discharge its governance duties. The Statistics Governance Group oversaw Transport Focus's compliance with UKSA's Code of Practice for official statistics and promoted good practice in insight activities, but it was disbanded in July 2024. It met **one time** during 2024-25. The Passenger Contact Group oversees the

effectiveness of the passenger contact function and formally met **two times**. The Nations and Regions Group was formed in September 2024 and met **two times**.

Internal audit

The Government Internal Audit Agency (**GIAA**) agrees a rolling programme of audit for each forthcoming year according to the Board's priorities and reports on its work to the ARAC. Regular audit reports are made, along with the end-of-year internal audit annual report, as defined by the Public Sector Internal Audit Standards. This includes an independent opinion by the Head of Internal Audit on the adequacy and effectiveness of the organisation's system of internal control.

The GIAA Head of Internal Audit for Transport Focus gave an overall moderate assurance opinion for the year in the annual report. There were four internal audit assignments completed over the year and there were no significant weaknesses that fall within the scope of issues that should be reported in the Governance Statement.

The audit assignments this year covered: cyber security, contact centre mobilisation and operation, stakeholder engagement – mapping and management; and risk management. Managers have been assigned responsibility and timescales for implementing the audit recommendations which have either been or are in the process of being completed. Progress against the actions is reported to the Audit and Risk Assurance Committee periodically to ensure the findings are being addressed.

Meetings with Department for Transport

The Chief Executive and Transport Focus's senior managers meet with senior officials from within the Department for Transport at regular intervals. These meetings usually occur on a quarterly basis and issues discussed include performance against operational plans, financial expenditure and policy development. In addition, Transport Focus's Chairperson regularly meets with Ministers.

The risk and control framework

The key element of our risk and control framework is the Board's commitment to establishing risk appetite for strategic, programme and operational risks. The ARAC reports regularly to the Board on risk management activity and provides recommendations as appropriate. Transport Focus's Head of Governance and Risk meets with each risk owner at the end of each quarter, as necessary, to review both risks and controls, and subsequently formally discusses these with me.

During the year the Board and Senior Leadership Team identified the following five key strategic risks:

- 1. SR-01 – Rail Reform** – Rail reform, including creation of the Passenger Standards Authority, is done in a way that doesn't include sufficient independent customer representation and / or the functions currently performed by Transport Focus are reduced in the process. This could be because of Transport

Focus not being sufficiently trusted by DfT or through failure to engage effectively in the reform process.

2. **SR-02 – IT service disruption.** Depending on the extent of the disruption, the organisation would be unable to use emails, access insight data, produce reports or access stakeholder details all of which would significantly disrupt our work and affect our reputation. It could also affect internal processes which would have a significant impact on colleagues, such as timely payment of salaries. This could be the result of a hostile attack on our systems (which would likely also result in a data breach – see SR-05) or supplier failure.
3. **SR-03 – Reputation.** Media and senior stakeholders (e.g. Parliamentarians) question the independence and / or effectiveness of Transport Focus as the passenger champion / watchdog. This could result in increased scrutiny of our work, reduced influence and impact with stakeholders, and questions about Transport Focus governance / leadership from DfT. It could be caused by Transport Focus being seen to have ‘missed’ a significant issue affecting customers that is highlighted by others (“where was the watchdog?”) and / or side with operators rather than customers (e.g. if Transport Focus had backed ticket office closures).
4. **SR-04 – Main tracker surveys (Your Bus Journey, Strategic Road User Survey and Rail User Survey).** Transport Focus’s tracker surveys are a critical part

of our business model by providing an up-to-date picture of customer experience. If any of the surveys were discontinued or their credibility called into question it would undermine our ability to speak as the definitive voice of customers. Failure to deliver tracker surveys could be the result of inadequate funding, procurement difficulties, supplier or methodological problems encountered in delivery.

- 5. SR-05 – Data breach.** Transport Focus holds significant amounts of personal data about employees and participants in research. Release of this into the public domain would be reputationally damaging and potentially costly. This could be caused by the inadvertent release of personal information or the result of a malicious attack.

Data handling and information risks

I am aware that the handling of information and data is a risk to the organisation. Detailed guidance to all staff on this subject has been issued, and further training has taken place during 2024-25 for all new staff.

Transport Focus's Senior Information Risk Owner (SIRO) implements Cabinet Office guidance, as appropriate, through Information Asset Owners who have been appointed across the organisation and who meet quarterly. As required, the SIRO has written to me at year-end with his opinion on information risk and has published this opinion via our website. I accept this opinion and note that there were no reportable data handling incidents during the year.

The system of internal control has been in place in Transport Focus for the year ended 31 March 2025 and up to the date of approval of the annual report and accounts and includes the delegation of budgets and risk ownership to directors and managers. The system of internal control accords with HM Treasury guidance and continues to be reviewed and developed with further improvements in the pipeline.



Alex Robertson

Chief Executive and Accounting Officer

4 July 2025

3.3 Remuneration and Staff Report for the year ended 31 March 2025

The Audit and Risk Assurance Committee was made up of up to four non-executive Board Members in the year: Kate Denham (Chair), Nigel Stevens, Sandra Witzel and Trisha McAuley. In addition to activities undertaken in relation to audit and risk, the Committee considers:

- the overall pay and grading structure for the employees of Transport Focus
- annual cost of living and performance pay increments
- any proposed changes to the terms of conditions of employment of Transport Focus employees

- any proposed changes to the occupational pension arrangements
- the broad policy for the remuneration of executive level staff
- individual remuneration arrangements for executive level staff, and approval of any proposals for subsequent changes to those arrangements
- the level and structure of remuneration for executive level staff.

Any annual increase in the remuneration of Board Members is agreed between the Chair of the Board and the DfT. Members of the Audit and Risk Assurance Committee have not been involved in decisions relating to their own remuneration. There was a 5.0% pay increase for Board members in 2024-25

The arrangements for changes to the remuneration of executive Senior Leadership Team members are the same as for other employees of the organisation. There was a 5.0% pay increase for staff during 2024-25.

Our simple annual Bonus Scheme continued to operate in 2024-25 with a total allocation of £22,800 for achievements in the year (2023-24: £21,000). All staff, including members of the Senior Leadership Team, are eligible to participate in the Bonus Scheme and any awards to members of the Senior Leadership Team are approved by the Chair of the Audit and Risk Assurance Committee (ARAC). The Bonus Scheme continues to recognise exceptional performance by staff in delivering

exceptional value, or high levels of professionalism or personal commitment in delivering high quality work.

The terms of our approved bonus scheme for 2024-25 were the same as those for 2023-24 with all bonuses capped at £250. Bonuses have been paid during the year for individual achievements and 68% of these were paid to junior staff.

Board Members (audited)

Remuneration paid to the non-executive Board Members for the period to 31 March 2025 is set out below:

Board member	Board fees paid in the period ended		Date of Original Appointment	Date current or most recent appointment ends or ended
	31 March 2025 £000's	31 March 2024 £000's		
N Stevens (Chair)	38	37	1 June 2022	3 May 2026
W Powell	14	14	1 May 2017	30 April 2026
K Richards	14	13	14 August 2018	13 August 2025
K Denham	17	17	14 August 2018	13 August 2025
R Wilson	14	13	14 August 2018	13 August 2025
T McAuley OBE	14	13	1 September 2020	31 August 2028
P Hayes CB ¹	-	-	2 February 2024	1 February 2028
S Witzel	12	-	22 April 2024	21 April 2028
T De Pencier ²	-	8	1 May 2015	31 October 2023

1. Appointed by the London Assembly who pay the remuneration.
2. Appointment ended 31 October 2023. The full year equivalent salary for 2023-24 was £14,000.

The remuneration shown in the table excludes Employers National Insurance Contributions payable by Transport Focus in respect of these appointments.

Transport Focus does not make any pension provision for non-executive Board Members, and no other taxable benefits were provided for in the period.

All Board Members have a three-month notice period, and no compensation terms for early termination in their contracts.

Executive Board (audited)

Members of the Executive Senior Leadership Team are on continuing contracts and their remuneration and pension benefits, in £5,000 bands, are set out below:

	Salary		Bonus		Pension benefits ¹		Total	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
A Robertson Chief executive	135-140	45-50 [130-135] ²	-	-	53	9	185-190	55-60
N Holden ³ Chief Operating Officer	65-70 [85-90] ²	80-85	-	-	42	48	105-110	130-135
A Cottrell ⁴ Corporate Services Director	20-25 [85-90] ²	n/a	-	-	4	n/a	25-30	n/a
D Sidebottom ⁵ Director	60-65 [85-90] ²	80-85	-	-	91	17	150-160	100-105
L Collins Director	85-90	45-50 [85-90] ²	-	0-5	39	14	125-130	60-65
N Grice Director	85-90	30-35 [85-90] ²	-	-	35	12	120-125	40-45

1. The value of the pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump

sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any decreases due to a transfer of pension rights.

2. Full year equivalent value.
3. In post to 31 December 2024. Andy Cottrell is a member of the partnership pension scheme and employer pension contributions made have been quoted as the pension benefit
4. In post from 31 December 2024.
5. In post to 31 December 2024.

	Real increase in pension and [related lump sum] at pension age	Accrued pension and [related lump sum] at pension age as at 31 March 2024	Cash Equivalent Transfer Value ³		Real increase in Cash Equivalent Transfer Value to nearest £000
			At 31 March 2025	At 31 March 2024	
	£000's	£000's	£000's	£000's	£000's
A Robertson	2.5 – 5	40 – 45	726	633	32
N Holden ¹	0 – 2.5	30 -35	621	579	40
A Cottrell ²	-	-	-	n/a	-
D Sidebottom ³	2.5 – 5 [7.5 – 10]	40 – 45 [105 – 110]	995	885	92
L Collins	0 – 2.5	20 – 25	288	239	22
N Grice	0 – 2.5	0 – 5	39	10	22

1. N Holden is a member of the premium pension scheme whose members are not eligible for an automatic lump sum payment on retirement.
2. A Cottrell is a member of the partnership pension scheme. CETV values are not provided for partnership pension members.

3. D Sidebottom was previously a member of the classic pension scheme whose members are eligible for an automatic lump sum payment on retirement and this is reflected in the above table.
4. Taking account of inflation, the CETV funded by the employer has decreased in real terms

The main provisions of the Civil service pension schemes are set out below.

‘Salary’ includes gross salary only. No performance pay or bonuses were awarded to the executive team whilst in post in the financial year 2024-25 and there were no benefits in kind or non-cash benefits made.

All the directors are employed on permanent contracts and are contracted to a six-month notice period throughout their period of employment with Transport Focus.

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Before 1 April 2015, the only scheme was the Principal Civil Service Pension Scheme (PCSPS), which is divided into a few different sections – classic, premium, and classic plus provide benefits on a final salary basis, whilst nuvos provides benefits on a career average basis. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis. All newly

appointed civil servants, and the majority of those already in service, joined the new scheme.

The PCSPS and alpha are unfunded statutory schemes. Employees and employers make contributions (employee contributions range between 4.6% and 8.05%, depending on salary). The balance of the cost of benefits in payment is met by monies voted by Parliament each year.

Pensions in payment are increased annually in line with the Pensions Increase legislation. Instead of the defined benefit arrangements, employees may opt for a defined contribution pension with an employer contribution, the partnership pension account.

In alpha, pension builds up at a rate of 2.32% of pensionable earnings each year, and the total amount accrued is adjusted annually in line with a rate set by HM Treasury. Members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004. All members who switched to alpha from the PCSPS had their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha.

The accrued pensions shown in this report are the pension the member is entitled to receive when they reach normal pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over normal pension age. Normal pension age is 60 for members of classic, premium, and classic plus, 65 for members of nuvos, and the higher of 65 or State

Pension Age for members of alpha. The pension figures in this report show pension earned in PCSPS or alpha – as appropriate. Where a member has benefits in both the PCSPS and alpha, the figures show the combined value of their benefits in the two schemes but note that the constituent parts of that pension may be payable from different ages.

When the Government introduced new public service pension schemes in 2015, there were transitional arrangements which treated existing scheme members differently based on their age. Older members of the PCSPS remained in that scheme, rather than moving to alpha. In 2018, the Court of Appeal found that the transitional arrangements in the public service pension schemes unlawfully discriminated against younger members (the “McCloud judgment”).

As a result, steps are being taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The Public Service Pensions Remedy³ is made up of two parts. The first part closed the PCSPS on 31 March 2022, with all active members becoming members of alpha from 1 April 2022. The second part removes the age discrimination for the remedy period, between 1 April 2015 and 31 March 2022, by moving the membership of eligible members during this period back into the PCSPS on 1 October 2023.

3 www.gov.uk/government/collections/how-the-public-service-pension-remedy-affects-your-pension.

The accrued pension benefits, Cash Equivalent Transfer Value and single total figure of remuneration reported for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the PCSPS for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the PCSPS for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the alpha scheme for the period from 1 April 2015 to 31 March 2022

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Master trust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute but, where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost.

CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting

from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Review of Fair Pay (audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce. This is calculated in line with Hutton guidance and is summarised in the table below.

	2024-25	2023-24
Mid-point of Band of Highest Paid Director's Total Remuneration (£)	137,500	132,500
Median Total Remuneration (£)	46,504	53,309
25 th Percentile Remuneration (£)	44,238	41,895
75 th Percentile Remuneration (£)	61,569	65,904
Salary component included within total remuneration		
Median Total Salary (£)	46,004	53,563
25 th Percentile Salary (£)	44,207	39,382
75 th Percentile Salary (£)	60,900	63,773
Percentage change in the highest paid director's salary and allowances	4.7%	(5.7%)
Average percentage change in the salary and allowances of employees	0.12%	9.3%
Average percentage change in the bonuses payable to employees ¹	(27.7%)	36.5%
Ratios:		

Highest paid director's total remuneration to median total remuneration	2.94	2.44
Highest paid director's total remuneration to employee on 25th percentile pay and benefits	3.09	3.11
Highest paid director's total remuneration to employee on 75th percentile pay and benefits	2.22	1.98

1. A one off payment of £1,500 was made to all eligible civil servants in the year 2023-24 in recognition of their public service and the challenges of the cost of living.

Actual staff remuneration, excluding the highest paid director, ranged from £29,150 (2023-24: £30,448) to £95,813 (2023-24: £93,759). No employee received pay above the highest paid director.

Total remuneration includes salary and non-consolidated performance-related pay. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

The salary component included within total remuneration for 2024-25 was £44,207 at the 25th percentile, £46,004 median and £60,900 at the 75th percentile.

Staff numbers and related costs (audited)

Staff costs for the group comprise:				
	2024-25			2023-24
	Total	Directly employed staff	Others	Total
	£000	£000	£000	£000
Wages and salaries	2,666	2,361	305	3,326
Social security costs	283	283	-	280
Other pension costs	678	678	-	642
Total net costs	3,627	3,322	305	4,248

There were no consultancy or high paid off-payroll appointments in either 2024-25 or 2023-24. A high paid off payroll appointment is one which lasts for a period greater than six months at rate greater than £245 per day.

The Principal Civil Service Pension Scheme (PCSPS) also known as 'alpha', is an unfunded multi-employer defined benefit scheme but Transport Focus is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2020. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2024-25 employers' contributions of £645,558 (2023-2024: £609,981) were payable to the PCSPS at one of four rates in the range 26.6 to 30.3 per cent of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation.

The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £31,751 (2023-24: £30,883) were payable to the appointed stakeholder pension provider. Employer contributions are age-related and range from 8.0 to 14.75 per cent of pensionable earning. Employers also match employee

contributions up to three per cent of pensionable pay. In addition, employer contributions of £894 (0.5 per cent of pensionable pay), were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £4,443.

Average number of persons employed (audited)

The average number of whole-time equivalent persons employed during the year was as follows:

	2024-25			2023-24
	Total	Permanent Staff	Others	Total
	Number	Number	Number	Number
Directly employed	42.9	42.1	0.8	41.9
Other	-	-	-	-
Total	42.9	42.1	0.8	41.9

Permanent staff includes one SCS2 equivalent member of staff and up to four SCS1 equivalent staff in the year.

Staff turnover

During the year 2024-25 the staff turnover percentage was 35.0% (2023-24: 9.0%).

15 people left during the year (2023-24: 4). The large increase in turnover was due mainly to the completion of an organisation restructure programme in the year which resulted in a number of redundancies.

Staff

We are committed to equality of opportunity for all our staff, and do not condone discrimination in either application for employment or in continued employment on the grounds of sex, gender reassignment, race, religion or belief, disability, marriage and civil partnership, age, pregnancy and maternity or sexual orientation. Where required appropriate adjustments to the workplace can and have been in put in place to ensure that all staff have an equal opportunity to carry out their duties. These include changes to working patterns and hours, providing appropriate training and alterations to employee workstations.

The table below shows the split between male and female staff and directors of Transport Focus on 31 March 2025.

	Male	Female	Other	Total
Non-Executive Directors	4	4	-	8
Executive Directors	2	2	-	4
Senior Manager	5	2	-	7
Staff	16	18	-	34
Total	27	26	-	53

We are keen to provide our staff with a range of training and development opportunities to ensure they have the knowledge and skills necessary to carry out their responsibilities effectively. During the year we have spent £121,000 to support improved staff performance.

We continued to operate our simple bonus scheme during the year so that we could recognise staff who have demonstrated exceptional performance.

Trade Union

We give staff the option to join a union. As we do not officially recognise a union, we do not offer any trade union facility time to staff.

Civil Service compensation scheme – exit package (audited)

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Less than £10,000	-	-	-	-		-
£10,000 – £25,000	-	-	-	-		-
£25,001 – £50,000	-	1	-	2		3
£50,000 – £100,000	-	-	-	4		4
£100,000 – £150,000	-	1	-	-		1
Total number of exit packages	-	2	-	6		8
Total cost (£000)	-	151	-	391		542
Of the total:						
Transport Focus	-	151	-	391		542
Transport Focus Group	-	151	-	391		542

The cost of exit packages includes redundancy payments in accordance with the provisions of the Civil Service Compensation Scheme, which is a statutory scheme made under the Superannuation Act 1972, plus compensation for any period of the contractual notice period which, by agreement, has not been worked.



Alex Robertson

Chief Executive and Accounting Officer

4 July 2025

3.4 Audit Report

THE REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

Opinion on financial statements

I have audited the financial statements of Transport Focus and its group for the year ended 31 March 2025 under the Railways Act 2005.

The financial statements comprise Transport Focus and its Group's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the Group financial statements is applicable law and UK adopted International Accounting Standards.

In my opinion, the financial statements:

- give a true and fair view of the state of Transport Focus and its Group's affairs as at 31 March 2025 and their net expenditure after tax for the year then ended; and

- have been properly prepared in accordance with the Railways Act 2005 and Secretary of State directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom* (2024). My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my report.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of Transport Focus and its Group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Transport Focus and its Group's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Transport Focus and its Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Board and the Accounting Officer with respect to going concern are described in the relevant sections of this report.

The going concern basis of accounting for Transport Focus and its Group is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's report thereon.

The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Railways Act 2005.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Secretary of State directions made under the Railways Act 2005; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of Transport Focus and its Group and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by Transport Focus and its Group or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report and Remuneration and Staff Report subject to audit are not in agreement with the accounting records and returns; or

- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Board and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the board and the Accounting Officer are responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within Transport Focus and its Group from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation

of financial statements to be free from material misstatement, whether due to fraud or error;

- preparing financial statements which give a true and fair view in accordance with Secretary of State directions issued under the Railways Act 2005;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with Secretary of State directions issued under the Railways Act 2005; and
- assessing Transport Focus and its Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board and Accounting Officer anticipates that the services provided by Transport Focus and its Group will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with the Railways Act 2005.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance

with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of Transport Focus and its Group's accounting policies and performance incentives.
- inquired of management, Transport Focus' head of internal audit and those charged with governance,

including obtaining and reviewing supporting documentation relating to Transport Focus and its Group's policies and procedures on:

- identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including Transport Focus and its Group's controls relating to the compliance with the Railways Act 2005 and Managing Public Money;
- inquired of management, Transport Focus' head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud;
 - discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within Transport Focus and its Group for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, bias in management. In common with

all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of Transport Focus and its Group's framework of authority and other legal and regulatory frameworks in which Transport Focus and its Group operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of Transport Focus and its Group. The key laws and regulations I considered in this context included the Railways Act 2005, Managing Public Money, employment law and pensions legislation and or tax Legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit and Risk Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board and internal audit reports;

- I addressed the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my report.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including

any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

Date

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

3.5 The accounts

Statement of Comprehensive Net Expenditure for the year ended 31 March 2025

		2024-25		2023-24	
		Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	Note	£000	£000	£000	£000
Expenditure					
Staff costs	3	3,600	3,627	4,177	4,248
Other expenditures	4	4,464	4,593	4,476	4,519
Depreciation	4	77	77	112	112
Lease interest	4	1	1	1	1
		8,142	8,298	8,766	8,880
Income					
Income from operating activities	5	(1,634)	(1,763)	(1,686)	(1,805)
Net Expenditure before tax		6,508	6,535	7,080	7,075
Corporation tax payable	6	-	-	-	1
Net Expenditure after tax		6,508	6,535	7,080	7,076

There was no other net expenditure to be recognised in the Statement of Comprehensive Net Expenditure.

The Accounting Policies and Notes on pages 108 to 128 form part of these financial statements

Statement of Financial Position as at 31 March 2025

		2024-25		2023-24	
		Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
		£000	£000	£000	£000
	Note				
Non-current assets:					
Property, plant and equipment	7	-	-	77	77
Total non-current assets		-	-	77	77
Current Assets					
Trade and other receivables	8	472	466	413	416
Cash and cash equivalents	9	2,792	2,799	2,638	2,814
Total current assets		3,264	3,265	3,051	3,230
Total assets		3,264	3,265	3,128	3,307
Current liabilities					
Trade and other payables	10	2,149	2,124	1,570	1,696
Provisions	11	-	-	630	630
Total current liabilities		2,149	2,124	2,200	2,326
Total assets less current liabilities		1,115	1,141	928	981
Assets less liabilities		1,115	1,141	928	981
Taxpayers' equity					
General reserve		1,115	1,141	928	981
Total taxpayers' equity		1,115	1,141	928	981

The Accounting Policies and Notes on pages 108 to 128 form part of these financial statements



Alex Robertson

Chief Executive and Accounting Officer

4 July 2025

Statement of Cash Flows for the year ended 31 March 2025

		2024-25		2023-24	
		Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	Note	£000	£000	£000	£000
Cash flows from operating activities					
Net expenditure after interest and tax		(6,508)	(6,535)	(7,080)	(7,076)
(Increase)/ decrease in trade and other receivables	8	(59)	(51)	(7)	8
(Decrease)/ Increase in trade and other payables	10	579	428	(231)	(140)
(Decrease)/ increase in provisions	11	(630)	(630)	630	630
Less movements in payables relating to items not passing through the Statement of Comprehensive Net Expenditure	12	56	56	85	85
Add noncash transactions:					
Depreciation	4	77	77	112	112
Lease interest	4	1	1	1	1
Net cash outflow from operating activities		(6,485)	(6,654)	(6,490)	(6,380)
Cash flows from financing activities					
Grant in Aid		6,695	6,695	6,964	6,964
Payment of lease liabilities	12	(56)	(56)	(86)	(86)
Net financing		6,639	6,639	6,878	6,878
Net (decrease)/ increase in cash and cash equivalents in the period		154	(15)	388	498
Cash and cash equivalents at the beginning of the period	9	2,638	2,814	2,250	2,316
Cash and cash equivalents at the end of the period	9	2,792	2,799	2,638	2,814

The Accounting Policies and Notes on pages 108 to 128 form part of these financial statements

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2025

	General Reserve	
	Transport Focus £000	Transport Focus Group £000
Balance as at 1 April 2023	1,044	1,093
Changes in taxpayers' equity for 2023-24		
Net Expenditure after tax	(7,080)	(7,076)
Total recognised income and expense for 2023-24	(7,080)	(7,076)
Grant in Aid received from the DfT	6,964	6,964
Balance at 31 March 2024	928	981
Changes in taxpayers' equity for 2024-25		
Net Expenditure after tax	(6,508)	(6,535)
Total recognised income and expense for 2024-25	(6,508)	(6,535)
Grant in Aid received from the DfT	6,695	6,695
Balance at 31 March 2025	1,115	1,141

The Accounting Policies and Notes on pages 108 to 128 form part of these financial statements

Notes to the accounts

1. Statement of accounting policies

Transport Focus, previously known as Passenger Focus, is the operating name of the Passengers' Council, previously known as the Rail Passengers' Council. The financial statements comprise the consolidation of Transport Focus and its wholly owned subsidiary, Transport Focus Wales Ltd. Transport Focus is a Non-Departmental Public Body (NDPB) and is sponsored by the DfT and funded by grant in aid.

These financial statements have been prepared in accordance with the 2024-2025 Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply UK adopted International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of Transport Focus for the purpose of giving a true and fair view has been selected. The particular policies adopted by Transport Focus are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The financial statements have been prepared on the going concern basis for a period of at least twelve months from the date of authorisation to issue. Management regularly assesses the going concern basis and plans

are in place with the Department for Transport for future funding.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to include the revaluation of material non-current assets to produce comparable and current values.

1.2 Judgements and key sources of estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported.

Estimates are based on knowledge of current facts and circumstances, assumptions concerning past events, and forecast of future events and actions. Key judgements used in the preparation of Transport Focus's accounts relate to the determination of work completed for the recognition of accrued and deferred income.

1.3 Adoption of new and revised standards

The standards as presented below did not have any impact on the Group's accounting policies and did not require retrospective adjustment:

- IAS 1 (Amendments) and IFRS Practice Statement 2: Disclosure of Accounting Policies
- IAS 12 (Amendments): Deferred Tax related to Assets and Liabilities arising from a Single Transaction

- IAS 12 (Amendments): Income Taxes relating to International Tax Reform
- IAS 8 (Amendments): Definition of Accounting Estimates The following new and revised standards have been issued but not yet adopted:
- IFRS 10 and IAS 28 (Amendments): Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- IAS 1 (Amendments): Classification of Liabilities as Current or Non-current
- IAS 7 and IFRS 7 (Amendments): Supplier Finance Arrangements
- IFRS 16 (Amendments): Onerous Contracts – Cost of Fulfilling a Contract.

We do not expect that the adoption of the standards listed above will have a material impact on the Financial Statements of the Group in future periods.

IFRS 17: Insurance Contracts replaces IFRS 4: Insurance Contracts and is to be included in the FreM for mandatory implementation from 2025-26. It establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of this Standard.

IFRS 17 requires insurance contracts, including reinsurance contracts, to be recognised on the statement of financial position as the total of the total of the

fulfilment cashflows and the contractual service margin (CSM).

Transport Focus has undertaken a review and is content there will not be any impact in the coming year.

1.4 Income from operating activities

Income from operating activities represents income in respect of both co-funding of expenditure on passenger insight projects, and activities which are fully funded by other parties. Income is recognised in line with IFRS 15 where performance obligations have been met. This is either at a point in time where agreed outputs have been delivered or key milestones have been met, or over time where a service has been provided. The majority of the organisation's income is recognised at a point in time where key milestones have been met.

1.5 Tangible non-current assets

Expenditure on tangible non-current assets is capitalised. The minimum level for the capitalisation of tangible non-current assets is £2,500 per individual item. Assets are revalued annually if material.

1.6 Depreciation/amortisation

Depreciation/amortisation is provided on all non-current assets, at rates calculated to write off the cost or valuation of each asset, less any estimated residual value, evenly over its expected useful life. The expected useful lives of the principal categories are:

- Furniture and fittings – five years
- Computer equipment – three years
- Leasehold Improvements – remaining length of lease
- Right-of use assets – remaining length of the lease

1.7 Accrual and prepayments

In the preparation of financial statements Transport Focus apply the accruals and prepayments concept. Income and expenditure is accounted for in the period to which it relates and not on a cash basis. The minimum threshold for an item to be accrued or prepaid is set at £1,000.

1.8 Government grants

Grant in aid used to finance activities and expenditure which support the statutory and other objectives of Transport Focus are treated as financing and credited to the General Reserve when received because they are regarded as contributions from a controlling party.

1.9 Pension costs

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) in respect of their pensions. The PCSPS is an unfunded multi-employer defined benefit scheme, but Transport Focus is unable to identify its share of the underlying assets and liabilities. As required by IAS 19, Transport Focus accounts for these contributions as if they related to a defined contribution scheme, by

accounting for scheme contributions on an accrual's basis. Contributions take the form of payments to the PCSPS of amounts to cover the accruing liabilities of the scheme in respect of superannuation benefits for persons who have been employed in the funded operations, and in respect of the administrative expenses attributable to the liabilities and their discharge. The Scheme Actuary valued the PCSPS as at 31 March 2020. You can find details in the [resource accounts of the Cabinet Office: Civil Superannuation](#). The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2024-25 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

1.10 Redundancy Costs

Redundancy and termination costs are recognised as an expense in the Statement of Comprehensive Net Expenditure and a liability on the Statement of Financial Position immediately at the point Transport Focus is demonstrably committed to terminate the employment of an employee or group of employees before normal retirement date. Transport Focus is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan. Redundancy payments are made in line with the Civil Service Compensation Scheme guidance.

1.11 Leases

In accordance with IFRS 16, contracts, or parts of a contract that convey the right to use an asset in exchange for consideration are accounted for as leases which includes operating leases. The group excludes contracts for low-value items, defined as items costing less than £5,000 when new and contracts with a term shorter than twelve months and the related costs are shown in the Statement of Comprehensive Net Expenditure. The definition of a contract is expanded to include intra-UK government agreements where non-performance may not be enforceable by law.

At the commencement of a lease, the group recognises a right-of use asset and a lease liability. The lease liability is measured at the payments for the remaining lease term, net of irrecoverable value added tax, discounted either by the rate implicit in the lease or, where this cannot be determined, the incremental cost of borrowing is the rate advised by HM Treasury. As Transport Focus does not typically undertake external borrowing and is instead funded annually by the Department for Transport which draws down its funding from the Exchequer. Transport Focus' incremental borrowing rate is therefore advised by and aligned to the Treasury rate.

The right-of-use asset is measured at the value of the liability, adjusted for: any payments made before the commencement date; lease incentives received; incremental costs of obtaining the lease; and any disposal costs at the end of the lease.

The right-of use asset is subsequently depreciated over the remaining period of the lease and the lease liability is adjusted for the accrual of interest, repayments, reassessments and modifications.

1.12 Taxation

The Transport Focus Group has corporation tax liability arising from trading activities by Transport Focus Wales Limited. Transport Focus is not subject to corporation tax because funding is provided mainly through grant in aid from the DfT. Activities which involve funding from other parties are subject to VAT and any irrecoverable VAT is treated as an expense.

1.13 Financial assets

Financial assets held by Transport Focus Group comprise mainly of cash held in bank, trade receivables, prepayments and accrued income. These are non-derivative financial assets with fixed or determinable payments that are not traded in an active market. Since these balances are expected to be realised within 12 months of the reporting date there is no material difference between fair value, amortised cost and historical cost.

1.14 Financial liabilities

Financial liabilities held by Transport Focus Group comprise mainly of trade payables, accruals and deferred income. Since these balances are expected to be settled within 12 months of the reporting date there is no material

difference between fair value, amortised cost and historical cost.

1.15 Financial instruments

Any financial instruments are initially measured at fair value. The majority of financial instruments relate to contracts to buy non-financial items in line with Transport Focus's expected purchase and usage requirements and Transport Focus is therefore exposed to little credit, liquidity or market risk.

1.16 Group Accounting Policy

In accordance with the FreM these financial statements comprise the consolidation of Transport Focus and its wholly owned subsidiary, Transport Focus Wales Ltd. Any intra-group balances within the group are eliminated. The values of assets and liabilities are not adjusted to fair value, and no goodwill is recognised.

Where the notes present two columns, the first contains amounts for the parent Transport Focus and the second contains amounts for Transport Focus.

2. Analysis of Net Expenditure before tax by Segment

	Passenger Representation £000	Road User Representation £000	2024-25 Total £000	2023-24 Total £000
Gross Expenditure	6,112	2,186	8,298	8,880
Income	(1,363)	(400)	(1,763)	(1,805)
Net Expenditure	4,749	1,786	6,535	7,075
Of the total:				
Transport Focus	4,722	1,786	6,508	7,080
Transport Focus Group	4,749	1,786	6,535	7,075

Costs and income have been directly allocated to the two activities wherever possible, and shared costs or income has been apportioned between the two activities on the basis of average staff numbers for each activity.

3. Staff costs

Staff costs for the group comprise:				
	2024-25			2023-24
	Total £000	Directly employed staff £000	Others £000	Total £000
Wages and Salaries	2,666	2,361	305	2,696
Social security costs	283	283	-	280
Other pension costs	678	678	-	642
Redundancy costs	-	-	-	630
Total net costs	3,627	3,322	305	4,248
Of the total:				
Transport Focus	3,600	3,295	305	4,177
Transport Focus Group	3,627	3,322	305	4,248

4. Administration costs and other expenditure

Running Costs	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Transport user insight	2,504	2,631	2,454	2,491
Travel and subsistence, room hire and recruitment	343	343	250	251
Printing, postage and office costs	89	89	146	147
External services and support	322	322	596	596
Information technology support and maintenance	565	565	512	513
Board remuneration	133	133	123	123
Rent, rates and utilities	331	333	287	289
Training and development	121	121	52	52
Telecommunication costs	16	16	17	18
External audit fee	38	38	37	37
Operating lease rentals (excluding rent)	2	2	2	2
Non-cash items	4,464	4,593	4,476	4,519
Depreciation	77	77	112	112
Lease interest	1	1	1	1
Total	4,542	4,671	4,589	4,632

Transport user insight represents the costs of gathering data and evidence from transport users of their experiences and priorities which underpins our representation activities.

5. Income

	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Income in respect of additional activities funded by DfT	220	220	206	206
Income in respect of joint projects with external parties	575	656	835	840
Income in respect of activities fully funded by external parties	839	886	645	759
	1,634	1,763	1,686	1,805

6. Corporation tax payable

	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Corporation tax payable	-	-	-	1

The corporation tax payable is in respect of surpluses from trading activities by the subsidiary company Transport Focus Wales Limited.

7. Property, plant and equipment (entity and group)

	Buildings – Right of Use	Leasehold Improvements	Information Technology and Fittings	Total
	£000	£000	£000	£000
Cost or valuation				
At 1 April 2024	319	100	17	436
At 31 March 2025	319	100	17	436
Depreciation				
At 1 April 2024	263	82	14	359
Charged in year	56	18	3	77
At 31 March 2025	-	-	-	-
Net book value at 31 March 2025	-	-	-	-
Net book value at 31 March 2024	56	18	3	77
Of the total:				
Transport Focus	-	-	-	-
Transport Focus Group	-	-	-	-

All assets remain at cost and have not been revalued as a revaluation is not considered to be material to the financial statements.

The Buildings – Right of Use Asset lease for our London office in Albany House expired in November 2024 and was not renewed. Transport Focus now rents office space in Cabot Square, London, under a Tenancy at Will agreement which does meet the recognition criteria of a Right of Use Asset.

	Buildings – Right of Use	Leasehold Improvements	Information Technology and Fittings	Total
	£000	£000	£000	£000
Cost or valuation				
At 1 April 2023	319	100	17	436
At 31 March 2024	319	100	17	436
Depreciation				
At 1 April 2023	180	56	11	247
Charged in year	83	26	3	112
At 31 March 2024	263	82	14	359
Net book value at 31 March 2024	56	18	3	77
Net book value at 31 March 2023	139	44	6	189
Of the total:				
Transport Focus	56	18	3	77
Transport Focus Group	56	18	3	77

8. Trade receivables and other current assets

	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Accounts falling due within one year:				
Trade and other receivables	205	205	222	257
Intra-group receivables	6	-	32	-
Prepayments and accrued Income	261	261	159	159
	472	466	413	416

9. Cash and cash equivalents

	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Balance at 1 April	2,638	2,814	2,250	2,316
Net change in cash and cash equivalent balances	154	(15)	388	498
Balance at 31 March	2,792	2,799	2,638	2,814

The Transport Focus bank account is held with the Government Banking Service and the remaining group balances are held with Virgin Money UK plc (formerly Clydesdale Bank plc).

The Transport Focus group does not hold any cash equivalent balances and has no overdraft facilities.

10. Trade payables and other current liabilities

	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Amounts falling due within one year				
Other taxation and social security	72	72	75	75
Pension contributions payable	70	70	68	68
Trade payables	877	878	102	108
Other payables	14	14	12	12
VAT Liability	4	(22)	16	33
Corporation tax payable	-	-	-	1
Lease liabilities	-	-	56	56
Accruals	1,020	1,020	1,133	1,135
Deferred income	92	92	108	208
	2,149	2,124	1,570	1,696

A high amount of spend takes place in the final quarter of the year due to the timing of surveys which usually take place in early spring and are recorded as trade creditors at 31 March but paid to suppliers in April.

11. Provision for liabilities and charges

	2024-25		2023-24	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Redundancy Cost Provision				
Balance at 1 April	630	630	-	-
Provided in the year	-	-	630	630
Provisions utilised in the year	541	541	-	-
Written back in the year	89	89		
Balance at 31 March	-	-	630	630

The provision was provided for premature exit costs under the Civil Service Compensation Scheme and was expected to be utilised within 12 months.

12. Lease liabilities

	2024-25	2023-24
Lease liabilities:	£000	£000
Balance as at start of year	141	141
Revaluation of leases recognised under IFRS 16	56	-
Lease interest	-	1
Repayment of lease liability	(56)	(86)
Balance as at end of year	-	56
Amounts falling due:		
No later than one year	-	56
Later than one year and not later than five years	-	-
Later than five years	-	-
	56	56

A lease liability at 31 March 2024 and recognised during 2021-22 was for our London offices at Albany House. The lease expired in November 2024 and was not renewed.

13. Contingent Liabilities

There were no reportable contingent liabilities or contingent assets at 31 March 2025.

14. Related-party transactions

Transport Focus is an executive non-departmental public body sponsored by the DfT and is regarded as a related party. £6,695,000 (2023-24: £6,964,000) was received from the DfT in Grant in Aid for the year. In addition, further income totalling £125,327 (2023-24: £320,890) was invoiced with a balance of £63,000 outstanding at

31 March 2025 for additional insight commissioned by the DfT.

In addition, Transport Focus, in its normal course of business, has had a number of transactions with other government departments and other central government bodies. Most of these have been within the wider DfT group, where DfT is the controlling party. All of these transactions have related to income and are summarised below:

Related Party	Total Value of Transactions	Balance Outstanding at 31 March 2025
National Highways	£900,000	£420,000
Network Rail	£220,125	£81,270
Office of Rail and Road	£26,102	-
Train Information Services Ltd	£46,000	(£14,000)

£375,750 of related party income was deferred into 2025-26 which consisted of £367,500 for National Highways and £8,250 for Network Rail.

Other than the transactions listed above Transport Focus has no other related party transactions in the year.

In February 2020 Transport Focus entered a Collaboration Agreement with London TravelWatch to work more closely together to ensure that, both jointly and individually, the organisations are making more of difference for transport users and delivering better value for money for sponsors and funders. The two organisations remain independent of one another. London TravelWatch is the official watchdog organisation representing the interests of transport users in London and is sponsored and funded by the

London Assembly. Transport Focus is the independent watchdog for transport users outside London and is sponsored and funded by the Department for Transport. The Collaboration Agreement does not create a business group or joint venture for reporting purposes.

Patricia Hayes, Transport Focus Board member appointed by the London Authority, holds the position of Chair at London TravelWatch. In addition, she is also Chair of the Integrated Programme Team Partnering Board, Costain Group plc, which is a key governance forum of the consortium of Skanska, Costain and Strabag (SCS). SCS has been contracted to deliver aspects of the Southern Section of HS2.

As disclosed in the remuneration report, none of the Board members or key management staff has undertaken any material transactions with Transport Focus other than their remuneration, or its related parties during the year and none has a financial interest in the train operating companies (TOCs) such as to influence their work with Transport Focus.

15. Events after the reporting period

On 8th April 2025 Transport Focus Scotland was formally dissolved. There have been no other reportable events after the reporting period. These accounts were authorised by the Accounting Officer for issue on the date of certification by the Comptroller and Auditor General.

16. Financial instruments

As the main cash requirements of Transport Focus are met through grant in aid provided by the DfT, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with Transport Focus's expected purchase and usage requirements and Transport Focus is therefore exposed to little credit, liquidity or market risk. Trade partners are considered to pose minimal credit risk as they are largely publicly funded bodies or suppliers appointed by DfT so will have been risk assessed as part of much larger projects with the DfT. In addition, phasing of invoicing over the life of a project further reduces exposure.

17. Subsidiary companies

Transport Focus had two subsidiaries in the year; Transport Focus Wales Limited which is a company registered in Wales (company number 11439946) and Transport Focus Scotland Limited which is a company registered in Scotland (company number SC643794). Both subsidiaries are limited by guarantee having no share capital and Transport Focus is the sole member of each company so will contribute a maximum £1 in the case of either company being wound up. The two subsidiaries were set up to allow the Transport Focus group to broaden its work on behalf of transport users in Wales and Scotland through activities funded by third parties. Both subsidiary companies have the same year

end as Transport Focus and apply the same accounting policies as Transport Focus.

Transport Focus Scotland Limited has been a dormant company and was dissolved on 8 April 2025. Transport Focus Wales Limited began trading on 1 October 2019 and its results have been included in the consolidated accounts for the group.

Transport Focus has provided a guarantee under section 479A of the Companies Act to Transport Focus Wales Limited in respect of the financial year ended 31 March 2025. The guarantee has been provided because this allows the subsidiary to be exempt from audit for the year ended 31 March 2025 thereby saving the annual audit fee. The saving increases the funds available for work on behalf of transport users.

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