Transport Focus
Annual report and accounts 2025-26

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SG/2026/144

transportfocus

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Transport Focus

Transport Focus is the independent consumer watchdog representing the interests of transport users across **Great Britain.**

In **England**, its remit covers rail passengers, bus, coach and tram users (outside London), as well as users of motorways and major A-roads (the Strategic Road Network).

In **Scotland** and **Wales,** Transport Focus represents the interests of rail passengers, working with operators, infrastructure managers and governments to make sure services meet users' priorities. It also gathers the views of bus passengers in **Scotland** and **Wales** through the *Your Bus Journey* survey, ensuring their experiences help shape improvements across all three nations.

Our **mission** is to drive positive change for transport users.

Our **objectives**:

1. Improving transport in ways that matter most to users
2. Making transport safe and accessible for all users
3. Improving the way service providers minimise the impact of disruption on users
4. Making sure all user voices are listened to, including groups whose needs are often over-looked

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Section 1:
Chair and Chief Executive Officer

Chair's introduction
Across rail, bus and road, the policy and legislative frameworks that govern how millions of people travel are being fundamentally reshaped. This is not change at the margins, it is structural reform on a scale not seen for a generation. Against that backdrop, the role of Transport Focus has never been more vital, and this annual report reflects the work done this year to champion the needs of the transport user.

Our work on behalf of transport users is critical but especially so for those who are often overlooked. Disabled passengers navigating an often-inaccessible railway. Bus-dependent communities in areas where access to services is challenging. Lorry drivers spending nights at rest stops with poor or no security and inadequate facilities. Today and tomorrow's EV drivers who risk being left behind by an infrastructure that is not always designed to meet the best-practice accessibility standards. These are the people for whom Transport Focus must be the loudest and most unrelenting advocate.

On rail, the Railways Bill is expected to receive Royal Assent later this year and will create Great British Railways. It will also create a new transport watchdog empowered to represent the transport user even more strongly. Crucially, Transport Focus will provide the foundation stones for this new statutory body and our preparations for this are therefore a significant focus for the Board. We have been working closely with Government to shape how this new watchdog will operate in practice to hold the service providers to account and deliver real, measurable improvements for passengers.

On bus, the Bus Services (No. 2) Act in England creates new opportunities to improve services for the many millions of people who depend on them. The *Your Bus Journey* survey, which has been expanded to cover all of England outside London, gives an authoritative, independent evidence base from which to influence decisions and hold operators and authorities to account. We are also grateful to the Scotland and Wales Governments for their commitment to funding *Your Bus Journey* in both nations. In Wales, the Bus Services (Wales) Act points towards better-coordinated networks, and we are building our relationship with Transport for Wales to help support this work. Bus is not a second-tier issue. For many people, it is their only means of getting to work, to healthcare, to education. We will use *Your Bus journey* as a key tool in championing all bus users' needs.

On roads, Road Investment Strategy 3 was informed by Transport Focus's research and the shift in emphasis towards renewing the existing network rather than building new roads, reflects the priorities of real road users. Our roundtable on lorry driver rest stops, bringing together key parties including the Department for Transport, the Road Haulage Association, Logistics UK and National Highways produced a twelvemonth action plan. We will hold those involved to their commitments. On EV charging, we have been equally direct about the risk of rolling out new public infrastructure without mandating accessibility standards and we will continue to pressure decision-makers on this issue.

Underpinning all of this is our commitment to evidence. Our surveys, including the six-monthly *Rail Customer Experience* Survey (in collaboration with the industry), the *Strategic Roads User Survey* and *Your Bus Journey,* provide an independent, rigorous picture of how the transport system is performing. We will publish that evidence objectively and with insight that will be clear about the good and the bad. Trust in the transport system, particularly on rail, is fragile. Rebuilding it requires transparency about where things are falling short, as well as a highlighting and learning from what is going well.

We continue to strengthen our relationships with the decision-makers who shape transport policy and investment. Whilst we continue to maintain constant dialogue with ministers and officials in England, Scotland and Wales, we are also increasingly working closely with the Combined Mayoral Authorities, as they take on greater responsibility for transport decisions in their areas. A more place-based approach, informed by our data and insight, is the right way to drive improvements that are felt by real people in real communities. We have made strong progress in building those relationships, and we will continue to invest in them.

None of this would be possible without the dedication and quality of the people who make up Transport Focus. This has been a year of significant growth and change for our organisation, and colleagues at every level have met that challenge with energy and commitment. I want to thank my fellow Board members for their continued wise counsel and strategic guidance, and to extend my deep gratitude to the Chief Executive, the executive team, and every member of staff for their exceptional work throughout the year. Together, we will ensure that every transport user, whoever they are, wherever they travel, and whatever their needs, has a champion that is genuinely in their corner.

Nigel Stevens
Chair

Chief Executive's report

This has been another year of change for Transport Focus. We have continued to grow as an organisation and lay the groundwork for an expanded role that will shape how we work for years to come. Reflecting on the year, I am struck both by what we have achieved and by the scale of the opportunity - and responsibility - that lies ahead of us.

A significant feature of this year has been our people. Around a third of our organisation joined us in the summer and autumn of 2024, meaning that for many colleagues this has been their first full year at Transport Focus. As part of this growth, we strengthened our Senior Leadership Team, welcoming Alex Campbell as Director of Policy and Insight and Fiona I'Anson as Corporate Services Director. Such a significant change in our people brings both energy and challenge. The combination of newer colleagues bringing fresh perspectives alongside those with deeper institutional knowledge has been a genuine strength, and I have seen that blend reflected in the quality of our work throughout the year. Our recent people survey reinforced this: we recorded an employee engagement score of 85 per cent, with strong alignment around our vision and values. That is a foundation we should be proud of, even as we recognise that there are areas - particularly around training and development - where we need to do better.

The rail reform legislation currently progressing through Parliament will see Transport Focus take on the role of the Passenger Watchdog, building on our existing powers and responsibilities rather than replacing them. This is not a distant prospect; it is something we are actively preparing for now. We will expand in numbers, we will need to be clear about our priorities, and we will need to make sure that everyone in the organisation understands what we are trying to achieve and why. Our strategy and business plan for 2026-27 sets that out clearly.

Communicating change externally is just as important as managing it internally. Over the past year, I and many colleagues have spent considerable time engaging with senior stakeholders across the rail, bus and road networks - including train operating company managing directors, council leaders, MPs and government officials. Our principle has been straightforward: change should not come as a surprise to those we work with, and we need to take people with us. I have been reassured by the response to those conversations. Our evolving role and how we intend to exercise it are increasingly well understood.

At the same time, we have been working hard to ensure that Transport Focus has a clear and structured voice in the planning and decision making processes that shape the transport system. That means being involved in the right conversations at the right time - whether that is the annual business planning processes of train operating companies, the development of bus reform policy, or major investment strategies such as Road Investment Strategy 3. Our regional teams have played a particularly important role here, bringing detailed knowledge of specific operators and geographies to bear in ways that have had tangible impact on outcomes for users.

Our approach to accountability has also matured this year. We have been consistent in making the case that decisions affecting transport users should be informed by user feedback - not just operational data - and that those responsible for running the transport system should be held to account for it. The surveys and research we publish are central to this: *Your Bus Journey*, the *Strategic Roads User Survey*, our six-monthly Official Statistics report on the *Rail Customer Experience Survey* and others provide an independent, authoritative picture of how transport is performing. You will see examples throughout this Annual Report of how we've used these surveys to drive improvements.

I want to close by returning to our people. Everything we achieve is a result of the commitment, expertise and determination of colleagues across the organisation. This has been a demanding year, and I am grateful for the way in which teams have risen to it. As we look to greater challenges ahead, I am confident that we have the people and the purpose to make a real difference.

Alex Robertson
Chief Executive

Section 2:
How we are delivering for transport users

Our Business Plan for 2025-26 contained four clear outward-facing objectives. Here we set out how we delivered on those objectives during the year, to make tangible improvements for people using transport across Britain. We also refer to other organisational issues which are relevant to delivering our objectives.

Our objectives

1. Improving transport in ways that matter most to users
2. Making transport safe and accessible for all users
3. Improving the way service providers minimise the impact of disruption on users
4. Making sure all user voices are listened to, including groups whose needs are often over-looked.

Business Plan Objective 1: Improving transport in ways that matter most to users

This objective focuses on ensuring that transport improvements are targeted at the issues that matter most to the people who use services every day. Throughout 2025-26, we have delivered significant programmes of work across rail, bus and roads to help us achieve this objective.

BUS PASSENGERS

Legislative background
Externally, we saw new legislation passed - the Bus Services (No 2) Act - to improve reliability and dependability of bus services in England. It gives local authorities more control on the services provided in their area including the option of going down the franchising route.

The Act also provides guidance on socially necessary local services. We worked with the Department for Transport (DfT) to develop the guidance as it reflects our longstanding calls to ensure services are not changed without due warning and that impacts are minimised through consultation and examination of mitigations.

The introduction of the legislation has also allowed us to do more to help individual authorities improve their bus services. Since it was passed, we have responded to individual franchising consultations in South Yorkshire, West Midlands and Cambridgeshire and Peterborough, giving passengers a voice with those able to make direct improvements to services.

Expanding Your Bus Journey survey across England

One of Transport Focus's most significant achievements this year has been working in partnership with the DfT to expand the *Your Bus Journey* survey. This will see the survey rolled out to every local transport authority area in England (outside London), fulfilling a long-held ambition to provide consistent, comparable insight on bus passenger satisfaction across the country. We are now focused on ensuring this expanded evidence base drives real impact in the years ahead.

Your Bus Journey 2025

We published the 2025 survey results in March drawing on the views of 50,000 passengers across England and Scotland. The survey continues to provide a clear, comparable picture of passenger experience, helping operators and authorities identify where to act to improve services.

The 2025 results showed the following key findings:

- There has been an upward trend in passenger satisfaction in England over the last three years of the survey. This has seen a rise from 80 per cent in 2023, 83 per cent in 2024 and 85 per cent in 2025.
- Satisfaction with value for money has fallen from 73 per cent in 2024, when the £2 bus fare cap was in place in England, to 63 per cent in 2025.
- I n Scotland, there was an increase in overall satisfaction from 86 per cent to 91 per cent from the previous year. There was also a significant increase in satisfaction with the length of time waiting at the bus stop from 78 per cent to 84 per cent.

Case Study:

Norfolk Country Council - Using *Your* Bus Journey to improve bus passengers' experience

In 2023, the *Your Bus Journey* survey showed that Norfolk's bus passengers were unhappy with the maintenance and security of bus stops in the region, and that they wanted better information.

As a result of the findings the County Council's Enhanced Partnership used Bus Service Improvement Plan funding to target specific, improvements and upgrades to bus stops. Parish councils also boosted funding and committed to long-term maintenance. The investment included the use of QR codes at stops which enabled passengers to see real-time information. Alongside this, information screens were installed at some of the busiest stops in rural and coastal areas and some areas had extra seating and cycle racks added.

This investment brought benefits and was highlighted in passenger satisfaction data within *Your Bus Journey.* The region saw an improvement from 81 per cent in 2023 to 88 per cent in 2025 by concentrating their efforts on the things that mattered most to passengers.

Promoting *Your Bus Journey*

To maximise the value of our insight across as many areas as possible, we shared results with 43 local authority areas and 72 bus operators in England.

The information we shared has helped them inform decision making and focus operations in areas that are most important to bus users. As well as sharing reports, we also held a number of events to ensure our insight reached a broader audience.

We held five webinars for local transport authorities, bus operators and others showcasing best practice case studies from West Yorkshire, East Sussex and Nottingham City. These authorities clearly demonstrated how *Your Bus Journey* data helped them target investment and monitor impact. The feedback from the webinars was overwhelmingly positive with around 370 attendees joining in total.

We held a House of Commons 'drop-in' session to raise awareness of the usefulness of *Your Bus Journey* for MPs. They also had the opportunity to talk to people from two areas – Nottinghamshire and Derbyshire – where the survey has been used to drive improvements for passengers.

In Scotland, we presented the survey results to Transport Scotland, Regional Transport Partnerships and bus operators. The ongoing nature of the survey and breadth of issues it covers provides extensive analysis which is used within Transport Scotland to inform their policy approach to bus travel. This analysis is also shared with Regional Transport Partnerships and the sector.

We engaged with Strathclyde Partnership for Transport and South East Scotland Transport Partnership on the development of their respective regional bus strategies. We advocated for a strong passenger voice to be included that focusses on passenger priorities and measuring the experience of bus users.

In Wales, we presented the *Your Bus Journey* survey results at Transport for Wales' (TfW) inaugural transport summit in Wrexham in May, also taking part in the panel discussion on Bus Reform at the same event. Wales is taking part in the survey again in 2026, so we have been working with TfW and bus operators on preparations.

Other bus issues in Wales

We welcomed the Welsh Government's introduction of the £1 single bus fare, £3 day ticket for 16–21-year-olds from 1 September. This was particularly appropriate as *Your Bus Journey* results showed lower satisfaction on value for money amongst younger passengers.

We responded to plans for the South West Wales bus network, highlighting the need for it to work for everyone, address barriers to travel and focus on passenger priorities.

Putting passengers at the future of bus shelter designs

A well-designed shelter can make a journey more pleasant, safe and comfortable as well as a convenient place to wait. Working with Bauer Media who provide bus shelters, we surveyed 3,000 passengers across Britain. The results pointed to the need for more comfortable seating, protection from the weather, accurate real time information and CCTV where necessary. Signage, lighting and digital information displays need to support disabled passengers given 65 per cent have a visual impairment and 61 per cent have a mobility impairment who struggle to use shelters.

We hosted a round table with Bauer Media industry representatives and accessibility charities to focus on the findings and recommendations including the need for guidance on bus stop design. We have been discussing with the DfT and wider industry about developing a national standard for bus stops.

Rural bus services: 'Mini Switzerland' in the Peak District

We engaged with an innovative proposal to improve public transport in Derbyshire's Hope Valley, inspired by successful Swiss approaches to integrated rural transport. The 'Mini Switzerland' concept, developed by transport consultant Thomas Ableman with partner support, proposes regular bus services closely matched to the rail timetable in this rural area.

We are supportive of the proposal and have offered our expertise to help evaluate the project. The project could hold lessons for rural transport improvement across Great Britain.

RAIL PASSENGERS

Legislative background - rail reform

Major legislation to reform our railways – the Railways Bill – is on its journey through the Westminster Parliament. As well as bringing the running of the track and trains back into one body by establishing Great British Railways (GBR), it will also transform Transport Focus's role on rail. The new Passenger Watchdog will have new powers and duties being built out of Transport Focus:

- Giving advice and advocating for rail passengers, particularly to the Government and GBR including through consultation.
- Researching and investigating actions by train companies. Failures can be referred to the Office of Rail and Road (ORR) for potential intervention.
- Setting and monitoring standards on such aspects as passenger information, delay compensation, accessibility and complaint handling.
- Services for disabled passengers.
- Sponsorship of the Rail Ombudsman.

Transport Focus has been working with the DfT over the year to ensure that the passenger is properly represented in the newly reformed railway. We are also working internally to prepare the organisation for this new role which we expect to begin in Spring 2027. A key tool will be the new *Rail Customer Experience Survey* (RCXS).

As part of this preparation, we presented written and oral evidence to the Transport Select Committee's inquiry into the Railways Bill. It enabled us to set out publicly how we see our role as the Passenger Watchdog in the proposed framework for rail reform. They were particularly interested in enforcement powers and our new role on accessibility.

Transport Focus was also invited to give written and oral evidence to the Public Bill Committee that scrutinised the legislation as it entered the House of Commons Committee Stage. The Bill is likely to receive Royal Assent later in 2026.

Case Study:

Informing train operating companies' business plans – putting passengers at the heart of their operations

The DfT asked us to provide an assessment of the business plans of train companies operating under the Department for Transport Operator and DfT contracts making sure that they were examined through the lens of a passenger.

We reviewed the plans with input from subject matter experts, our engagement managers (who know their operators well), and our senior leadership.

Our feedback led to a range of changes which helped to make sure that proposals were more passenger centric.

This exercise is a good example of us starting our new Passenger Watchdog role now. Advising the Secretary of State on Great British Railway (GBR) business plans will be an important new responsibility and one which will play an important part in keeping passengers at the heart of the future railway.

Rail Customer Experience Survey (RCXS) and scorecard

This year marked a pivotal moment for rail passenger insight. Alongside our partner organisations (including DfT, Rail Delivery Group and Network Rail) we played a key role in the development and delivery of the RCXS. The survey launched in July and is the largest national passenger satisfaction survey in the history of the railway, aiming to speak to over 100,000 passengers each year.

In November, we used the results of the RCXS alongside industry data on punctuality and cancellations to publish our quarterly rail scorecard. The scorecard produces a comparative snapshot for each train operator. We also introduced the inclusion of Network Rail routes and regional data.

Building on this work, Transport Focus will also publish the RCXS Official Statistic report every six months. This marks a significant step forward in how we hold the railway to account as part of a public accountability framework as a new Passenger Watchdog. This will be accompanied by a commentary report including analysis and recommendations for industry to consider.

We will use the survey in combination with our *What Matters to Rail Passengers* research to focus the industry on the issues passengers have identified as most important. RCXS is a tool to publicly scrutinise how well the railway is delivering for passengers and is already being used by the industry to pinpoint where improvements are needed.

In Scotland, we used our rail scorecard results to engage with ScotRail and Network Rail Scotland to examine areas for improvement, such as train cleanliness, punctuality and reliability which are key drivers of passenger satisfaction. Overall satisfaction with both ScotRail and Network Rail Scotland are at the highest level recorded at 92 per cent.

In Wales, we used the results of the rail scorecard to press for a focus on punctuality and reliability as a key driver of passenger satisfaction with Transport for Wales (TfW) and Network Rail; recognising ongoing fleet issues leading to cancellations. TfW created a live disruptions map with service status in a visual format and improved warnings on their website and app. In February, TfW showed big improvement with overall satisfaction of 91 per cent (88 per cent in December), supported by a six percentage point rise in punctuality – the biggest quarter-on-quarter improvement of any train operator.

Caledonian Sleeper Survey
We have worked with Caledonian Sleeper to develop a new *Guest Satisfaction Survey* that reports on every aspect of the passenger experience from booking a journey, onboard experience and station facilities to provide a benchmark for improvement on all aspects of the Sleeper experience.

Rail fares: championing the passenger interest
With the Westminster Government pledging that GBR will simplify fares, we developed a draft set of Fares Trials Principles. They are designed to ensure that any experimentation with new fare approaches keeps the passenger firmly at the centre of any thinking. They emphasise:

- Transparency and openness, including clear communication about impacts on the cost of fares.
- Fairness to all passengers, minimising impacts on any single group including those who pay with cash.
- Active engagement with Transport Focus and other relevant organisations before trials or changes take place.

We deployed the principles in engagement with rail operators, providing a framework for constructive challenge where proposed fare changes risked disadvantaging passengers. We did this by ensuring trials have guardrails to stop unfair price rises.

We continue to challenge fare changes with significant downsides for passengers and to engage with the team developing an integrated fares model for GBR. We want to ensure the passenger perspective remains central to this key element of rail reform.

ScotRail's Minimum Fares Policy
This policy applies where a person boards a train without a valid ticket after choosing to not buy before boarding. This means the onboard price will be greater than an undiscounted standard fare or £10. We have worked with ScotRail to ensure that a programme of advising passengers is delivered prior to the policy being implemented.

Case Study:

Working with Transport for Wales – Improving facilities for passengers at Chester Station

We facilitated discussions between Transport for Wales (TfW) and rail user groups at Chester Station to highlight the need to improve visibility of ticketing for passengers.

Work on changes are now complete with ticket selling having moved out from a remote office and onto a prominent place on the concourse, near to the station entrance and the departure screen.

This also means that staff can help passengers with the ticket machines and also sell tickets directly.

Rail complaints

Passengers who are unhappy about an aspect of train travel must first make their complaint to the train operating company that provided that service. If they are unable to resolve their complaint, in most cases they can take their case to the Rail Ombudsman.

Transport Focus also takes on cases that fall outside the scope of the Rail Ombudsman, such as penalty fares or wider policy issues. In 2025-26 we resolved five complaints of this nature.

During 2025-26, we received **1,803** contacts from passengers and raised appeals in relation to **981.**

- We achieved an improved outcome or provided more information for passengers in **63 per cent** of cases.
- We achieved financial awards of nearly **£6,500** on behalf of passengers last year.
- West Midlands Trains **(98)** and Northern **(87)** generated the most complaints that we resolved.
- Northern **(182)** and West Midlands Trains **(78)** represented **28 per cent** of the appeals we resolved (see table 1 below).

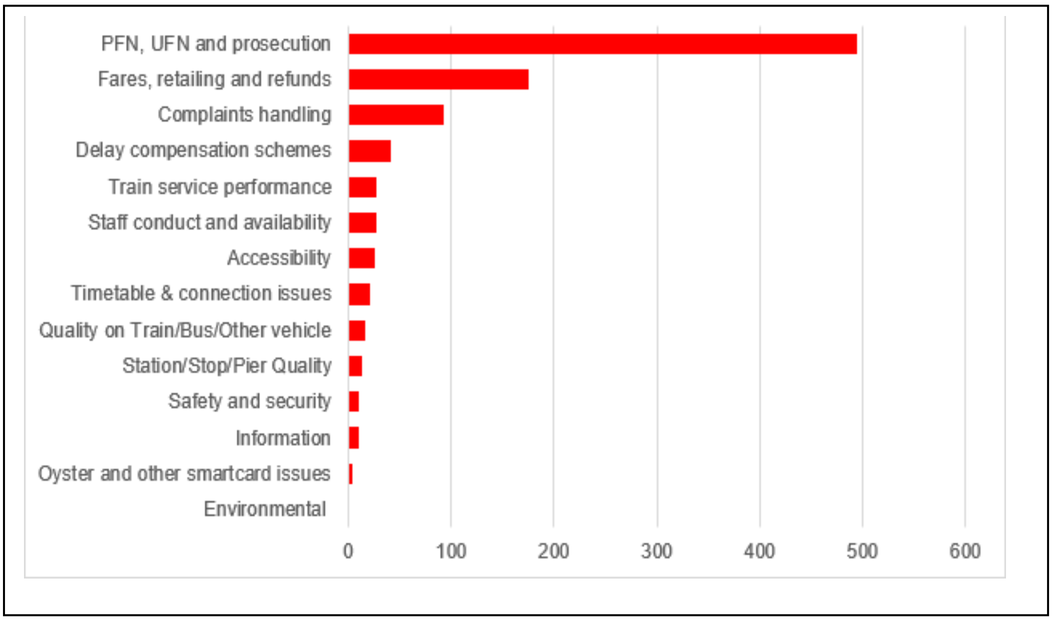
Table 1: Number of resolved complaints by operator

Train operator or retailer	Resolved complaints
West Midlands Trains	98
Northern	87

Merseyrail	50
Great Western Railway	39
RailCard	35
CrossCountry	28
Greater Anglia	24
Trainline.com Ltd	24
South Western Railway	21
Southeastern	21
Govia Thameslink Railway Limited (GTR)	40
East Midlands Railway	22
Transport for Wales	16
Tyne and Wear Metro	16
Trainpal	15
TransPennine Express	12
Nexus	11
ScotRail	11
Avanti West Coast	10
London Northwestern Railway	10
Southern (GTR)	10
London North Eastern Railway	9
Transport for Greater Manchester	7
c2c	5
Metrolink	5
Network Rail	4
National Rail Enquiries	3
Trainsplit	3
Chiltern Railways	2
Split My Fare	2
Thameslink	2
TyneTunnels	2

Appeals Service	1
Grand Central Railway	1
Great Northern	1
Headout	1
Lumo	1
Omio	1
trip.com	1
Unknown	1

Table 2: Number of complaints by reason



* PFN = penalty fares notice; UFN = unpaid fares notice

ROAD USERS

Road Investment Strategy 3 (RIS3): 2026-2031

In March, the Government published its strategy for the operation, maintenance and enhancement of motorways and major ‘A ‘roads in England, for which it has provided funding of almost £27 billion. These roads make up England’s 4500-mile Strategic Road Network (SRN) which is managed by National Highways, a government-owned company.

We have worked with the DfT, National Highways and the ORR to ensure RIS3 incorporates commitments to reflect issues highlighted in our surveys of road users’ views and priorities, including the *Strategic Roads User Survey* (SRUS).

Case Study:

Supporting RIS3 – Representing road user views

We worked with DfT, National Highways and ORR to help develop RIS3 plans based on road users' views.

The emphasis RIS3 puts on road users' priorities – road surface quality, better management of roadworks, better management of unplanned delays and unplanned disruption – is welcome.

The shift away from largescale road building to maintaining the existing network is reflected by road users in our surveys and is therefore positive.

The Strategic Roads User Survey (SRUS)
SRUS asks people about a range of aspects of their journey experience on motorways and major 'A' roads in England. Data from 2024-25 showed overall satisfaction at 69 per cent, lower than that of 73 per cent for 2022-23. This lower figure was partly due to disruption caused by the retrofitting of emergency refuge areas. With that work now complete, satisfaction has begun to recover. The data has been shared via our data hub with National Highways, DfT and ORR to inform future improvements.

Electric vehicle (EV) charging
Transport Focus has taken a practical, evidence-led approach to improving the experience for electric vehicle drivers at a critical time, as the 2030 end to sales of new petrol and diesel vehicle sales approaches and EV use grows.

By commissioning in-depth research with users, we identified the changes that would make the biggest difference - from site layout and queueing through to signage, connectivity and payment. We turned this insight into a clear call for tangible improvements, securing a positive response from motorway service area operators and prompting a shift from simply adding signage to rethinking how charging sites work for users.

Walkers, wheelers, cyclists and horse riders
Transport Focus continues to ensure the needs of all road users are heard, including walkers, wheelers, cyclists and horse riders who interact with National Highways' roads. We continue to deliver an ongoing programme of research, with the seventh and most recent along the A590 in the Lake District. This research highlighted practical improvements such as better quality, more consistent footpaths and safer crossing points, while reinforcing users' underlying message that their safety and good day to day maintenance of the paths they use is key.

By drawing together findings from across all seven studies, we are working with National Highways to turn these insights into more consistent, network-wide improvements that make a real difference to users. As part of RIS3, National Highways has identified the use of +its Customers and Communities Designated Fund to make such improvements. We also welcome DfT's requirement in the RIS that progress in this area is reporting regularly.

Business Plan Objective 2: Making transport safe and accessible for all users

Accessibility and personal security remain at the heart of our work. This year we have taken a leadership role in driving improvements across all transport modes.

Leadership on accessibility
At the Highways UK conference in October, we focused on accessibility on the SRN. Our Chief Executive's keynote panel session called on the roads sector to act urgently to address accessibility challenges. We also chaired a panel discussion covering the issues disabled road users face when charging EVs and visiting motorway services.

Motorway Service Areas' (MSA) work to improve disabled road users' experience
We successfully convened all major MSA operators, alongside industry figures and disability experts, to focus on the findings of our *Motorway Services User Survey.* The discussion highlighted the gap in satisfaction between disabled and non-disabled users.

Case Study:

Motorway Services User Survey – MSA operator's pledge

As a direct result of our work with all major MSA operators, we were able to get them to agree to a pledge which aims to improve the experience of disabled road users. Key commitments include:

- Consulting and co-designing new motorway services or refurbishing existing MSAs with disabled users.
- Providing enhanced staff training for all motorway services operator staff.
- Creating a new industry accessibility working group to share best practice and agree standards.
- Reconvening in 2026 to report on progress and next stops.

Accessibility of Electric Vehicle (EV) charging
Transport Focus has played a leading role in pushing for accessible EV charging as the network expands rapidly. Through our *Plugging the gap* research, we highlighted the real barriers disabled drivers face and made the case for stronger action, working closely with government and industry to raise expectations. We have kept up pressure for accessibility to move from voluntary standards to clear delivery, calling for a national plan with targets, minimum requirements and a route to making standards mandatory. This has helped shift the conversation from aspiration to implementation, ensuring the needs of disabled drivers are not left behind as more people switch to EVs.

Passenger Assist
We continue to work on Passenger Assist, the system that helps disabled passengers when travelling on the railway. While there is a high level of satisfaction when the service is provided properly, when failures occur they can cause significant distress, frustration and undermine confidence in the system. Compensation for this distress and inconvenience can help. The ORR's consultation on redress for Accessible Travel Policy Guidance gave us an opportunity to address some of the failings.

We pressed for compensation not to be limited to the price of the ticket, because the impact can be so much higher in some circumstances, particularly if it relates to a shorter journey. We therefore welcomed the changes made and have scrutinised the train companies' new Accessible Travel Policies to ensure the new wording is clear to passengers.

Personal security on public transport
Personal security remains a priority on public transport. This year we collaborated with the RDG on their work addressing Violence Against Women and Girls and personal security issues. The Safer Streets, Safer Transport summit in October provided an opportunity to test our priorities with senior stakeholders including Ministers. We received positive feedback on our approach.

Internally, a number of colleagues completed bystander training about intervening safely when witnessing harassment. This training was provided by the Suzy Lamplugh Trust and Transport for London.

Case Study:

Working with TfW on Tram-Train - Securing accessible toilet facilities

We engaged with TfW, ahead of tram-trains going into service highlighting an issue with the lack of toilets on board the rolling stock.

As a result, we secured a commitment to accessible facilities being put in place at a number of Valley Line stations. This ensures that passengers are no more than 20 minutes away from a TfW toilet.

As part of this work, they also developed a map of where these facilities are, along with a campaign to raise awareness across transport users.

Industry engagement on accessibility

Transport Focus's involvement in the RDG's Smarter Information Smarter Journeys working groups this year focused particularly on improving the quality of information for disabled passengers, with work under way to understand passenger requirements for consistent presentation of information in British Sign Language.

We also engaged with the Accessible Transport Policy Commission through a roundtable discussion, contributing our insight and experience to policy development in this area.

Case Study:

St Neots station – highlighting a lack of accessible toilet facilities

A passenger asked why there were no accessible toilets at St Neots station in Cambridgeshire, which serves an expanding town of approaching 35,000 people.

Our engagement with Govia Thameslink Railway (as known then) highlighted the issue, and as a result funding for the feasibility study has been confirmed for the 2026-27 financial year.

Internal training and development

Building on our commitment to embed accessibility throughout our work, we continued our comprehensive training programme for all staff. Some colleagues accompanied passengers with lived experience on rail journeys to witness first-hand the challenges disabled transport users face across the rail network and when using EV charging facilities.

At the Board meeting in Brighton in October, Board members and colleagues gained valuable insight into Brighton and Hove Buses' award-winning approach to accessibility and inclusive transport. Through presentations, stakeholder discussions and hands-on sessions with drivers and accessibility groups, the visit highlighted the importance of embedding inclusion into everyday operations and service design.

The experience provided useful learning that will help inform Transport Focus's work with operators and stakeholders across the transport sector. These initiatives, combined with internal training sessions, have helped our teams build accessibility into everything we do.

Business Plan Objective 3: Improving the way service providers minimise the impact of disruption

When things go wrong, transport users need clear information and practical support to help them decide what to do. This year we have delivered focused programmes of work to improve how the transport industry manages disruption and communicates with passengers, both on rail and road.

Rail disruption management
Disruptions – planned and unplanned – are difficult to avoid on the railway. Passenger perceptions of how disruption has been handled can have a strong impact on overall satisfaction in the railway. Our insight tells that across all regions passengers feel that delay handling has some way to go to improve, with the new RCXS showing consistently low scores across all areas on this topic.

This year Transport Focus continued to work with Great Western Railway (GWR) and then started work with ScotRail. In both cases, we conducted an 'observations week', spending time on the ground at stations and in control rooms observing processes and activity as they happened.

The insights gathered were developed into national recommendations, published in January 2026, identifying specific improvements that operators can make to passenger information during disruption. These included:

> **Think passenger** – don't forget passengers are caught up in the experience.
> **Better information** – clear, concise information for passengers and staff so they can make a choice about what they do as a consequence, minimising the pain of a disrupted journey.
> **Keep people moving** – this requires decisive action, such as ensuring there is alternative transport..

We engaged with the wider industry on these findings and are planning an industry summit to be delivered in partnership with the RDG later in 2026 to drive progress.

In Wales, we engaged with Network Rail and TfW's work on passenger information and Customer Pledges. We assisted with a training session to put decisions on managing disruption, information and communication from control to stations and onboard crews into everyday context from a passenger perspective.

Case Study:

West Midlands Rail Disruption – deploying our data to inform change

In July severe disruption to rail services in and around the West Midlands – caused by damage to overhead wires – provided an unexpected opportunity to test our rapid response capabilities. The West Midlands Rail Executive suggested we gather transport user sentiment from the two days of disruption, recognising that our insight would supplement their own reviews.

We deployed a survey that captured passenger experiences in near real-time, demonstrating the value stakeholders place on our ability to represent the user voice. This was used by the Executive to improve the way they manage disruption.

Roadworks and diversions

Our work to improve road user experience of diversions when roadworks close a route moved from research to implementation this year. Following up on our earlier findings about problems with how diversions are communicated, we worked with National Highways in the East of England to trial improvements, with a view to wider national application.

We urged National Highways to strive for:

- Widespread awareness of diversions so drivers can opt to defer their journey.
- Those unaware of a diversion being warned ahead of the closure so they can proceed with confidence.
- Once on a diversion, drivers should never be left wondering if they are on the right route.

Mystery shopping exercises and trials throughout the autumn on the A47 between Norwich and Great Yarmouth identified specific improvements to signage and advance warnings. This is work in progress, but lessons have been shared within National Highways for application across its network.

We were invited by National Highways to view virtual reality training created for Regional Operations Centre (ROC) staff in an effort to improve the information provided on roadside electronic signs and ultimately improve road user satisfaction. This forms part of NH's customer service plan. Initially created in 2018, National Highways were in the process of revamping training, moving from virtual to mixed reality. We offered ways to improve the training experience for ROC staff which were taken up by National Highways. In March, National Highways incorporated our suggestions so revised training is now being rolled out across their ROC operators.

Case Study:

Working with National Highways - Clearer information on electronic motorway signs

Electronic road signs frequently refer to junction numbers, for example 'J7 12 MINS' or ‘M62 J18-J20 1HR DELAY’.

Members of our team highlighted that some areas use electronic signs with more information, such as a place name or direction of travel, this would help road users who weren't familiar with the junction numbers to understand what the information means for their journey.

We raised the issue with National Highways who investigated. They tested different options with road users and found that electronic signs with place names are preferred by drivers.

Working collaboratively with National Highways in this way has resulted in a doubling of the number of place names on ‘travel time’ signs, which we hope will improve the quality of road users’ journeys.

Preparing for seasonal challenges
As winter approached, we worked with the rail industry to sharpen focus on passenger information ahead of Christmas and the seasonal operational challenges that typically accompany it. Our communications and engagement plan drew on our recommendations from previous research, positioning us as a constructive partner in helping the industry prepare for periods of heightened disruption risk.

Business Plan Objective 4: Making sure all user voices are listened to

We have carried out a range of activities throughout the year to ensure that a diverse range of transport users are listened to and represented, extending our reach to those whose voices are not always heard.

Lorry drivers' facilities
Our three-year programme of work on lorry drivers' facilities reached a significant milestone with the publication of year two results from our *Lorry Drivers' Facilities Survey* in December. The survey covers a representative sample of a third of qualifying sites each year, building a comprehensive picture over time.

In year two we saw a decline in general perceptions of the quality and number of stopping places in the UK. In 2024-25, 62 per cent of drivers were dissatisfied with the quality of sites compared with 49 per cent in year one. Although general perceptions of the network are poor, there are some sites, particular truckstops, that received very positive feedback with none scoring below 84 per cent satisfaction.

Since the first wave of our survey, the DfT and National Highways have begun delivering up to £69.5 million in joint government and industry funding to improve lorry parking and driver welfare facilities across England. However, there is still a way to go, and it will take time for this investment to translate into better satisfaction.

Case Study:

Improving facilities for lorry drivers – bringing people to the table

After publishing the year two results, we convened a round table with organisations who could help make a difference to get some traction to make a change. This included the DfT, National Highways, the Road Haulage Association, National Vehicle Crime Intelligence Service (NaVCIS), site operators and Unite the Union and Rachel Taylor MP, Chair of the All Party Group on Logistics and Coach. This resulted in a 12-month action plan where each organisation pledged some actions. We kept a focus on this and published an update.

We are pleased that RIS3 highlighted that the Customers and Communities Designated Fund will be used to improve roadside facilities and welfare for HGV drivers.

We continue to press for a clear, long-term government plan to deliver the step change needed - ensuring sufficient parking capacity, safer and more secure sites, and consistently good-quality facilities for drivers across the network.

Our continued focus on this topic was further recognised when the Transport Select Committee held a one-off oral evidence session as part of a follow up on their inquiry in the previous Parliament *Road Freight Supply Chain* in 2022. Our Chief Executive was on a panel providing evidence along with Logistics UK, the Road Haulage Association, Moto Hospitality and Unite the Union. Our continued amplification of what is sometimes a forgotten issue has helped keep the political spotlight on some of the challenges faced by lorry drivers.

Case Study:

Delay Repay – representing passengers when things go wrong

A case was highlighted to us, where a passenger had a highly distressing and disrupted journey from Glasgow to Kent. This followed a derailment of a train near Carlisle on the West Coast Mainline. She was redirected via Edinburgh and the East Coast Mainline and (along with other passengers) experienced a challenging journey with overcrowding, uncertainty about ticket validity, arriving almost a full day late.

The woman is blind and when she tried to claim compensation through Delay Repay the process proved to be inaccessible and difficult to complete. She was concerned that, if the claim was not submitted correctly, she may miss the deadline.

We contacted Avanti's Customer Service on her behalf and they looked into the case. While they do have other more accessible ways of claiming Delay Repay, they said they would look to improve it. In this case, they reimbursed her the money she was owed for this particular journey.

Corporate updates

Communications

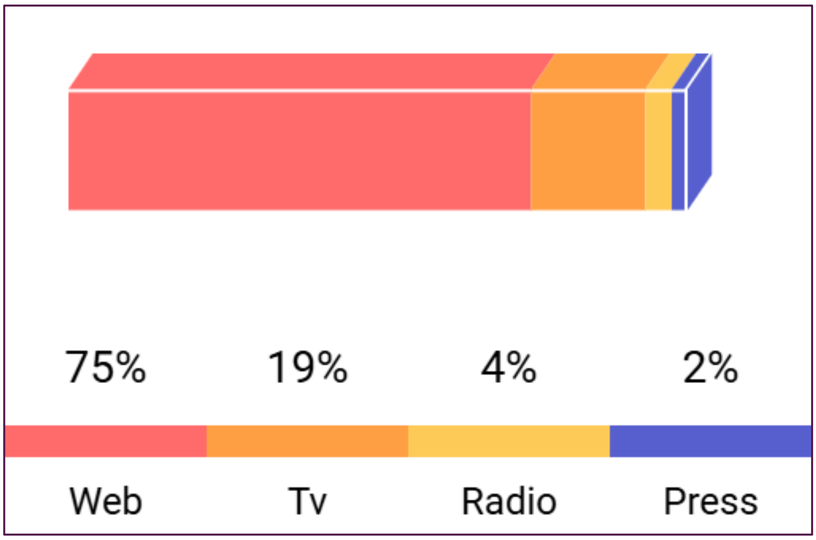
We delivered a range of communications activity to reach our key audiences.

We migrated our monthly external newsletter (Transport User Voice) to LinkedIn and have amassed 1,473 subscribers and 3,862 article views in the period from November to April 2026. Our most recent edition boasted an engagement rate of 43 per cent. As our LinkedIn following continues to grow, we expect our readership will too.

We continued to be active on our social media channels (X/Twitter and LinkedIn) as well as publish our research and insight reports - 27 over the year. We have been working to improve the accessibility of our website.

We achieved 473 articles over the year with a strong mix across broadcast (244), print (174) and online (61).

We provided an opportunity to see (OTS) of 295 million over the year with a skew towards web and broadcast.



Stakeholder engagement

This year we put a renewed focus on our stakeholder engagement activity, particularly across our Chair and Chief Executive engagement programmes.

Across the year Trasnport Focus has supported a wide and varied programme of engagement with Ministers, operator Managing Directors, transport influencers and political leaders. This has helped strengthen our position as a trusted adviser to those who have a genuine opportunity to drive positive change for transport users.

We have engaged with rail stakeholders about aspects of rail reform to ensure we have the powers and independence necessary to be an effective advocate for rail passengers.

England

We have also deepened our relationship with National Highways both centrally and regionally to ensure that we collaborate most effectively – including by providing challenge where necessary – for the benefit of road users on the SRN. This was facilitated by workshop with senior staff from the two organisations in December 2025. Another one is planned for 2026-27.

Our Road User Panel continued to convene quarterly, bringing together some stakeholder organisations[1]. One meeting included a presentation from National Highways' Digital Lab, including their pioneering work exploring how neurodivergent drivers experience driving on the SRN.

As transport responsibilities continue to be devolved to regional mayors and combined authorities in England, we have stepped up our engagement at this level and have been recruiting more stakeholder managers to take this forward.

We have met Mayors in East Midlands, York and North Yorkshire, and the Transport Commissioner for Greater Manchester Combined Authority. We also held productive director-level meetings with Transport for West Midlands, Greater Manchester Combined Authority, West of England Combined Authority and North East Combined Authority. We intend to continue with this programme next year and beyond. The purpose of the programme is to understand priorities and identify areas of shared interest and where we might help deliver improvements for the transport users. We have also highlighted our future role as the Passenger Watchdog.

One of our Directors also represented us on West Midlands Combined Authority's Mayoral taskforce Journeys for Everyone. It focused on connecting communities and creating a more inclusive transport system for women, Black, Asian and Minority Ethnic (BAME) communities, disabled people, older people, young people and those on low incomes.

Scotland

We continued to meet with key Scottish Parliament politicians include the Cabinet Secretary for Transport. Party spokespeople and the Cross-Party Group on public transport. We discussed such issues as bus and rail reform, passenger priorities, anti-social behaviour, and the overall passenger experience.

We contributed to the inquiry of the Scottish Parliament's Cross-Party Group on Sustainable Transport on tackling transport poverty. Their Mind the Gap report found that transport poverty, the lack of affordable, accessible, safe, reliable and available transport is a widespread and overlooked issue that is deepening across Scotland. It warned that the current transport system fails to support the short, everyday journeys that many people rely on.

We gave both written and oral evidence to the Scottish Parliament's Net Zero, Energy and Transport Committee on rail reform. This included giving an update on passenger issues related to both ScotRail and the Caledonian Sleeper. We focussed on passenger information and the need for a dependable rail network that passengers can rely on.

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[1] National Highways, Department for Transport, ORR, Sustrans, British Horse Society, IAM RoadSmart, British Motorcyclists Federation, Logistics UK, Road Haulage Association and others.

Wales
We met key Senedd politicians including the Cabinet Secretary for Transport and North Wales, Party spokespersons and Chair of the Cross-Party Group on Public Transport. We discussed the need for public transport to be integrated, rail and bus reform, issues for young people and the importance of understanding the passenger experience.

We also influenced through:

- TfW's Advisory Panel, on priorities of operational performance, plans for the Metro and Network North Wales, pay as you go, bus and rail reform and developing TfW as a multi-modal transport operator.
- TfW's Accessibility and Inclusion Panel, on plans for active travel and end-to-end journeys needing to be more inclusive for passengers facing accessibility barriers.
- The Senedd cross party groups on public transport and consumer rights, Network Rail Wales and Western Control Period 7 Challenge Panel and TfW's Bus Reform Stakeholder Panel.

In the Senedd May we give evidence to the Climate Change, Environment and Infrastructure Committee on the Bus Services (Wales) Bill (now Act) in May. We drew from our research on passengers' experience and priorities, making key points which were included in the Committee's report:

- Engagement with users, under-represented groups and requirement for a Passenger Charter
- Consistency of bus stop infrastructure and accessibility of information
- Qualitative monitoring and accountability of service delivery.

We fed back to TfW on issues passengers had understanding 'pay as you go' payment methods. Advice and information was amended as a result.

Participation on advisory bodies and steering groups in 2025-26
As part of influencing transport decisions, we represented transport users on strategic bodies at a country level or across major city regions and counties:

Great Britain:
- Accessibility Roadmap Delivery Board
- Culture Action Network (relating to GBR)
- DfT Design Alignment Group
- DfT Safer Railway Scheme Steering Group
- GBR Transition Team Customer Experience Steering Group
- National Centre for Accessible Transport Community of Practice for Accessible and Inclusive Transport
- Network Rail - National Rail Accessibility Advisory Group
- Office of Rail and Road Consumer Panel
- Rail Delivery Group's (RDG) Customer Information Group
- RDG Policing and Security Implementation Group

- RDG Accessibility and Inclusion Group
  RDG Accessibility and Inclusion external stakeholder panel
- RDG Violence Against Women and Girls Steering Group
- Smarter Information Smarter Journey Programme
- Strategy Group and Programme Board for the Rail Customer Experience Survey
- Traveline Information Board

England:

- Bus Centre of Excellence (member of Advisory Board)
- Bristol City Mayor’s Transport Board
- Cambridgeshire and Peterborough Combined Authority Bus Partnership
- Cornwall Bus Partnership Board
- DfT Bus Transformation Monitoring & Evaluation Programme Stakeholder Panel
- DfT Bus Open Data Town Hall
- DfT’s programme governance for the Roads Investment Strategy 3, including the Joint Programme Board
- East Sussex Enhanced Partnership Board
- Essex Bus Strategy Board
- Greater Anglia Customer Experience Board
- Greater Anglia Stakeholder Advisory Board
- Greater Anglia Integrated Transport Forum
- Greater Manchester Railway Board
- National Highways Roads for All Forum
- National Highways’ Road Safety Panel
- National Highways Regional Customer Boards - various
- Network Rail Wales & Western Region Stakeholder Challenge Panel
- Network Rail Western Route Oversight Group
- North Yorkshire Enhanced Partnership Board
- Open Buses Programme Board
- Southend Local Bus Forum
- South Yorkshire Mayoral Combined Authority Enhanced Partnership Board
- Suffolk Enhanced Partnership Forum
- TransPennine Route Upgrade Stakeholder Forum
- Transport for West Midlands Bus Alliance
- Transport North East’s Enhanced Partnership Board
- Travel Demand Management) Forum for London
- Walkers, Wheelers, Cyclists and Horse Riders Forum
- West Yorkshire Enhanced Partnership Board

Scotland:

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

Wales:

- Network Rail Wales & Western Oversight Group
- Network Rail Wales & Western Region Stakeholder Challenge Panel
- Senedd Cross Party Group on Public Transport
- Senedd Cross Party Group on Consumer Rights
- Transport for Wales (TfW) Advisory Panel
- TfW Accessibility and Inclusion Panel
- TfW All Wales and Borders forum
- TfW Regional stakeholder forums
- TfW Bus Reform Industry Panel
- Western Route Customer Experience During Disruption Steering Group

Transforming Transport Focus

A substantial programme of training has taken place across the organisation covering accessibility, project management, influencing skills, storytelling and media engagement. These investments in our colleagues' development strengthen our ability to deliver for transport users. Our away days, with staff feedback, have helped build our organisational values of Trust, Respect, Independence and Positivity. These are reinforced by the collaborative culture that makes Transport Focus an effective organisation.

During 2025-26 we began work on a Data Service that will allow us to make use of open data and other external sources to support our overall mission, with an early focus on bus operational data.

Our staffing has remained relatively stable during the year with a turnover of eight per cent (35 per cent in 2024-25), and a total of eleven new employees during the year.

The gender balance of the organisation during this period has also remained stable, moving by just one per cent to 49 per cent male and 51 per cent female compared to a 50/50 split in 2024-25.

As we embark on a period of organisational transformation in 2026-27, we are now focusing on preparing our workforce for this change. This includes investment in workforce planning, developing leadership capacity and equipping teams with the skills and tools needed to operate effectively at increased scale and complexity.

As we build our team we will continue to embed our values in day-to-day activities including recruitment, onboarding and recognition processes. We know we must proactively support colleagues to be resilient during a time of change, and this must be underpinned with a programme of continuous engagement, through surveys, team working and open dialogue.

Transforming our insight
A key development this year has been the gathering and incorporating of data from other sources which are likely to impact on how passengers experience their journeys. This includes performance data such as punctuality and cancellations to better understand the causes of poor performance. The development of the Rail Customer Experience Survey with our partners – the DfT, Network Rail and the RDG – is an example of this. We will be responsible for delivering a six-monthly Official Statistics report that draws on the survey.

Likewise, the DfT funding to enable the broadening of *Your Bus Journey* to all English local authorities outside London is a significant step.

Our thought leadership and future direction
This year has seen Transport Focus strengthen its position as a thought leader in the transport sector. We began planning a series of thought leadership discussions, with the first in April 2026.

As the Government advances its transport reform agenda, we stand ready to support its mission of creating a more integrated, reliable and affordable transport network. The preparations for the Passenger Watchdog – growing out of Transport Focus – represent a significant opportunity to strengthen public accountability across the railway, and we have worked closely with the DfT and ORR throughout the year to develop implementation plans. We anticipate becoming the Passenger Watchdog in April 2027 subject to the legislation passing through Parliament.

Corporate governance
The Transport Focus Board continues to meet monthly (except August) with its Committees, including the Audit and Risk Assurance Committee, generally meeting quarterly. Our annual Board meeting in public was held live via Teams in May 2025.

The Nations and Regions Group, established in 2024, continued to operate in 2025-26, meeting quarterly throughout the year. The Group's primary purpose is to support the Board and Senior Leadership Team in the delivery of Transport Focus's strategy and policy development in Scotland, Wales and the English regions. This includes discussing and agreeing business plan objectives and priorities.

London TravelWatch
The Collaboration Agreement between the two organisations continues. On our behalf, London TravelWatch provides the rail casework management for cases not in scope of the Ombudsman. Transport Focus provides some key back-office functions such as human resource management and IT for London TravelWatch.

The joint committee of the two Boards – the Passenger Contact Group – continues to provide oversight of casework handling, contact centre performance and our interface with the Rail Ombudsman, while Foundever provides call centre services for rail complaints outside the Ombudsman's remit.

Section 3
Management commentary

3.1 Performance Report

Overview

The annual report and accounts cover the year to 31 March 2026. 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 Focus[2] 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.

Business model and organisational structure
Transport Focus is funded mainly by grant in aid from the DfT and a total of £7,356,000 was received in 2025-26 (2024-25: £6,695,000). 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 2025-26 the group generated £2,364,000 of additional funding (2024-25: £1,763,000).

Transport Focus had up to 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 was a company registered in Scotland (company number SC643794). Both subsidiaries were limited by guarantee having no share capital and Transport Focus was the sole member of each company so would 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 had 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.

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[2] 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.

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 2026. The guarantee has been provided because this allows the subsidiary to be exempt from audit for the year ended 31 March 2026 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 2026-27 three-year strategy and business plan has been prepared to reflect the work of Transport Focus as it transitions from its current role into the new Passenger Watchdog as set out in the Railways Bill.

Our work will have the following priorities in 2026-27:
- Improve transport in ways that matter most to users
- Making transport safe and accessible for all users
- Improve the way service providers minimise the impact of disruption on users
- Make sure all user voices are listened to, including groups whose needs are often over-looked.

For 2026-27, the organisation has agreed grant in aid funding of £10,511,000 from the Department for Transport to support its work representing the interests of transport users. This includes £2,170,000 for Bus Passenger Outcomes Monitoring and £986,000 towards set-up costs for the Passenger Watchdog. In addition, the organisation anticipates further income of £3,517,000 from local authorities as a result of the expansion of the Your Bus Journey programme.

Having regard to the Department for Transport’s confirmed grant in aid, and the reasonable expectation that Transport Focus will continue to receive funding sufficient to meet its liabilities as they fall due for a period of at least 12 months from the date of approval of the financial statements, the Accounting Officer has concluded that it remains appropriate to prepare the accounts on a going concern basis.

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.

	21-22	22-23	23-24	24-25	25-26
Passenger Representation £000	4,540	4,555	5,301	4,749	5.315
Road User Representation £000	1,911	1,895	1,774	1,786	1,688
Total Net Expenditure £000	**6,451**	**6,449**	**7,075**	**6,535**	**7,003**

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 is 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 qualitive and quantitative information has been provided.

Finance
In 2025-26 the organisation received from the DfT grant in aid of £5,578,000 for passenger representation (2024-25: £4,916,000). Further grant in aid of £1,778,000 (2024-25: £1,779,000) was received from the DfT for representing users of the SRN. This year the Transport Focus group has secured funding totalling £2,364,000 (2024-25: £1,763,000) from third parties for joint and fully funded projects which included £125,000 (2024-25: £220,000) from the DfT.

The group incurred net costs before tax of £7,003,000 in the year to 31 March 2026. Some 37 per cent (2024-25: 32 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' equity[3] for the group showed a balance of £1,494,000 (2024-25: £1,141,000) at the end of the year and the total grant in aid drawn down during the year was £7,356,000 (2024-25: £6,695,000).

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 £3,442,000 (2024-25: £2,631,000). 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.

[3] 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.

The work of Transport Focus relies heavily on its credibility and the primary risk is that the reputation 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 98.2 per cent (2024-25: 98.4 per cent) of invoices within 30 days, and 82.3 per cent (2024-25: 81.8 per cent) within 10 working days. The average time taken to pay a supplier during the year was 5.0 days (2024-25: 5.2 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 and Manchester 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 work with all our suppliers to ensure they 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 employed an average of 47.5 whole-time equivalent staff over the year and occupies office floor space of 186 m^2 in our Manchester office and

14 desks in our London office with an estimated floor space of around 100 m^2. 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 2025-26, 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 quarter of 2026-27. In December 2024, the Government Internal Audit Agency conducted a thorough review of cyber security at Transport Focus, and found no high priority concerns. A further ‘deep-dive’ exercise into cyber security was completed in the year by management which reported into the Audit and Risk Assurance Committee. No further significant issues were identified.

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.

Alex Robertson
Chief Executive and Accounting Officer
3 July 2026

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 five executive directors, Alex Robertson (Chief Executive), Andy Cottrell (Corporate Services Director, to 16 January 2026) Alex Campbell (Director of Insight and Policy, from 22 April 2025), Louise Collins (Director), Natasha Grice (Director) and Fiona I'Anson (Corporate Services Director, from 2 March 2026). Further details are available in the Remuneration and Staff Report section.

Board Members provide a valuable contribution to the ongoing work of Transport Focus. In addition to their core governance role, they provide input and expertise to one-off operational projects 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 2029**		**Chair**	
W Powell[1]	**1 May 2017**	**31 March 2027**		√	**Chair**
K Richards OBE	**14 August 2018**	**13 August 2028**			√
K Denham	**14 August 2018**	**13 August 2028**	**Chair**		
R Wilson	**14 August 2018**	**13 August 2028**		√	
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.

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 £38,500 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. During the year, there have been two data incident issues, neither of which met the threshold for reporting to the Information Commissioners Office; one concerned business to business email addresses on our database, and the other a missing laptop. The latter incident was reported to the ICO but the case was subsequently closed.

The average number of working days lost due to unplanned absences as a result of sickness was 7.4 days (2024-25: 4.1 days), this equates to 2.8 per cent of total staff time (2024-25: 1.8 per cent).

Regularity of Expenditure (audited)
Transport Focus has applied its expenditure to the purposes intended by Parliament and in accordance with the authorities that govern it, including its statutory functions, delegated authorities and the requirements of *Managing Public Money*.

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, nor does it have any remote contingent liabilities other than that reported in the notes to the financial statements.

Fees and Charges (audited)
The following information summarises the final report to Transport Focus Senior Leadership Team for the period to 31 March 2026 and excludes any joint funded activities for the group.

	Full Cost £000	Revenue £000	Operating Surplus/(Deficit) £000
Additional Consumer Representation	238	283	45
Transport User Insight	411	483	72
Net Income	649	766	117

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.

Alex Robertson
Chief Executive and Accounting Officer
3 July 2026

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
3 July 2026

Governance Statement 2025-26

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 (Chair 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 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 risk;
- 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.

During the course of the year under review, the following initiatives were undertaken to further improve our system of internal control:

- a major overhaul of the project management framework
- a full update of the fraud policy
- a major overhaul of the staff handbook
- an extensive review of Board effectiveness with tangible outcomes for action

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 strategic and operational risks
- identification of new or emerging 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;
- Oversight and challenge (where appropriate) of risks (including information risks) set out in each project business case.

- 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 2026-27.
- 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.

Transport Focus considers that its risk management arrangements are consistent with the main principles of *The Orange Book: Management of Risk*, and these principles are reflected in the organisation’s risk management framework, risk appetite and assurance processes.

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-25	May-25	Jun-25	Jul-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
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 19.

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 Chair of 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-25	Jun-25	Jul-25	Oct-25	Jan-26
Kate Denham	√	√	√	√	√
Sandra Witzel	√	√	√	√	√
Trisha McAuley OBE	√	√	√	√	√

Other aspects of governance arrangements
The Board also maintains additional committees to help discharge its governance duties. The Passenger Contact Group oversees the effectiveness of the passenger contact function and formally met **three times**. The Nations and Regions Group monitors and advises on stakeholder engagement activity and met **four times**.

Internal audit
The Government Internal Audit Agency (**GIAA**) agrees a programme of audit for each forthcoming year according to the Board's priorities and reports on its work to the ARAC. This year, a proportionate internal audit pilot was introduced by agreement between Transport Focus and GIAA, with the bulk of the fieldwork taking place during December 2025. Emerging conclusions were presented to ARAC in January 2026, and a final report produced shortly thereafter. This included an independent opinion by the Head of Internal Audit on the adequacy and effectiveness of the organisation's system of internal control. The overall opinion was moderate, with some areas covered by the audit requiring attention. The Head of Internal Audit has provided the following for inclusion in this statement:

Using the ALB proportionate approach, we can give a "Moderate" assurance on the effectiveness of the organisation's control environment to mitigate risks to tolerance. The governance and management framework was noted as largely effective and controls over strategy, risk management, payroll and expenses require some enhancements. We have agreed with the organisation that there is scope to strengthen controls particularly within third-party provision (contracts) and business continuity management, as well as Purchase-2-Pay policy, performance management reporting and mandatory training. We have agreed a number of actions with management and will track and assess progress made in implementing these.

Progress on addressing the issues raised will be monitored by ARAC.

The scope of the audit programme this year included, *inter alia*:

- risk management
- strategy, planning and reporting
- governance and management
- roles and accountabilities
- standards, policies and procedures.

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 resourcing, and policy development. In addition, Transport Focus's Chair 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 managed the following five key strategic risks, with ‘deep-dives’ discussed with ARAC as appropriate.

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.

6. **SR-06 – Organisational Change**. As Transport Focus grows into the new role of Passenger Watchdog, there are potential hazards the senior leadership team, and wider management team, need to navigate. There are risks associated with people and culture; structure and governance; and technology and data. We need to ensure the scale and pace of

change does not outpace the evolution of supporting systems, governance and workforce support.

7. **SR-07 – Artificial Intelligence**. While in no sense unique in attempting to grapple with the opportunities and threats AI generates, Transport Focus is acutely aware of the need for a reasoned, cross-organisational approach. Issues include bias and misrepresentation; supply chain management; transparency; automation and resource. These issues will become a concern if our IA deployment is not controlled, or we are left behind if it is over controlled.

8. **SR-08 – Delivery and operational**. Closely aligned with the organisational change risk, we must remain keenly aware of the potential for over-commitment, with productivity dipping in planned, ‘business as usual’ workstreams. Very complex new work will be both exciting and challenging, and we need to keep our eye on the here and now, as well as the future.

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 2025-26 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 two (internally) reportable (but low risk) data handling incidents during the year, but no data breach.

The system of internal control has been in place in Transport Focus for the year ended 31 March 2026 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
3 July 2026

Remuneration and Staff Report for the year ended 31 March 2026

The Audit and Risk Assurance Committee was made up of three non-executive Board Members in the year: Kate Denham (Chair), 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 3.25% pay increase for Board members in 2025-26

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 3.25% pay increase for staff during 2025-26.

Our annual Bonus Scheme continued to operate in 2025-26 with a total allocation of £24,875 for achievements in the year (2024-25: £22,800). 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 Transport Focus Bonus Scheme is designed to reward colleagues who have made a significant contribution to the success of the organisation though exceptional performance or effort over 2025/26. The annual bonus award amount is £250 gross.
In addition to the annual bonus scheme, we introduced a new peer-to-peer recognition scheme in the year through our reward and wellbeing portal (Vivup). This replaced our old spot bonus scheme. During the year, we paid £4,600 in spot bonuses and have paid £6,550 in peer-to-peer rewards.

Board Members (audited)
Remuneration paid to the non-executive Board Members for the period to 31 March 2026 is set out below:

	Board fees paid in the period ended			Date current or most recent appointment ends or ended
Board member	31 March 2026 £000's	31 March 2025 £000's	Date of Original Appointment	
N Stevens (Chair)	40	38	1 June 2022	31 May 2029
W Powell	15	14	1 May 2017	31 March 2027
K Richards	15	14	14 August 2018	13 August 2028
K Denham	18	17	14 August 2018	13 August 2028
R Wilson	15	14	14 August 2018	13 August 2028
T McAuley OBE	14	14	1 September 2020	31 August 2028
P Hayes CB[1]	-	-	2 February 2024	1 February 2028
S Witzel	14	12	22 April 2024	21 April 2028

[1] Appointed by the London Assembly who pay the remuneration.

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	
	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
A Robertson Chief Executive	140-145	135-140	-	-	55	53	195-200	185-190
N Grice Director	90-95	85-90	0-5	-	36	35	125-130	120-125
L Collins Director	90-95	85-90	0-5	-	36	38[7]	125-130	125-130
A Cottrell[3] Corporate Services Director	65-70 [85-90][2]	20-25 [85-90][2]	-	-		4	65-70	25-30
A Campbell[4] Corporate Services Director	75-80 [85-90][2]	-	-	-	31	-	110-115	-
F I'Anson[5] Corporate Services Director	5-10 [85-90][2]	-	-	-	3	-	5-10	-
N Holden[6] Chief Operating Officer	-	65-70 [85-90][2]	-	-	--	42	-	105-110
D Sidebottom[6] Director	-	60-65 [85-90][2]	-	-	-	91	-	150-160

[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 from 31 December 2024 to 16 January 2026. Andy Cottrell was a member of the partnership pension scheme and employer pension contributions made have been quoted as the pension benefit.

[4] In post from 22 April 2025.

[5] In post from 2 March 2026.

[6] In post to 31 December 2024.

[7] Restated. The opening balance in 2024-25 had been understated.

	Real increase in pension and [related lump sum] at pension age	Accrued pension and [related lump sum] at pension age as at 31 March 2025	Cash Equivalent Transfer Value [4]		Real increase in Cash Equivalent Transfer Value to nearest £000
			At 31 March 2026	At 31 March 2025	
	£000's	£000's	£000's	£000's	£000's
A Robertson	2.5 – 5	2.5 - 5	792	726	34
N Grice	0 – 2.5	0 – 2.5	71	39	23
L Collins	0 – 2.5	0 – 2.5	324	288	20
A Cottrell[1]	-	-	-	-	-

A Campbell	0 – 2.5	-	26	-	21
F I'Anson	0 – 2.5	-	2	-	2
N Holden[2]	-	0 – 2.5	-	621	-
D Sidebottom[3]	-	2.5 – 5 [7.5 - 10]	-	995	-

[1] A Cottrell was a member of the partnership pension scheme. CETV values are not provided for partnership pension members.
[2] N Holden was a member of the premium pension scheme whose members are not eligible for an automatic lump sum payment on retirement.
[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
Real-terms CETV disclosures have been calculated using the HM Treasury GDP deflator series, with figures restated to 2025–26 price levels.

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

'Salary' includes gross salary only. An annual bonus of £250 was paid to Natasha Grice and Louise Collins. In addition, they both received vouchers to the value £75 as part of the peer-to-peer rewards scheme. No other performance pay or bonuses were awarded to the executive team whilst in post in the financial year 2025-26, and there were no benefits in kind or other non-cash benefits made.

All the directors are employed on permanent contracts and are contracted to a thirteen week- 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 Remedy[4] 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.

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

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

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.

	2025-26	2024-25
Mid-point of Band of Highest Paid Director's Total Remuneration (£)	142,500	137,500
Median Total Remuneration (£)	48,028	46,504
25th Percentile Remuneration (£)	46,178	44,238
75th Percentile Remuneration (£)	63,388	61,569
Percentage change in the highest paid director's salary and allowances	3.3%	4.7%
Average percentage change in the salary and allowances of employees	3.0%	0.12%
Average percentage change in the bonuses payable to employees	(8.6%)	(27.7%)
Ratios:		
Highest paid director's total remuneration to median total remuneration	2.93	2.94
Highest paid director's total remuneration to employee on 25th percentile pay and benefits	3.05	3.09
Highest paid director's total remuneration to employee on 75th percentile pay and benefits	2.22	2.22

Actual staff remuneration, excluding the highest paid director, ranged from £32,540 (2024-25: £29,150) to £92,226 (2024-25: £95,813). 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 2025-26 was £46,003 at the 25th percentile, £47,499 median and £62,879 at the 75th percentile.

Staff numbers and related costs (audited)

Staff costs for the group comprise:				
	2025-26			**2024-25**
	Total	**Directly employed staff**	**Others**	**Total**
	£000	**£000**	**£000**	£000
Wages and salaries	3,091	2,643	448	2,666
Social security costs	365	365	-	283
Other pension costs	740	740	-	678
Total net costs	4,196	3,748	448	3,627

There were no consultancy or high paid off-payroll appointments in either 2025-26 or 2024-25. 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 2025-26 employers' contributions of £702,433 (2024-2025: £645,558) were payable to the PCSPS at a rate of 28.97% per cent of pensionable earnings, regardless of salary band. 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 £35,969 (2024-25: £31,751) 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 £1,013 (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 £6,208.

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

	2025-26			2024-25
	Total	Permanent Staff	Others	Total
	Number	Number	Number	Number
Directly employed	45.9	45.7	0.2	42.9
Other	1.6	-	1.6	-
Total	47.5	45.7	1.8	42.9

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

Staff turnover
During the year 2025-26 the staff turnover percentage was 10.64% (2024-25: 35.0%). 5 people left during the year 2025-26. The decrease in turnover was due mainly to the completion of an organisation restructure programme in the 2024-25 which resulted in several exits in the year.

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 2026.

	Male	**Female**	**Other**	**Total**
Non-Executive Directors	4	4	**-**	**8**
Executive Directors	2	3	**-**	**5**
Senior Manager	8	6	**-**	**14**
Staff	14	16	**-**	**30**
Total	**28**	**29**	**-**	**57**

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 £61,000 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. In addition we have implemented our new peer-to-peer colleague recognition and rewards scheme in the year.

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)

There were no reportable exit packages in either 2025-26 or 2024-25.

Alex Robertson
Chief Executive and Accounting Officer
3 July 2026

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 2026 under the Railways Act 2005.

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

- Statement of Financial Position as at 31 March 2026;
- 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 2026 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 and Accountability Reports.

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 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 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 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's 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 Transport Focus's compliance with the Railways Act 2005 and Managing Public Money;

- inquired of management, Transport Focus's 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 and bias in management estimates. 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 the Group's framework of authority and other legal and regulatory frameworks in which Transport Focus and the 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 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, 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 by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and

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.

Gareth Davies **Date 7th July 2026**

Comptroller and Auditor General

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

3.3 The accounts

Statement of Comprehensive Net Expenditure for the year ended 31 March 2026

		2025-26		2024-25	
		Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	Note	£000	£000	£000	£000
Expenditure					
Staff costs	3	4,196	4,196	3,600	3,627
Other expenditures	4	5,149	5,171	4,464	4,593
Depreciation	4	-	-	77	77
Lease interest	4	-	-	1	1
		9,345	9,367	8,142	8,298
Income					
Income from operating activities	5	(2,364)	(2,364)	(1,634)	(1,763)
Net Expenditure before tax		**6,981**	**7,003**	**6,508**	**6,535**
Net Expenditure after tax		**6,981**	**7,003**	**6,508**	**6,535**

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

The Accounting Policies and Notes on pages 71-80 form part of these financial statements

Statement of Financial Position as at 31 March 2026

		2025-26		2024-25	
		Transport Focus	**Transport Focus Group**	**Transport Focus**	**Transport Focus Group**
		£000	**£000**	**£000**	**£000**
	Note				
Current Assets					
Trade and other receivables	8	641	645	472	466
Cash and cash equivalents	9	3,384	3,384	2,792	2,799
Total current assets		4,025	4,029	3,264	3,265
Total assets		4,025	4,029	3,264	3,265
Current liabilities					
Trade and other payables	10	2,535	2,535	2,149	2,124
Total current liabilities		2,535	2,535	2,149	2,124
Total assets less current liabilities		1,490	1,494	1,115	1,141
Assets less liabilities		**1,490**	**1,494**	**1,115**	**1,141**
Taxpayers' equity					
General reserve		1,490	1,494	1,115	1,141
Total taxpayers' equity		1,490	1,494	1,115	1,141

The Accounting Policies and Notes on pages 71-80 form part of these financial statements.

Alex Robertson
Chief Executive and Accounting Officer
3 July 2026

Statement of Cash Flows for the year ended 31 March 2026

		2025-26		2024-25	
		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		(6,981)	(7,003)	(6,508)	(6,535)
(Increase)/ decrease in trade and other receivables	8	(169)	(179)	(59)	(51)
(Decrease)/ Increase in trade and other payables	10	386	411	579	428
(Decrease)/ increase in provisions	11	-	-	(630)	(630)
Less movements in payables relating to items not passing through the Statement of Comprehensive Net Expenditure	12	-	-	56	56
Add noncash transactions:					
Depreciation	4	-	-	77	77
Lease interest	4	-	-	1	1
Net cash outflow from operating activities		(6,764)	(6,771)	(6,485)	(6,654)
Cash flows from financing activities					
Grant in Aid		7,356	7,356	6,695	6,695
Payment of lease liabilities	12	-	-	(56)	(56)
Net financing		7,356	7,356	6,639	6,639
Net (decrease)/ increase in cash and cash equivalents in the period		**592**	**585**	**154**	**(15)**
Cash and cash equivalents at the beginning of the period	9	2,792	2,799	2,638	2,814
Cash and cash equivalents at the end of the period	9	3,384	3,384	2,792	2,799

The Accounting Policies and Notes on pages 71-80 form part of these financial statements

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2026

	General Reserve	
	Transport Focus £000	**Transport Focus Group £000**
Balance as at 1 April 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**
Changes in taxpayers' equity for 2025-26		
Net Expenditure after tax	(6,981)	(7,003)
Total recognised income and expense for 2025-26	**(6,981)**	**(7,003)**
Grant in Aid received from the DfT	7,356	7,356
Balance at 31 March 2026	**1,490**	**1,494**

The Accounting Policies and Notes on pages 71-80 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 2025-2026 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

IFRS 17 Insurance Contracts became mandatory from 2025-26 and had no impact on the Group's financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements, together with amendments to IFRS 9 and IFRS 7, are not expected to have a material impact on the Group's financial position or results. However, they may affect the presentation of items in the financial statements and the related disclosures in future periods.

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). 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. In accordance with IAS 19, the scheme is accounted for as if it were a defined contribution scheme and contributions payable in the year are recognised in the Statement of Comprehensive Net Expenditure. The Scheme Actuary valued the PCSPS as at 31 March 2025. Further details are available in the Cabinet Office resource accounts: Civil Superannuation. Employer contribution rates are reviewed periodically following scheme valuations and are set to meet the cost of the benefits accruing in the year.

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	2025-26 Total £000	2024-25 Total £000
Gross Expenditure	7,275	2,092	9,367	8,298
Income	(1,973)	(391)	(2,364)	(1,763)
Net Expenditure	5,302	1,701	7,003	6,535
Of the total:				
Transport Focus	5,280	1,701	6,981	6,508
Transport Focus Group	5,302	1,701	7,003	6,535

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:

	2025-26			2024-25
	Total £000	Directly employed staff £000	Others £000	Total £000
Wages and Salaries	3,091	2,643	448	2,666

Social security costs	365	365	-	283
Other pension costs	740	740	-	678
Total net costs	4,196	3,748	448	3,627
Of the total:				
Transport Focus	4,196	3,748	448	3,600
Transport Focus Group	4,196	3,748	448	3,627

4. Administration costs and other expenditure

	2025-26		2024-25	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
Running Costs	£000	£000	£000	£000
Transport user insight	3,422	3,442	2,504	2,631
Travel and subsistence, room hire and recruitment	270	270	343	343
Printing, postage and office costs	104	104	89	89
External services and support	283	283	322	322
Information technology support and maintenance	480	480	565	565
Board remuneration	144	144	133	133
Rent, rates and utilities	335	337	331	333
Training and development	61	61	121	121
Telecommunication costs	11	11	16	16
External audit fee	38	38	38	38
Operating lease rentals (excluding rent)	1	1	2	2
	5,149	5,171	4,464	4,593
Non-cash items				
Depreciation	-	-	77	77
Lease interest	-	-	1	1
Total	5,149	5,171	4,542	4.671

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

	2025-26		2024-25	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Income in respect of additional activities funded by DfT	30	30	220	220
Income in respect of joint projects with external parties	1,572	1,572	575	656
Income in respect of activities fully funded by external parties	762	762	839	886
	2,364	2,364	1,634	1,763

6. Corporation tax payable

There was no corporation tax payable in either 2025-26 or 2024-25 in respect of surpluses from trading activities by the subsidiary company Transport Focus Wales Limited.

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

All assets were fully depreciated in 2024-25 leaving a nil net book value at 1 April 2025. No new assets have been acquired in 2025-26.

8. Trade receivables and other current assets

	2025-26		2024-25	
	Transport Focus	Transport Focus Group	Transport Focus	Transport Focus Group
	£000	£000	£000	£000
Accounts falling due within one year:				
Trade and other receivables	498	498	205	205
Intra-group receivables	-	-	6	-
Prepayments and accrued Income	141	141	261	261
VAT refunds due	2	6	-	-
	641	645	472	466

9. Cash and cash equivalents

	2025-26 Transport Focus £000	2025-26 Transport Focus Group £000	2024-25 Transport Focus £000	2024-25 Transport Focus Group £000
Balance at 1 April	2,792	2,799	2.638	2,814
Net change in cash and cash equivalent balances	592	585	154	(15)
Balance at 31 March	3,384	3,384	2,792	2,799

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

	2025-26 Transport Focus £000	2025-26 Transport Focus Group £000	2024-25 Transport Focus £000	2024-25 Transport Focus Group £000
Amounts falling due within one year				
Other taxation and social security	91	91	72	72
Pension contributions payable	83	83	70	70
Trade payables	1,700	1,700	877	878
Other payables	7	7	14	14
VAT Liability	-	-	4	(22)
Accruals	546	546	1,020	1,020
Deferred income	108	108	92	92
	2,535	2,535	2,149	2,124

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

	2025-26		2024-25	
	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	-	-	-	-
Provisions utilised in the year	-	-	541	541
Written back in the year	-	-	89	89
Balance at 31 March	-	-	-	-

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

	2025-26	2024-25
Lease liabilities:	£000	£000
Balance as at start of year	-	56
Revaluation of leases recognised under IFRS 16	-	-
Lease interest	-	-
Repayment of lease liability	-	(56)
Balance as at end of year	-	-

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 2026.

14. Related-party transactions

Transport Focus is an executive non-departmental public body sponsored by the DfT and is regarded as a related party. £7,356,000 (2024-25: £6,695,000) was received from the DfT in Grant in Aid for the year. In addition, further income totalling £125,028 (2024-25: £125,327) was invoiced and received in the year to 31 March 2026 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, central government bodies and government controlled companies. Most of these have been within the wider DfT group, where DfT is the controlling party. The net value of these transactions is summarised below:

Related Party	Total Value of Transactions	Balance Outstanding at 31 March 2026
National Highways	£40,056	£40,056
Network Rail	(£250,740)	-
Office of Rail and Road	£207,575	-
Association of Train Operating Companies (ATOC)	£100,000	-

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

There have been no 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 were 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. At is anticipated Transport Focus Wales Limited will cease trading in in 2026-27 and will be dissolved in the year.

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 2026. The guarantee has been provided because this allows the subsidiary to be exempt from audit for the year ended 31 March 2026 thereby saving the annual audit fee. The saving increases the funds available for work on behalf of transport users.

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