

Business Plan 2012–2015

Department for Transport



31 May 2012

This plan will be updated annually

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A) Coalition priorities

1. Deliver the Coalition's commitments on high speed rail

- Carry out the preparation needed to start construction of the first phase of a high speed rail network for Britain early in the next Parliament. HS2 will increase capacity, connectivity and promote economic growth. The initial network will link London, Birmingham, Manchester, Leeds, Heathrow, and HS1, plus intermediate stops and through-running to other cities.

2. Deliver a sustainable and customer-focused railway

- Make our railway sustainable, by: addressing the high cost of running the UK railway compared with other countries; making the most of our current infrastructure; and continuing to invest in infrastructure such as Crossrail, the Intercity Express Programme, electrification of the network, and tube upgrades.

3. Support sustainable local travel

- Support sustainable growth by investing in local transport, decentralising funding and powers, tackling local congestion and making public transport (including light rail), walking and cycling more attractive.

4. Invest in our roads to promote growth, while reducing congestion and tackling carbon

- Invest in the strategic road network to promote growth and address the congestion that affects people and businesses, and continue to improve road safety. Support the market for electric and other ultra-low emission vehicles and ensure the infrastructure is in place to support the adoption of low-emission transport.

5. Promote sustainable aviation

- Create a sustainable framework for aviation in the UK, ensuring the UK is well positioned to compete internationally, improve passenger experience at airports and maintain high standards of safety and security for passengers and freight.

6. Reform the Coastguard and search and rescue helicopter capability

- Reform the Coastguard to deliver a resilient and fully integrated national rescue co-ordination service for the 21st century. Procure a state of the art civilian Coastguard search and rescue helicopter capability.

7. Implement the Department's key cross-cutting reform priorities

- Publish a transport strategy, contribute to delivery of a successful and accessible Olympics, and promote a transport system that is accessible and socially inclusive.

Departmental Responsibilities

This page sets out who in the Department leads on its major responsibilities, including its Coalition priorities.

Permanent Secretary: Philip Rutnam
 General Counsel: Christopher Muttukumar, Chief Scientific Adviser: Professor Rod Smith

Domestic
 £6.07bn¹, 425² staff
 Director General: Steve Gooding

Major Projects and London
 £3.88bn¹, 193² staff
 Director General: Peter Strachan

International, Strategy and Environment
 £0.33bn¹, 640² staff
 Director General: Lucy Chadwick

Corporate
 £0.39bn¹, 369² staff
 Director General: Clare Moriarty

Coalition Priorities

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|---|--|--|
| <ol style="list-style-type: none"> 1. Deliver the Coalition's commitments on high speed rail 2. Deliver a sustainable and customer-focused railway 3. Support sustainable local travel 4. Invest in our roads to promote growth, while reducing congestion and tackling carbon 7. Implement the Department's key cross-cutting reform priorities [7.3] | <ol style="list-style-type: none"> 2. Deliver a sustainable and customer-focused railway [2.3] 7. Implement the Department's key cross-cutting reform priorities [7.2] | <ol style="list-style-type: none"> 4. Invest in our roads to promote growth, while reducing congestion and tackling carbon [4.5. 4.6] 5. Promote sustainable aviation 6. Reform the Coastguard and search and rescue helicopter capability 7. Implement the Department's key cross-cutting reform priorities [7.1] |
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Other Major Responsibilities

- Asset Sales
- The security of our transport networks
- A safe, sustainable and internationally competitive maritime sector
- Reduce DfT and agency costs while delivering excellent service

Notes: 1. Budget allocation 2012/2013. These figures exclude Annually Managed Expenditure (AME) 2. These figures are Full Time Equivalent (FTE) posts. They exclude Senior Civil Service (SCS) levels 2 and above.

B) Structural Reform Plan

This section sets out the key actions the Department will take to implement its Coalition priorities. An implementation report will be published each month online, setting out our progress in completing them.

Additional actions, including our contributions to cross-cutting Government agendas such as the Growth Review, can be found in Annex A.

All commitments and end dates relating to legislation and pre-legislative scrutiny are subject to parliamentary timetables.

1. Deliver the Coalition's commitments on high speed rail

Lead: Steve Gooding

ACTIONS		Start	End
1.1	Legislate for the London-Birmingham phase of High Speed 2		
	i. Undertake environmental impact assessment and draft Environmental Statement	Started	Apr 2013
	ii. Complete outline engineering design for the London-Birmingham route	Started	Sep 2013
	iii. Consult on Environmental Statement	Apr 2013	Sep 2013
	iv. Take first hybrid bill through Parliament	Oct 2013	May 2015
1.2	Prepare and consult on the Leeds, Manchester and Heathrow routes and stations		
	i. Respond to HS2 Ltd's proposals on design options for Leeds, Manchester and Heathrow routes and stations by publishing the Government's initial preferred options	Started	Dec 2012
	ii. Develop, and undertake informal consultation on, route and stations options for Leeds, Manchester and Heathrow	Started	Mar 2013
	iii. Draft consultation paper on proposed routes and stations	Apr 2013	Oct 2013
	iv. Formally consult on Leeds, Manchester and Heathrow routes and stations, analyse responses, and announce decision	Jan 2014	Dec 2014
	v. Commence engineering design, environmental impact assessment, and preparation of the second hybrid Bill, subject to decision following consultation	Jan 2015	Jan 2015

2. Deliver a sustainable and customer-focused railway

Lead: Steve Gooding and Peter Strachan

ACTIONS	Start	End
2.1 Implement the Government's strategy for a sustainable railway		
i. Set out plans for investment and services for the railways for 2014-19	Started	Jul 2012
ii. Set out proposals for reforming the role of the rail regulator which move towards a more unified regulatory structure for our railways	Started	Jul 2012
iii. Set out next steps on rail decentralisation, following consultation	Started	Nov 2012
iv. Review rail fares and ticketing to explore options for: introducing new ticket types; rolling out smart ticketing; spreading demand more evenly and efficiently; and addressing passengers' concerns about complexity; and report on progress	Started	May 2013
2.2 Take forward rail franchise replacements, generating better value by giving operators the incentives to work in partnership with Network Rail to deliver better services, rolling stock and stations, and tackle costs.		
i. Implement new franchise strategy as existing contracts reach their end dates for West Coast, East Coast, Essex Thameside, Greater Western, Thameslink, South Eastern, Greater Anglia, Northern, Trans Pennine Express and East Midlands	Started	May 2015
2.3 Support further transformation of the network through capacity improvements and electrification		
i. Support major infrastructure investment in London, including the Tube upgrade programme to improve reliability and capacity on the London Underground, by providing funding to Transport for London (TfL)	Started	Mar 2015
ii. Deliver improved electrified services in the North West and Trans-Pennine routes, and on the Great Western Mainline, working with Network Rail	Started	Dec 2017
iii. Deliver infrastructure for Crossrail services with TfL	Started	Dec 2018
iv. Deliver rolling stock and infrastructure for Thameslink services and the Intercity Express Programme (IEP) on the Great Western Mainline, and IEP on the East Coast Mainline, working with Network Rail	Started	May 2019

3. Support sustainable local travel

Lead: Steve Gooding

ACTIONS	Start	End
3.1 Simplify transport funding and decision making, encouraging low carbon transport, sustainable growth and accessibility for all		
i. Give final approval to remaining Local Sustainable Transport Fund projects, enabling low cost, high value interventions in local communities	Started	Jun 2012
ii. Deliver new framework for devolving decisions on local major transport schemes to local areas, announced in January 2012	Started	Nov 2012
iii. Deliver full approvals of local major transport and PFI schemes given the go-ahead in Spending Review 2010 to enable construction to begin, including the Mersey Gateway bridge	Started	Mar 2015
iv. Agree and implement deals on the transport elements of the Cities agenda with the core cities (Manchester, Birmingham, Bristol, Leeds, Liverpool, Newcastle, Nottingham and Sheffield)	Started	Sep 2014
v. Agree and implement deals with a further tranche of English cities, towards the Cities agenda	Sep 2012	May 2015
vi. Announce programme for Bus Service Operators Grant (BSOG) devolution to (i) local transport authorities relating to socially necessary local services outside London and; (ii) authorities to be designated as Better Bus Areas	Started	Jan 2013
vii. Implement the actions in the September 2011 report 'Green Light for Light Rail', to deliver significant reductions in the capital investment cost of light rail systems in future, and report on progress, working with UK Tram	Started	Nov 2013
3.2 Enhance local public transport		
i. Begin implementing relevant recommendations of the Competition Commission report on local bus services, starting with publishing best practice guidance on tendering, and putting secondary legislation in place to change notice period requirements	Started	Oct 2013
ii. Wholly fund the TfL project to deliver new smart readers compatible with the national ITSO specification and to enable the acceptance of new ITSO rail ticketing products across the London Oyster estate	Started	Dec 2013
iii. Continue to specify smart ticketing requirements, compliant with the national ITSO specification, as rail franchises are renewed over the Parliament	Started	May 2015

3. Support sustainable local travel

Lead: Steve Gooding

ACTIONS		
	Start	End
3.3 Reform the management of roadworks by giving local authorities more freedom and flexibility to tackle the causes of local congestion		
i. Increase maximum penalty charges where works overrun their agreed period by finalising new regulations and bringing them into force	Started	Oct 2012
ii. Consult on ending the need for government approval of individual local authorities' permit schemes and set out the way forward	Started	Nov 2012

4. Invest in our roads to promote growth, while reducing congestion and tackling carbon

Lead: Steve Gooding and Lucy Chadwick

ACTIONS		Start	End
4.1	Tackle congestion to improve performance on the strategic road network (SRN) and promote growth		
	i. Implement measures, including the use of innovative laser scanning equipment, to reduce the congestion and costs associated with motorway closures following incidents	Started	Dec 2012
	ii. Appraise options for significant new investment in additional capacity for crossing the Lower Thames, and set out the way forward	Started	Jun 2013
	iii. Start construction of the 20 major schemes funded since Spending Review 2010, targeting 20% efficiency savings across the programme	Started	Apr 2015
	iv. Introduce free-flow charging at Dartford to improve journey reliability at the Crossing and test the technology's potential effectiveness for other parts of the SRN	Oct 2014	Oct 2014
4.2	Introduce reforms to improve the operation, management and enhancement of the SRN		
	i. Enhance the Highway's Agency's (HA) performance as an executive agency through the introduction of a performance specification, development of route-based strategies and exploration of a more flexible funding mechanism	Started	Apr 2013
	ii. Develop and publish a national roads strategy for consultation, setting out our long-term vision and goals for our strategic roads	Started	Dec 2012
	iii. Carry out a feasibility study into new ownership and financing models for the national road network	Started	Dec 2012
4.3	Introduce Heavy Goods Vehicle (HGV) road user charging to ensure a fairer arrangement for UK hauliers		
	i. Consult and communicate with road users on the introduction of the HGV road user charging scheme	Started	Dec 2013
	ii. Seek to introduce legislation in Parliament to bring HGV road user charging into effect	May 2013	May 2014
	iii. Undertake formal procurement for scheme elements and commence operation	Started	Apr 2015

4. Invest in our roads to promote growth, while reducing congestion and tackling carbon

Lead: Steve Gooding and Lucy Chadwick

4.4 Introduce further reforms to make our roads safer		
i. Work with the Home Office to support their work to authorise the use of drug screening technology in police stations	Started	Dec 2012
ii. Introduce a fixed penalty offence for careless driving and increase fixed penalty levels for other specified traffic offences	Started	Apr 2013
iii. Introduce legislation for a new drug driving offence with the Home Office and take it to Royal Assent	Started	May 2013
4.5 Take further steps to promote electric and other ultra-low emission vehicles and a national recharging network		
i. Complete the Plugged in Places infrastructure programme, helping to deliver plug-in vehicle charge points and build a sustainable market for plug-in infrastructure across the UK	Started	Mar 2013
ii. Update the nationwide strategy to promote the installation of plug-in vehicle infrastructure, including a set of priority actions for overcoming barriers to using plug-in vehicles within the electricity network	Jun 2012	May 2013
iii. Promote uptake of ultra-low emission cars and vans by awarding Plug-In Car grants (25% off the price of qualifying ultra-low emission vehicles, up to £5,000), and Plug-In Van grants (up to £8,000 off the price of qualifying vehicles)	Started	Apr 2015
4.6 Deliver further measures to reduce CO2 from road transport		
i. Complete the introduction of the ten year trial of 1800 longer semi-trailers, and produce first annual review of these vehicles' contribution to reducing carbon emissions	Started	May 2013
ii. Develop and promote a UK position on the European Commission's review of long-term targets in new car and van CO2 regulations and the Commission's developing strategy for reducing HGV CO2 emissions	Started	Jun 2013

5. Promote sustainable aviation

Lead: Lucy Chadwick

ACTIONS		Start	End
5.1	Develop a sustainable framework for UK aviation and continue to improve the operation of airports		
	i. Consult on sustainable aviation framework for UK	Jul 2012	Oct 2012
	ii. Call for evidence on options for maintaining the UK's aviation hub status	Jul 2012	Jan 2013
	iii. Adopt sustainable aviation framework	Mar 2013	Mar 2013
	iv. Consult on results of the trial of operational freedoms at Heathrow Airport	Sep 2013	Nov 2013
	v. Announce decisions on Heathrow Airport operational freedoms	May 2014	May 2014
5.2	Reform civil aviation regulation to improve the passenger experience		
	i. Take further steps to reform the financial protection regime for passengers (the Air Travel Organisers' Licensing scheme or ATOL), including securing powers to bring holidays sold by airlines and 'agent for consumer' arranged holidays into ATOL	Started	May 2013
	ii. Introduce a new economic regulatory regime for airports, putting promotion of better outcomes for passengers at the heart of the system	Started	Jul 2013
	iii. Publish response to aviation security regulation reform consultation and set out next steps	Jun 2012	Jun 2012
	iv. Begin trials of reforms to aviation security	Oct 2012	Oct 2012

6. Reform the Coastguard and search and rescue helicopter capability

Lead: Lucy Chadwick

ACTIONS		Start	End
6.1	Implement the Future Coastguard Programme to deliver a fully integrated national service		
	i. Ensure the smooth transition of Coastguard personnel to new roles and career structures	Mar 2013	Mar 2015
	ii. Deliver a new, fully operational national Maritime Operations Centre at Fareham	Mar 2014	Mar 2014
	iii. Deliver a fully operational standby Maritime Operations Centre at Dover	Aug 2014	Aug 2014
	iv. Complete the reform process, with all operational systems up and running and delivering services to the public	Apr 2016	Apr 2016
6.2	Procure a state of the art Coastguard search and rescue (SAR) helicopter capability, enabling the Ministry of Defence (MoD) to retire its Sea Kings		
	i. Award long-term contract	Mar 2013	Mar 2013
	ii. Oversee the mobilisation of aircraft and recruiting and training of personnel	Apr 2013	Apr 2017
	iii. Ensure the commencement of contractor operations under direction of the Maritime and Coastguard Agency, assuming responsibility for entire UK SAR capability by June 2017	Apr 2015	Jun 2017

7. Implement the Department's key cross-cutting reform priorities

Lead: Lucy Chadwick, Steve Gooding, Peter Strachan

ACTIONS	Start	End
7.1 Publish a transport strategy, to set out more clearly how our policies across different transport modes work as a whole to deliver our priorities		
i. Publish a transport strategy	Started	Dec 2012
7.2 Contribute to the delivery of a successful and accessible Olympics		
i. Ensure delivery of the Olympic Route Network, working with TfL	Started	Sep 2012
ii. Positively change central government travel in London at Games time by operating the Travel Demand Management programme, working with TfL	Started	Sep 2012
iii. Ensure delivery partners, including local authorities and TfL, are able to deal with anticipated demand on their transport networks during Games time	Started	Sep 2012
7.3 Drive progress towards a transport system that is accessible and socially inclusive		
i. Develop and publish a Disability Action Plan for improving the customer experience of the disabled passenger, as part of the Government's wider Disability Strategy	Started	Sep 2012
ii. Develop and publish an Equalities Action Plan to support the published DfT equality objectives, to ensure that social impacts, well being and fairness are embedded in DfT policy	Started	Nov 2012
iii. Report on the first year of operation of the new Blue Badge Improvement Service, and improvements in efficiency and reduction in fraud	Mar 2013	Mar 2013

C) Departmental expenditure

Planned expenditure and major projects ¹

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury, and expected cost for the 2012/13 financial year on the Department's major projects.

Planned Expenditure (£bn)	2011/12 (forecast outturn)	2012/13	2013/14	2014/15
Total departmental expenditure limits ²	12.7	13.1	12.7	12.7
Administration spending	0.2	0.3	0.2	0.2
Programme spending	4.8	4.9	4.8	4.3
Capital spending	7.7	8.2	7.9	8.2

Major Projects Expected Cost (Top 4, £m)	2012/13	Whole Life Cost
High Speed 2	300	32,700
Crossrail	1,207	14,500
Intercity Express Programme	7	4,500
Thameslink	42	4,010
Total (All major projects)	1,556	68,979

Definitions:

Administration spending: the costs of all central government administration other than the costs of direct frontline service provision

Programme spending: spending on activities, goods and services, such as pay and benefits (excl. administration spending as defined above)

Capital spending: spending on assets with a lasting value, such as buildings and equipment

¹ Excludes departmental Annually Managed Expenditure. Numbers may not sum due to rounding

² Excludes depreciation

Departmental efficiency

This data allows the public to compare the Department's operations to other organisations by setting out the cost of common operational areas, and sets out the Department's efficiency plans for 2012/13.

Spending Category	Latest Data (QDS ¹ 3 2011)	Actions to improve operational efficiency in 2012/13
HR	16,806 civil servants employed	Deliver common HR policies and services as one team across DfT, in order to meet the 1:100 Cabinet Office target ratio of 1 member of HR staff for every 100 members of DfT staff.
Estates	139,142 square metres ¹	Significantly reduce DfT estate by exiting 2 buildings, saving the taxpayer £3.6m in 2012/13 and £9.7m per annum by 2013/14.
Procurement	£672.4m spent	Aim to switch spend from existing contracts to new Government Procurement Service approved sourcing arrangements as they become available (subject to contractual obligations).
Major Projects	£69.0bn total contract value	Improve capability to deliver and undertake assurance of major projects by increasing capacity and skill base of internal resources.
Information Technology	£102.3m spent	Support the Government's Digital Agenda by enabling business customers to manage their driving test bookings and details online and migrating DfT online content to the new Gov.uk site.
Corporate Services	£25.31m spent	Implement a new system for back office shared services functions and seek more efficient management reporting following implementation of new information management system.
Fraud, Error and Debt	£0.01m Fraud, £0.33m Error and £0.02m Debt identified	Establish a clear process for management reporting of fraud, error and debt; and for estimating currently unreported fraud.
SMEs and Voluntary Organisations	£19.42m spent with SMEs and £0.80m spent with voluntary and community sector organisations ²	Switch spend to new Government Procurement Service approved sourcing arrangements to improve opportunities for SMEs to compete.

¹ This is an annual figure taken from the 2010/11 Property Benchmarking exercise. All other figures are Quarter 3 2011-12. ² These totals only represent procurement spend with SME and VCS. ¹ Quarterly Data Summary

D) Transparency

Indicators and other key data

The Department has adopted the following input and impact indicators to help the public assess the effects of our policies and reforms on the cost and impact of public services. These indicators, and the other data specified here and in our Open Data Strategy, will be regularly published online.

Description	Type of data
General Indicators	
Percentage of DfT's approved project spend that is assessed as high or very high value for money	Input indicator
Total greenhouse gas emissions from transport	Impact indicator
Deliver the Coalition's commitments on high speed rail	
As the new high speed rail network is not yet an operational railway it is not practicable to measure its performance	
Deliver a sustainable and customer-focused railway	
Rail subsidy per passenger mile	Input indicator
Cost of running the rail network	Input indicator
Proportion of trains running on time	Impact indicator
Rail passenger miles	Other key data
Support sustainable local travel	
Bus subsidy per passenger journey	Input indicator
Proportion of urban trips under 5 miles taken by (i) walking or cycling, (ii) public transport	Impact indicator
Proportion of bus services running on time	Impact indicator
Bus passenger journeys	Other key data

Description	Type of data
Invest in our roads to promote growth, while reducing congestion and tackling carbon	
Cost of maintaining the Highway's Agency's motorway and A road network per lane mile	Input indicator
Cost of operating the Highway's Agency's motorway and A road network per vehicle mile	Input indicator
Reliability of journeys on the Highway Agency's motorway and A road network	Impact indicator
Annual road fatalities	Impact indicator
Number of newly registered Ultra Low Emission Vehicles	Impact indicator
Average new car CO2 emissions	Other key data
Promote sustainable aviation	
Aviation emissions make up part of the general impact indicator 'Total greenhouse gas emissions from transport', and can be identified separately within that data set. A number of further metrics are published by the CAA at: http://www.caa.co.uk/	
Reform the Coastguard and search and rescue capability	
It is not practicable to measure the performance of this Structural Reform Priority until after the Coastguard has been reformed and the search and rescue capability is in place.	
Implement the Department's key cross-cutting reform priorities	
Households with good transport access to key services or work	Impact indicator

Open data

This section summarises DfT's commitment to open data. Further details, including what new datasets will be published when, will be set out in full in DfT's Open Data Strategy, to be published this summer.

Transport is a 'data-rich' area where there is huge public appetite for information that can be used to inform travel choices, track performance and hold operators to account. Data is also of use to application developers and academics / researchers, and increasing the flow of transport data can promote growth. It is created and owned by a variety of bodies across Government, the wider public sector and the private sector and is often most useful when combined with other data such as core geographic and land-use reference data.

In March 2012 DfT published a Rail Command Paper that included a chapter on Transparency. This set out how we will show what is funded by the public purse, how we will demonstrate value for money, and how we intend to widen the scope of Open Data release, including consulting about open fares data. It also set out that we have been working with the industry to allow performance information on punctuality and reliability to be produced with a granularity below the whole franchise level.

Over the next two years the Department for Transport will work with partners and the open data community to release a wide range of transport data for use and re-use. The Department will engage with developers and data owners to ensure a broad take-up of the data released and to identify ways in which it can be made more useful and usable by improving its quality and standardising formats.

This strategy will encompass:

Big Data – Working with transport providers to release core reference datasets that cover definitions of transport networks, timetables and traffic figures, planned and unplanned disruption and speed/performance figures.

My Data – the ability for individuals to access information held about them by organisations such as the motoring agencies and public service operators

Satisfaction and Experience Data – the levels of satisfaction from public service users such as the Rail National Passenger Survey and the Bus Passenger Survey as well as extending the powers of the Civil Aviation Authority to encompass passenger experience issues. We will also encourage the creation of user generated sites similar to Fix My Transport and Fix My Streets.

Creation of Dynamic Information Markets – transport already has an active and creative cadre of data brokers, developers and service providers that re-use transport data and create valuable and popular new applications. We will work with this community, the Technology Strategy Board and the data owners to grow the market and to increase its value to the economy and to users of the new services provided. This will utilize new media channels, forums and existing relationships such as the Transport Transparency Board.

Continuous Improvement of the Quality of Data – data needs to be useful, usable and used and we will continuously review the quality, format and accuracy of transport data. This will be through a number of measures including feedback from developers and end users, provision of meaningful metadata describing the characteristics of the data, including its strengths and limitations, and the adoption of enhanced formats over time, notably at the point of re-procurement and re-specification. We will also utilise feedback and advice from data.gov.uk, the Transport Transparency Board and other forums across the public and new media sectors.