



Department for Transport

August 2024

DfT Board



Lord Henry of Richmond Hill CBE
Minister of State



Simon Lightwood MP
Parliamentary under Secretary



Rt Hon Louise Haigh MP
Secretary of State



Lilian Greenwood MP
Parliamentary under Secretary



Mike Kane MP
Parliamentary under Secretary



Conrad Bailey
Director General,
Public Transport and Local Group



Dame Bernadette Kelly DCB
Permanent Secretary



Jo Shanmugalingam
Second Permanent Secretary



Nick Joyce
Director General,
Corporate Delivery Group



Ian King
Non-Executive



Richard Keys
Non-Executive



Tracy Westall
Non-Executive



Dame Sarah Storey
Non-Executive



Tony Poulter
Non-Executive



Alex Hynes
Director General,
Rail Services Group



Emma Ward
Director General,
Road Transport Group



Alan Over
Director General,
Major Rail Projects Group



Rannia Leontaridi
(reports to the Second Permanent Secretary)
Director General, Aviation,
Maritime and Security Group

Public Transport and Local Group

Rail Strategy and Rail Analysis Abi Hayes	Integration and Security Ben Smith	Rail Reform Elisabeth Cuthbertson and Lucy Ryan	Rail Workforce Transformation Sacha Hatteea and Claire Gibbs	Policy, Operations and Change Simon Smith	Local Transport Stephen Fidler Jessica Matthew	Regions, Cities and Devolution John Hall
Rail Funding and Sponsorship Victoria Race Strategic Analysis and Modelling Jenna O'Byrne Rail Reform, Research and Statistics Mark Ledbury Rail Industry Standards and Capability Jeremy Hochkiss International Rail Andrew Pearce PTLG Integration Caroline Fish	Rail Portfolio Office Sofia Marcal Whittles Rail Interface Team Claire Dixon National Security Shanez Cheyhan Environment and Digital Jennifer Devigie	Financial & Commercial Policy Alex Szyjanowicz Legislation and Accountability Alissa Edw Culture, Capability and Change Gillian Harrison Coherence & Cross-Cutting Policy Joe Hickey Delivery and Engagement Cary Freeston	Central Teams Lakshmi Hans Project Teams Rebecca Hall Regional Partnerships and Delivery (London) Samantha Collins-Hall Regional Partnerships and Delivery (Midlands, SW, SE and E) Dan Taylor Regional Partnerships and Delivery North Andy Rind English Devolution Ruth Harper	Rail Finance Andy Baghurst Passenger Experience Deborah Lewis In-Franchise Change Vicky Williams Commercial and Customer Team Sibhan Oudelar Accessible and Inclusive Travel Alison Franks and Liz Wilson Local Regional Transport Analysis Andrew Morrison Transport and Environment Data and Statistics John Wilkins Local Strategy and Programmes Division Dave Harding	Bus Funding Erum Mussa Bus Reform Sharon Maddox Local Passenger Transport Caroline Barker and Fiona Lee Local Improvements, Transport Users and Portfolio Nina Skomrowski-Brown Local Infrastructure Delivery Mark Aldworth Accessible and Inclusive Travel Alison Franks and Liz Wilson Local Regional Transport Analysis Andrew Morrison Transport and Environment Data and Statistics John Wilkins Local Strategy and Programmes Division Dave Harding	Regional Partnerships and Delivery (London) Samantha Collins-Hall Regional Partnerships and Delivery (Midlands, SW, SE and E) Dan Taylor Regional Partnerships and Delivery North Andy Rind English Devolution Ruth Harper

Rail Services Group

Rail Infrastructure Central Cavendish Eilthorn	Rail Infrastructure South Matthew Lodge	Rail Infrastructure North Russ MacMillan	Strategy & Portfolio Amanda Roper	Markets Strategy & Planning Sam Caughey	Markets South Jim Richards	Markets North Fiona White
East West Rail Jodie Lofthouse and Kaz Hossain Midlands Mainline Patrick Bateson East Coast, West Midlands and Freight Stephen Sutcliffe	South East, Anglia Stations and Accessibility Farha Sheikh North West Paul Fishwick North East Faizul Chowdhury	Transpenine Route Upgrade Charlotte Clarke Portfolio and Performance Stuart White	Strategy, Policy and Operations Charlotte Clarke Portfolios and Performance Stuart White	Coordination and Planning Timothy Woodward Contract Delivery and Support Dan Brandenburger Train Strategy and Operations Daniel Ashley Rolling Stock Jag Mathia Programme Excellence and Procurement Rachel Wilson	Market Lead, TSGN and South Eastern Market Tim Rees Market Lead, Wessex and Western Elaine Tuck Market Lead, Chiltern and Anglia Market Kate Laramee Market Lead, Intercity West Coast Partnership Sam Evans Market Lead, Intercity East Arthur Borkwood	Market Lead, Midlands, North and Wales Market Eddie Muraszko Rail North Partnership Gary Bogan Franchise Resilience and Mobilisation Andrew Macdonald Market Lead, Intercity West Coast Partnership Sam Evans Market Lead, Intercity East Arthur Borkwood

Road Transport Group

Motoring & Freight Rosaland Wall	Logistics and Borders Iain Forbes	EES Contingency Planning Petra Wilkinson	Roads and Projects Infrastructure Delivery Kate Cohen	Roads Strategy Dave Buttery	Office for Zero Emissions Vehicles Richard Bruce	Future Transport Systems Caroline Low	Active Travel England Claire Wren	Driving and Vehicle Standards Agency Hannah Newell	Driver and Vehicle Licensing Agency Danny Williams Chief Executive	Vehicle Certification Agency Loveday Ryder Chief Executive	Special Projects Director Julie Leonard Chief Executive	Lead Delivery Advisor Pia Wilkes Chief Executive	Euston Pete Wilkinson	Portfolio Management Vacant	Northern Powerhouse Rail Development Jill Adam	Policy and Benefits Luke Wells	Transport Director Sarah Nacey	Transport Resilience and Response Andy Gregory	Aviation David Silk	Maritime Lola Fadina	Accident Investigation Branches Virginia McVea Chief Executive	Maritime and Coastguard Agency Virginia McVea Chief Executive
Road Safety Pauline Reeves Road Freight Regulation Duncan Price Road Freight Strategy Hannah Toze and Katherine Macdewitt Motoring Services Agency Sponsorship Katie Warren and Rosie Snashall Motoring and Freight Analysis Joe Gayten Motoring Services Agency Projects Suzanne Taylor	Borders Resilience and Response Lydia Auster Future Borders Strategy Paul O'Sullivan Logistics and Supply Chain Analysis Daniel Broadfield Logistics and Supply Chain Policy Division Laura Marquis	Roads Investment Strategy Client Complex Infrastructure Sponsorship Elin Costigan Road Investment Strategy Smart Motorways Damien De Niese Roads Investment Strategy Client Regional Infrastructure Projects Danny Trup Roads Investment Strategy Client Portfolio and Performance Kate Walters and Rosalind Reid	Traffic and Technology Anthony Ferguson Roads Planning and Environment Cathy Miller Statistics Roads and Freight Gemma Brand Roads Economics Modelling and Evaluation Neil Shorten Roads Investment, Policy and Pipeline Development Philip Andrews Future Roads Policy Helen McCall and Richard Thomas Highways and Active Travel Rupert Furness	Head of the Office of Zero Emission Vehicles Nick Shaw, Stephen Rippon and Lizzie Culwick Zero Emission Vehicle Regulation Rosy Marshall Environment and Future Mobility Analysis Lucy Kavanagh	International Vehicle Standards Phil Earl Joint Head CCAV Simon Connick and Isabel Pastor Head of Joint Air Quality Unit Laura Keogh and Simon James Systems and Strategies Vacancy	Chief Operating Office Louise Wilkinson Director of Operations Peter Hean Director of Operations (North) Brian Sullivan Director of Operations (South) Richard Mennessy Director of Enforcement Marian Kitson Director of Strategy, Policy, Digital and Technology Becky Thomas Director of Corporate Affairs Adrian Long Director of Corporate Services Carrie Dolan	Finance Director Tracy Nash Human Resources and Estates Director Louise White Operations and Customer Services Director Brian Sullivan Chief Technical Officer Brian Sullivan Strategy, Policy and Communications Director Lynette Rose Commercial Director Darren Thompson Head of Estates and Facilities Management Cen Powell	Rolling Stock, Systems and Entry into Service Paul Mansbridge Route, Powers and Birmingham Paul Stewart Old Oak Common and Gwile Vacant HS2 Controls Vicky O'Brien HS2 Systems and Systems Integration Nick Adams	Euston Strategy and Programme Andrew Applin Easton Transport Requirements Stuart Voller Delivery Model and Development Steven Howell Euston Private Finance Inna Cook	Funding and Sponsorship Helen Ramsden Land and Property Rob Middleton Analysis Alice Crossley and Physa Chah	NPR Consents and Environment Nicola Cullen NPR Liverpool-West Yorkshire Ken Brown NPR East and Programme Fiona Jackson Future Network Planning and NPR FMD Charlie Small NPR Manchester Ruth Collins	Closure and Legacy Joanna Stanyard Programme and Benefits Kate Parry Shadow Operator and End State Paul Shirell	National Security Division Cherille Lukis National Security and Science Research Tom Salter Aviation Security Laura Cooke Aviation Security Policy and Strategy Chris Selim Maritime Security & Resilience James Driver Maritime Security John Connell	Transport Security Operations Centre Rebecca Bowers Aviation, Maritime and Border Analysis Emma Southall Aviation, Maritime and Environment Michael Stark Future of Aviation Jenny Ward	Airspace, Noise and Resilience Ian Elston Airports Policy Erin Cowburn Aviation Decarbonisation Holly Greig Aviation Commercial Interventions Michael Stark Future of Aviation Jenny Ward	Maritime People, Resilience, Safety and Sponsorship Dave Whyte Maritime Strategy and Programmes Shahab Paps Maritime Environment Claire Hughes UK SHORE Eamonn Belme Shipping and Miking Mike Alcock	Rail Accident Investigation Branch Andrew Hall Marine Accident Investigation Branch Andrew Moll Air Accidents Investigation Branch Crispin Orr	Director of UK Maritime Services and UK Permanent Representative of IMO Katy Ware Director of UK Coastguard Claire Hughes Director of UK Customer Maritime Services Lars Lippner Director of Information and Technology Steve Mulcahy Chief Medical Advisor Dr Sue Stannard Director of People, Safety and Communications Matthew Briggs Director of Corporate Services Chloe Bowes Director of Finance, Compliance and Estates Oliver Poxon	Europe Division Simon Argyle Transport Appraisal and Strategic Modelling Liz Jacobs Global Impact Division Jane Peters Trade Division Nathan Cox	Chief of Staff to the Permanent Secretaries Tom Lindell Governance, Risk and Insight June Bowman Principal Private Secretary Amy Payne Strategy Unit Matt Crane Legislation and Better Regulation Camryse Jafari-Pak	Head of Science, Innovation and Technology Division Annette Pass Scotland, Wales and Northern Ireland Division Gavin James Economy and Levelling Up Sarah Natrass Planning, Transport and Housing Martin Gilmour Head of Strategic Analysis Harry Ravi	Decarbonisation Strategy Bob Moran Head of Environment Adaptation Strategy Jenny Frynor Joint Head of Low Carbon Fuels, Strategy and Implementation Debbie Stockwell and Claire Swadkin Head of Low Carbon Fuels, UK SAF Industry Nastasia Robinson

Major Rail Projects Group

Special Projects Director Pete Wilkinson	Lead Delivery Advisor Vacant	Euston Jill Adam	Portfolio Management Luke Wells	Northern Powerhouse Rail Development Nick Bisson	Policy and Benefits Susanna May
Rolling Stock, Systems and Entry into Service Paul Mansbridge Route, Powers and Birmingham Paul Stewart Old Oak Common and Gwile Vacant HS2 Controls Vicky O'Brien HS2 Systems and Systems Integration Nick Adams	Euston Strategy and Programme Andrew Applin Easton Transport Requirements Stuart Voller Delivery Model and Development Steven Howell Euston Private Finance Inna Cook	Funding and Sponsorship Helen Ramsden Land and Property Rob Middleton Analysis Alice Crossley and Physa Chah	NPR Consents and Environment Nicola Cullen NPR Liverpool-West Yorkshire Ken Brown NPR East and Programme Fiona Jackson Future Network Planning and NPR FMD Charlie Small NPR Manchester Ruth Collins	Closure and Legacy Joanna Stanyard Programme and Benefits Kate Parry Shadow Operator and End State Paul Shirell	National Security Division Cherille Lukis National Security and Science Research Tom Salter Aviation Security Laura Cooke Aviation Security Policy and Strategy Chris Selim Maritime Security & Resilience James Driver Maritime Security John Connell

Aviation, Maritime and Security Group

Transport Director Sarah Nacey	Transport Resilience and Response Andy Gregory	Aviation David Silk	Maritime Lola Fadina	Accident Investigation Branches Virginia McVea Chief Executive	Maritime and Coastguard Agency Virginia McVea Chief Executive
Transport Security Operations Centre Rebecca Bowers Aviation, Maritime and Border Analysis Emma Southall Aviation, Maritime and Environment Michael Stark Future of Aviation Jenny Ward	Airspace, Noise and Resilience Ian Elston Airports Policy Erin Cowburn Aviation Decarbonisation Holly Greig Aviation Commercial Interventions Michael Stark Future of Aviation Jenny Ward	Maritime People, Resilience, Safety and Sponsorship Dave Whyte Maritime Strategy and Programmes Shahab Paps Maritime Environment Claire Hughes UK SHORE Eamonn Belme Shipping and Miking Mike Alcock	Rail Accident Investigation Branch Andrew Hall Marine Accident Investigation Branch Andrew Moll Air Accidents Investigation Branch Crispin Orr	Director of UK Maritime Services and UK Permanent Representative of IMO Katy Ware Director of UK Coastguard Claire Hughes Director of UK Customer Maritime Services Lars Lippner Director of Information and Technology Steve Mulcahy Chief Medical Advisor Dr Sue Stannard Director of People, Safety and Communications Matthew Briggs Director of Corporate Services Chloe Bowes Director of Finance, Compliance and Estates Oliver Poxon	Europe Division Simon Argyle Transport Appraisal and Strategic Modelling Liz Jacobs Global Impact Division Jane Peters Trade Division Nathan Cox

Decarbonisation, Technology & Strategy Group*

International John Parkinson	Analysis Sam Rose	Strategy, Private Office and Governance Louise Morgan	Science, Innovation and Technology Prof. Sarah Sharpley Chief Scientific Adviser	Economy, Union and Levelling Up Rupesh Mehta	Environment Strategy Ann-Therese Farmer
Chief of Staff to the Permanent Secretaries Tom Lindell Governance, Risk and Insight June Bowman Principal Private Secretary Amy Payne Strategy Unit Matt Crane Legislation and Better Regulation Camryse Jafari-Pak	Head of Science, Innovation and Technology Division Annette Pass Scotland, Wales and Northern Ireland Division Gavin James Economy and Levelling Up Sarah Natrass Planning, Transport and Housing Martin Gilmour Head of Strategic Analysis Harry Ravi	Decarbonisation Strategy Bob Moran Head of Environment Adaptation Strategy Jenny Frynor Joint Head of Low Carbon Fuels, Strategy and Implementation Debbie Stockwell and Claire Swadkin Head of Low Carbon Fuels, UK SAF Industry Nastasia Robinson			

*Decarbonisation, Technology & Strategy Group report direct to the Second Permanent Secretary