

Business Plan 2011–2015

Department for Transport (DfT)

November 2010

This plan will be refreshed annually

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A) Vision

Our vision is for a transport system that is an engine for economic growth but one that is also greener and safer and improves quality of life in our communities. By improving the links that help to move goods and people around, and by targeting investment in new projects that promote green growth, we can help to build the balanced, dynamic and low-carbon economy that is essential for our future prosperity.

Our most ambitious project is the delivery of a new high speed rail network that could transform the way Britain works as profoundly as the coming of the original railways. Such a network has the potential to make rail increasingly the mode of choice for inter-city journeys within the UK, and for many beyond, as well as to radically reshape our economic geography, connect our great cities and international gateways, and help to bridge the North-South divide that has for too long limited growth outside London and the South East.

We will make big changes at the local level too, because we know how crucial good transport is to people's quality of life. So we will free local authorities from central government control, letting them decide their own local transport priorities and solutions. And we will put more power into the hands of transport users by giving them the information they need to hold government and transport providers to account.

We also want our roads to become safer, less congested and less polluted. So we will support the introduction of the latest technologies, encouraging the use of electric and other ultra-low emission vehicles, to make transport cleaner and greener. And we will use insights from behavioural science to improve road safety and encourage lower carbon forms of travel. Our railways must also play their part in building a more modern and effective transport system – it is right that we demand greater efficiency from our network, and from rail franchise operators.

This plan sets out how we will deliver this vision over the next four years: what we will do, and by when, to transform our transport system so that it can take its place at the centre of the Coalition's plans for a new, more sustainable model of growth.

Philip Hammond, Secretary of State for Transport

B) Coalition Priorities

Structural Reform Priorities

- 1. Deliver the Coalition's commitments on high speed rail**
 - Carry out the preparation needed to start work on a high speed rail line early in the next Parliament connecting London with Heathrow, Birmingham, Manchester and Leeds, as the first step towards a national high speed rail network for the whole of Britain
- 2. Secure our railways for the future**
 - Secure the sustainability of the railway and create capacity for improvement of services, by addressing the high cost of the UK railway compared with other railways and comparable industries; continue to invest in Crossrail and Tube upgrades in the capital
- 3. Encourage sustainable local travel**
 - Encourage sustainable local travel and economic growth by making public transport (including light rail) and cycling and walking more attractive and effective, promoting lower carbon transport and tackling local road congestion
- 4. Tackle carbon and congestion on our roads**
 - Support the early market for electric and other ultra-low emission vehicles, promote the more effective use of strategic roads by addressing the causes of congestion, and continue to improve road safety
- 5. Promote sustainable aviation**
 - Create a sustainable framework for aviation in the UK, improve passenger experience at airports and maintain high standards of safety and security for passengers and freight

B) Coalition Priorities

Other major responsibilities

Change DfT and its agencies to deliver excellent service

- Deliver excellent service to the public through the Department's agencies, and complete DfT's internal change programme to deliver a slimmer, more responsive and transparent department

Contribute to a successful 2012 Olympics

- Deliver DfT's commitments on transport for the Olympics, including key infrastructure projects and the implementation of an Olympic Route Network

Promote the maritime sector

- Continue to promote a successful and sustainable maritime sector, with ports that meet customer needs and policies that encourage shipping to be British-registered and of high quality

Ensure the security of transport industries

- Continue to regulate and inspect the aviation, maritime and rail industries, and the Channel Tunnel, to ensure that high standards of security – including counter-terrorism measures – are maintained in an effective, proportionate and sustainable way

B) Coalition Priorities

The Department will no longer...

...micromanage:

- Local authorities by dividing their funding into numerous complex streams
- Train Operating Companies with unnecessarily prescriptive requirements in rail franchise agreements
- Local traffic management schemes with unnecessary requirements for central government approval

...waste money on ineffective national advertising and marketing campaigns

...continue with the M4 bus lane, which penalised the ordinary motorist

...fund and support arm's length transport bodies where their activities are no longer required or can be better provided by other means

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

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

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Carry out the preparation needed to start work on a high speed rail line early in the next Parliament connecting London with Heathrow, Birmingham, Manchester and Leeds, as the first step towards a national high speed rail network for the whole of Britain

ACTIONS		Start	End
1.1 Review and consult on high speed rail			
i.	Develop high speed rail strategy for consultation, detailing network options (including scope for Heathrow and High Speed 1 links) and the phasing of construction	Started	Dec 2010
ii.	Open the Exceptional Hardship Scheme to applications from property owners who might be affected by the High Speed 2 line proposals	Completed	-
iii.	Decide on the structure, funding and appointments of HS2 Ltd (the organisation with oversight for the High Speed 2 line), and the delivery timetable for high speed rail	Started	Jan 2011
iv.	Carry out consultation on high speed rail strategy and route of initial London-Birmingham phase of High Speed 2	Feb 2011	Jul 2011
v.	Analyse consultation responses and publish proposed route and strategy	Jul 2011	Dec 2011
1.2 Legislate for the London-Birmingham phase of High Speed 2			
i.	Complete outline engineering design for the London-Birmingham route	Dec 2011	Apr 2013
ii.	Draft environmental impact assessment	Dec 2011	Sep 2013
iii.	Consult on Environmental Statement	Apr 2013	Sep 2013
iv.	Take first hybrid bill through Parliament	Oct 2013	May 2015
MILESTONES			
A.	High level strategy announced for high speed rail	Dec 2010	
B.	Consultation complete on strategy and London-Birmingham phase of High Speed 2 line	Jul 2011	
C.	Initial hybrid bill introduced to Parliament	Oct 2013	

End

- | | |
|----------|----------|
| Dec 2011 | Mar 2012 |
| Mar 2012 | Mar 2013 |
| Apr 2013 | Oct 2013 |
| Jan 2014 | Dec 2014 |
| Jan 2015 | Jan 2015 |

Started	Apr 2011
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Apr 2011
Dec 2014

2. Secure our railways for the future

Secure the sustainability of the railway, and create capacity for improvement of services, by addressing the high cost of the UK railway compared other railways and comparable industries; continue to invest in Crossrail and Tube upgrades in the capital

ACTIONS		Start	End
2.1 Identify plans for securing a sustainable railway			
i.	Report on the value for money of the UK railway and its accountability structures	Started	Apr 2011
ii.	Set out high-level vision/narrative for a sustainable railway	Nov 2010	Nov 2010
iii.	Develop and publish detailed proposals on delivering a sustainable railway including reform of Network Rail	May 2011	Nov 2011
2.2 Change rail franchise terms to give operators the incentive to deliver better services, better stations, longer trains and better rolling stock			
i.	Review current franchises (grounds for default, extensions, payments etc)	Completed	-
ii.	Develop and announce strategy for implementing franchise reform to existing and new franchises, in line with wider reform plans for securing a sustainable railway	Started	Dec 2010
2.3 Support further capacity improvements and electrification of the rail network			
i.	Deliver, with Transport for London (TfL), infrastructure for Crossrail services	Started	By end 2018
ii.	Announce way forward on Intercity Express Programme, Thameslink, new rolling stock and electrification	Nov 2010	Nov 2010
iii.	Provide funding to TfL, in line with the Spending Review 2010 funding letter to the Mayor, to support infrastructure investment in the London Underground	Apr 2011	Mar 2015
MILESTONES			
A.	Consultation on franchise reform launched	Complete	
B.	Current rail franchises reviewed	Complete	
C.	Final value for money report on UK railways published	Apr 2011	
D.	Publish detailed proposals on delivering a sustainable railway	Nov 2011	

3. Encourage sustainable local travel (p.1 of 3)

Encourage sustainable local travel and economic growth by making public transport (including light rail) and walking and cycling more attractive and effective, promoting lower carbon transport and tackling local road congestion

ACTIONS		Start	End
3.1 Simplify transport funding and decision making, driving smarter investment to encourage low carbon transport and green growth			
i.	Announce the process for major transport scheme funding	Completed	-
ii.	Select best value schemes from the 'development pool' of local authority major transport schemes and announce funding settlement	Started	Dec 2011
iii.	Start providing major transport scheme funding to new schemes announced in Spending Review 2010 (subject to agreeing best and final bids from local authorities)	Apr 2012	Apr 2012
iv.	Open bidding for the new Local Sustainable Transport Fund, to enable low cost, high value interventions in local communities	Dec 2010	Dec 2010
v.	Work with other government departments to develop a national sustainable travel strategy set out in a Local Transport White Paper	Started	Jan 2011
vi.	Rationalise the number of local authority funding streams	Started	Apr 2011
vii.	Reform the way transport projects are assessed and funding prioritisation decisions are made so that the benefits of low carbon proposals are fully recognised		
	a) Review and revise DfT guidance on appraising transport projects	Started	Apr 2011
	b) Review and revise DfT processes for assessing schemes and supporting Ministerial decisions	Started	Apr 2011
MILESTONES			
A.	Local Sustainable Transport Fund created and bidding opened	Dec 2010	
B.	Local Transport White Paper published	Jan 2011	
C.	Details released on initial tranche of projects to be supported by the Local Sustainable Transport Fund	Oct 2011	

4. Tackle carbon and congestion on our roads

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Support the early market for electric and other ultra-low emission vehicles, promote the more effective use of strategic roads by addressing the causes of congestion, and continue to improve road safety

ACTIONS		Start	End
4.1 Promote electric and other ultra-low emission vehicles and mandate national recharging network			
i.	Develop nationwide strategy to promote the installation of electric vehicle infrastructure, including a decision on whether to use an energy Regulated Asset Base and/or changes to planning/building regulations	Started	Jun 2011
ii.	Support Plugged-in Places pilots programme to encourage the establishment of electric vehicle recharging infrastructure across the UK to inform the development of the electric vehicle infrastructure strategy		
	a) Run bidding process for second round funding	Started	Jan 2011
	b) Release second round funding to successful bidders	Apr 2011	Mar 2013
iii.	Push for early EU adoption of electric vehicle infrastructure standards	Started	Mar 2012
iv.	Consolidate existing support mechanisms for low and ultra-low emission vehicle research and development	Started	Apr 2011
v.	Promote consumer uptake of ultra-low emission vehicles		
	a) Begin awarding Plug-in Car grants (25% of the price of an ultra-low emission vehicle, up to £5,000) to buyers of qualifying cars	Jan 2011	Jan 2011
	b) Review strategy to support transition from early ultra-low emission vehicle market to mass market	Jan 2011	Mar 2012
MILESTONES			
A.	Grants awarded to support the purchase of ultra-low emission vehicles	Jan 2011	
B.	Grants awarded to support the installation of electric vehicle charging infrastructure	Apr 2011	

4. Tackle carbon and congestion on our roads

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Support the early market for electric and other ultra-low emission vehicles, promote the more effective use of strategic roads by addressing the causes of congestion, and continue to improve road safety

ACTIONS		Start	End
4.2 Improve traffic flow and remove bottlenecks			
i. Work with the Home Office to review police investigation and closure procedures for motorway incidents		Started	Jan 2011
ii. Open M4 bus lane to all road users		Dec 2010	Dec 2010
iii. Set out, and start delivery of, the investment programme for the strategic road network		Started	Apr 2011
iv. Set out and implement measures to reduce the congestion caused by incidents		Feb 2011	Dec 2012
v. Introduce free-flow charging on the Dartford Crossing		Dec 2012	Dec 2012
4.3 Introduce Heavy Goods Vehicle (HGV) road user charging to ensure a fairer arrangement for UK hauliers			
i. Agree scope and goals of a road user charging scheme		Started	Jun 2011
ii. Consult and communicate with road users on the introduction of the scheme		Jan 2011	Dec 2013
iii. Seek to introduce legislation in Parliament to bring HGV road user charging into effect		May 2012	May 2013
iv. Undertake formal procurement for scheme elements and commence operation			
4.4 Review the operation and structure of the Highways Agency		Mar 2011	Apr 2014
		Started	Oct 2011
MILESTONES			
C. M4 bus lane suspended		Dec 2010	
D. HGV road user charging scheme in place		Apr 2014	

5. Promote sustainable aviation

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Create a sustainable framework for aviation in the UK, improve passenger experience at airports and maintain high standards of safety and security for passengers and freight

ACTIONS		Start	End
5.1 Cancel plans for additional runway at Heathrow (R3) and set out position on Gatwick and Stansted			
i.	Make statement to Parliament to confirm position on additional runways at Heathrow, Gatwick and Stansted, and cancel all work streams for Heathrow R3	Completed	-
ii.	Establish South East Airports Task Force to assess London's major airports	Completed	-
iii.	Publish Task Force recommendations for operational improvements	Jul 2011	Jul 2011
iv.	Publish scoping document for sustainable framework for UK aviation	Mar 2011	Mar 2011
v.	Consult on sustainable aviation framework for UK	Mar 2012	July 2012
vi.	Adopt sustainable aviation framework	Mar 2013	Mar 2013
5.2 Reform civil aviation regulation to improve the passenger experience			
i.	Review economic regulation and the role of the Civil Aviation Authority	Completed	-
ii.	Introduce new economic regulatory regime for aviation	Nov 2010	Dec 2013
iii.	Review the financial protection regime for passengers (ATOL), and implement revised scheme (including legislation if necessary)	Started	Apr 2013
iv.	Consult on proposals to reform aviation security regulation	Jan 2011	Apr 2011
v.	Commence implementation of reforms to aviation security	Dec 2011	Dec 2011
MILESTONES			
A.	Heathrow R3 cancelled	Completed	
B.	Proposals to reform aviation security regulation published	Jan 2011	
C.	Consultation published on sustainable framework for UK aviation	Mar 2012	

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review Period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new railways and upgrades to infrastructure). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	12.8	13.0	13.1	12.5	12.0
<i>Administration spending⁴</i>	0.3	0.3	0.3	0.2	0.2
<i>Programme spending⁴</i>	4.8	5.0	4.8	4.7	4.2
<i>Capital spending</i>	7.7	7.7	8.1	7.5	7.5
<i>Spend on voluntary and community sector (%)⁵</i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)⁵</i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

Common areas of spend

The indicators below will help the public to judge whether DfT is being run efficiently, and can be compared across departments.

Indicators
Overall:
Cost of operating the department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
On 3rd party spend:
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section sets out how the Department will ensure access to information to enable transport users to make the right choices for them, hold operators to account more effectively, and to enable taxpayers to assess the efficiency and productivity of publicly-supported transport services. By ensuring publication of a wide range of data, we will enable transport users and the wider public to make informed decisions and to make up their own minds about how the Department, and transport service operators, are performing.

All the DfT data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

Information strategy (p.1 of 3)

Transport is a 'data-rich' area and one where there is huge public appetite for information that can be used to inform travel choices, track performance and hold transport providers to account. This information includes raw data at the lowest level (such as the location of every road accident), real time information (such as that provided to drivers on motorways), and aggregated statistics and indicators (such as familiar measures of train punctuality and reliability).

We already make significant amounts of data available through our website, through National Statistics and specific websites such as Transport Direct and data.gov.uk (where there are now over 150 transport datasets available including raw data in a re-usable format).

There is also extensive public access to information through the National Rail enquiries, TfL, and AA websites and services such as Traveline, Traffic England, and the Highways Agency Information Points. But there is still much more that can be done to empower the users of transport systems to make more effective travel decisions and to hold transport providers to account and we will work with transport providers to enshrine the principle of transparency throughout the sector.

DfT-owned data

The DfT's default position is to publish all the data it owns, in line with the Public Data Principles and much of this data is already passed to third party agencies to pass onto the public in a variety of forms. We will continue to make more and more of this data available in an easy to use form and will shortly publish our information assets register as well as a schedule of upcoming data releases, such as our quarterly updates to the National Public Transport Access Nodes (NaPTAN) database – which stores details of all access points such as bus stops and railway stations. We have recently released the National Public Transport Data Repository on data.gov.uk and will shortly be making detailed VOSA MOT data available and releasing more data on road accident locations and cycle routes.

Information strategy (p.2 of 3)

DfT-owned data (continued)

The Highways Agency already publishes expected journey times on the strategic road network via Variable Messaging Signs and communicates issues on the network as they occur, as real time information.

Our Publication Scheme on the DfT website specifies the categories of information that the DfT and its agencies publish at the moment and will publish in the future and explains how to obtain that information.

The principle of transparency is already firmly embedded in our agencies and arms length bodies as well as the central Department, but we will ensure that it remains a key operating principle of all our activities. We will continue to pro-actively publish information in advance of requests under the Freedom of Information Act. Where gaps still exist, and pending the introduction of the proposed Right to Data legislation in the Freedom Bill, requests made by the public for the release of additional datasets can be made in several ways: via the DfT website, via data.gov.uk or the OPSI Public Sector Information unlocking service.

We will also pursue our wider transparency agenda through publishing details of:

- DfT budgets
- Contracts (ICT contracts with a value greater than £10k online since August 2010, and all contracts will be online from January 2011)
- Tenders with a value greater than £10k (online since September 2010)
- Expenditure (all items above £500 will be online from November 2010)
- Pay (senior staff salaries online from October 2010)

Information strategy (p.3 of 3)

Third party data

Over the period of this plan DfT will work with third parties to seek to ensure public access to the information the public wants, in the form they want and that the right tools are available to scrutinise this information, judge performance and support well-informed transport choices. This means encouraging local authorities and transport service providers to make low level data available to developers and convincing operators of the business benefits to them of making their data available. Where possible we will look for ways to ensure that the principle of transparency forms a condition of funding. We expect local authorities to be accountable locally, and to ensure publication of data sets which can be benchmarked. We will work with bus operators to seek to make information on bus punctuality and fares more widely available; and with Network Rail and the Ministry of Justice to explore the possibility of extending the Freedom of Information Act to cover Network Rail.

Clare Moriarty, The Department's Director General of Corporate Services, will be responsible at Board level for the delivery of this Information Strategy.

Input indicators

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following input indicators:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Rail subsidy per passenger mile	Apr 2011	Annual	By franchise
Bus subsidy per passenger journey	Apr 2011	Annual	By region
Cost of maintaining the Highways Agency's motorway and A road network per lane mile	Apr 2011	Annual	By region
Cost of operating the Highways Agency's motorway and A road network per vehicle mile	Apr 2011	Annual	By region
Cost of running the rail network	Oct 2011	Annual	By franchise
% of DFT's appraised project spending that is assessed as good or very good value for money	Apr 2011	Biannual	By scheme

Impact indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. The Department will adopt the following indicators:

Impact indicator	When will publication start?	How often will it be published?	How will this information be disaggregated?
Reliability of journeys on Highways Agency's motorway and A road network	Apr 2011	Monthly	By junction
Proportion of trains that are cancelled or delayed	Apr 2011	Monthly	By franchise
Proportion of bus services running on time	Apr 2011	Annual	By local authority
Proportion of urban trips under 5 miles taken by: (i) walking or cycling (ii) public transport	Apr 2011	Annual	By region
Total greenhouse gas emissions from transport	Apr 2011	Annual	By mode
Annual road fatalities	Apr 2011	Annual	By accident site
Percentage of households with good transport access to key services or work	Apr 2011	Annual	By local authority
Number of newly registered Ultra Low Emission Vehicles	Apr 2011	Annual	By local authority

Other data (p.1 of 3)

Details of all datasets and statistics published by the Department can be found here:

<http://www.dft.gov.uk/Transparency>

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms, and help people to make informed choices, under four headings:

1. Data which will help people to judge the progress of structural reforms

- Detail of projects supported by the Local Sustainable Travel Fund, by project
- Number of low carbon buses purchased through the Green Bus Fund
- Total number of licensed low emissions vehicles in Great Britain

2. Data which will help people make informed choices

- Road condition data, by local authority
- Congestion on locally managed A roads, by local authority
- NAPTAN: detail of public transport locations (bus stops, railway stations, etc)
- NPTDR: National Public Transport Data Repository (public transport timetables)
- Data on location of all road casualties (reported to the police)
- Data on traffic flows (volume of traffic by vehicle type on an average day)

Other data (p.2 of 3)

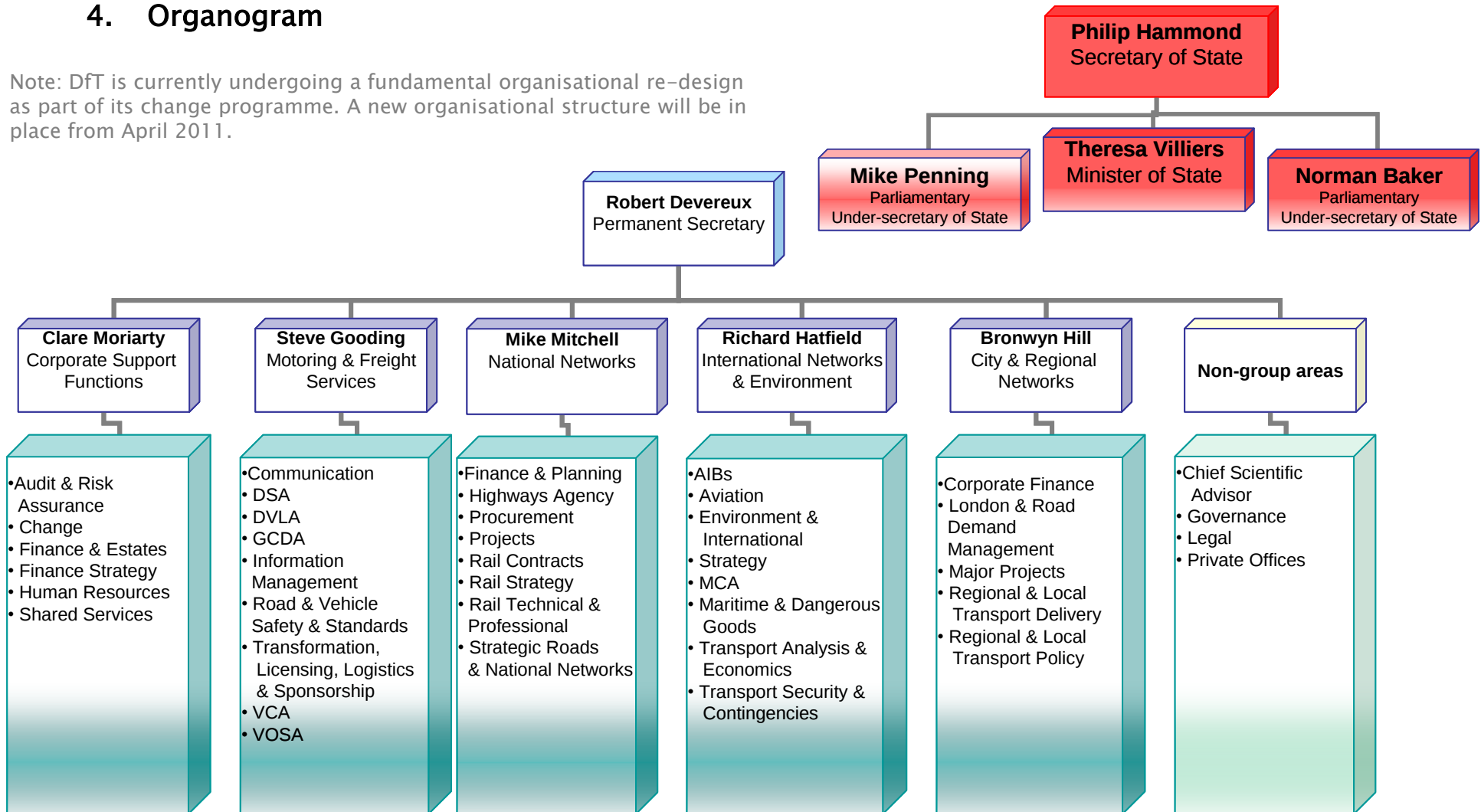
3. Other key data and statistics

- Road Freight Survey (survey of freight companies about freight journeys and goods carried)
- Port Survey (survey of volumes of goods and passengers passing through ports and along routes)
- Vehicle Licensing Statistics (statistics on the number of licensed vehicles and new vehicles)
- Vehicle Excise Duty evasion (survey of the number of vehicles evading road tax)
- MOT non-compliance (survey of the number of vehicles without a valid MOT or SORN certificate)
- Road lengths survey (measures the length of roads, by road type)
- Mode of travel to school
- Core Accessibility Indicators (annual indicators of local access to key services)
- National Travel Survey (ongoing household survey on travel patterns)

Other data (p.3 of 3)

4. Organogram

Note: DfT is currently undergoing a fundamental organisational re-design as part of its change programme. A new organisational structure will be in place from April 2011.



A more detailed organogram is available here: <http://www.dft.gov.uk/about/dftorganisationchart/orgchartjune10.pdf>