



National Audit Office

DEPARTMENTAL OVERVIEW

A summary of the NAO's work on the Department for Transport 2011-12

SEPTEMBER 2012

Our vision is to help the nation spend wisely.

We apply the unique perspective of public audit to help Parliament and government drive lasting improvement in public services.

The National Audit Office scrutinises public spending for Parliament and is independent of government. The Comptroller and Auditor General (C&AG), Amyas Morse, is an Officer of the House of Commons and leads the NAO, which employs some 860 staff. The C&AG certifies the accounts of all government departments and many other public sector bodies. He has statutory authority to examine and report to Parliament on whether departments and the bodies they fund have used their resources efficiently, effectively, and with economy. Our studies evaluate the value for money of public spending, nationally and locally. Our recommendations and reports on good practice help government improve public services, and our work led to audited savings of more than £1 billion in 2011.



National Audit Office

Contents

Introduction 4

Part One

About the Department **5**

Part Two

Financial management **11**

Part Three

Reported performance **15**

Appendix One

The Department's sponsored bodies **21**

Appendix Two

Results of the Civil Service People Survey 2011 **22**

Appendix Three

Reports by the NAO on the Department since 2009-10 **24**

Appendix Four

Recent cross-government NAO reports of relevance to the Department **25**

Appendix Five

Other sources of information **27**

Introduction

Aim and scope of this briefing

The primary purpose of this report is to provide the Transport Select Committee with a summary of the Department for Transport's performance since September 2011 based primarily on the Department's Accounts and National Audit Office work. The content of the report has been shared with the Department to ensure that the evidence presented is factually accurate.

Part One

About the Department

The Department's responsibilities

1 The Department for Transport (the Department) provides leadership across the transport sector. Its vision is for dynamic, sustainable transport that drives economic growth and competitiveness. The Department works with local and private sector partners to deliver many of its policies for rail, road, sea, air and local transport services. It aims to reduce central government control by allowing local authorities to decide their own local transport priorities and solutions, and providing users with information that enables them to hold transport providers and government to account for the services they provide.

How the Department is organised

2 During the year there have been changes in the Department's ministerial team. Justine Greening became Secretary of State for Transport in October 2011, taking over from Philip Hammond. In September 2012, Patrick McLoughlin replaced Justine Greening as Secretary of State for Transport and Simon Burns was appointed Minister of State for Transport.

3 The Department has had three Permanent Secretaries in the year. On 22 January 2012, Lin Homer stepped down as Permanent Secretary to take up post in HM Revenue & Customs. Clare Moriarty, Director General of the Corporate Directorate, was appointed Acting Permanent Secretary from 23 January until Philip Rutnam took the position as Permanent Secretary on 11 April 2012. He was previously a Director General at the Department for Business, Innovation and Skills.

4 The Department has retained the structure that it established in April 2011, of four directorates supported by the General Counsel and Private Offices (**Figure 1** overleaf). There have been two changes at Director General level in the past 12 months.

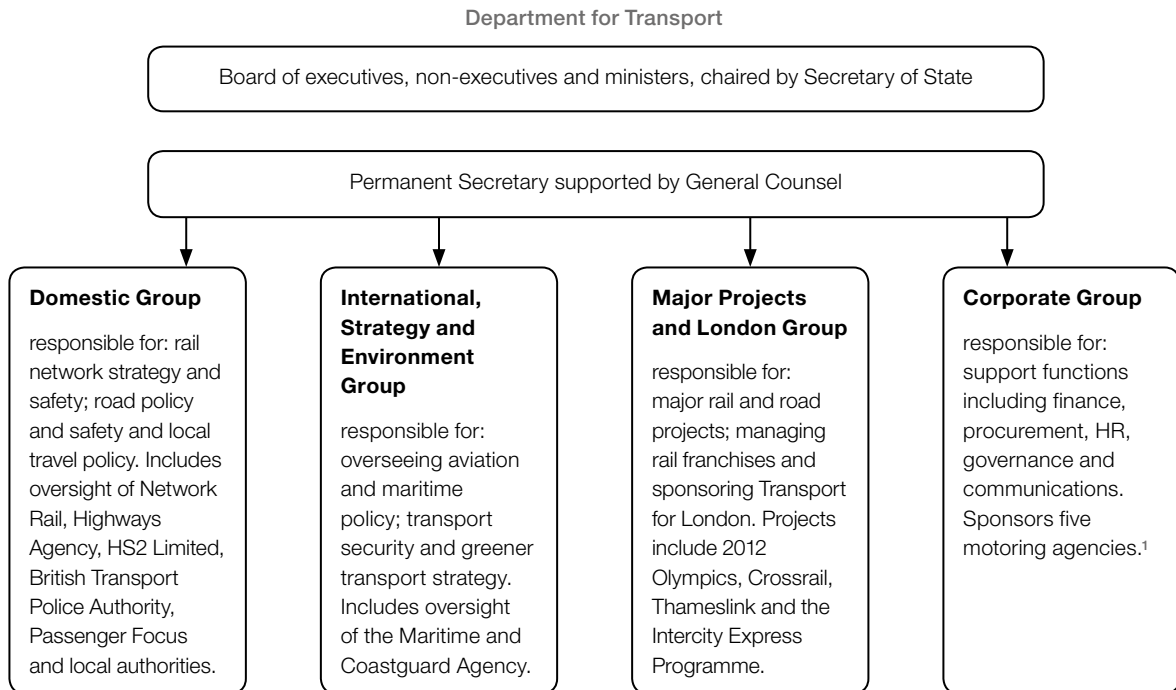
- Peter Strachan took up post as Director General, Major Projects and London in autumn 2011 replacing Lucy Chadwick, who had been Acting Director General. He was previously CEO of the transport authority for Brisbane and South East Queensland in Australia and has a background of working in the UK rail industry.

- Lucy Chadwick was promoted to the position of Director General, International, Strategy and Environment, replacing Richard Hatfield.

5 The Department devolves the delivery of many transport services to a wide range of third parties, including its executive agencies, trading funds and other public bodies (Appendix One). The level of its oversight and spend varies for different types of transport:

- Roads – the Department funds road maintenance and construction through the Highways Agency and local authorities. It promotes road safety and seeks to minimise the environmental impact of motoring through the Driver and Vehicle Licensing Agency, Vehicle and Operator Services Agency, Vehicle Certification Agency and Driving Standards Agency.
- Rail – passenger rail services are delivered by private companies under franchises from the Department, some of which it subsidises and some of which provide income. Urban rail services may be delivered by local authorities and passenger transport executives. The Department funds rail maintenance and construction, which is delivered by Network Rail. New rail projects, such as Crossrail and High Speed 2, can be delivered by separate arm's-length bodies. The Office of Rail Regulation is responsible for the economic and safety regulation of British railways.
- Shipping – the Maritime and Coastguard Agency delivers the Department's maritime safety strategy. The Department oversees the bodies that operate lighthouses and some ports but does not provide funding.
- Air – the Department's role is to set the policy and strategy for air travel, which is delivered by private companies. The Civil Aviation Authority regulates the sector on behalf of the Department.

Figure 1
Structure of the Department for Transport



NOTE

¹ Vehicle and Operator Services Agency, Driver and Vehicle Licensing Agency, Driving Standards Agency, Vehicle Certification Agency, and Government Car and Despatch Agency.

Source: Department for Transport's Organisation Chart and 2012–2015 Business Plan

Where the Department spends its money

6 In 2011-12, the Department's net resource outturn was £13.9 billion (**Figure 2**) in comparison to an outturn of £12.8 billion in 2010-11. The majority of this £1.1 billion increase can be attributed to a growth in funding for:

- Network Rail (2011-12 £3.3 billion, net of £199 million income; 2010-11 £3.2 billion, net of £187 million income);
- Crossrail (2011-12 £517 million; 2010-11 £220 million); and
- Transport for London grants via the Greater London Authority (2011-12 £3.2 billion; 2010-11 £2.8 billion).

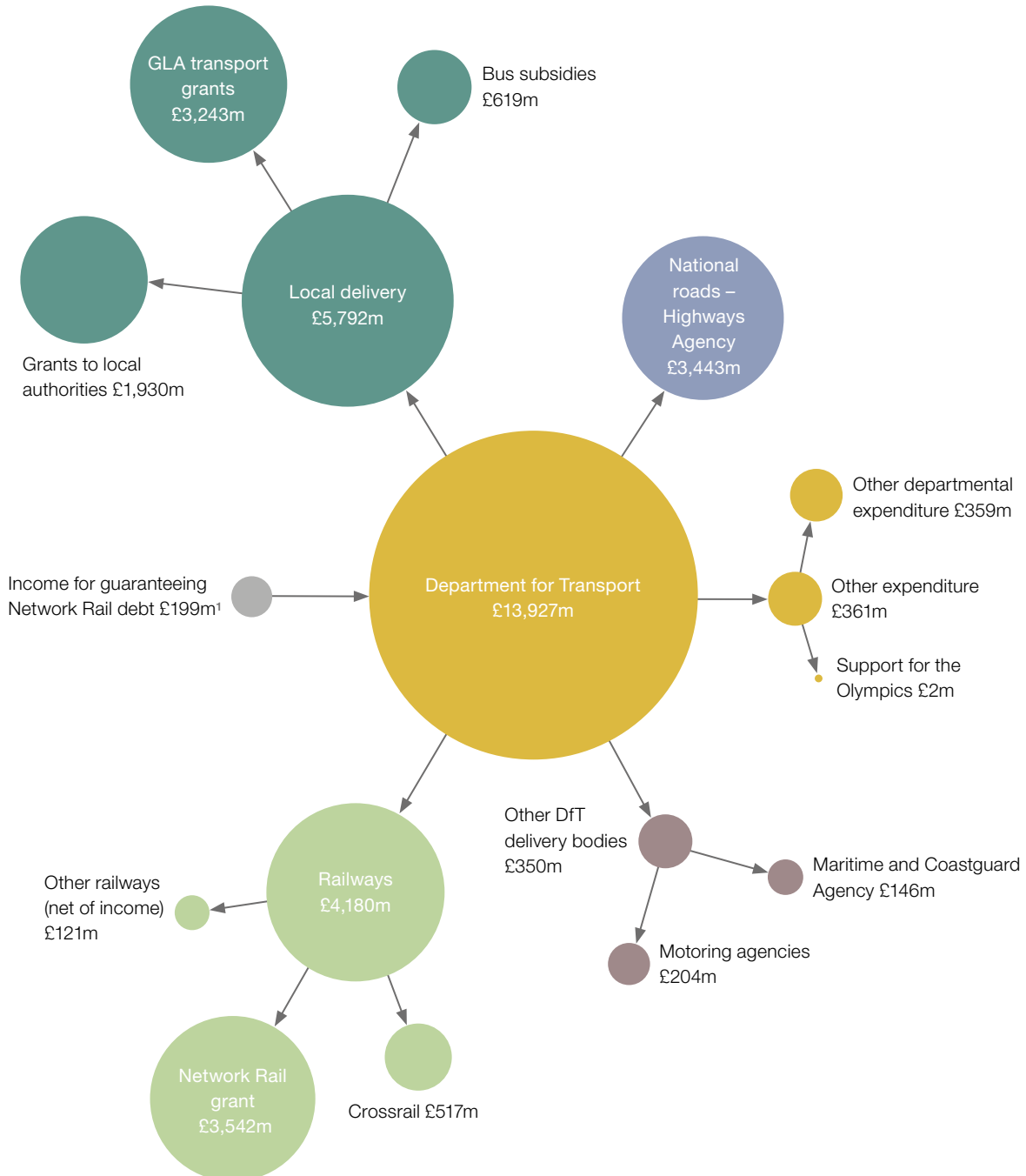
7 In 2011-12 the Department received £2.6 billion of income. The most significant areas of spend and income continue to be support for rail services, the national road network and funding for local delivery of transport services.

8 During 2011-12, the Department spent £3.4 billion maintaining and operating the strategic road network of motorways and trunk roads which is valued at £107.4 billion in its accounts. This valuation is a significant increase from £98.7 billion in 2010-11, primarily due to a change of approach in valuing the bridges, tunnels and other structures on the network.

9 The departmental group employed 16,697 staff (excluding contractors and consultants) at 31 March 2012, a decrease of 537 from the previous year. The cost of employing this workforce fell by £29 million to £674 million.

Figure 2

Where the Department spent its money in 2011-12

**NOTES**

- 1 The Department receives a fee from Network Rail representing the benefit Network Rail gains in lower financing costs from the Department's guarantee of Network Rail's £27.3 billion debt.
- 2 The figure shows main income and expenditure in year.

Source: Department for Transport, Annual Report and Accounts 2011-12

10 The Department's four largest projects, by whole life cost, are all in the rail sector.

- High Speed 2 – in January 2012 the Department decided to develop a new national high speed rail network. The Department and HS2 Limited are currently preparing a hybrid bill for the first phase of the railway, between London and Birmingham, which they aim to deposit in Parliament in autumn 2013. The project, including Phase 2 to Manchester and Leeds, is estimated to cost £32.7 billion.¹
- Crossrail – this new urban metro line through London is now under construction, with tunnelling work starting in 2012. Crossrail Limited, the delivery body, received £517 million from the Department in 2011-12, and had spent a total of £1 billion in the 12 months to 29 May 2012. The whole project is expected to cost £14.5 billion.
- Intercity Express Programme – in July 2012 the Department awarded the contract to build and maintain the trains for the Intercity Express Programme to a consortium of Hitachi and John Laing. The trains will run on the Great Western Main Line, which will be fully electrified, and an upgraded East Coast Main Line. The £4.5 billion programme will also involve franchise changes to improve services.
- Thameslink – this £6 billion programme involves infrastructure improvements, procuring new rolling stock and service changes to increase capacity and reduce journey times on routes running north–south through central London. The Department is negotiating with its preferred bidder, Siemens Plc, for the Thameslink rolling stock contract.

Recent developments

11 In its Autumn Statement in November 2011, the Government announced additional spending of £1.7 billion on transport infrastructure over 2011-12 to 2014-15, and a further £950 million of improvements to the rail network through Network Rail. In addition, there was a £345 million expense associated with keeping the cap on regulated passenger rail fare increases at 1 per cent above inflation in 2012 (the rise to 3 per cent above the July 2012 Retail Price Index is expected to be introduced in England and Wales in 2013).

Rail

12 In March 2012, the Department issued a command paper *Reforming our Railways: Putting the Customer First*. The paper sets out the Government's ambition for the industry to close at least £2.5 billion of the £3.5 billion efficiency gap, identified between UK railways and their most efficient European counterparts in Sir Roy McNulty's 2011 Rail Value for Money study, by 2018-19. The Department has started the process of letting longer, more flexible franchises which are intended to achieve efficiency savings as well as improvements for passengers. The Department awarded the first such franchise, for the Inter City West Coast service, to First Group in August 2012. The new franchise is expected to start in December 2012.

13 In the High Level Output Specification published in July 2012, the Government announced £16.8 billion indicative public funding for the rail sector for the five years from April 2014, to support a £9.4 billion programme of improvements to the rail network. The Office of Rail Regulation and the rail industry must now respond with plans outlining how the Government's priorities can be delivered within the available funding.

14 Some £5.2 billion has already been committed to projects including Thameslink, Crossrail and electrification of the Great Western and East Coast Main Lines, under the Intercity Express Programme, and in the North West and Yorkshire. The additional £4.2 billion funding is for improvements including:

- a passenger and freight corridor linking the East and West Midlands and Yorkshire with the South of England;
- a wider programme of electrification;
- increased rail capacity for commuters, with over £700 million invested in London and the South East and over £400 million in other cities;
- further investment on the Great Western Main Line for Bristol and Oxford stations and additional track capacity on the approaches to Bristol; and
- over £900 million investment in funding for smaller schemes to improve accessibility of stations, the strategic rail freight network, and passenger journey times and reliability.

¹ In 2011 prices.

Aviation

15 In July 2012 the Department published its Draft Aviation Policy Framework. This consultation document sets out the Department's overall objectives for aviation and potential policies to achieve them:

- A commitment of up to £500 million towards a western rail link to Heathrow, subject to a business case and conclusion of agreements with the aviation industry.
- Proposals to develop new routes at UK airports by reducing regulation; securing access for UK airlines to airports in other countries; and identifying options to maximise existing capacity.
- An aim to reduce the number of people significantly affected by aircraft noise, where possible.
- The framework will be followed by a Call for Evidence on maintaining the international connectivity at UK airports in the longer term.

Roads

16 In November 2011, the Non-Executive Chairman of the Highways Agency, Alan Cook, published his review of the Agency. In it he set out recommendations which could result in efficiency savings of £200 million a year after five years, in addition to the efficiency targets already set in the 2010 Spending Review. Recommendations included:

- a 'performance contract' between the Department and the Agency, including a challenging financial efficiency target, to provide a clear strategic vision for the future performance of the network;
- a five-year funding package which the Agency would be free to manage to end the constraint of annuality and give the Agency flexibility to plan investment over the long term, obtaining better value for money from contractors; and
- reorganisation of the governance of the Agency including a change in status of the Agency to give it greater independence and minimise ministerial involvement in day-to-day operations. Two options outlined were a government-owned company and a Non-Departmental Public Body (NDPB).

17 The Government published its response to the Cook report in May 2012, accepting many of the recommendations. The Prime Minister had already announced in March 2012 that the Department and HM Treasury would carry out a feasibility study of new ownership and financing models for the strategic

road network. A decision regarding the status of the Agency within the public sector will not be taken until the feasibility study has been published.

Capability and leadership

18 In 2006, the Cabinet Office launched a programme of Capability Reviews to assess departments' leadership, strategy and delivery – to improve departmental readiness for future challenges and to enable departments to act on long-term key development areas. Departments are required to conduct and publish self-assessments and resultant action plans against standard criteria set out in the Cabinet Office model of capability, which was updated in July 2009.² Departments must rate their capability against ten criteria under three themes:

- **Leadership criteria** – 'set direction'; 'ignite passion, pace and drive'; and 'develop people'.
- **Strategy criteria** – 'set strategy and focus on outcomes'; 'base choices on evidence and customer insight'; and 'collaborate and build common purpose'.
- **Delivery criteria** – 'innovate and improve delivery'; 'plan, resource and prioritise'; 'develop clear roles, responsibilities and delivery models'; and 'manage performance and value for money'.

19 The Department conducted its capability self-assessment and published its Action Plan in March 2012.

- The Department assessed that it is good at setting direction and using evidence to inform policy development, but there is a perception by stakeholders that policy development can be tactical rather than strategic. It notes that it faces significant challenges in effectively communicating how policies and programmes contribute to economic growth and benefit transport users.
- Following the restructuring of the Department in summer 2011, the Department believes that its role and purpose has been clarified through regular and open engagement with its staff. The Department notes it has a good mix of skills and talent, but recognises that developing people is an area that needs improvement. Specific areas of focus include: improving learning and development to deepen commercial skills and establish a wider commercial outlook; embedding effective performance management; and recognising and developing talent.

20 The Civil Service People Survey aims to provide consistent and robust metrics to help government understand the key drivers of engagement, so that it can build upon strengths and tackle weaknesses across the Civil Service. The survey of civil servants across all participating organisations includes a range of questions across nine themes which seek to measure their experiences at work. We present here the results of the third annual people survey for the Department for Transport – undertaken between mid-September 2011 and mid-October 2011 – covering the themes of leadership and managing change, and understanding of organisational objectives and purpose (**Figure 3**). The results of 17 major departments are in Appendix Two.

21 As part of the annual survey, each Department receives an engagement index, assessing the level of staff engagement determined by: the extent to which staff speak positively of the organisation, are emotionally attached and committed to it, and are motivated to do the best for the organisation. In 2011, the Department for Transport, excluding its agencies, achieved an engagement index of 52 per cent, 2 points higher than the 2010 survey recorded, but 4 percentage points below the 2011 Civil Service average. The Department recorded improved results from the previous year in the categories we report, recording the highest increases from 2010 against questions about understanding the Department's purpose and objectives, and confidence in decisions by the Department's senior civil servants.

Figure 3
2011 Civil Service People Survey: Department for Transport (excluding agencies)

Theme	Theme score (% positive) ¹	Difference from 2010 survey	Difference from Civil Service average 2011 ²
Leadership and managing change			
I feel that the Department as a whole is managed well	45	+3	+5
Senior Civil Servants in the Department are sufficiently visible	59	+6	+13
I believe the actions of Senior Civil Servants are consistent with the Department's values	46	+7	+7
I believe the Departmental Board has a clear vision for the future of the Department	36	+7	-3
Overall, I have confidence in the decisions made by the Department's Senior Civil Servants	42	+10	+6
I feel that change is managed well in the Department	31	+6	+4
When changes are made in the Department they are usually for the better	21	+6	-2
The Department keeps me informed about matters that affect me	64	+7	+9
I have the opportunity to contribute my views before decisions are made that affect me	39	+3	+3
I think it is safe to challenge the way things are done in the Department	45	+5	+7
Organisational objectives and purpose			
I have a clear understanding of the Department's purpose	79	+11	-5
I have a clear understanding of the Department's objectives	74	+13	-5
I understand how my work contributes to the Department's objectives	76	+7	-5

NOTES

1 Percentage positive measures the proportion of respondents who selected either 'agree' or 'strongly agree' for a question.

2 The 2011 benchmark is the median per cent positive across all organisations that participated in the 2011 Civil Service People Survey.

Part Two

Financial management

22 The ability of departments to control costs and drive out waste requires professional financial management and reporting. In particular, departments need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. Organisations also need to move their risk management arrangements from a process-led approach to one which supports the efficient and effective delivery of services. Improvements in these areas of management will help public bodies to deliver cost-effective services as they make difficult financial decisions over the coming years.

23 Departments are required to publish Governance Statements with their Annual Report and Accounts, which describe their arrangements for corporate governance, risk management, and oversight of locally delivered responsibilities. Governance Statements replace Statements on Internal Control which were published in previous years. They are designed to include additional discussion of how governance in the Department works, in line with the Corporate Governance Code.³

Financial outturn for 2011-12 and comparison with budget

24 As a result of HM Treasury's Clear Line of Sight project, the 2011-12 financial year saw the introduction of a number of changes to the Department's Estimate and financial reporting processes. Clear Line of Sight aims to align the Spending Review, Departmental Estimates and Departmental Accounts under a single framework of Treasury control.

25 From the perspective of the Department, there are three significant changes.

- Fewer Estimates – there is now only one Supplementary Estimate per year whereas previously there were two.

- Enlarged accounting boundary – the Department's accounts now consolidate, in addition to the executive agencies, the results of a number of its Non-Departmental Public Bodies, the largest of which is the British Transport Police Authority.⁴
- Revised formats for the Department's Estimates, Statement of Parliamentary Supply and Note 2: Net Outturn to the Departmental Account, which now present the information along the same lines as budgets, giving a breakdown of resource and capital outturn. This is intended to allow easier comparison between budget and outturn.

26 Under these new reporting lines the Department recorded a resource underspend of £612 million, and a capital underspend of £35 million, against budget estimates of £7.1 billion and £7.7 billion respectively.⁵ The Department states that the resource underspend was primarily caused by:

- Highways Agency depreciation and write down charges being lower than expected;
- positive outcomes in revenues and negotiations with train operators in support for passenger rail services; and
- savings in central administration resulting from the recruitment freeze and spending controls.

Progress on cost reduction

27 Departments remain under pressure to reduce costs. The scale of cost reduction required means that departments need to look beyond immediate short-term savings, and think more radically about how to take cost out of the business and how to sustain this in the longer term.

³ www.hm-treasury.gov.uk/psr_governance_corporate.htm

⁴ Appendix One sets out the bodies in the Department's accounting boundary.

⁵ The Department also recorded an underspend of £211 million in other non-budget resource estimates.

28 In our report *Cost reduction in central government: summary of progress*⁶ published in February 2012, we examined the cost reductions achieved by 12 government departments. We found that departments successfully cut spending by £7.9 billion (2.3 per cent) in 2010-11 compared to 2009-10, but further cuts are needed in most departments over the next four years. We concluded that fundamental changes are needed in government to achieve sustainable reductions on the scale required – departments will achieve long-term value for money only if they identify and implement new ways of delivering their objectives, with a permanently lower cost base.

29 We found that the Department made the largest percentage expenditure cut across government in real terms between 2009-10 and 2010-11. It cut expenditure by 14 per cent compared to an average of 2.3 per cent.

30 In our report *Managing early departures in central government* we found that departments were front loading early departures in the first half of the spending review period to meet required cuts to their administration budgets.⁷ Staff costs are a significant proportion of administration spend, accounting for 60 per cent of the Department's administration budget in 2010-11. Some 500 staff had left the Department by December 2011. The Department had successfully provided assistance to 50 unallocated staff resulting in them being redeployed elsewhere in the civil service.

31 In our value for money report *Reducing costs in the Department for Transport*⁸ we examined the Department's cost reduction plans, how it identified and assessed cost reduction measures and its progress in implementing them. Overall, from our review of 73 per cent of the Department's budget, we found that one-fifth of the cost reductions agreed in the 2010 Spending Review came from efficiencies, but over half of the reductions were the result of cuts or deferrals to new investment and higher fares.

32 We noted that the Department had followed a structured process to identify potential areas for budget reductions and it had a good understanding of costs for specific transport projects, such as Crossrail and national road schemes.

33 However, the Department had more limited and variable information on its spending through third parties. We found that the Department's understanding of the relationship between cost and value was weakest in rail where there was no analysis of the relative costs and benefits of proposed changes to rail franchises and passenger fares. The Network Rail grant was excluded from consideration during the 2010 Spending Review, and as a result, there was also limited evidence, at the time of our review, on potential for further efficiencies by Network Rail. While it is the Office of Rail Regulation's responsibility for ensuring Network Rail works efficiently our 2011 report *Regulating Network Rail's efficiency*⁹ found that there were gaps in the Regulator's information on Network Rail's unit costs. The Department has subsequently set out how it intends to improve efficiency and transparency in the rail sector in its March 2012 command paper (paragraph 12 above).

34 In monitoring cost reduction measures, we found that the Department had information on the measures delivered by the central Department.¹⁰ Its monitoring of cost reductions by third parties was more light touch, as it depended on the oversight arrangements in place with those organisations. We reported that the Department improved its oversight of Transport for London's infrastructure investment activity but that the Department did not have a strategic overview of whether transport spending was becoming more cost-effective.

6 Comptroller and Auditor General, *Cost reduction in central government: summary of progress*, Session 2010–2012, HC 1788, National Audit Office, February 2012.

7 Comptroller and Auditor General, *Managing early departures in central government*, Session 2010–2012, HC 1795, National Audit Office, March 2012.

8 Comptroller and Auditor General, *Reducing costs in the Department for Transport*, Session 2010–2012, HC 1700, National Audit Office, December 2011.

9 Comptroller and Auditor General, *Regulating Network Rail's efficiency*, Session 2010-11, HC 828, National Audit Office, April 2011.

10 Comptroller and Auditor General, *Reducing costs in the Department for Transport*, Session 2010–2012, HC 1700, National Audit Office, December 2011.

NAO reports on financial management

35 In our report, *Efficiency and reform in government corporate functions through shared service centres*,¹¹ published in March 2012, we reviewed five out of eight service centres including the service centre used by the Department for Transport. The Department's shared service centre delivers services relating to finance, procurement and human resources to 14,000 users at the Driver and Vehicle Licensing Agency, Highways Agency, Driving Standards Agency, core Department and Vehicle Certification Agency. It is one of three centres that we examined, where the demand for services has not met the level that was originally envisaged and, as a consequence, the Department subsidised the centre by £7.2 million in 2010-11.

36 Since 2004, the Government has spent £1.4 billion against a planned £0.9 billion on the five centres we examined. The Department calculated at the time of our 2012 report that the net cost of its centre, once benefits had been taken into account, was £129 million. In 2010-11 the centre achieved net savings of £1.3 million, a rate at which it seems difficult for the centre to break-even. The centre has reduced annual running costs by 28 per cent between 2008-09 and 2010-11; however, the Department told us that its centre needs more customers to deliver value for money. The Cabinet Office has issued an ambitious new shared services strategy which involves two core centres supporting government. One of these core centres will be developed from the Department's service centre, which is currently being outsourced to the private sector.

NAO financial audit findings

37 As a result of HM Treasury's Clear Line of Sight project (see paragraph 24 above), the 2011-12 financial year saw the Department's consolidation boundary extended. In 2010-11, five entities were consolidated into the group accounts; in 2011-12 this increased to 14. Last year, in our *Summary of the NAO's work on the Department for Transport 2010-11*¹² we noted that this posed a significant challenge to the Department in producing its accounts, which it has achieved. The Department's group accounts were laid before Parliament on 16 July 2012 and received an unqualified audit opinion.

38 We issued unqualified opinions on the accounts of the Department, its executive agencies, trading funds, and Non-Departmental Public Bodies.

39 During the year, changes have been made regarding the methods used to value some of the Department's notable assets. At the Highways Agency, the value of the strategic road network of motorways and trunk roads was increased by £8.7 billion to £107.4 billion, which was mainly as a result of changes in the valuation of structures:

- The specific methodology for valuing structures was reviewed, moving to a simpler categorisation of structure types and the application of standard road dimensions (rather than individual structure dimensions).
- Special structures,¹³ such as the Dartford River Crossing, were reviewed in full during the year and information on their costing was updated.

40 In 2011-12 the Department also sought professional advice on the valuation of its shares in National Air Traffic Services Holdings Limited (NATS). This enabled the Department to value their holding at a fair value of £358 million. Previously the shares had been valued at their historical cost of £69 million.

Issues raised in Governance Statements

41 We work with the Department and its sponsored bodies to improve the quality and transparency of published Governance Statements. We aim to ensure that the processes by which Statements are produced are robust and that the Statements comply with Treasury guidance.

42 The Governance Statement in the Department's accounts describes the central governance arrangements that have been operational during the financial year. It covers the departmental group. In addition, each agency and Non-Departmental Public Body publishes their own governance statements as part of their annual reports.

11 Comptroller and Auditor General, *Efficiency and reform in government corporate functions through shared service centres*, Session 2010-2012, HC 1790, National Audit Office, March 2011.

12 National Audit Office, *Department overview: Summary of the NAO's work on the Department for Transport 2010-11*, www.nao.org.uk/publications/1012/departmental_overview_dot.aspx

13 Special structures are structures that, due to a combination of their size, construction and character have to be quantified and valued individually.

43 The Governance Statement summarises the Department's Accountability System Statement. This statement, which will be published in full later in 2012, sets out how the Department oversees its spending through local authorities, including funding that the Department is obliged to provide to Transport for London via the Greater London Authority. The Department noted that it is not able to direct the London Mayor as to what the funding is used for, and that the key principles in its oversight of this funding are instead the democratic accountability of the Mayor, Transport for London's own scrutiny arrangements and the role of the Independent Investment Programme Advisory Group.

44 In its Governance Statement, the Highways Agency Accounting Officer reported a fraud identified within a contractor in the supply chain where an individual, through the creation of fictitious schemes and the over-scoping of work, had defrauded the contractor and consequently the Agency. Agency investigations have concluded that the fraud ran for a number of years including under the previous contractual arrangement.¹⁴ They also identified that while the breakdown of control rested with the contractor in the supply chain, improvements were needed to Agency level controls. The Agency has reached agreement with all of the contractors involved to recover fully all monies which have been overpaid.

45 The Vehicle Certification Authority has eight overseas offices which test vehicles before they can be sold in the UK. The Authority's Governance Statement notes that during the 2011-12 audit, the National Audit Office identified errors in sales invoices from one of its overseas offices, China, where the Authority's accounting policies on income recognition and inventories had not been consistently applied. For the 2011-12 accounts, management had to estimate the value of work-in-progress in China from paper records.

¹⁴ Investigations regarding the fraud are ongoing, therefore, details of the amounts involved and the extent of the fraud cannot be made public.

Part Three

Reported performance

46 Government needs robust, timely information on its activities, costs, progress against its objectives, and the cost-effectiveness of its activities. It also needs to be able to interpret that information, by reference to trends, benchmarks and other comparisons, to identify problems and opportunities. Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement.

47 The Government aims to make more Government information available to the public to help improve accountability and deliver economic benefits. Our study reviewing early progress of this transparency agenda¹⁵ concluded that while the Government has significantly increased the amount and type of public sector information released, it would not maximise the net benefits of transparency without an evaluative framework for measuring the success and value for money of its transparency initiatives.

48 The Prime Minister made specific commitments to make public transport data open and free to use in July 2011. Data which is now available includes information on roadworks and congestion on the strategic road network, rail timetables, and cycle route networks. The Department is legislating to give the Civil Aviation Authority the power to publish more data on the performance of airlines, airports and aircraft.

Reporting performance: Annual Reports and Business Plans

49 Each government department reports its performance against the priorities and objectives set out in its Business Plan. A transparency section of the Plan includes indicators selected by the Department to reflect its key priorities and demonstrate the cost and effectiveness of the public services it is responsible for. These indicators fall broadly into three categories:

- input indicators: a subset of the data gathered by the Department on the resources used in delivering services;

- impact indicators: designed to help the public judge whether departmental policies are having the desired effect; and
- efficiency indicators: setting out the cost of common operational areas to allow the public to compare the Department's operations to other organisations.

50 A structural reform section of the Plan provides a detailed list of actions and milestones designed to show the steps the Department is taking to implement the Government's reform agenda.

51 Departmental progress against indicators is published regularly in a Quarterly Data Summary, a standardised tool for reporting selected performance metrics for each government department in a way that facilitates comparison across departments. As well as the indicators described above, the Quarterly Data Summary includes information on overall departmental budgets and workforce statistics, and a wider selection of indicators on common areas of spend such as estates, procurement and ICT. An annual version of this information has been formally laid in Parliament in departments' 2011-12 Annual Reports and Accounts.

52 The Cabinet Office has reported that the accuracy of the data for all departments needs to dramatically improve¹⁶ and that there may not be common definitions and data collection processes between departments. These caveats mean that data on common areas of spend cannot currently be used to compare performance between departments and may be of limited use to judge individual departmental performance in its own right. Recognising the need to improve use of information across government, the Cabinet Office set out in the Civil Service Reform Plan its intention for departments to provide "good, comparable, accurate and reliable" management information. The Plan sets out the intention to put in place a robust cross-government management information system by October 2012. The Department for Transport, along with all other departments, is working with the Cabinet Office on this initiative. In addition, improving the quality of data is one of the key priorities within the departmental Open Data Strategies, published in June 2012. The Cabinet Office expects that, with improvements in data quality

15 Comptroller and Auditor General, *Implementing transparency*, Session 2010–2012, HC 1833, National Audit Office, April 2012.

16 www.cabinetoffice.gov.uk/resource-library/business-plan-quarterly-data-summary

and timeliness, the public will be able to judge the performance of each department in a meaningful and understandable manner.

53 The Department first published data for all of its 14 input and impact indicators in the January 2012 dataset, including performance in previous periods where applicable. It also publishes three additional data sets: average CO₂ emissions from new cars, rail passenger miles and bus passenger journeys. The majority of indicators show improved efficiency or performance from the prior year.¹⁷ For example, the rail subsidy per passenger mile has reduced from 11.4 to 8.1 pence in 2010-11, and journeys by train, bus and on the strategic road network have become more reliable. The indicators where performance has reduced include the cost of maintaining the Highways Agency's network of motorways and A-roads which increased by £2,000 to £43,000 per lane mile in 2011-12. The Department reported, however, that this increase was planned and budgeted for at the time of the Spending Review, and reflected a planned programme of increased capital renewals and a step increase in the M25 PFI Service payments. Additionally, the index of households with good transport access to key services or work fell between 2009 and 2010 although this may be due to changes in the Department's data collection.

Performance reported by the Department

54 In its 2011-12 Annual Report and Accounts the Department reported that it had completed 57 per cent of the 42 actions due in 2011-12 early or on time, and 81 per cent within two months of the deadline. There were seven overdue actions at 31 March 2012 including actions on High Speed 2, the Intercity Express Programme and aviation policy.

55 When the Department updated its Business Plan, in May 2012, it made changes to both the actions and timescales for completion.¹⁸ For example the Department made the deadline for procuring and starting the operation of a Heavy Goods Vehicle (HGV) user charging scheme a year later, at April 2015, which the Department has said is due to pressure on Parliamentary time which meant that it was not possible to secure a Parliamentary bill slot as originally planned.

Testing the reliability of performance data across government

56 We have begun a three-year programme to examine the data systems underpinning the Departmental business plan indicators and other key management information. In September 2012 we published the results of our examination of a sample of the Department for Transport's indicators and operational data systems used to report performance for the Department. This involved a detailed review of the processes and controls governing: the selection, collection, processing and analysis of data; the match between the Department's stated objectives and the indicators it has chosen; and the reporting of results.

57 We found that the data systems supporting five of the six business plan indicators and all of the operational indicators we selected were fit for purpose and cost-effective (**Figure 4**). We concluded that some improvements could be made to the business plan indicator 'Households with good transport access to key services or work'. The indicator 'Percentage of DfT's approved project spending that is assessed as high or very high VFM' shows what the Department plans to achieve, rather than what it actually achieves which reduces its usefulness in demonstrating the Department's performance in delivering its major projects.

The future of information management

58 Departments released updated versions of their Business Plans in May 2012 which included changes to their priorities and indicators. The Department's latest Business Plan contains seven priority areas for the Department,¹⁹ two of which are new – to reform the Coastguard including the search and rescue capability, and implement cross-cutting reforms (**Figure 5** on page 18). Departments have aligned their input and impact indicators with the Government's priorities, so that the public can better understand how they are meant to be used for accountability. The changes are a step towards the alignment of costs and results which would allow for assessment of value for money, but they will not improve the data systems underlying published indicators, or the reliability of subsequent data.

17 As reported in the Department for Transport Annual Report and Accounts 2011-12.

18 A full explanation of the changes to actions and timescales was provided in an explanatory note published alongside the updated Business Plan in May 2012 which is available at www.dft.gov.uk/publications/dft-business-plan/

19 Department for Transport, *Business Plan 2012-2015*, May 2012.

Figure 4

The results of our first data validation exercise

Assessment

Level 4: The indicator's data system is fit for purpose and cost-effectively run

Indicators we reviewed

Twelve of the indicators we reviewed scored Level 4:

Cost of running the rail network

Rail subsidy per passenger mile

Number of newly registered Ultra Low Emission Vehicles

Proportion of urban trips under five miles taken by; walking/cycling or public transport

Percentage of DfT's approved project spending that is assessed as high or very high VFM

Total office estates (m²)

Total cost of office estate (£ million)

Estates cost per Full Time Equivalent (£)

Estates cost per m² (£)

Payroll staff (total Full Time Equivalent)

Average staff costs (£)

Contingent labour (total Full Time Equivalent)

Level 3: The indicator's data system is adequate but some improvements could be made

One of the indicators we reviewed scored Level 3:

Percentage of households with good transport access to key services or work

NOTE

1 None of the indicators we reviewed scored less than Level 3.

Source: National Audit Office, *Review of the data systems for the Department for Transport, September 2012*

Figure 5 The Department's priorities

Priority	Key actions
Deliver the Coalition's commitments on high speed rail	<p>Legislate for the London to Birmingham phase.</p> <p>Prepare and consult on the Leeds, Manchester and Heathrow routes and stations.</p>
Deliver a sustainable and customer-focused railway	<p>Implement the government's strategy for a sustainable railway.</p> <p>Take forward rail franchise replacements.</p> <p>Support capacity improvements and electrification.</p>
Support sustainable local travel	<p>Simplify funding and decision-making.</p> <p>Enhance local public transport.</p> <p>Reform the management of local roadworks.</p>
Invest in our roads to promote growth, while reducing congestion and tackling carbon	<p>Tackle congestion on the strategic road network.</p> <p>Reform the operation, management and enhancement of the strategic road network.</p> <p>Introduce HGV charging.</p> <p>Activities to improve road safety.</p> <p>Promote ultra-low emission vehicles and reduce CO₂ emissions from road transport.</p>
Promote sustainable aviation	<p>Develop a sustainable framework for aviation.</p> <p>Reform civil aviation regulation to improve the passenger experience.</p>
Reform the Coastguard and search and rescue helicopter capability	<p>Implement the Future Coastguard Programme.</p> <p>Procure a state of the art search and rescue helicopter capability.</p>
Implement the Department's key cross-cutting reform priorities	<p>Publish an overall transport strategy.</p> <p>Contribute to the successful delivery of the Olympics.</p> <p>Progress towards an accessible, socially inclusive transport system.</p>

Source: Summary of the Department for Transport's Business Plan 2012-2015, May 2012

59 Three of the Department's priorities do not have associated indicators. The Department reports that priorities on high speed rail and coastguard reform cannot be measured until they have been implemented, and aviation emissions are included in the indicator on total greenhouse gas emissions from transport. The Department's indicators do not all map directly to its major responsibilities, though a number of other datasets and indicators are routinely published on the Department's website.

Issues identified in NAO reports

Delivering major projects

60 In 2012, we reported on the completion of construction of High Speed 1, the UK's first high speed railway, which started running services between London St Pancras station and the Channel Tunnel in November 2007.²⁰ In 2010 the Department sold HS1 Limited, a company with a 30-year concession to operate the line, for just over £2 billion. We found that the Department managed the sale well and achieved higher proceeds than it had expected.

61 The project demonstrates that over-optimistic key assumptions at project initiation can have a lasting impact on a project. We found that while there were 18.1 million passenger journeys on high speed rail services in 2011, international passenger numbers are significantly below original expectations. Actual numbers, between 2007 and 2011 have been, on average, 30 per cent below the Department's 1998 forecasts, when it guaranteed the debt needed to fund the project. This left the Department exposed to an ongoing liability to support the project, through loan arrangements it had put in place in 1998, to allow Eurostar UK to pay track access charges for using the line. In 2009, the Department restructured London & Continental Railways (LCR), the body responsible for delivering the project and running the UK arm of Eurostar train services, removing open-ended taxpayer support. The restructuring and sale preparations resulted in the Department taking on the project debt of £4.8 billion and guaranteeing the level of domestic services to 2040.

62 We reported that the Department has not reassessed the project costs and benefits since the line has been built to demonstrate the transport and wider economic impact of the project. The original business case in 1998 was based on benefits to transport users, from faster journey times and increased rail capacity, and regeneration benefits at sites around the three international stations. Development activity is occurring at King's Cross and Stratford stations, where LCR is working in partnership with the private sector, but not at Ebbsfleet where the land is in private ownership.

63 In December 2011, we published our report *Preparations for the London 2012 Olympic and Paralympic Games: Progress report December 2011*.²¹ We reported that value for money was likely to be achieved from the delivery of venues and infrastructure, with many of the transport infrastructure projects already completed by then and in full use. The Olympic Games saw a record number of people travelling on the Underground network, and passed without any significant transport issues.

Use of information technology

64 The Department and its delivery bodies are using developments in information technology to make changes in the way that they deliver services and achieve efficiency savings.

- The Department is working with Vodafone, as part of a project commissioned by the Government Property Unit, to explore how ICT can support more flexible working and reduce the need for office space. In our report *Improving the efficiency of central government office property* published in March 2012, we noted that the Government believes that work led by the Department to reduce the impact of civil servants travelling into central London during the Olympic Games has the opportunity to deliver sustained longer-term benefits supporting wider civil service reform.²²

20 Comptroller and Auditor General, *The completion and sale of High Speed 1*, Session 2010–2012, HC 1834, National Audit Office, March 2012.

21 Comptroller and Auditor General, *Preparations for the London 2012 Olympic and Paralympic Games: Progress report December 2011*, Session 2010–2012, HC 1596, National Audit Office, December 2011.

22 Comptroller and Auditor General, *Improving the efficiency of central government office property*, Session 2010–2012, HC 1826, National Audit Office, March 2012.

- We have reported how the Department has closed 115 of its websites as part of a government-wide initiative to rationalise online services.²³
- We have noted that with less than 50 staff, the Department has one of the smallest central ICT business units of all central government departments.²⁴
- In our Section 2 Report, *DVLA Annual Report & Accounts 2011-12*, we reported that 43 per cent of the Vehicle Excise Duty transactions, which collected £5.9 billion for the Exchequer in 2011-12, were carried out online. The Driver and Vehicle Licensing Agency, which is responsible for collecting the Duty, is examining how it can improve systems to make online transactions more convenient for customers. The Agency is also seeking to re-engineer its ICT systems and set out to define its future ICT delivery model in 2011-12, in line with the Government-wide strategy set by the Cabinet Office.²⁵

Devolved delivery

65 The Department has to work with others to achieve its transport objectives, in particular its vision of using transport as an engine for economic growth. This requires clear lines of accountability and good communication.

- a The Department's funding for the Regional Growth Fund for the current spending review period was transferred to the Department for Communities and Local Government in the 2011-12 Supplementary Estimate. We reported how the £1.4 billion fund may support transport infrastructure projects but that its primary objective is to encourage private-sector led growth particularly in areas dependent on the public sector.²⁶
- b The Department is responsible for 299 of the 1,335 statutory duties placed on local authorities, more than any other central government department. In our report *Central government's communication and engagement with local government*, we found that the Department has established three engagement teams to communicate with local government and provides guidance to policy teams on producing effective information for local authorities. In line with the rest of central government, 65 per cent of consultations the Department issued in the last two years have required a response within 60 working days making it difficult for authorities to properly respond.²⁷
- c We intend to publish a review of funding for local transport delivery by the end of 2012.

23 Comptroller and Auditor General, *Digital Britain One: Shared infrastructure and services for government online*, Session 2010-2012, HC 1589, National Audit Office, December 2011.

24 National Audit Office, *NAO Review: A snapshot of the Government's ICT profession in 2011*, www.nao.org.uk/publications/1012/government_ict_profession.aspx

25 National Audit Office, The Comptroller and Auditor General Section 2 Report, *DVLA Annual Report & Accounts 2011-12*, Session 2012-13, HC 256, June 2012.

26 Comptroller and Auditor General, *The Regional Growth Fund*, Session 2012-13, HC 17, National Audit Office, May 2012.

27 Comptroller and Auditor General, *Central government's communication and engagement with local government*, Session 2012-13, HC 187, National Audit Office, June 2012.

Appendix One

The Department's sponsored bodies

Bodies within the Department's Accounting Boundary	Bodies outside the Department's Accounting Boundary
<p>Executive agencies</p> <p>Highways Agency</p> <p>Maritime and Coastguard Agency</p> <p>Government Car and Despatch Agency</p> <p>Vehicle Certification Agency</p> <p>Driver and Vehicle Licensing Agency</p> <p>Advisory Non-Departmental Public Bodies</p> <p>Commission for Integrated Transport</p> <p>Disabled Persons' Transport Advisory Committee</p> <p>Executive Non-Departmental Public Bodies</p> <p>Railway Heritage Committee</p> <p>British Transport Policy Authority</p> <p>Passenger Focus</p> <p>Directly Operated Railways Limited</p> <p>HS2 Limited</p> <p>Other entities</p> <p>London and Continental Railways Limited</p> <p>Channel Tunnel Section 1 Finance PLC</p> <p>London and Continental Railways Finance PLC</p>	<p>Tribunal NDPBs</p> <p>Traffic Commissioners and Licensing Authorities (Traffic Areas) – this entity is reported within the accounts of the Vehicle and Operator Services Agency</p> <p>Trading funds</p> <p>Driving Standards Agency</p> <p>Vehicle and Operator Services Agency</p> <p>Public corporations</p> <p>Aberdeen Harbour Board</p> <p>British Railways Board (Residuary) Limited</p> <p>Civil Aviation Authority</p> <p>Dover Harbour Board</p> <p>East Coast Mainline Limited</p> <p>Eurostar International Limited (formerly Eurostar (UK) Ltd)</p> <p>General Lighthouse Fund, incorporating:</p> <ul style="list-style-type: none"> ● Commissioner for Irish Lights; ● Northern Lighthouse Board (also recognised as an executive NDPB); and ● Trinity House Lighthouse Service (also recognised as an executive NDPB). <p>ITSO Limited</p> <p>ITSO Services Limited</p> <p>Milford Haven Port Authority</p> <p>Poole Harbour Commissioners</p> <p>Port of London Authority</p> <p>Port of Tyne Authority</p> <p>Shoreham Port Authority</p> <p>Other entities</p> <p>Crossrail Complaints Commissioner</p> <p>Marine and Aviation Insurance (War Risks) Fund</p> <p>NATS Holdings Limited</p> <p>Network Rail Limited</p>

Appendix Two

Results of the Civil Service People Survey 2011

Question scores (% strongly agree or agree, or % yes)

Leadership and managing change

I feel that the Department as a whole is managed well	40
Senior Civil Servants in the Department are sufficiently visible	46
I believe the actions of Senior Civil Servants are consistent with the Department's values	39
I believe that the Departmental Board has a clear vision for the future of the Department	39
Overall, I have confidence in the decisions made by the Department's Senior Civil Servants	36
I feel that change is managed well in the Department	27
When changes are made in the Department they are usually for the better	23
The Department keeps me informed about matters that affect me	55
I have the opportunity to contribute my views before decisions are made that affect me	36
I think it is safe to challenge the way things are done in the Department	38

Organisational objectives and purpose

I have a clear understanding of the Department's purpose	84
I have a clear understanding of the Department's objectives	79
I understand how my work contributes to the Department's objectives	81

Source: Civil Service People Survey 2011, www.civilservice.gov.uk/about/improving/employee-engagement-in-the-civil-service/people-survey-2011

Department for Business, Innovation and Skills (excluding agencies)																	
Cabinet Office (excluding agencies)																	
Department for Communities and Local Government (excluding agencies)																	
Department for Culture, Media and Sport (excluding agencies)																	
Ministry of Defence (excluding agencies)																	
Department for Education																	
Department of Energy and Climate Change																	
Department for Environment, Food and Rural Affairs (excluding agencies)																	
Foreign and Commonwealth Office (excluding agencies)																	
Department of Health (excluding agencies)																	
HM Revenue & Customs																	
HM Treasury (excluding agencies)																	
Home Office (excluding agencies)																	
Department for International Development																	
Ministry of Justice (excluding agencies)																	
Department for Transport (excluding agencies)																	
Department for Work and Pensions																	
	31	38	23	37	20	49	41	31	54	33	18	55	44	60	43	45	23
	46	49	35	47	27	53	62	44	56	53	31	67	50	68	47	59	21
	34	40	24	39	27	46	48	34	52	41	25	52	44	57	42	46	21
	29	33	22	31	20	43	30	21	51	28	22	39	33	60	39	36	20
	28	38	21	32	17	43	43	27	47	33	17	53	41	53	38	42	16
	24	27	20	33	12	32	31	21	40	19	15	42	24	40	31	31	19
	17	22	10	20	9	21	26	16	34	12	13	33	22	29	26	21	14
	59	55	50	60	41	58	64	56	60	53	39	65	62	68	56	64	39
	32	37	28	47	19	37	36	38	39	37	18	47	38	47	36	39	18
	33	41	25	42	31	39	41	40	43	33	27	55	39	43	36	45	27
	77	73	57	73	80	85	90	75	82	69	73	88	85	94	78	79	73
	70	66	53	67	72	81	85	70	79	63	70	78	80	93	72	74	71
	75	71	61	73	76	82	88	76	83	72	73	81	82	90	76	76	73

Appendix Three

Reports by the NAO on the Department since 2009-10

Publication date	Report title	HC number	Parliamentary session
August 2012	Review of the data systems for the Department for Transport	www.nao.org.uk/publications/1213/review_data_systems_for_dft.aspx	
28 March 2012	The completion and sale of High Speed 1	HC 1834	2010-2012
14 December 2011	Reducing costs in the Department for Transport	HC 1700	2010-2012
October 2011	Overviews of the Driver and Vehicle Licensing Agency and Driving Standards Agency: NAO briefings for the Transport Select Committee	www.nao.org.uk/publications/1012/dvla_and_dsa_overviews.aspx	
September 2011	Departmental Overview: A summary of the NAO's work on the Department for Transport 2010-11	www.nao.org.uk/publications/1012/departmental_overview_dot.aspx	
July 2011	Department for Transport 2010-11 Accounts: Report of the Comptroller and Auditor General to the House of Commons	www.nao.org.uk/publications/1012/transport_account_2010-11.aspx	
13 June 2011	Effective road and traffic management – a briefing for the Transport Select Committee	www.nao.org.uk/publications/1012/road_and_traffic_management.aspx	
5 May 2011	Department for Transport: Local Authority Major Capital Schemes	www.nao.org.uk/publications/1012/local_authority_major_capital.aspx	
1 April 2011	Regulating Network Rail's efficiency	HC 828	2010-11
24 March 2011	The InterCity East Coast passenger rail franchise	HC 824	2010-11
19 November 2010	Procurement of the M25 private finance contract	HC 566	2010-11
4 June 2010	Increasing passenger rail capacity	HC 33	2010-11
June 2010	A Short Guide: The NAO's work on the Department for Transport	www.nao.org.uk/publications/1011/short_guide_dft.aspx	
8 January 2010	Vehicle and Operator Services Agency: Enforcement of regulations on commercial vehicles	HC 210	2009-10

Appendix Four

Recent cross-government NAO reports of relevance to the Department

Publication date	Report title	HC number	Parliamentary session
3 August 2012	NAO briefing: Appraisal and sustainable development	www.nao.org.uk/publications/1213/appraisal_and_sustainable_dev.aspx	
25 July 2012	Governance for Agile delivery	www.nao.org.uk/publications/1213/governance_for_agile_delivery.aspx	
26 June 2012	Delivering public services through markets: principles for achieving value for money	www.nao.org.uk/publications/1213/delivering_public_services.aspx	
20 June 2012	The effectiveness of internal audit in central government	HC 23	2012-13
13 June 2012	Central government's communication and engagement with local government	HC 187	2012-13
11 May 2012	The Regional Growth Fund	HC 17	2012-13
2 May 2012	Assurance for major projects	HC 1698	2010-2012
18 April 2012	Implementing transparency	HC 1833	2010-2012
30 March 2012	The NAO's work on local delivery	www.nao.org.uk/publications/1213/nao_work_on_local_delivery.aspx	
20 March 2012	The government procurement card	HC 1828	2010-2012
15 March 2012	Managing early departures in central government	HC 1795	2010-2012
7 March 2012	Efficiency and reform in government corporate functions through shared service centres	HC 1790	2010-2012
2 March 2012	Improving the efficiency of central government office property	HC 1826	2010-2012
2 February 2012	Cost reduction in central government: summary of progress	HC 1788	2010-2012
20 January 2012	Reorganising central government bodies	HC 1703	2010-2012
21 December 2011	Implementing the Government ICT Strategy: six-month review of progress	HC 1594	2010-2012
9 December 2011	Digital Britain One: Shared infrastructure and services for government online	HC 1589	2010-2012

Publication date	Report title	HC number	Parliamentary session
6 December 2011	Initiating successful projects	www.nao.org.uk/publications/1012/initiating_successful_projects.aspx	
6 December 2011	Preparations for the London 2012 Olympic and Paralympic Games: Progress report December 2011	HC 1596	2010–2012
29 November 2011	Report of the Comptroller and Auditor General: Whole of Government Accounts 2009-10	www.nao.org.uk/publications/1012/wga_2009-10.aspx	
25 October 2011	NAO Review: A snapshot of the Government's ICT profession in 2011	www.nao.org.uk/publications/1012/government_ict_profession.aspx	
27 September 2011	Auditing Behaviour Change	www.nao.org.uk/publications/1012/auditing_behaviour_change.aspx	

Appendix Five

Other sources of information

Reports from the Committee of Public Accounts since 2008

Publication date	Report title	HC Number
6 July 2012	Fourth Report of Session 2012-13 The completion and sale of High Speed 1	HC 464
13 March 2012	Seventy-first Report of Session 2010-12 Reducing costs in the Department for Transport	HC 1760
12 July 2011	Forty-first Report of Session 2010-12 Office of Rail Regulation: Regulating Network Rail's Efficiency	HC 1036
9 July 2011	Thirty-ninth Report of Session 2010-12 Department for Transport: The InterCity East Coast Passenger Rail Franchise	HC 1035
8 February 2011	Nineteenth Report of Session 2010-11 Highways Agency: M25 Private Finance Contract	HC 651
9 November 2010	Fifth Report of Session 2010-11 Department for Transport: Increasing Passenger Rail Capacity	HC 471
11 March 2010	Eighteenth Report of Session 2009-10 Vehicle and Operator Services Agency: Enforcement of regulations on commercial vehicles	HC 284
2 March 2010	Fourteenth Report of Session 2009-10 Department for Transport: The failure of Metronet	HC 390
7 January 2010	Fourth Report of Session 2009-10 Highways Agency: Contracting for Highways Maintenance	HC 188
29 October 2009	Forty-fourth Report of Session 2008-09 The Maritime and Coastguard Agency's response to growth in the UK merchant fleet	HC 586
22 October 2009	Forty-ninth Report of Session 2008-09 Improving road safety for pedestrians and cyclists in Great Britain	HC 665
19 May 2009	Twenty-first Report of Session 2008-09 The Department for Transport: Letting Rail Franchises 2005-2007	HC 191
16 December 2008	Fifty-seventh Report of Session 2007-08 Shared services in the Department for Transport and its agencies	HC 684
18 November 2008	Fifty-third Report of Session 2007-08 Reducing passenger rail delays by better management of incidents	HC 655
28 October 2008	Forty-sixth Report of Session 2007-08 The procurement of the National Roads Telecommunications Services	HC 558

Recent reports from central government
Publication date

12 July 2012	Department for Transport	Draft Aviation Policy Framework
24 May 2012	Department for Transport	A fresh start for the Strategic Road Network: The Government Response
8 March 2012	Department for Transport	Reforming our railways: Putting the customer first Cm 8313
24 November 2011	Alan Cook	A fresh start for the Strategic Road Network: Managing our roads better to drive economic growth, boost innovation and give road users more for their money
19 May 2011	Department for Transport and Office of Rail Regulation	Realising the Potential of GB Rail Final Independent Report of the Rail Value for Money Study
19 January 2011	Department for Transport	Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen
January 2011	Department for Transport	Reforming Rail Franchising: Government Response to Consultation and Policy Statement
June 2010	Department for Transport	A Review of the Intercity Express Programme Sir Andrew Foster
December 2009	HM Government	Putting the Frontline First: Smarter Government

Cabinet Office Capability Reviews

www.civilservice.gov.uk/about/improving/capability/reports

March 2012	Department for Transport and Cabinet Office	Department for Transport: Capability Action Plan
July 2009	Cabinet Office	Department for Transport: Progress and Next Steps
July 2008	Cabinet Office	Capability Review of Department for Transport: One Year Update

Where to find out more

The National Audit Office website is
www.nao.org.uk

If you would like to know more about
the NAO's work on the Department for
Transport, please contact:

Geraldine Barker

Director
020 7798 7550
geraldine.barker@nao.gsi.gov.uk

If you are interested in the NAO's work
and support for Parliament more widely,
please contact:

Ashley McDougall

Director of Parliamentary Relations
020 7798 7689
ashley.mcdougall@nao.gsi.gov.uk

Twitter: @NAOorguk



This report has been printed on Consort 155 and contains material sourced from responsibly managed and sustainable forests certified in accordance with FSC (Forest Stewardship Council).

The wood pulp is totally recyclable and acid-free. Our printers also have full ISO 14001 environmental accreditation. This ensures that they have effective procedures in place to manage waste and practices that may affect the environment.

Design & Production by
NAO Communications
DP Ref: 009947-001

© National Audit Office | September 2012

Printed by Precision Printing



National Audit Office

www.nao.org.uk