Dear Meg,

Publication of ‘Lessons from Transport for the Sponsorship of Major Projects’ and further work on governance, behaviours, and capability and capacity

In giving evidence on Wednesday 6 March 2019, I made clear that the Department for Transport was responding seriously to the issues experienced on Crossrail.

I referred to the joint work that my Department was undertaking with the Infrastructure and Projects Authority to capture, share, and learn the lessons on how to strengthen oversight and delivery of major projects in DfT and across government (Question 54). The Government published the report today on the transport pages of gov.uk and I attach a copy for the Committee’s information.

This report identifies 24 specific lessons for major projects across five key themes – accountability; behaviours; control of schedule, costs and benefits; systems integration; and entry into service. We are now ensuring these lessons are embedded across all our major projects in the Department for Transport.

I have in addition asked Department’s lead non-executive director, Ian King, ex-CEO of BAE Systems, to advise on three key strategic issues which emerge from this report and other related reports, including the KPMG work on Crossrail and the NAO’s forthcoming report on that project. These are the governance arrangements between my Department and its ALBs on the delivery of major projects; capability and capacity; and behaviours and culture. This will conclude in the summer.

A Steering Group chaired by John Manzoni will challenge and support this work programme including consideration of lessons for wider Government.

I will keep the Committee informed as this work progresses. I am copying this letter to John Manzoni, Ian King and Matthew Vickerstaff.

Yours sincerely,

Bernadette Kelly CB
Permanent Secretary

Attachments:
Lessons from Transport for the Sponsorship of Major Projects
A3 summary