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Nick Smallwood
CEO at the Infrastructure
and Projects Authority
26 March 2024

Dame Meg Hillier
Chair, Public Accounts Committee
House of Commons
London
SW1A OAA

Dear Dame Hillier,

Follow up to the PAC hearing on delivering value from government investment in major projects (20/03/2024)

Thank you for your invitation to the PAC lessons learned inquiry on how the Government delivers value for money from major projects. From the inquiry, there were two key actions to provide an update on.

Crossrail Lessons Learned

The Crossrail report was published on 18th March and we are reviewing the lessons learned to implement, and how they should be embedded across government.

As I stated in the inquiry, I believe that non-executive roles and governance boards need to be carefully considered. However the IPA currently has no formal role in the appointment of Non-Executive Directors. This is the responsibility of government departments and relevant arms length bodies. In agreeing the appointment of Non-Executive Directors, departments follow formal guidelines and typically require Secretary of State clearance or higher. The IPA has supported the recruitment process of certain Non-Executive Directors and we are currently involved in two panels for HS2.

Further information on the process can be found here:

<https://www.gov.uk/government/publications/non-executive-directors>

PFI: Access to Design Information

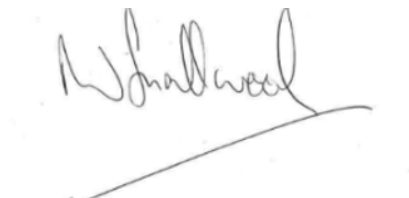
The Committee touched on PFI projects, in particular design and evaluations done at the end of PFI that would inform future programmes. I agreed to confirm whether IPA has access to design information of projects.

We are in the process of finalising an Asset Condition Handback Playbook, which sets out a best practice approach to carrying out asset condition surveys prior to the expiry of contracts. The objective of the survey methodology set out in the playbook is to ensure that there is a single version of the truth regarding asset condition. This will form the basis for any rectification and maintenance works to be carried out prior to expiry. Built design drawings form part of the base data to be reviewed by the surveyor.

For the interest of the Committee, the IPA is committed to instilling best practice in governance; the IPA aims to publish guidance in due course and intends to share copies with the Committee.

I appreciate the Committee's support in delivering value from government investment in major projects.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'N Smallwood', with a long horizontal line extending from the end of the signature.

Nick Smallwood

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