



National Infrastructure
& Service Transformation
Authority

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Sir Geoffrey Clifton-Brown
Chair, Public Accounts Committee
House of Commons, London
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Dear Sir Geoffrey,

12 August 2025

Treasury Minute Response - Delivering value from government investment in major projects

In March 2025, our predecessor, the Infrastructure and Projects Authority (IPA), committed to writing to you in the spring with an update on recommendation 1.

PAC recommendation 1: The IPA and HMT should review the case for a centrally mandated review stage to look at what value a major project has achieved once it has been operational for some time, such as a new Gate 6 review.

The National Infrastructure and Service Transformation Authority (NISTA) was established on 1 April 2025 which brought together the functions of the National Infrastructure Commission and the IPA. Building on the IPA's work, NISTA has been undertaking a broad review of assurance processes, including Gate 5 reviews, to help deliver the strengthened assurance function the government has committed to. This work is underway and forms part of a wider reform of the Government Major Projects Portfolio (GMPP). The aim of the review is to identify opportunities to streamline assurance and approval processes to better support the successful set-up and delivery of major projects. Over the summer we will be progressing our thinking on how to implement these changes and I would welcome the chance to brief you personally on this.

A key feature of the new approach will be integrated assurance, delivered by multi-disciplinary teams at critical stages of a project's lifecycle. This will include strengthening the assessment of whether major projects are on track to deliver their intended value, during project setup, delivery and post-implementation. Timescales for implementation of the identified changes will be determined as part of the review. The 10 Year Infrastructure Strategy, published on 19 June, sets out further detail on the work to develop streamlined and enhanced project assurance and approvals.

We will provide a further update in the autumn, once the review is complete.

Best wishes,

Becky Wood