

LAYLA MORAN MP

Liberal Democrat Member of Parliament for Oxford West & Abingdon

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Ruth Cadbury MP
Chair
Transport Committee
House of Commons
London
SW1A 0AA

Our Ref:
GG/LM50093
3rd September 2026

Dear Chair,

Re: Governance and Accountability in Infrastructure Delivery: Lessons from the Oxford Station and Botley Road Project

I am writing to draw the Committee's attention to the prolonged closure of Botley Road in Oxford as part of Network Rail's Oxford Station Enhancement Programme as a project which may be of interest to the committee as part of a future inquiry or as a one-off.

Correspondence I have received from Network Rail, Oxfordshire County Council, residents and local businesses suggests this case may highlight wider issues relevant to the Committee's interest in transport infrastructure delivery and public accountability.

The project has involved Network Rail, utility providers, Oxfordshire County Council and other bodies exercising different statutory responsibilities. Over several years, the programme has experienced repeated delays and generated significant disruption for residents, businesses and the wider transport network.

Two 6-month closures of a key route into Oxford have turned into a 41 month closure and counting. Costs have far exceeded the initial budget of £161 million. The latest cost estimate in January 2026 was for £237 million, a figure which will no doubt increase due to recent delays.

Network Rail has confirmed that it retains overall responsibility for project delivery. Oxfordshire County Council has highlighted the challenges associated with coordinating major infrastructure works involving multiple organisations operating under different statutory powers over extended periods, as well as the wider impacts prolonged disruption can have on transport planning and network management.

In my view, the project raises broader questions that may have relevance beyond Oxford, including:

- The clarity of accountability when multiple organisations contribute to project delivery;
- The management of risks associated with third-party infrastructure and utilities;
- Coordination between transport authorities, infrastructure providers and statutory undertakers;
- The assessment and mitigation of cumulative impacts on communities and local economies;
- Transparency and public communication where projects experience significant delay; and
- The mechanisms through which lessons learned are identified, shared and implemented.

While the Oxford Station project does not fall within the Government Major Projects Portfolio, the experience of residents and businesses raises legitimate questions about whether sufficient scrutiny and accountability arrangements exist for infrastructure schemes that fall below that threshold but nevertheless impose substantial and prolonged disruption on local communities.

I would welcome the Committee's consideration of whether the issues highlighted by this project may have wider implications for infrastructure delivery and accountability across the transport sector.

I would be pleased to provide any further information or correspondence that may assist the Committee.

Best wishes,

A handwritten signature in black ink, reading 'Layla Moran'. The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Layla Moran
Liberal Democrat Member of Parliament for Oxford West & Abingdon