

LAYLA MORAN MP
Liberal Democrat MP for Oxford West and Abingdon
www.laylamoran.com

Jeremy Westlake
Chief Executive
Network Rail
Waterloo General Office
London
SE1 8SW

Our Ref: LM50093
4th August 2026

Dear Mr Westlake,

Re: Botley Road, Oxford - Project Governance, Coordination and Accountability

I am writing following the announcement that Botley Road will not reopen by 31 August 2026 as previously announced. My constituents in Oxford West and Abingdon have now endured years of disruption from this project, and this latest delay has, understandably, been met with deep frustration by the residents, businesses and commuters who depend on this road every day.

What strikes me most in the correspondence I receive is that constituents are no longer asking only about the latest setback. They are asking a more fundamental question: how has a programme of this scale and duration been managed, coordinated and overseen across the many organisations involved - and where does accountability lie when it goes repeatedly wrong?

Given the repeated failures on this project, I am raising these questions with you directly as Chief Executive, as they concern how Network Rail governs major programmes at the highest level, not simply how one scheme has been delivered locally.

I would therefore be grateful if you could set out, in detail, the governance and programme management arrangements that have been in place throughout the project. In particular:

1. Which organisation holds overall responsibility for programme delivery and coordination, and where ultimate accountability for the project sits.
2. What governance structures exist between Network Rail, utility providers, Oxfordshire County Council and other stakeholders, including how joint oversight arrangements have operated.
3. How risks relating to third-party utilities and infrastructure were identified, monitored and escalated - and specifically, whether the issues behind the latest delay had been identified as risks before the recent announcement, and if so, how they were managed.
4. What arrangements have been in place to assess the cumulative impact of the works on residents, businesses and transport users.
5. Whether Network Rail will commit to a formal, independent lessons-learned review once the project is complete, and to publishing that review in full.

Would you also meet with me to discuss these issues further?

My constituents have shown remarkable patience. What they are owed in return is clarity: not just about engineering challenges, but about who is responsible, how decisions are made, and what will change as a result. Given the level of public concern, I intend to share your response with constituents and publish it alongside other correspondence on this matter, and I would be grateful for a full written reply within 20 working days.

For completeness, I should note that I have written separately to the Secretary of State for Transport and to Oxfordshire County Council regarding the Botley Road works, and I am copying both into this letter so that all parties are aware of the questions being asked of each organisation.

Yours sincerely,

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 MP
Member of Parliament for Oxford West and Abingdon