



National Audit Office

The UK's independent public spending
watchdog

Switchboard +44 (0)207 798 7000
Direct Line +44 (0)207 798 7264
Email FOI@nao.org.uk

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CROSSRAIL PROJECT

Thank you for your Freedom of Information request to the National Audit Office (NAO), dated 27 November 2025. You asked for information relating to budgetary matters, risk management, and any findings concerning the project management office for the Crossrail programme.

Following receipt of your initial request, we asked you to refine it as it was very broad in scope. In your refined request, you asked:

"To be more specific, it will be useful if I have the budgetary aspect, risk plan and management, findings about the report on the project management office. With this information request, it will go a long way."

We have considered your request under the Freedom of Information Act 2000 (FOIA). While we hold some information relevant to your request, our assessment is that it would be too costly to search for the information you have requested.

The NAO has reviewed the Crossrail programme at a high level; however, neither of the Crossrail reviews we conducted examined the project management office as a discrete function in and of itself. As such, we do not hold a single report or document specifically focused on the Crossrail project management office.

Any information that may be relevant to your request is not held in a standalone or easily retrievable form. Instead, it is contained within a large volume of wider programme documentation, including (but not limited to) board and committee papers, programme performance reviews, audit material and supporting records. These documents typically cover multiple subjects and were not created solely for the purposes you describe in your request.

In addition, we do not hold information for the full period 2018–2022 that you requested. Most of the material identified dates from between 2019 and mid-2021. We no longer hold information from our April 2019 report due to our six-year retention policy. Most of the remaining information derives from the evidence file for our report [Crossrail: a progress update](#), published in July 2021, and we therefore do not hold information beyond this point.

To identify, retrieve and extract only the specific information you have requested would require a detailed manual review of a significant number of documents. This would involve examining each document individually to assess relevance and, where applicable, redacting information that falls outside the scope of your request or is subject to exemption. Based on a conservative estimate of the work required, complying with your request would

exceed the cost limit set out in section 12 of the Freedom of Information Act 2000. **Annex A** provides further details of the Section 12 exemption.

In accordance with section 16 of the Act, you may wish to submit a refined, more focused request. For example, this could involve narrowing the time covered or identifying a specific NAO report or publication of interest. This would make the request more manageable for us to respond to, although it doesn't necessarily mean the information would be released and the application of any appropriate exemptions will be considered

You may also wish to contact the [Department for Transport](#) or [Transport for London](#), who may hold information more directly aligned to the matters you have raised

Our policy is to respond to requests as helpfully and promptly as possible. I hope the information provided above explains why we cannot comply with your request on this occasion and that the links provided are useful. If you are not happy with this response, you can ask for an internal review within 40 working days by writing to the NAO FOI Team at FOI@nao.org.uk. If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The primary way of escalating your concerns to the Information Commissioner is at: <https://ico.org.uk/foicomplaints>.

Yours sincerely,

NAO FOI

Team

Annex A

Section 12 of the Freedom of Information Act (FOIA)

Section 12 of the FOIA allows a public authority to refuse a request if the cost of providing the information to the applicant would exceed the 'appropriate limit' as defined by the Freedom of Information and Data Protection (Appropriate Limit and Fees) Regulations 2004.

The Regulations provide that the appropriate limit to be applied to requests received by public authorities is £450. For the purposes of the estimate the costs of performing these activities should be estimated at a rate of £25 per hour. This is therefore equivalent to 18 hours work.

In estimating the cost of complying with a request for information, a public body can only take into account any reasonable costs incurred in:

- (a) determining whether it holds the information,
- (b) locating the information, or a document which may contain the information,
- (c) retrieving the information, or a document which may contain the information, and
- (d) extracting the information from a document containing it.