



House of Lords
House of Commons
House of Lords Commission
and
House of Commons Commission

Members of the R&R Programme Board: Nomination of Candidates

Joint Report

*2nd Report of the House of Lords Commission, Session 2022–23,
ordered by the House of Lords to be printed on 24 January
2023*

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House by the Speaker and ordered by the House of Commons
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House of Lords Commission

The House of Lords Commission provides high-level strategic and political direction for the House of Lords Administration on behalf of the House.

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House of Commons Commission

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[Rt Hon Penny Mordaunt MP](#) (Conservative, Portsmouth North)

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[Marianne Cwynarski](#) (Director General (Operations))

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Members of the R&R Programme Board: Nomination of candidates

Introduction

1. In June 2022 the House of Commons and the House of Lords Commissions published a Joint Report, *Restoration and Renewal of the Palace of Westminster—a new mandate*,¹ which recommended a new mandate for the restoration and renewal works and a new two-tier governance structure to oversee the R&R programme. The Commissions sought independent advice and assurance on the new approach to the works as well as the proposed new governance arrangements. An “Independent Advice and Assurance Panel” was convened and their output was considered by the Commissions in reaching their recommendations.²
2. The recommended first tier of governance was an R&R Client Board to make critical strategic choices and recommendations including reviewing a strategic case for the programme prior to proposals being laid before the two Houses for their endorsement. The report proposed that the R&R Client Board be formed of the members of the two Commissions with the addition of the Clerk of the Parliaments and the Chief Operating Officer in the Lords.
3. The Joint Report also recommended an R&R Programme Board which would have delegated authority from the R&R Client Board and would have “as its sole purpose the direction and oversight of the programme, and [...] be able to dedicate the necessary time and focus to it. Operating as a Programme Board (rather than a joint committee, for example) it will bring together Parliamentary and lay members, with the right skills and expertise, especially in major programmes, to fulfil its remit. The role of knowledge and expertise in the development and delivery of major programmes should not be undervalued as the Programme Board will be expected to engage, inform, mediate and translate between Parliament and the Delivery Authority”.³
4. In July 2022, both Houses of Parliament agreed with the Commissions’ Joint Report and all the recommendations within it.⁴ Since then the two Commissions have established the R&R Client Board, in line with the membership and remit proposed in the Commissions’ Joint Report, and it has met monthly since October 2022.⁵
5. This further report gives effect to the recommendations relating to the establishment of the R&R Programme Board.

1 [Restoration and Renewal of the Palace of Westminster—a new mandate](#), HL Paper 19, HC 399, 13 June 2022

2 The Independent Advice and Assurance Panel began its work in late April 2022, with this review primarily based on interviews with relevant stakeholders conducted between 9 and 12 May. The panel submitted its final report on 20 May 2022. Full details of the panel can be found at Annex C of the Joint Commissions’ Report. [Restoration and Renewal of the Palace of Westminster—a new mandate](#), HL Paper 19, HC 399, 13 June 2022

3 [Restoration and Renewal of the Palace of Westminster—a new mandate](#), HL Paper 19, HC 399, 13 June 2022, Paragraph 42

4 Restoration and Renewal of the Palace of Westminster, [HC Deb vol. 718, cols. 271–301](#), 12 July 2022 & Restoration and Renewal, [HL Deb, vol. 823, cols. 1498–1548](#), 13 July 2022

5 [House of Commons Commission Decisions 20 July 2022](#) and [House of Lords Commission Decisions 22 July 2022](#)

6. The Commissions' Joint Report noted that we would “work with all relevant stakeholders to propose and agree suitable composition and chairing arrangements of the Programme Board to meet its remit”.⁶ The following composition for the R&R Programme Board is recommended to both Houses:

- (1) Seven Parliamentarians, with four members of the House of Commons and three members of the House of Lords;
- (2) The Clerk of the House and the Clerk of the Parliaments; and
- (3) Up to four external members.

7. In making this recommendation, we carefully considered the recommendation from the Independent Advice and Assurance Panel to keep the Programme Board “as small, as senior and as stable as possible to support its effectiveness but as large as possible to reflect the range of key stakeholders that need to be represented”. We think our recommended composition meets both points.

8. We acknowledge the imbalance on the Programme Board between members of the House of Commons and members of the House of Lords. However, the imbalance between the two Houses on the Programme Board is compensated for by the imbalance (in the other direction) on the R&R Client Board. The R&R Client Board, being composed of the two House Commissions, has a greater number of members from the Lords because the Lords Commission has more members. Ultimately it will be the two Houses that decide on the proposals for the works, as set out in the Parliamentary Buildings (R&R) Act 2019.

9. We recommend that Members of the Parliamentary Works Estimates Commission cannot be members of the R&R Programme Board.

10. We agreed the external members must demonstrate expertise in at least one of the following areas:

- (1) major programmes, particularly during the development phase;
- (2) finance and commercial, specifically public sector capital expenditure;
- (3) heritage and historic buildings; or
- (4) health and safety.

11. We agreed the external member roles would be recruited following the principles of fair and open competition and that Members of either House, Ministers or Directors of the R&R Delivery Authority Ltd would not be eligible to apply. Saxton Bampfylde, an executive search firm, was appointed in August 2022 to run the recruitment process. The process followed fair and open competition and the roles were advertised on Parliament's website, Guardian Jobs, The Times, LinkedIn and Public Appointments. A broad and diverse field of applications was received, 102 in total. These applicants were reduced through sifts and interviews to a short list of ten. The search firm and the Parliamentary Selection Panel were assisted in this shortlisting task by Michèle Dix and Mike Gerrard,

6 [*Restoration and Renewal of the Palace of Westminster—a new mandate*](#), HL Paper 19, HC 399, 13 June 2022, Paragraph 48

members of the Independent Advice and Assurance Panel, to provide external expertise and perspective to the selection process.

12. Interviews were held on 2, 3 and 4 November 2022 by a Selection Panel comprising Patsy Richards (interim CEO of the Sponsor Body), Marianne Cwynarski (Director General (Operations), House of Commons) and Andy Helliwell (Chief Operating Officer, House of Lords). The shortlist for interviews was diverse in terms of gender, ethnicity, the industry candidates had experience in and where they were based in the UK. The candidates ranked highest against each of the four areas of expertise by the Selection Panel met Mr Speaker and the Lord Speaker, and the Leader of the House of Commons and the Leader of the House of Lords. We subsequently recommend appointing three candidates to be external members of the R&R Programme Board for a three year term. Appointments may be renewed for up to a further three years.

The nominated members

13. We recommend the following membership for the R&R Programme Board:

- Rt Hon Nigel Evans MP, Deputy Speaker (Second Deputy Chairman of Ways and Means), Chair
- Wera Hobhouse MP
- Rt Hon Penny Mordaunt MP, Leader of the House of Commons (or their respective delegated members)
- Thangam Debbonaire MP, Shadow Leader of the House of Commons (or their respective delegated members)
- Lord Collins of Highbury
- Lord Morse
- Lord Sherbourne of Didsbury
- Sir John Benger, Clerk of the House of Commons
- Simon Burton, Clerk of the Parliaments
- Paul Duffree (External member)
- Steve Hails (External member)
- Sir Jonathan Stephens (External member)

14. The CVs of the three recommended external members are annexed to this report. We believe that these candidates will bring an effective mix of skills and knowledge to the R&R Programme Board's work and contribute to ensuring the health and safety of all those who visit and work in the Palace now and in the future while ensuring value-for-money and a solution which meets the needs of the Parliamentary community.

15. We are content that the three external candidates proposed bring sufficient levels of major programme experience, in addition to skills in finance and commercial, heritage and historic buildings and health and safety.

Annex: Brief details of nominated candidates

Paul Duffree LVO

Executive Career

2015–date	The Royal Household Director of Property
2010–2015	Foreign, Commonwealth & Development Office
13–15	Estates Director, Worldwide
10–13	Programme Delivery Director, Worldwide
2002–2009	Gala Coral Group
06–09	Managing Director, China
02–06	Group Property Director
1996–2002	Railtrack Group plc Commercial Director, Property Development
1991–1996	Hampshire County Council Project Manager Architects
1998–1991	Taylor Woodrow Construction Limited Project Manager

Education

BSc (Hons), MBA and CDir

Steve Hails

Non-Executive Career

2016–date	Mates in Mind Chair of Trustees
2017–2020	Construction H&S Group President (Honorary Officer)

Executive Career

2016–date	Thames Tideway Director of Business Services and HSW
2012–2016	Crossrail Ltd Director of Health & Safety
2006–2012	Siemens Energy Global Head of EHS / Head of EHS – UK Ops
2001–2006	Engineering Employer’s Federation Head of HSE
1995–2001	Procter & Gamble Ltd HSE Risk Manager
1993–1995	Nuclear Electric, Sizewell B Power Station Commissioning Engineer
1985–1993	Royal Navy, Nuclear Submarines Petty Officer MEA

Education

MSc, Health, Safety & Environment, University of Sunderland (2000)

Professional Memberships

Chartered Member (CMIOSH) - Institution of Occupational Safety and Health
Honorary Fellow - British Occupational Hygiene Society (BOHS)

Sir Jonathan Stephens

Non-Executive Career

2022–date	National Crime Agency Non-Executive Director
2020–date	Cabinet Office Adviser – part-time
2014–2020	Cabinet Office Chair of the Main Honours Committee

Executive Career

2014–2020	Northern Ireland Office Permanent Secretary and Chair of Departmental Board
2013–2014	HM Treasury Review of Public Sector Pay
2006–2013	Department for Culture, Media and Sport Permanent Secretary, Chair of Departmental Board and Accounting Officer for the London 2012 Olympics Programme and Budget
2001–2006	HM Treasury
05–06	Director General for Public Spending and Public Services
04–06	Director, Public Spending
01–04	Director, Public Services
2000–2001	Cabinet Office Director, Modernising Public Services
1992–2001	Northern Ireland Office
95–00	Associate Political Director
92–95	Peace Process – key posts

Education

BA, Philosophy, Politics and Economics, Oxford University (1982)