



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

External member of the R&R Programme Board: Nomination of candidate

Joint Report

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External member of the R&R Programme Board: Nomination of candidate

Introduction

1. In July 2022 both Houses of Parliament agreed a new mandate for the restoration and renewal works on the Palace of Westminster, based on recommendations set out in a joint report by the House of Commons and House of Lords Commissions.¹ This included a new two-tier governance structure to oversee the Restoration and Renewal (R&R) Programme.
2. The recommended first tier of governance was an R&R Client Board to make critical strategic choices and recommendations about the programme. The R&R Client Board is 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. It first met in October 2022 and has met on five occasions since.²
3. The second tier of governance was an R&R Programme Board, composed of both parliamentary and lay members, 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.”³
4. Our Report in January 2023 recommended the initial membership of the R&R Programme Board, including four MPs, three Peers, the Clerk of the House of Commons, the Clerk of the Parliaments, and three external members (who had been recruited through fair and open competition).⁴ The membership was approved by both Houses in February 2023.⁵ The R&R Programme Board first met in February and has met monthly since then.⁶ The Programme Board brings together Parliamentary and lay members, with the right skills and expertise, especially in major programmes. The role of knowledge and expertise in the development and delivery of major programmes should not be undervalued as the Programme Board continues to engage, inform, mediate and translate between Parliament and the Delivery Authority.

1 HC Deb, 12 July 2022, [cols 271–301](#) and HL Deb, 13 July 2022, [cols 1498–1548](#). House of Lords Commission and House of Commons Commission, *Restoration and Renewal of the Palace of Westminster—a new mandate* (1st Report, Session 2022–23, HL Paper 19, HC 399)

2 The agendas and minutes of the R&R Client Board are available on its webpage. See Restoration and Renewal Client Board, ‘Useful information’: <https://committees.parliament.uk/committee/616/restoration-and-renewal-client-board>

3 House of Lords Commission and House of Commons Commission, *Restoration and Renewal of the Palace of Westminster—a new mandate*, para 42

4 House of Lords Commission and House of Commons Commission, *Members of the R&R Programme Board: Nomination of Candidates* (2nd Report, Session 2022–23, HL Paper 138, HC 1071)

5 HC Deb, 7 February 2023, [col 880](#) and HL Deb, 2 February 2023, [col 1662](#)

6 The agendas and minutes of the R&R Client Board are available on its webpage. See Restoration and Renewal Client Board, ‘Useful information’: <https://committees.parliament.uk/committee/616/restoration-and-renewal-client-board>

Recruitment process

5. Our previous report on the membership of the R&R Programme Board recommended that there should be “up to four” external members.⁷ We agreed that the external members must demonstrate expertise in at least one of the following areas:

- a) major programmes, particularly during the development phase;
- b) finance and commercial, specifically public sector capital expenditure;
- c) heritage and historic buildings; or
- d) health and safety.⁸

6. Three external members with particular expertise in finance and commercial, heritage and historic buildings, and health and safety were appointed in February 2023. We agreed in May 2023 to undertake a new recruitment process to appoint a fourth external member of the Programme Board with specific experience of major programmes, particularly during the development phase.

7. A fair and open recruitment process was undertaken in May and June 2023. The role was advertised on the Parliament and R&R websites. A total of 15 applications were received, which were diverse in terms of gender and ethnicity.

8. The Selection Panel consisted of Dr Patsy Richards (interim Managing Director of the R&R Client Team), Marianne Cwynarski (Director General (Operations), House of Commons), and Andy Helliwell (Chief Operating Officer, House of Lords). A preferred candidate was identified following interview on 26 June. The preferred candidate then met the Chair of the R&R Programme Board, a Lords member of the Programme Board and the Leader of the House of Commons.

The nominated Member

9. Following the process set out above, the selection panel recommended to the R&R Client Board that Dr Michèle Dix be nominated as its new external member.

10. Dr Michèle Dix provides significant experience in overseeing major programmes and has extensive Board-level experience. She also has experience of the R&R Programme, having previously been a member of the Independent Advice and Assurance Panel (IAAP) that provided advice to both House Commissions regarding the governance and delivery of the Programme. Her CV is included in the Annex.

11. We believe that the candidate will bring a diverse range and depth of experience. This will benefit the work of the R&R Programme Board in the coming years when several key decisions will be required to progress the programme during the design phase.

12. All the candidates were required to provide written declarations regarding past political activity and potential conflicts of interest. The selection panel was satisfied that Michèle had not undertaken any political activity within the last five years that might

⁷ House of Lords Commission and House of Commons Commission, [Members of the R&R Programme Board: Nomination of Candidates](#), para 6

⁸ *Ibid.*, para 10

affect the perception of their political impartiality. The selection panel was also satisfied there are no conflicts of interest with a position on the R&R Programme Board although, if appointed, Michèle would no longer be eligible for the IAAP.

13. We recommend that both Houses appoint Dr Michèle Dix as an external member of the R&R Programme Board for a three-year term. The appointment may be renewed for up to a further three years.

Annex: Brief details of nominated candidate

Dr Michèle Dix CBE

Non-Executive Career

Non-Executive Board Director roles

2016–date	Major Projects Association Non-Executive Director
2018–date	Crossrail International Non-Executive Director
2008–2021	UITP (International Association of Public Transport) Policy Board, Vice Chair Executive Board
2017–2021	London Transport Museum Trustee

Advisory roles

2022–date	Institution of Civil Engineers Policy Policy Fellow
2019–date	Advisory Board for the UCL MBA Major Infrastructure Delivery
2014–date	University College London Visiting Professor, The Bartlett
2022–2023	Houses of Parliament Restoration and Renewal Programme Independent Advice and Assurance Panel
2021–2022	Union Connectivity Review Advisor
2019–2020	Oakervee Review of HS2 Advisor
2013–2015	Institution of Civil Engineers London Advisory Panel Member
2010–2015	Outer London Commission
2010–2015	London Health Commission
2008–2015	Passenger Transport Executive (PTEG) TfL Representative

Executive Career

2000–2021	Transport for London
15–21	Managing Director, Crossrail 2; Chief Officer, TfL Executive Board
07–15	Managing Director, Planning; Chief Officer, TfL Executive Board
00–07	Director of Congestion Charging
1985–2000	Halcrow Fox (part of the Halcrow Group, now Jacobs)
	Board Director for Urban Transport
1979–1985	Greater London Council
	Commercial Director, Property Development

Education

BSc(Hons), Civil Engineering, University of Leeds

PhD, Thesis in Transport Planning, University of Leeds

Professional Memberships

Chartered Engineer, Fellow of the Institution of Civil Engineers

Fellow of the Institution of Highways & Transportation

Fellow of the Institute of Logistics & Transport

Fellow of the City and Guilds London Institute

Transport Planning Professional, Transport Planning Society