UK Parliament

MINUTES

R&R Programme Board

Meeting date	18 November 2025
Meeting location	Committee Room 4a, Palace of Westminster
Meeting time	13:00–16:00

Attendees

Programme Board	Officials
Judith Cummins MP (Chair)	Chris Dawson (R&R Client Team) *(for item 6)*
Simon Burton	Emma Downing (R&R Client Team) *(for item 6)*
Lord Collins of Highbury	Chris Elliott (Commons)
Dr Michele Dix	Andy Helliwell (Lords)
Paul Duffree	Elizabeth Hunt (R&R Client Team)
Marie Goldman MP	Russ MacMillan (Delivery Authority)
Tom Goldsmith	Lauren Marchant (R&R Client Team)
Steve Hails	Andrew Piper (Delivery Authority) *(for item 7)*
Lord Mackinlay	Robert Razzell (Delivery Authority)
Sir Mark Tami MP	Charlotte Simmonds (R&R Client Team)
Lord Vaux of Harrowden	Jenni Singleton (R&R Client Team)
	John Thursfield (R&R Client Team) *(for item 6)*
	Michael Torrance (Lords)
	Bev Weston (Commons)
	James Young (R&R Client Team)

1. Welcome and standing items

The Chair welcomed everyone to the November meeting of the R&R Programme Board.

Apologies were received from John Lamont MP and Sir Jonathan Stephens.

Simon Thurley, Chair of the Delivery Authority, attended the meeting as an observer.

The Programme Board agreed to amend and publish the minutes of the meeting on 16 October 2025.

2. Update from the Client Board

The MD of the Client Team updated the Board on the outcomes of the November 3rd Client Board meeting.

*The R&R Programme Board **noted** the update from the Client Board meeting on 3rd November.*

3. Update from Managing Director of the Client Team

The MD of the Client Team updated the Board, including on House of Lords Temporary Accommodation and the September Programme Highlight Report**.**

*The R&R Programme Board **noted** the September programme highlight report and the update from the MD of the Client Team.*

4. R&R Independent advice and assurance review

The Board was briefed on the recommendations of the Independent Advice and Assurance Panel and the Independent Commercial Assurance Panel. The Board was informed of the Sub-Board's discussions regarding this item.

The Board discussed the Delivery Authority's response to Independent Commercial Assurance Panel recommendations. The Board discussed the Strategic Partner Strategy and Alliance model.

The Board discussed the importance of ensuring initiatives are in place to develop specialist skills, such as woodworking and stone masonry.

The Board discussed communications and engagement relating to skills development and commercial procurement.

*The R&R Programme Board **considered** the independent and assurance panel review of key actions and the recommendations in the independent commercial assurance review.*

5. Phase 1 Works Update: Initial package of works

The Board was briefed on timelines for Phase 1 Works and on updated costs of delay analysis. The Board was informed of the Sub-Board's discussions regarding this item.

The Board agreed that the delay costs in the costed proposals should remain unchanged but include a statement noting that independent review suggested they are likely underestimated.

The Board noted the importance of having temporary accommodation ready for the start of main works and discussed the interdependencies of Commons Building Infrastructure Portfolio and the R&R Programme. The Board requested more information on timelines for the Commons Building Infrastructure Portfolio timelines, including information on decant phasing and where Members and Member services will relocate.

The Board agreed that communications around Phase 1 Works must clearly distinguish the costs of Phase 1 Works from routine maintenance and other parliamentary projects.

The R&R Programme Board:

a) ***noted*** *the further information on the timescales and breakdown of costs in relation to Phase1 works (paras 3 – 9) and;*
b) ***considered*** *the revised cost of delay figures shown in Table 2 and whether they should be presented to the Client Board prior to the publication of the costed proposals in response to the Independent Advice and Assurance Panel's feedback (paras 13-15).*

6. Costed Proposals Publication: Plans for supporting engagement and communications

The Board discussed the timelines for publication of the costed proposals and associated communication and engagement activities.

The Board agreed that communications should demonstrate how the R&R Programme is leveraging expertise, assuring costs and managing procurement in a commercially effective way.

The R&R Programme Board ***provided feedback*** *on this update which covers planned engagement and communications activities, and an overview of messaging.*

7. Opportunities for the R&R Programme

The Board was informed of the Sub-Board's discussions regarding this item.

The Board considered future opportunities to reduce R&R programme costs.

The Board agreed on the importance of keeping potential opportunities to reduce R&R programme costs under ongoing review. The Board agreed that this should include ongoing assessment of whether alternative design solutions could achieve the same end state outcomes at a lower cost.

The Board discussed reconsidering previously discounted opportunities relating to the end state Palace where circumstances may have changed.

The Board requested that future editions of the Programme Highlight Report include an opportunities register.

The Board agreed that communications around the costed proposals should emphasise that work to reduce costs is ongoing.

The R&R Programme Board:

a) ***Noted*** *the opportunities that could potentially reduce R&R programme costs that have been identified to date and discussed preferred areas of focus; and,*
b) ***Agreed*** *that the opportunities will be tested further in 2026 after a costed proposals decision and developed fully after new strategic partners are engaged for further consideration by the Board*

8. Jul-Sept Quarterly Report

The Board approved publication of the quarterly report, subject to a minor amendments.

*The R&R Programme Board **approved** the quarterly report covering the period from July – September.*

9. Papers to note

*The R&R Programme Board **noted** the Forward Look.*

10. Any other business and date of next meeting

The date of the next meeting of the Board will be 16 December 2025.