MINUTES

R&R Client Board

Meeting date	Monday 24 November 2025
Meeting location	Committee Room 4A
Meeting time	16:30–18:00

Attendees

Client Board	**Programme Board (in attendance)**
Rachel Blake MP	Lord Vaux of Harrowden
Simon Burton	
Sir Alan Campbell MP	**Officials**
Judith Cummins MP (for Mr Speaker)	Chris Dawson (Client Team)
Marianne Cwynarski	Chris Elliott (Commons)
Marie Goldman MP	Elizabeth Hunt (Client Team)
Tom Goldsmith	Kate Long (Lords)
Andy Helliwell	Alasdair Love (Lords)
Mr Shrinivas Honap	Chloe Mawson (Lords)
The Earl of Kinnoull	Russ MacMillan (Delivery Authority)
Dr Alice Maynard	Lloyd Owen (Commons)
Lord McFall of Alcluith (Chair)	Ed Potton (Commons)
Lord McLoughlin	Charlotte Simmonds (Client Team)
Lord Morse	Jenni Singleton (Client Team)
Jesse Norman MP	Matt White (Delivery Authority)
Baroness Pitkeathley	James Young (Client Team)
Lord Purvis of Tweed	Michael Torrance (Lords)
Baroness Scott of Needham Market	Michael Berry (Lords)
Baroness Smith of Basildon	Jack Holden (Client Team)
Nick Smith MP	Danielle Nash (Cabinet Office)
Lord True	Abi Samuels (Commons)
	Michael Winders (Lords)

1. Welcome and standing items

Lord McFall of Alcluith (Lord Speaker) chaired the meeting.

Apologies were received from Irene Campbell MP (delegate for Steve Barclay MP), Catherine Ward, Lord Gardiner of Kimble, and Charlotte Moar. Judith Cummins MP was deputising for Sir Lindsay Hoyle MP.

New Member of the Client Board, Dr Alice Maynard, was welcomed.

The Client Board agreed the minutes of its last meeting.

The R&R Client Board agreed the minutes of its meeting on 3 November 2025, and that they be published.

2. Costed proposals and communications and engagement plan

The Client Team (CT) outlined the amendments that had been made to the costed proposals draft report since the previous meeting and the feedback that had been gained from Members since the circulation of the revised draft report.

In discussion, the following points were raised:

- The Board discussed the process for proposing and agreeing amendments to the report. Some Members expressed concern that insufficient time was available to fully consider the amendments tabled.
- The Board recognised the importance of making progress with the report. The Clerk of the House, on behalf of both Corporate Officers, proposed that the meeting seek agreement on the following key issues in order to make progress towards agreeing the report:
    - the treatment of the original EMI proposal in the text,
    - the presentation of indirect costs associated with R&R, such as for those for the House of Commons Building and Infrastructure Portfolio (CBIP),
    - providing greater clarity on decant dates for both Houses;
- More information on the original EMI proposal costs, risks and timeframe, and context to the decision to remove the option, should be included in the draft report. The coverage of the original EMI proposal in the draft report should be broadly in line with coverage of the continued presence option, as the other discounted option;
- It was essential that costs were transparent, including projects linked to R&R. Accordingly, the estimates in relation to CBIP and other related projects should be included but clarified;
- The decant infographics should clearly show when each House was expected to decant to temporary accommodation and for how long;
- There should be changes to the wording around attritional risk;
- The Clerk of the Parliaments, on behalf of both Corporate Officers, noted the exposed legal position of the two Corporate Officers and set out the risks in delaying publication of the report until after Christmas. These risks included the possible knock-on effects on later key decision making points, including the drafting and tabling by the Government of Motions in both Houses. The Clerk of the Parliaments also noted the commitments publicly made to publishing in this calendar year;
- Some Members noted the importance of making sure the final report was fully accurate, even if this required delaying publication; and
- A further meeting before the Christmas recess was necessary to discuss and agree further and final revisions to the draft report and the communications and engagement plan. It was important to ensure all Client Board Members were offered the opportunity for a briefing or discussion on the report prior to the meeting.

The R&R Client Board agreed to a further meeting ahead of the Christmas recess, to further consider and agree the draft costed proposals report and communications and engagement plan.

3. Any other business and date of next meeting

The date of the next meeting would be confirmed.