

MINUTES

R&R Programme Board

Meeting date	27 January 2026
Meeting location	Committee Room 4, Palace of Westminster
Meeting time	12:00–15:00

Attendees

Programme Board	Officials
Judith Cummins MP (Chair)	Lisa Grufferty (R&R Client Team) <i>(for item 3)</i>
Simon Burton	Catherine Hallett (R&R Client Team)
Lord Collins of Highbury	Andy Haynes (Delivery Authority) <i>(for item 4)</i>
Michele Dix	Andy Helliwell (Lords)
Marie Goldman MP	Elizabeth Hunt (R&R Client Team)
Tom Goldsmith	Russ MacMillan (Delivery Authority)
Steve Hails	Chloe Mawson (Lords)
John Lamont MP	Lauren Marchant (R&R Client Team)
Sir Jonathan Stephens	Duncan Pickard (Commons) <i>(for item 3)</i>
Sir Mark Tami MP	Robert Razzell (Delivery Authority) <i>(for item 5)</i>
	Charlotte Simmonds (R&R Client Team)
	Michael Torrance (Lords)
	Leo Warren (R&R Client Team) <i>(for item 4)</i>
	Matt White (Delivery Authority)

1. Welcome and standing items

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

Apologies were received from Paul Duffree, Lord Vaux of Harrowden and Lord Mackinlay of Richborough.

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

The Board agreed to the publication of the minutes of 16 December 2025.

2. Update from Managing Director of the Client Team

The MD of the Client Team updated the Board, including on:

- Publication plans for the Costed Proposals report, including associated communications and engagement plans.

- The November Programme Highlight Report
- The application of the R&R Test to the Victoria Tower lift, which resulted in avoiding nugatory spend.
- Ongoing discussions relating to access requirements for the Commons Buildings Infrastructure Portfolio
- The next stage gate, which will follow parliamentary debates.

The Board requested an update to the Forward Look within the Programme Highlight Report to incorporate key Programme milestones for 2026.

The Board also discussed costs associated with the Commons Building and Infrastructure Portfolio and requested to see a breakdown of Programme Costs.

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

3. Temporary Accommodation

The Board were briefed on the timetable for issuing the Invitation to Tender (ITT) for the House of Lords temporary accommodation design and build contractor.

John Lamont said that Members should have the opportunity to debate the costed proposals before publication.

The R&R Programme Board:

*a) **Agreed** to the proposed timetable for publication of the Invitation to Tender (ITT) for the House of Lords temporary accommodation design and build contractor, subject to John Lamont's comments being noted in the minutes;*

*b) **Noted** the update on the acquisition of the QEII and key risks;*

*c) **Noted** ongoing activity to align CBIP and the R&R Programme.*

4. Commercial and Procurement Update

The Board received a briefing on the Delivery Authority's (DA) review of its commercial and procurement strategy. The Board were updated on the Sub Board's discussions on this matter.

The Board discussed the Programme's skills and capability pipeline and agreed on the importance of early engagement with further education colleges to ensure the right skills are available at the appropriate stages of the Programme.

The Board agreed on the importance of ensuring UK-wide accessibility to apprenticeships, including providing opportunities for apprentices from Scotland, Wales and Northern Ireland.

The R&R Programme Board:

- a) **Noted** the proposed approach to reviewing the Strategic Partners Commercial and Procurement Strategy;*
*b) **Noted** the update on skills and apprenticeships.*

5. Delivery Authority 2026/27 Annual Estimate and 2027/28 Forward Look

The Board were updated on the Sub Board's discussions on the DA Annual Estimate and Forward Look and further scrutinised the proposal.

The Board were alerted to the likelihood of a supplementary estimate in 26/27 to accommodate capitalisation of costs relating to the House of Lords temporary accommodation.

The R&R Programme Board:

- a) **Reviewed** the Delivery Authority's 2026/27 Annual Estimate (£67.6m);*
*b) **Recommended** the Annual Estimate to the Client Board for approval;*
*c) **Noted** the 2027/28 forward look and proposed Phase 1 Expenditure Limit (P1EL).*

6. Programme Governance

The Board discussed the Independent Advice and Assurance Panel's proposals for future Programme governance. The Board were updated on the Sub Board's discussions on this matter.

The Board noted lessons learnt from the New Palace Yard project, particularly the need for stronger governance and more robust technical assurance.

The Board agreed on the importance of clarity of roles at each governance level to avoid duplication. The Board emphasised that governance structures must ensure all elements of the Programme, including those related to the Commons Building and Infrastructure Portfolio, are captured within a coherent framework.

The Board discussed the potential membership and remit of a Technical Sub Board.

The Board noted that the Terms of Reference for all R&R Boards would need updating once the Governance review was complete.

The R&R Programme Board:

- a) **Noted** the Client Board's broad support for the outline governance structure proposed by the IAAP*
*b) **Considered** the roles, membership and practices suggested for each board, to identify any potential strengths and weaknesses of this model for effective governance during implementation of the phase one works;*
*c) **Considered** how areas for focus identified by Orr and the National Audit Office might be addressed through revised governance arrangements;*
*d) **Identified** other questions, approaches and/or areas for improvement which should be drawn to the Client Board's attention.*

7. Delivery Authority Board Chair Renewal

Dr Simon Thurley, Chair of the Delivery Authority, recused himself for this item.

The Programme Board were briefed on the proposal to reappoint Dr Simon Thurley as Chair of the Delivery Authority Board, for three years.

*The R&R Programme Board **provided advice** on the proposal to re-appoint Dr Simon Thurley as Chair of the Delivery Authority Board, for three years from 1 April 2026.*

8. Papers to note

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

9. Any other business and date of next meeting

The date of the next meeting of the Board will be 24 February 2026.