

MINUTES

R&R Programme Board Sub Board

Meeting date	18 March 2026
Meeting location	Large Ministerial Conference Room, Palace of Westminster
Meeting time	14:00-16:00

Attendees

Programme Board Sub Board	Officials
Lord Vaux of Harrowden (Chair)	Michael Berry (Lords)
Dr Michele Dix	Meg Conway-Wait (R&R Client Team)
Paul Duffree	James Court-Martin (Lords)
Marie Goldman MP	Catherine Hallett (R&R Client Team)
Steve Hails	Andy Haynes (Delivery Authority) (<i>for Item 2</i>)
Sir Jonathan Stephens	Andy Helliwell (Lords)
	Elizabeth Hunt (R&R Client Team)
	Gemma Kendall (Commons) (<i>for Item 3</i>)
	Russ MacMillan (Delivery Authority)
	Lauren Marchant (R&R Client Team)
	Duncan Pickard (Commons)
	Robert Razzell (Delivery Authority)
	Alan Stewart (Commons)
	Charlotte Simmonds (R&R Client Team)
	Jenni Singleton (R&R Client Team)
	Matt White (Delivery Authority)

1. Welcome

Lord Vaux welcomed everyone to the meeting of the Sub Board.

Apologies were received from Sir Mark Tami MP.

The Sub Board agreed to the publication of the minutes of the meeting on 23 February 2026.

2. Procurement and commercial update

The Sub Board were briefed on the outcomes of the Delivery Authority's commercial and procurement review.

The Sub Board noted that the revised commercial model has undergone external assurance and is currently being reviewed by the Independent Commercial Assurance Panel.

The Sub Board were supportive of the proposed model, noting that in light of the recommended way forward for Phase 1, it represented an improvement on the previous procurement approach.

The Sub Board discussed engagement with the supply chain on the new commercial approach.

The Sub Board requested more information on the potential impact of delays to the costed proposal debates on procurement of the strategic partners, and wider programme timelines.

ACTION The Sub Board **noted** the draft Programme Board paper.

3. Town Planning step by step approach

The Sub Board were briefed on the process for applying for planning permission through Westminster City Council (WCC).

The Sub Board discussed factors that could affect planning timelines and plans to continue to explore opportunities to reduce time and risk throughout Phase 1 Works.

ACTION The Sub Board:

- **Noted** the current approach to securing planning permission for the R&R Programme and plans to continue to explore opportunities to reduce time and risk throughout Phase 1 Works.
 - **Agreed** to refer the planning approach to Programme Board for a decision on the preferred planning route.
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4. Independent Assurance Update

The Sub Board received an update on plans for Programme assurance.

The Sub Board discussed the current NAO review of the R&R Programme. The Board requested that the NAO report was circulated once published.

The Sub Board noted that there may be scope for the Delivery Authority and Strategic Estates to review elements of each other's work to provide additional assurance, where appropriate, while ensuring this does not duplicate or compromise the independence of existing assurance processes.

The Sub-Board discussed how the Programme could provide assurance that elements of the programme had not been designed to a higher specification than necessary. The Sub-Board noted the Client Team's responsibility to ensure this is addressed in the next stage of the programme including through progressing work on opportunities.

The Sub Board highlighted the need for clear visibility of any changes identified through the opportunities work and through assurance processes.

ACTION The Sub Board:

- **Noted** the upcoming independent assurance activities, organised by the R&R Client Team, that are planned up to the point of production of the R&R Programme Business Case in December 2026 and;
 - **Noted** the plans to refresh the full Integrated Assurance and Approvals Plan for Phase 1 works following debates.
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5. Any other business and date of next meeting

The Sub Board discussed the Commons Building and Infrastructure Portfolio (CBIP) and its interdependencies with the R&R programme. The Sub Board requested a paper for April Sub Board noting factors affecting CBIP timelines, impacts on R&R and mitigations.

The next meeting of the Sub Board will be on 22 April 2026.