



HOUSE OF COMMONS
LONDON SW1A 0AA

Lord Forsyth of Drumlean
Judith Cummins MP
Chairs, R&R Client Board

25th February 2026

Dear Michael and Judith

I hope I may register some concerns about the substance and procedure of decisions under discussion at the Client Board next Monday.

Since the release of the Costed Proposals Report, the Official Opposition has declared itself to be opposed both to of the proposals being made, on the grounds of excessive cost, and to the governance process suggested.

It seems to me this is a meaningful development. It raises two questions in particular, In relation to next Monday's meeting:

- Is it appropriate for the Client Team to continue with work on proposals which the Client Board knows in advance will not be the subject of cross-party support? If not, how should the Client Board and the Programme Board respond?
- Should the Client Board now ask the Client Team to prepare options to address the possibility that the Costed Proposals Report and the proposed interim funding are not accepted in their current form -- including de-scoped and lower-cost options?

Yours ever,

Rt Hon Jesse Norman
Shadow Leader of the House of Commons

Member of Parliament
Hereford and South Herefordshire