

BOARD OF THE SPONSOR BODY

Title	Meeting Minutes	
Meeting Date	<i>27 April 2020</i>	
Location	<i>Virtual Meeting via Skype Link</i>	
Time	Start	<i>3.30pm</i>
	End	<i>6.30pm</i>

Board Members Present

Liz Peace (Chair)
 Lord Best
 Lord Carter of Coles
 Damian Hinds MP
 Brigid Janssen
 Marta Phillips
 Baroness Scott of Needham Market
 Tommy Sheppard MP
 Mark Tami MP
 Simon Thurley
 Simon Wright

Officials in Attendance

Name	Position	Item(s)
Sarah Johnson	CEO, Sponsor Body	
Ed Ollard	Clerk of the Parliaments, House of Lords	
Matthew Hamlyn	Chamber Business Team Strategic Director, House of Commons	
Michael Torrance	Head of Secretariat, Sponsor Body	
Susannah Street	Board Secretary, Sponsor Body	
Johanna Porter	Governance Officer, Sponsor Body	
Matt White	Programme Delivery Director, Delivery Authority	
David Goldstone	CEO, Delivery Authority	
Amanda Colledge	Business Case Director, Sponsor Body	5
Andy Piper	Design Director, Delivery Authority	5
Ainsley Moore	Business Case Team	5
Nick Lane	Business Case Team	5
Graham McClements	Design Lead, BDP	5
Ruth Atkinson	Design Team Lead, BDP	5
John Thursfield	Engagement Strategy Manager, Sponsor Body	6
Mike Brough	Director of Commissioning & Delivery, Sponsor Body	7
James Young	Head of Programme, Risk & Assurance, Sponsor Body	7
Martin Buck	Transition Adviser, Strategic Estates	7
Ian Anderson	Sponsor's Representative, Sponsor Body	7
Jonathan Freer	Sponsor's Representative, Sponsor Body	7
Henrietta Eruotor	Head of HR, Sponsor Body	8
David Yass	Review Team Leader, Sponsor Body	9

Apologies

Lord Deighton sent his apologies. John Benger, Clerk of the House of Commons also sent his apologies and was represented by Matthew Hamlyn, Chamber Business Team Strategic Director, House of Commons.

Declarations of Interests

Board members made no declarations of interests relevant to the meeting.

1. Minutes of the previous meeting

SB/20/018

The minutes of the meeting of the 24 February 2020 Board meeting had been agreed by correspondence. The minutes of the meetings of 23 March 2020 (which had been circulated separately) and 8 April 2020 were **AGREED**.

2. Sponsor Body Progress Report

SB/20/019

Sarah Johnson updated the Board on the work of the Sponsor Body. She informed the Board that its review of the proposed Programme Delivery Agreement (PDA) had been deferred. The Agreement would be regularly reviewed and updated; the first iteration needed to correctly reflect requirements for the next six to 12 months. The Board discussed the briefing it would require to support its consideration of the first iteration, and whether this could be accommodated to allow the Board to consider the PDA at its next meeting on 18 May 2020.

Board members noted that the PDA was a long, but essential, document and requested a 'plain English' synopsis of the text. It was suggested that a workshop be held to discuss the detail, either before the first iteration of the PDA was approved or before a second iteration was produced. Sarah noted that the PDA was the formal contractual arrangement between the Sponsor Board and the Delivery Authority, and needed to be signed as soon as was practical. She would reflect on the Board's comments and propose a plan for the Board's consideration of the PDA. It was noted that the Board would need to be assured that the Delivery Authority was ready to approve the Agreement proposed to the Sponsor Board. The PDA would include a section on collaborative behaviours.

Sarah confirmed that all Member engagement was on hold due to the Covid-19 situation; however, she was keen for the programme to engage with Members over the next few months, particularly before the summer recess, and virtually if necessary.

Sarah assured the Board that work was being done to improve the monthly progress reports, with a commitment to making them clearer and shorter. She would provide the Board with an outline of when to expect improvements.

The Chair noted that a new task brief had been issued to the Delivery team about preparing a 'do minimum' option for the Lords decant venue.

The Board **NOTED** the update.

3. R&R Programme Progress Report

Period: February 2020

SB/20/020

The Board **NOTED** the update.

4. NEP Highlight Report

Period: March 2020

SB/20/021

The Board **NOTED** the update.

**5. Accessibility: Step-Free Access &
Non-Discriminatory Routes Options Paper**

SB/20/022

The Board discussed the Options Paper, which formed part of the Business Case Strategy. The paper considered how the Palace design should take account of the requirement set out in the Parliamentary Buildings (Restoration & Renewal) Act 2019 to have regard to “the need to ensure that... all parts of the Palace of Westminster used by people working in it or open to people visiting it, are accessible to people with disabilities”, whilst having regard for value for money, and trade-offs with other strategic objectives. The option preferred by the Board would be taken forward to the next stages of design and incorporated in the Common Elements paper later in the process. A presentation had been made available to Board members in advance.

Amanda Colledge outlined the improvements that would be gained from each of the options set out in the paper. Board members noted that there was a high level of expectation from Members and others about improving disabled access in the Palace, but the trade-offs with heritage issues and cost involved with the options that would create the largest improvements would have to be clearly understood, including by Members.

The Board discussed the options.

There was a high level of ambition for accessibility in the restored Northern Estate, and it was noted that this would have an impact on expectations for the reoccupied Palace. It was also the case, however, that the 65 different levels in the Palace would bring particular challenges.

There was a long way to go in terms of assessing the significance of the Palace fabric and developing the design before it would be possible to take a design to the planning authorities with confidence that the impact of the design in heritage terms would be likely to be acceptable. How Members would be involved in these choices was under consideration. It was also noted that what was required in terms of accessibility in the Palace would be intertwined with the issue of what functions might stay in the Northern Estate, and that more information on how people would use the Palace would be necessary in order to finalise the scheme.

The Board **ENDORSED** the recommended accessibility option to be taken forward to the next stages of design. The Board **ACKNOWLEDGED** the heritage planning risk and the inherent cost uncertainty associated with this option and noted that the eventual recommendation might end up being closer to the next, less interventionist, option.

6. Member Consultation Strategy

SB/20/023

Sarah Johnson informed the Board that the Sponsor Body was obliged, under the provisions of the Parliamentary Buildings (Restoration & Renewal) Act 2019, to publish the Member Consultation Strategy within eight weeks of becoming substantive (8 April 2020). The paper reflected the Sponsor Body's strategy and approach to Member consultation, but it was not a detailed action plan. The engagement plan that had been developed was under review, given the current circumstances. There was still work to be done on formulating a methodology for engaging Members with the programme and propositions without involving individually over 1400 Members of both Houses.

The Board stressed the need for genuine consultation with Members, including involving them in the consideration of the trade-offs that would be required. The Sponsor Body would work collaboratively to ensure its consultation activities were aligned with any consultations that were conducted by either House.

The Board **CONSIDERED** and **AGREED** the Engagement Approach for Restoration & Renewal.

The Board **CONSIDERED** and **AGREED** the Member Consultation Strategy.

The Board **AGREED** to the publication of the Engagement Approach and the Member Consultation Strategy on the R&R website by 3 June 2020.

7. Assurance Briefing – Northern Estate Programme

SB/20/024

Sarah Johnson introduced the Sponsor's Representative function. A small team of people had been appointed to give the Sponsor Body the ability to undertake independent assurance activities. The Sponsor Body would revisit the necessity of establishing a formal Programme Representative (P-Rep) function later.

Mike Brough introduced the paper, which briefed the Board on the findings of the Sponsor's Representatives (S-Rep) review of issues and risks that would transfer to the Sponsor Body when the Northern Estate Programme (NEP) was designated to the R&R Programme. Martin Buck spoke to the paper.

The Board discussed the probability confidence levels and risk allowances used by the NEP for its schedule and cost forecasts. It was noted that the schedule probability and cost probability were not matched; this should not be accepted when NEP was integrated into R&R and there was support for using P80 for both the schedule and the budget. It was also suggested that if changes were required to the baseline requirements, then funding should be made available to support those changes. It was also argued that funding for EWEIR (Estate-Wide Engineering Infrastructure and Resilience Programme) aspects of the NEP should be put into the pot now, and support was expressed for additional risk allowances. A bottom-up cost estimate for the NEP was requested for the discussions leading up to the designation of the NEP.

The Board discussed the extent to which the House of Commons decant requirements were interlinked with the other work in the NEP. It was also noted that the Covid-19 crisis could have significant implications for both programmes.

The S-Rep review would be used to record the Sponsor Body's understanding of the uncertainties that would be involved in NEP being designated into the R&R Programme. The Board **NOTED** the risks identified in the review and asked for these scenarios to be considered as part of the planned strategic review of the R&R Programme.

8. Staff Terms & Conditions

SB/20/025

Sarah Johnson introduced the paper. One Board member noted that the wording of paragraphs 9.3 and 13.2 in the draft Sponsor Body employment contract needed clarification. Subject to that change, the Board **APPROVED** the Sponsor Body staff terms and conditions of employment. These terms and conditions would be effective from 1 May 2020.

9. Strategic Review of the Programme

SB/20/026

Sarah Johnson introduced the paper, which described the objectives of and approach to a planned strategic review of the R&R programme. A major lesson from other large programmes was that undertaking such reviews at key moments could be extremely valuable. The primary focus of the review would be on the decant options, including looking at whether the proposed solutions were likely to provide value for money and be affordable. The review would also consider the scope of work for the Palace to confirm whether the programme's strategy was right. The strategic review would coincide with significant changes in both Houses due to the Covid-19 crisis and lively discussions about the legacy of those changes.

A steering group and a challenge group would be established and the final report was expected in the autumn. The review team would be new to the programme and bring a fresh perspective. How the review would relate to the Board's own programme of decision-making would have to be determined as it progressed, but key decisions about the Lords

decant venue design would await the review's conclusion. A prioritisation exercise was underway due to the Covid-19 situation and activities over the next few months would be focused on those that would add value under any outcome from the review.

The Board **NOTED** that the CEOs of the Sponsor Body and Delivery Authority would jointly conduct a strategic review of the Restoration & Renewal Programme. The Terms of Reference would be updated to reflect the Board's discussion and recirculated to Board members.

10. Establishing Board Committees

SB/20/027

The Board **AGREED** to the establishment of the Sponsor Board Nominations & Remuneration Committee and the Sponsor Board Audit & Assurance Committee. The Board **APPROVED** the memberships of the Committees as proposed in the meeting: the Audit & Assurance Committee would comprise Marta Phillips (Chair), Lord Best, Sir Robert Syms MP, Mark Tami MP and an independent expert member; the Nominations & Remuneration Committee would comprise Brigid Janssen (Chair), Lord Carter, Lord Deighton, Liz Peace and Mark Tami MP. The Board also **APPROVED** the Committees' terms of reference as circulated.

11. CEO Terms & Conditions

SB/20/028

Officials other than the Board Secretary were asked to leave the call for this item. The Chair had consulted the members of the shadow Nominations and Remuneration Committee to consider the base pay for the Chief Executive Officer. Subject only to a couple of modifications to the detailed wording in the contract of employment which were discussed by the Board and would be resolved by the Chair, the Board **APPROVED** the Sponsor Body CEO terms and conditions of employment, including the base pay recommended in the paper.

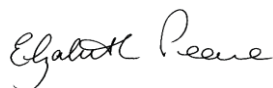
AOB

There was no other business.

Next Meeting

The Board's next meeting would be on Monday 18 May 2020.

Small sections of these minutes have been redacted, usually for reasons such as commercial confidentiality and sensitive management information.



Chair

Signature

Date 19 May 2020