

BOARD OF THE SHADOW SPONSOR BODY

Minutes

Meeting of 9 September 2019

Present:

Elizabeth Peace (Chair)
Lord Carter of Coles
Lord Deighton
Lord Geidt
Brigid Janssen
Marta Phillips
Baroness Scott of Needham Market
Mark Tami MP
Simon Thurley
Simon Wright

In attendance:

Ed Ollard (Clerk of the Parliaments)
Matthew Hamlyn (Chamber Business Team Strategic Director, House of Commons)
Kate Emms (Interim Director, shadow Sponsor Body)
Susannah Street (Board Secretary)
Matthew White (Programme Delivery Director, R&R Programme)
Johanna Porter (Governance Support Officer, shadow Sponsor Body)
Mike Brough (Director of Commissioning and Delivery Assurance, shadow Sponsor Body)
Richard Caseby (Director of External Relations, shadow Sponsor Body)
Gurdip Juty (Interim Chief Operating Officer, shadow Sponsor Body) joined for item 3
Tim Parkin (Bill Liaison Manager, shadow Sponsor Body) joined for item 4
Amanda Colledge (Business Case Director, shadow Sponsor Body) and Ainsley Moore (PWC Business Case Team, shadow Sponsor Body) joined for item 5
Richard Ware (Interim Client and Engagement Lead, shadow Sponsor Body) joined for item 7
Andy Piper (Design Director, R&R Programme) joined for items 7 & 10
Charlotte Simmonds (Head of Enterprise Portfolio Management Office, House of Commons) joined for item 8
Marcus Tunaley (Change and Implementation Manager, shadow Sponsor Body) joined for item 9
Deborah Shahrum (Communications Manager, shadow Sponsor Body) joined for item 11

Apologies: Neil Gray MP sent his apologies.

The Chair welcomed Mike Brough as Director of Commissioning and Delivery Assurance, Gurdip Juty as Interim Chief Operating Officer and Johanna Porter as Governance Support Officer.

The minutes of the Board meeting of 15 July 2019 had previously been agreed by correspondence.

1. SHADOW SPONSOR BODY PROGRESS REPORT (SSB/19/063)

The Board **noted** the shadow Sponsor Body progress report and discussed the planning application for Richmond House. The Board anticipated that Royal Assent for the Parliamentary Buildings (Restoration and Renewal) Bill would be granted that evening.

The Board thanked the team for their hard work and stressed the importance of continuing to make rapid progress in line with the momentum driving the Bill.

The Board discussed the importance of establishing a positive and timely feedback loop with both Houses to facilitate this.

2. R&R PROGRAMME PROGRESS REPORT FOR PERIOD: JULY 2019 (SSB/19/064)

The Board **noted** the R&R Programme progress report. There would be a few months' delay to the completion of RIBA stage 1 (the work to establish the initial project brief) for the Palace, to enable the adoption of the Business Case Strategy and because of revised plans for user engagement on the initial project brief.

Matt White welcomed the Business Case Strategy, as it would provide greater clarity for the teams. The Delivery team and Sponsor Body team would work together on an integrated Level 1 schedule including the Northern Estate Programme (NEP) and decant projects, which would clarify the Programme's interdependencies, and work was progressing on an Estate-wide masterplan.

The Board requested more information about Programme Delivery Team resourcing at their next meeting and wanted further clarity about the Programme's critical milestones. The Chair would write to the SRO of the NEP about that programme's schedule, which was critical to achieving the timely decant of the Palace.

3. R&R PROGRAMME MEDIUM TERM INVESTMENT PLAN FOR FINANCIAL YEARS 2020/2021 TO 2023/2024 (SSB/19/065)

The Board discussed the paper and questioned the assumptions and exclusions involved. The Board was content for the draft of the MTIP to be submitted, via Strategic Estates, to both Houses. The Board was keen to understand the exclusions to the Business Case so that they could challenge the focus of any spending.

4. SPONSOR BODY TARGET ORGANISATION AND RESOURCING (SSB/19/066)

The Board **noted** the contents of the paper. The Board questioned the potential for duplication of resourcing between the SSB and Delivery Authority. Assurance was given that flexibility for resources to move between the two bodies as required, to ensure there was no duplication, would be incorporated. It was acknowledged that the passage of the Bill would provide a level of certainty in terms of staffing requirements.

5. SSB EMERGING DECISION FRAMEWORK: UPDATE FROM THE BUSINESS CASE CONSULTANTS (SSB/19/067)

The Board discussed the proposed decision-making framework, which would enable a robust, evidence-based Outline Business Case to be laid before Parliament, on the basis of a hierarchy of option papers that would be presented to the Board. Board members would work with the Business Case Team in the development of the option papers, subject to further clarification of nature of, and

time required for, their involvement. It was noted that although the option papers would be presented in a carefully constructed sequence, and designed in such a way that they would enable the Board to make informed decisions, there might be a need to revisit some aspects of the decisions made as the process progressed, in order to ensure that all the pieces fitted together into a coherent whole once there was clarity on overall project scope. It was emphasised that key overarching decisions already made by the Houses, such as for the full decant of the Palace and the Houses' return to that building, would not be revisited.

The Board warmly welcomed the methodology and approved the Business Case Strategy in principle.

6. REQUIREMENTS MANAGEMENT STRATEGY (SSB/19/068)

The Board **noted** the contents of the paper. Staff would be provided from the Delivery Team to work with the shadow Sponsor Body to enable the R&R Requirements Management Strategy to be developed in line with the Shadow Programme Development Agreement.

7. HOUSE OF LORDS DECANT PROJECT: UPDATE AND NEXT STEPS, TOGETHER WITH LORDS DECANT INTERVIEW RESULTS (SSB/19/069 & SSB/19/070)

The Board **noted** the progress of the House of Lords Decant Project to date, as well as the results of interviews with a large number of Lords members regarding their decant accommodation.

The Board discussed the planning and design decisions, and opportunities and challenges presented by the Lords decant venue. The Board were informed that whilst the building appeared to be sound, and progress was being made in engaging with its immediate neighbours, the plans were still being refined. The designs at present were intended to have the minimum impact upon any future use of the space. The Board reiterated the importance of the venue being ready for the timely decant of the Palace.

The Board **endorsed** the proposed approach to engagement with staff and members on the required planning and design decisions, noting the impact on the overall programme schedule and the associated risks and mitigations. It took note of the need to ensure clear governance arrangements would exist regarding the project during the substantive phase.

The Board **agreed** that the results of the stakeholder engagement interviews should be communicated to all Parliamentarians.

8. PROJECT DEPENDENCIES: UPDATE (SSB/19/071)

The Board discussed the information provided within the paper, which gave an update on the initial steps being taken to manage interdependencies with other Parliamentary projects in a mutually beneficial way for both Parliament and the programme. The Board requested greater clarity around what possible areas of scope the Sponsor Body might be asked to incorporate, especially regarding the delivery of the Strategic Vision for the Built Environment.

9. REVISED OVERVIEW OF THE SPONSOR BODY ASSURANCE STRATEGY (SSB/19/072)

The Board **noted** the assurance arrangements described in the paper and stressed the importance of the Sponsor Board and Delivery Authority having a joined-up approach to assurance.

The Board **agreed** that a Sponsor Body Audit and Assurance Committee should be established with the Terms of Reference set out in the paper but it was noted that once the Delivery Authority was up and running, with its own Committees, the need for two separate Audit and Assurance Committees would be reconsidered. The membership of the Committee would be resolved by the Chair of the Board, the Chair of the Committee and the interim CEO; members of the Committee would consider the skill-set required for an independent member before a candidate was recommended to the Board for appointment.

10. INCLUSIVE DESIGN GUIDANCE FOR R&R AND NEP PROGRAMMES (SSB/19/073)

The paper set out proposed guidance for the programme developed by the Accessibility & Inclusion Stakeholder Group. The Board agreed that the provision of such a framework, with high aspirations, was a good idea in principle, but that its application needed to be simple and efficient. Following discussion, therefore, the Board requested that the paper be brought back to another meeting with more explanation about how the guidance would fit with the process for developing the Business Case, and a proposal for how the Board would apply such guidance within the constraints of an historic and complex built environment using a process that would be straightforward and non-bureaucratic.

11. PROPOSED BENCHMARKING KNOWLEDGE VISITS (SSB/19/074)

The Board **agreed**, in general terms, the proposed schedule of visits that would be undertaken by small numbers of members of the shadow Sponsor Body, Board and Delivery Team during the 2019-20 financial year. Arrangements would be scrutinised for value for money. The importance of visiting UK sites was highlighted, as those sites (both public and non-public) would have worked within UK legislative requirements.

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The Chair informed the Board that she and Marta Phillips were interviewing candidates for the Chair of the Delivery Authority Board. A recommendation would be made to the Nominations and Remuneration Committee (whose Chair had agreed to this process), and a candidate would be proposed to the Board for the Board's approval by correspondence; the recommendation would then proceed to the Commissions for their agreement.

The Board agreed to move the next meeting from 14 to 15 October 2019 to accommodate the State Opening of Parliament.