



Minutes Sponsor Board

SB/22/083

Meeting date	5 September 2022
Meeting location	Archbishops Room, Millbank House
Meeting time	3.30pm – 6.05pm

Attendees

Members Present
Liz Peace, Chair
Baroness Doocey
Kirsty Blackman MP
Lord Best
Marta Phillips
Paul Lewis
Robin Millar MP
Simon Thurley
Simon Wright
Mark Tami

Attendees	Item
Andy Helliwell, Chief Operating Officer, Sponsor Body	All
Chris Rodger, Head of Business Case, Sponsor Body	5 & 6
David Goldstone, CEO, Delivery Authority	5 & 6
Florance Tebbutt, Communications Assistant, Sponsor Body	All
Gurdip Juty, Finance & Corporate Services Director, Sponsor Body	All
James Young, Chief of Staff, Sponsor Body	All
Johanna Porter, Board Secretary, Sponsor Body	All
John Benger, Clerk of the House of Commons	All
Marek Kubala, Head of Governance & Parliamentary Procedure	All
Matt White, Programme Director, Delivery Authority	5 & 6
Patsy Richards, interim CEO, Sponsor Body	All

1. Welcome, agenda and declarations of interest

1.1 The Chair opened the meeting and confirmed that a quorum was present.

1.2 Lord Carter and Sir Edward Leigh had sent their apologies. John Benger had to leave the meeting at 5pm to attend to House business. Robin Millar joined at 3.50pm.

1.3 DECISION: The Board NOTED the meeting agenda (SB/22/068). There were no proposed amendments.

1.4 DECISION: The Board NOTED the register of interests (SB/22/069). There were no further declarations made relevant to the day's agenda. The Chair reminded members whose declarations were still outstanding to submit them at their earliest convenience.



2. Minutes of the previous meeting and matters arising

2.1 **DECISION:** The Board APPROVED the minutes of the previous meeting on 18 July 2022 (SB/22/070).

2.2 **DECISION:** The Board NOTED that there were no open actions on the log (SB/22/071).

3. Sponsor Body Progress Report

(SB/22/072)

Period: August 2022

Official: Patsy Richards, interim CEO, Sponsor Body

3.1 The transition work had been granted formal programme status. It was intended that the R&R Transition Programme would exist at least until the move into Parliament was complete.

3.2 The Sponsor Body had reappointed a Sponsor's Representative (S-Rep) to assist in overseeing the work of the Delivery Authority (DA). The Sponsor Board's Audit & Assurance Committee (AAC) would continue to review the S-Rep report and the AAC Chair would raise any issues arising with the Sponsor Board as required. It was recommended that the reports were shared with the new Programme Board once it was established.

3.3 The Sponsor Body had decided to re-fill the Director roles and other key vacancies ahead of the transition. The Business Case Director advert had closed that day and around 50 applications had been received.

3.4 PwC had been reappointed to support in the production of the Strategic Business Case and provide continuity between the departure of the Head of Business Case at the end of September and the induction of a new Business Case Director. The Board was assured that the resourcing costs for the new roles came within the existing budget.

3.5 It was planned that the new Statutory Instruments (SI) to abolish the Sponsor Body would be laid in early November with a delayed implementation date of the start of December to allow the transition of staff to be completed. Initial feedback on the SI as drafted was positive, no substantial challenges were anticipated. (Note since the meeting mid-October has been suggested but this was pre-current developments.)

3.6 The interim CEO said that the team were planning to update members of the new governance arrangements on the work of R&R over the coming weeks. Given potential political instability and possible delays to the SI over the coming months it was proposed that Board members would be served their three months' notice once the SI had been laid.

3.7 **DECISION:** The Board NOTED the Sponsor Body Report for August 2022.

4. Transition Update

(verbal)

Letter from the Speaker and the Lord Speaker

(SB/22/073)

Evolution of the R&R Governance Structures

(SB/22/074)

Official: Patsy Richards, Interim CEO, Sponsor Body



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- 4.1 Members noted the letter from the Speaker and Lord Speaker. It was agreed that a response would be drafted highlighting the Board's statutory requirement to provide Programme oversight until such a time as it was abolished.
- 4.2 Members remained concerned about whether the information they were receiving was comprehensive enough to provide the oversight required; but were assured that there was less activity in the DA than had been anticipated 9 months ago and nothing was going to the DA Board that the Sponsor Board was not also being updated on. The Sponsor Board continued to challenge the DA on its budget and spending and deep dives had been performed.
- 4.3 The Board wanted it recorded that the Client Team should continue to report to the Sponsor Board, and that the Sponsor Board should have first sight of the information going to the Client Board.
- 4.4 DECISION: The update was provided for information only. No decision was required.

5. DA Programme Update

Executive Summary: July 2022

(SB/22/075)

Officials: David Goldstone, CEO, Delivery Authority
Matt White, Programme Director, Delivery Authority

- 5.1 The CEO of the Delivery Authority reported that the survey work had gone well over the summer recess. The boreholes planned for the recess had been completed and had provided valuable information about the subsurface and presence of water. Survey work had been paused for two weeks until the Houses rose again for conference recess. The CEO thanked House colleagues and the Sponsor Body for their support over the summer.
- 5.2 The surveys were helping inform design assumptions; the Palace source drawings and records were incomplete. There had been some unexpected findings, notably voids in window recesses and a river wall. Although these findings had prevented some survey work from being completed, the information was vital in informing future design; late-stage discoveries would necessitate design change.
- 5.3 An archaeological team from MOLA had been on hand throughout the process to supervise the work. Archaeological trial pits were planned for future works.
- 5.4 The Programme Director confirmed that there was a longer-term survey plan in place continuing through Phase 1; however, there was work that still needed to be scoped. The plan would evolve as the teams learnt more; for example, the lightning protection survey had been descoped as detailed information had been received from Parliament that gave the team the information needed.
- 5.5 Noise and vibration levels had been monitored during the last round of surveys, and would be further during conference recess, to understand the impact of the work on staff and Members, and whether quieter surveys could be completed during sitting days. The survey team were also working with in-house services to identify vacant rooms within the Palace that could be used for study.



- 5.6 It was noted that working within the Palace would always be challenging but coordination was improving, and the DA were capturing what had been learnt in arranging the most recent surveys.
- 5.7 The welfare provisions were still only temporary and would not be sustainable for the long term. A long term solution is still planned and required
- 5.8 Concern was raised about the cost pressure that had occurred as a result of the delay in the award of the Digital Services Supplier contract. The DA's CEO confirmed that following investigation of some allegations the award had been investigated, and the contract had been awarded to the original preferred supplier . The issue was now resolved.
- 5.9 The review of BDP and Jacobs as key suppliers would be conducted later in Phase 1, probably in around 18 months' time. Their contracts had been extended to allow for the options and scenario planning to be completed.
- 5.10 DECISION: The Board NOTED the DA Executive Summary for July 2022.

6. R&R Future Approach to Works

(SB/22/076)

Officials: Patsy Richards, Interim CEO, Sponsor Body
David Goldstone, CEO, Delivery Authority
Chris Rodger, Head of Business Case, Sponsor Body
James Young, Chief of Staff, Sponsor Body

- 6.1 The interim CEO introduced the paper which was due to be seen at the Client Board's first meeting. The Board was asked if it wished to advise the Client Board on any aspects of the proposals.
- 6.2 The Board agreed that it was not practical to present all thirty options for future works in a single consultation paper. It was suggested that options should be presented in smaller groups with common themes.
- 6.3 The Options Assessment Framework needed to be more explicit about the statutory criteria that should be considered such as the need to protect the building and provide a safe working environment. The fire safety, accessibility and asbestos removal constraints also needed to be made clearer.
- 6.4 The Options Assessment Framework could be more usefully considered to be a tool to enable decision making rather than an outcome. It was proposed to start with the decant options and then iteratively move through the different outcome levels keeping scope, cost, schedule, and risk working together. Costs and schedules would be presented in 'rough orders of magnitude' only. Members suggested that a more short- term approach; using 5-year blocks for example should be considered.
- 6.5 Stakeholders needed to be able to make informed decisions and understand where the trade-offs existed in each of the options. It was noted that Construction Scenario A + Outcome Level 4 was the closest approximation to where the Programme Business Case had developed to in February 2022.



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6.6 PwC had started the planning for the Programme Board's short-listing workshop to review the potential options, which was scheduled to take place in March 2023. The process was anticipated to generate a lot of questions and supporting information and the evaluation matrix represented a way to organise that information. Each workshop would be supported by detailed briefing packs.

6.7 An engagement plan was still in development and would be reviewed by the Board in October. It would include details of briefings for the new Programme Board, once assembled in late 2022, and senior Parliamentarians as well as engagement with the Domestic Committees. It was noted that consultation should not be carried out on a false basis, only where people's input could make a real difference to the proposals. Questions should be designed with real purpose. It was important for the stakeholders to be 'taken on the journey' as the detail around the options was built up.

6.8 The Board were content with the paper.

6.9 DECISION: The Board NOTED the contents of the R&R Client Board paper "R&R – Future Approach to Works".

7. Sponsor Board Handover Report

Official: Patsy Richards, interim CEO, Sponsor Body

7.1 The Board was inclined to produce a report as part of its handover to the new Client and Programme Boards. Members would receive an online survey shortly. Staff would use responses to draft a paper for their review at the October meeting. The report would be finalised in November.

7.2 DECISION: The update was provided for information only. No decision was required.

8. Appointment of Interim Board Secretary

Official: Liz Peace, Sponsor Board Chair

8.1 The Board thanked the Board Secretary for her work on the Programme over the last three years and agreed to the appointment of the assistant Board Secretary to the interim Board Secretary role.

8.2 DECISION: The Board AGREED to the appointment of Elayne Carby as the interim secretary of the Sponsor Board, with effect from 12 September 2022.

9. Comments, announcements, and other business

9.1 There was no further business.

9.2 The date of the next meeting would be Monday 3 October. [Post meeting note: The Sponsor Board's October meeting was cancelled.] Meeting placeholders would remain in diaries until the end of the calendar year.

9.3 The Chair brought the meeting to a close at 17.50pm.



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10. Papers enclosed for information

10.1	Future Agenda	(SB/22/077)
10.2	R&R Quarterly Commissions Report (Q1 - 2022/23)	(SB/22/078)
10.3	DA Programme Report: June 2022	(SB/22/079)
10.4	DA Programme Report: July 2022	(SB/22/080)

Signed By:

Date: 07 November 2022
