

BOARD OF THE SHADOW SPONSOR BODY

Minutes

Meeting Date	15 October 2019
Location	Board Room, Ground Floor, Richmond House
Time	Start 12.00pm
	End 3.00pm

Board Members Present

Elizabeth Peace (Chair)
 Lord Carter of Coles
 Lord Deighton
 Brigid Janssen
 Sir Patrick McLoughlin MP
 Marta Phillips
 Mark Tami MP
 Simon Thurley
 Simon Wright

Officials in Attendance

Name	Position	Item
Dr John Benger	Clerk of the House of Commons	
Ed Ollard	Clerk of the Parliaments	
Sarah Johnson	CEO, shadow Sponsor Body (SSB)	
Kate Emms	Interim Director, SSB	
Michael Torrance	Head of Secretariat, SSB	
Susannah Street	Board Secretary, SSB	
Johanna Porter	Governance Support Officer, SSB	
Matthew White	Programme Delivery Director, R&R Delivery Team	
Andy Piper	Design Director, R&R Delivery Team	4 & 9
Melissa Hamnett	Head of Heritage Collections and Curator of Works of Art, House of Commons	4
Amanda Colledge	Business Case Director, SSB	
Ainsley Moore	Finance Director, Pricewaterhouse Coopers	5
Ian Dougal	Head of Security Projects, Parliamentary Security Department	7
Sir Lindsay Hoyle	Chairman of Ways and Means, House of Commons	7
Helen Wood	House of Commons	7
Tim Parkin	Sponsor Set-up Programme Manager, SSB	
Richard Caseby	Director of External Relations, SSB	
Richard Ware	Director of Parliament and Government Relations, SSB	
Mike Brough	Director of Commissioning and Delivery Assurance, SSB	

Apologies

Baroness Scott of Needham Market, Neil Gray MP and Lord Geidt sent their apologies.

Declarations of Interest

There were no declarations of interest. Simon Wright was being made SRO (Senior Responsible Officer) for the Estate-Wide Engineering Infrastructure and Resilience (EWEIR) Programme: he said that he would inform the Board if he ever perceived a conflict between his two roles.

Chair's Introduction

The Chair welcomed Sarah Johnson as the new CEO for the shadow Sponsor Body and thanked Kate Emms for her work as Interim Director. She noted that Ian Ailles was standing down as SRO of R&R Delivery and had been succeeded by Eric Hepburn, and that she had not written to Ian Ailles about the schedule for the Northern Estate Programme as proposed, in favour of taking the issue forward in discussions. The Chair gave a brief update about the meetings that she had taken since the Board had last met. She invited Simon Wright to give an oral update on EWEIR: work was underway to decouple the proposed EWEIR works from other projects so that they would not impact on the schedule for R&R. This was welcomed.

1 Minutes of previous meeting

The Board **agreed** the minutes of the Board meeting on 9 September 2019.

Since that meeting, both the Nominations & Remuneration Committee and the Board had, by correspondence, given their formal approval to the recommended appointment of Mike Brown MVO as the Delivery Authority Chair (Designate) under the terms set out in the paper titled 'Recruitment of Delivery Authority Chair (Designate): Selection Panel Report and Recommendation' (SSB/19/080). The Commissions were being invited to approve the appointment.

2 Shadow Sponsor Body Progress Report

SSB/19/080A

The Board discussed the paper. Board members raised questions about the forecast spend on staffing and on the Programme Representative service: the new CEO was having meetings on these issues and would update the Board at the next meeting. Delays in the engagement planned by the Parliament and Government Relations team were discussed. The pause in Design work earlier in the year to allow increased engagement had incurred a delay against the planned schedule, and the two House Boards needed more time than had been hoped to agree 'strategic steers' for the Programme, but a new Joint Working Group, made up of members of both House Boards and others, has been established to take that work forward. The Board **noted** the paper.

3 R&R Programme Progress Report – Period: August 2019

SSB/19/081

Matt White introduced the report. He noted that the Programme Delivery Team's top issue was ensuring sufficient occupation of the Palace by the Programme in time for R&R works to begin on schedule. The Team was exploring what it might be possible to achieve from early/temporary works prior to full occupation.

Matt White informed the Board that the RIBA Stage I C documents for the Palace had now been completed for review. The Board were reminded that the information in those documents, which reflected the presentation the Board had seen on 1 July, would now feed into the technical submissions underpinning the Outline Business Case. The Board requested that a digital data room might be established to enable them to review such documents as required.

The Board expressed concern over the predicted rise in costs resulting from the extension of the RIBA stage I process (which in turn resulted from the pause in user requirements engagement and implementing the business case strategy). Cost increases of over £2m were estimated. Matt White said the Delivery Team were undertaking an urgent comprehensive commercial review of the changes and possible mitigations. The Board asked that the basis on which the BDP and Jacobs were contracted should be reviewed to ensure that there was sufficient flexibility in staffing levels to adapt to changes in the pace of the Programme without incurring extra costs.

The Board discussed the work on the masterplan for the Estate. It requested further clarity on the roles and responsibilities for agreeing the masterplan, as well as an overview of how the Programme would continue to relate to the governance bodies and other projects in both Houses after the Sponsor Body became substantive.

The Board **noted** the report.

4 Heritage Collections Decant Project

SSB/19/082

A detailed discussion was held regarding the management of the heritage collections for the duration of the Programme. The proposed role of the R&R Programme in the decanting, care and return of the collections differed from collection to collection. The Board was concerned that the current proposals were overly complicated and lacked a single, clear point of responsibility. The Board was of the view that the work should be rescoped as a single project with a dedicated project manager.

Enthusiasm was expressed within the Board for making provisions to allow items from the collections to be put on view across the country during the decant period, to help communicate about R&R and Parliament, thereby achieving one of the key programme goals.

The Board had been asked to agree the scope of the Heritage Collections Decant Project; instead the Board asked for further discussions to be held and a revised paper brought to the Board which would provide a clear way for the Board to be assured of effective project management for the decant, care and return of all the heritage collections. The Board also requested more information about who would be responsible for any exhibiting of heritage items during the decant.

5 Emerging Decision Framework: Update from the Business Case Consultants

SSB/19/083

The Board **noted** the timeline for delivery of the Business Case Strategy. The Business Case team planned to bring the Programme Outline Business Case to the Board for its approval in October 2021. The Board acknowledged the risks and opportunities associated with

delivery of the Business Case Strategy and impact on the wider Programme schedule and asked the Business Case team to explore how to reduce risks to achieving the 2021 milestone, and further clarify how the strategy would relate to the schedule for R&R works starting in the Palace.

The Business Case Team proposed that the 12 options papers would be presented to the Board, with each supported by one independent and one Parliamentary Board member. The Board **agreed** the request for Board members to support the options paper development process.

The Board **approved** the Business Case Strategy based on the endorsement of the timeline and feedback provided from a recent meeting with HM Treasury.

6 Data & Digital Strategy

SSB/19/084

The Board discussed the paper and asked whether the work met with current standards such as the UK BIM framework and ISO 19650. Board members also sought assurances that any data from ongoing survey work was 'interoperable'. Matt White provided assurances to the Board on both counts. The Board emphasised that the lifecycle of non-standard and historic buildings such as the Houses of Parliament needed to be given careful consideration in the development of any information modelling tools, as should the fact that the Sponsor will be only a transitional owner of both the building and the data. Matt White discussed other projects from which the Data & Digital Team would seek to learn.

The Board **noted** the current status and medium-term plans for the Data & Digital Strategy.

7 Parliament Square Streetscape Project: Update & Next Steps

SSB/19/085

Sir Lindsay Hoyle MP briefed the Board on the Parliament Square Streetscape Project. The Board confirmed that they were supportive of the project in principle and acknowledged the benefits that it might bring to the area and Programme. The Board requested that they be updated following the completion of the feasibility studies, including with more information on the financial basis of the project so that the Board could consider how it might support the project. The Board **noted** the update.

8 The Next Stages in Sponsor Body Development

SSB/19/086

The Board were informed that the workshops with Parliamentary staff to discuss the contents of the Parliamentary Relationship Agreement (PRA) would be completed by the end of October, which would help provide greater clarity on the work that would be required on the PRA. The findings of those workshops would be reported to the Board in November.

The Board discussed the process of preparing for the creation of the substantive Sponsor Body and Delivery Authority, and the risks involved. The Board requested that the minimum requirements to enable the shadow Sponsor Body to become substantive be clearly laid out for their consideration.

The Board was of the opinion that the work that the Board did now should enable the Delivery Board to be positioned for success once it was created. If the DA Board were not appointed in a timely fashion this could pose a risk to work being done in the Delivery Team and the successful integration of the Northern Estate Programme. The Team assured the Board that corporate governance policies and processes for the substantive state were being written.

The Board **noted** the contents of the paper.

9 House of Lords Decant Project: Proposed Secure Line Layout & Design Options **SSB/19/087**

The Board considered the proposed design options for the landscaping, visitors' pavilion layout (including pedestrian search and screen facilities), and fence line, and endorsed the proposed layout of the secure line around the Lords decant venue. Questions were raised around access, both for cars and from the tube, and disability access, and regarding the connectivity between the two Houses once decant was complete. The Team offered to brief the Board in more detail at its November meeting. The Board would see a complete package for its approval prior to the submission of the planning application in July 2020.

10 Brand Development for Sponsor Body & Delivery Authority **SSB/19/088**

The Board discussed the option of commissioning brand development work for the Sponsor Body and Delivery Authority, which would need a recognisable brand in the marketplace. The Board were keen to build upon work that had already been done rather than bringing in an agency at this time, while acknowledging that it needed to understand better the perceptions of the Programme among the public. The Board would return to this subject.

AOB

There was no additional business.

The meeting closed at 3.20pm.

Next Meeting

The Board's next meeting would be on Monday 18 November 2019.