

## **BOARD OF THE SHADOW SPONSOR BODY**

### **Minutes**

*Meeting of 10<sup>th</sup> June 2019*

Present:

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

In attendance:

Ed Ollard (Clerk of the Parliaments)  
John Benger (Clerk of the House of Commons)  
Kate Emms (Interim Director, shadow Sponsor Body)  
Susannah Street (Board Secretary)  
Andy Piper (Design Director, R&R Programme)  
Faiza Fareed (Head of Communications, shadow Sponsor Body)  
Anish Kaul (Team Administrator, shadow Sponsor Body)  
Michael Torrance (Head of Secretariat, shadow Sponsor Body)  
Richard Ware (Interim Client and Engagement Lead, shadow Sponsor Body)  
Tim Parkin (Bill Liaison Manager, shadow Sponsor Body) joined for item 2  
Ian Ailles (Director General, House of Commons), John Cryer (Programme Director, NEP),  
Ben Coultate (Director, Turner & Townsend) and Ben Misselbrook (Director, Turner &  
Townsend) joined for item 4  
James Tobin (Member Engagement Lead, R&R Programme) joined for item 5  
Ian Todd (Advisor, Commissioning and Delivery Assurance, shadow Sponsor Body) joined for item 6  
Charlotte Simmonds (Head of the Enterprise Portfolio Management Office, House of Commons)  
joined for item 7

Apologies were received from Andrew Rickman, Programme Delivery Director.

### **I. MINUTES OF PREVIOUS MEETING**

The minutes of the Board meeting of 29 April 2019 were **agreed**.

Three papers had been circulated for the Board's information since that meeting: R&R Programme progress report – Period: March 2019 (SSB/19/038), Financial Year 2018-19 Spend [for the shadow Sponsor Body] (SSB/19/039), and the Quarterly progress report from the R&R shadow Sponsor Body to the Commissions: third report (Q4 of 2018/19) and Commissions Report Q4: January to

March 2019.

## **2. SHADOW SPONSOR BODY PROGRESS REPORT (SSB/19/040)**

The Board **noted** the update on progress against the shadow Sponsor Body workplan. The Board discussed progress on recruiting staff for the shadow Sponsor Body including the Director for Commissioning and Assurance, and External Relations Director.

## **3. R&R PROGRAMME PROGRESS REPORT – PERIOD: APRIL 2019 (SSB/19/041)**

The Board **noted** the progress report from the Delivery team. Andy Piper noted the importance of resuming engagement with Parliamentary staff on the RIBA stage 1 outputs describing the current use of the Palace. A special Board meeting was being arranged for 1 July to enable progress on this. A paper would come to the Board on the Palace's heritage collections.

The Board questioned Andy Piper about a near miss incident involving unauthorised lone working where a person could not be contacted (though no accident occurred).

Board members requested changes to the format of the Programme progress report to ensure its timeliness and to bring key information to the fore.

## **4. INTEGRATION OF THE RESTORATION AND RENEWAL AND NORTHERN ESTATE PROGRAMMES: FINAL DECISION AND NEXT STEPS (SSB/19/042)**

The Board considered a paper presenting work conducted by Turner & Townsend, and a Programme consultant (Alex Bell), on the status of the Northern Estate Programme (NEP) and the question of possible integration between the NEP and R&R. A key question was how much integration could and should take place between the Programmes before the creation of a Delivery Authority. In a presentation to the Board, Ben Coultate and Ben Misselbrook of Turner & Townsend argued that three change programmes would be necessary, to work on integration of the programmes, to build capacity and capability across both programmes, and to achieve significant change in Parliament's asset management.

The Board **took note** of the Turner & Townsend work on NEP and integration at the Sponsor level and the existing work on the approach to integration at the Delivery level.

The Board discussed the case for the proposed integration.

The Board **confirmed** its decision in principle, which it had taken in November 2018, that it was desirable for the Northern Estate Programme to transfer from the control of the House of Commons Commission to the Sponsor Body and, in due course, the Delivery Authority, subject to the agreement of both Houses.

The need for the R&R Sponsor Body to become a single Sponsor function accountable for both Programmes was confirmed by the Board: the Board needed to take on accountability for the NEP Sponsor function in advance of the Sponsor Body becoming substantive. Alex Bell's work recommended a staged transition to a Delivery Capability Operating Model achieving the greatest degree of programme delivery integration practical in the circumstances, which was likely to be a fully aligned programme, integrated at programme office level and utilising shared systems, processes and people wherever possible and practical.

The Board **agreed** that an integration team should be established to consider the matters identified in the paper, and plan and cost a proposed approach to integration. This work would be overseen by a steering group including the Delivery SRO, a shadow Sponsor Board member and senior representatives from the NEP and R&R Programmes, which would escalate issues to the Sponsor Board only where necessary. The Sponsor Body Director, Delivery Director and NEP Director would be accountable for the work, with a project director to drive it forward. The Board instructed those Directors to find and deliver early wins from convergence between the programmes, and prevent further divergence. The Board asked that the NEP's major contractors should be involved in planning this work. The Commissions would be invited to agree to integration of the Programmes once clarity had been reached on the approach.

The Board **agreed** that there should be engagement with the Director General for the House of Commons, as SRO for R&R Delivery and NEP, alongside the R&R Programme Delivery Board, on the next steps, emphasising the need to reach an agreed approach to the why, how and when of integration as a priority in the shadow phase in order to achieve the most optimal arrangements by the time that both the Sponsor Body and the Delivery Authority became substantive.

## **5. MEMBER AND MEMBERS' STAFF ENGAGEMENT STRATEGY AND PLAN (SSB/I9/043)**

The Board considered the draft Member and Members' Staff Engagement Strategy and agreed that it should be subject to consultation with the Engagement Group and the Clerks of both Houses before coming back to the Board for final approval.

The Board **confirmed** that they were content with the engagement activity planned for the summer and autumn. There was a discussion on how to ensure that the engagement was as representative as possible.

## **6. SHORTLISTING FOR INVITATION TO TENDER FOR THE PROGRAMME REPRESENTATIVE SERVICE (SSB/I9/044)**

The Board **noted** the current status of the procurement of the P-Rep following completion of the prequalification stage, and the actions in hand to arrive at the shortlist to be invited to tender. Three respondents would not be invited to submit tenders for the contract because of concerns about conflicts of interest. It was proposed that the three remaining respondents with the highest scorings be invited to tender; the Board agreed that the fourth highest-scoring respondent should also be invited to tender to widen the field. (The respondents were all anonymised in the information that the Board received.) The Board noted the estimated impact of a two week delay in P-Rep contract award and mobilisation.

## **7. PROJECT DEPENDENCIES AND RELEVANT STRATEGIES (SSB/I9/045)**

This paper provided high-level information that the Board had requested at its last meeting about projects and programmes with interdependencies with R&R, and relevant Parliamentary strategies and policies. The Board asked for more information to be provided in a future paper on any points of conflict between R&R and the most significant projects.

**AOB**

There was no other business.

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The Board would next meet on 1<sup>st</sup> July 2019.

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