



## Restoration & Renewal Delivery Authority Board

### Board Summary

<b>Meeting Date</b>	Monday 1st March 2021
<b>Meeting Location</b>	Remotely via Microsoft Teams
<b>Meeting Time</b>	14:30 – 17:30

#### Members Present:

<b>Name</b>	<b>Position</b>
Mike Brown CBE MVO	Chair
David Goldstone CBE	Chief Executive
Matthew White	R&R Programme Director
Tanya Coff	Chief Financial Officer
Anne Baldock	Non-Executive Director
Anne McMeel	Non-Executive Director
Neil Sachdev MBE	Non-Executive Director
Dr Simon Thurley CBE	Non-Executive Director
Simon Wright OBE	Non-Executive Director
Dr Stephen Duckworth OBE	Non-Executive Director

#### General Counsel in Attendance:

<b>Name</b>	<b>Position</b>
Jane Mee	General Counsel
Richard Caseley	Interim Head of Corporate Governance Process

#### In Attendance:

<b>Name</b>	<b>Position</b>	
Alison Rogers (AR)	5.1	Head of Programme Development
Andy Haynes (AH)	6.1 – 6.4	Commercial Director
Janet Campbell (JC)	5.1	Human Resources Director
Jeremy Bates (JB)	5.1	Technical Advisor
Martin Bellamy (MB)	All	Chief Information Officer



Linda Thomson (LT)	All	Executive Office Manager
Laura Camilletti (LC)	All	Interim Secretariat

Item	
<b>1.</b>	<p><b>Health, Safety and Wellbeing</b></p> <p>The Chair reminded the Board that the Health, Safety and Wellbeing item was an opportunity to raise any Health, Safety and Wellbeing related matter.</p> <p>The Board was updated on the current discussions and staff communication plan on office accommodation.</p> <p>The Board discussed the positive involvement of the trade unions with the Olympic Delivery Authority. It was reported that consideration was being given as to how we engage with staff on TU representation and engagement, and that this workstream was being led by HR director, Janet Campbell.</p>
<b>2.</b>	<p><b>Chief Executive Report</b></p> <p>The Board formally welcomed the newly appointed Chief Information Officer (CIO), Martin Bellamy to the Programme.</p> <p>The output from the OBC benchmarking work reflects the limited availability of data from comparable projects. It was noted that: (1) the IPA and HM Treasury had endorsed the approach of the DA; (2) the recently agreed streamlined approach to option down selection should bring cost benefits; and (3) there is an ongoing focus on savings realisation within the organisation.</p> <p>A joint R&amp;R and in-house Parliament team will be established to work through critical strategic interface issues associated with the House of Commons decant location and alignment with the scope of the Parliamentary Estate Masterplan.</p> <p>The Board noted the outcome of recent engagement with the Parliamentary Commissions including: (1) the agreement to limit detailed consideration to two scheme options, (2) the 1 year funding settlement for the Programme. and 3) the commitment to improve information sharing scrutiny and assurance between the DA and SB, and the SB and Parliament.</p> <p>It was noted that there has been no substantive response from the Commissions on the continued presence mandate option; a response is required to ensure clarity for the Programme remit.</p> <p>It was noted that, having reached a settled position with Parliament, the Strategic Review Report would be published.</p>



<b>3.</b>	<b>Chief Financial Officer Report</b>  The updated DA Business Plan Paper was presented. The Phase 1 DA Business Plan has been reduced from £487m to £426.3m and the 2021/22 budget has reduced to £139.963m. This reduction primarily results from reducing the number of Outline Business Case options from 4 to 2 (by far the largest factor), reduced office accommodation costs and deferring Heritage Collections Decant location site acquisition costs to 2023/24.  It was noted that unbudgeted costs were attributable to costs recharged by Parliament which had been incurred prior to establishment.
<b>4.</b>	<b>Business Case Development</b>  <b>4.1 Phase 1 Delivery Strategy</b> The Phase 1 Delivery Strategy was presented to the Board. The following updates to the version previously seen by the Board were noted. These included an introduction of a staged approach to handback as a distinct 'Phase 3' and the focus of a 'soft landings' working group on this aspect, the approach to risk management in Phase 1 and that the approach to assurance should be updated to reflect the Delivery Authority's three lines of defence model.  It was confirmed that the Outline Business Case work will be the route to freezing the programme scope.  It is recognised that minimising Programme duration should minimise time-dependent costs (such as the SB and DA organisational establishments) and the risk of knowledge loss during the Programme's life.  The Board approved the Phase 1 Delivery Strategy, subject to amendment to reflect agreed clarifications.  <b>4.2 Phase 1 Plan; including Scheme Options</b> The R&R Programme Director, Matthew White, presented the Phase 1 Plan to the Board noting that the identification and assessment of Scheme Options would inform the Outline Business Case.  As the Board has previously been advised, four scheme options had been considered; Do-Maximum, Do-Minimum, Process-Led and Adjusted Process-Led.  The shortlisting exercise undertaken with the Sponsor Body concluded that the Do-Maximum Scheme would not be an effective use of resources, and therefore should not be developed further. The Process-Led and Adjusted Process-Led options will now be compared over the next 2-3 months to determine further down selection.  Continued Presence will be assessed as a variant of the Do Minimum scheme. A decision on the continued presence variant is expected around the end of 2021.  The Board endorsed the approach to Scheme Option selection.



<b>5.</b>	<p><b>Commercial Update</b></p> <p><b>5.1 Survey Procurement</b></p> <p>The Board noted that the Intrusive Survey Procurement Process had been considered by the Investment Committee on the 14<sup>th</sup> December 2020 and the 15<sup>th</sup> February 2021 and the paper reflects the comments of that committee.</p> <p>The Board noted the contents of the paper and approved the commencement of the pre-qualification process for intrusive survey procurement.</p> <p>The proposed tender list will be brought to the Board for approval, after being considered by the Investment Committee.</p> <p><b>5.2 Digital Procurement – Current Status</b></p> <p>The Board noted the Digital Procurement Status update. A further update will be presented to the Board in April once Chief Information Officer, Martin Bellamy has completed his initial reviews.</p> <p><b>5.3 Implications of new UK Trading Arrangements</b></p> <p>An update was provided on this. The Board noted that there should not be any significant short-term impact on the Programme and that our existing work with trade unions and early investment in scarce skills should help highlight and mitigate any emerging issues.</p> <p><b>5.4 Update on the Phase 2 Delivery and Design Model</b></p> <p>The Board noted the update on Phase 2 Delivery Strategy, and that consideration was being given to where in-house capability should be developed and where external procurement might be preferred. A worked up proposal will be brought back to the Board in April.</p>
<b>6.</b>	<p><b>Corporate</b></p> <p><b>6.1 DA Risk Appetite Statement</b></p> <p>The Board considered the updated Risk Appetite Statement and that it has been previously discussed at the RAAC and ExCom. It was noted that the approach to individual strategic risks recognises that there are interdependencies between teams.</p> <p>The Health &amp; Safety and financial risk elements of the Risk Appetite Statement will be reviewed and an updated version of this document brought to the Board for approval.</p>
<b>7.</b>	<p><b>Items Referred from the Committees to the Board</b></p> <p>The Board was given a verbal update from the Investment Committee Chair and noted that the Key Performance Indicators were reviewed and prompt payments to suppliers were being achieved.</p>



The Board were presented with an update from the Nomination and Remuneration Chair and noted that there was ongoing work on the Performance Framework.
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