



Minutes

Sponsor Board

Meeting date	12 April 2021
Meeting location	Virtual Meeting
Meeting time	3.30pm – 6.30pm

Members Present

Liz Peace, Chair
Baroness Scott of Needham Market
Brigid Janssen
Damian Hinds MP
Lord Best
Lord Carter of Coles
Lord Deighton
Mark Tami MP
Marta Phillips
Simon Thurley
Simon Wright

Attendees

Attendees	Item
John Benger, Clerk of the House of Commons	All
Sarah Johnson, CEO, Sponsor Body	All
Simon Burton, Clerk Assistant, House of Lords	All
Kirsty Blackman, MP for Aberdeen North	All
Ainsley Moore, Business Case Consultant, PwC	6
Amanda Colledge, Business Case Director, Sponsor Body	6
Andy Haynes, Commercial Director, Delivery Authority	5
Claire Maugham, Communications Director, Sponsor Body	1 - 7
David Goldstone, CEO, Delivery Authority	1 - 7
Graham McClements, Principal Architect, BDP	6
Johanna Porter, Board Secretary, Sponsor Body	1 - 7
Lucy Owen, Chief of Staff, Sponsor Body	1 - 7
Matt White, Programme Director, Delivery Authority	1-7
Ruth Atkinson, Architectural Lead, BDP	6
Julian Flannery, Head of Architecture, Delivery Authority	6
Karen Watling, Executive Assistant, Sponsor Body	1-7
Marek Kubala, Head of Governance & Parliamentary Procedure	1-7

Private session

Official Liz Peace, Chair, Sponsor Board

No minutes were recorded for this item.



1. Welcome, agenda and declarations of interest

1.1 The Chair opened the meeting. A quorum was present.

1.2 Ian Levy sent his apologies for the meeting. Kirsty Blackman left the meeting at 5.00pm. John Bengier left the meeting at 5.30pm. Lady Scott left the meeting at 6.00pm. Brigid Janssen left the meeting at 6.25pm.

1.3 The Board NOTED the meeting agenda (SB/21/026). No amendments were proposed.

1.4 There were no further declarations of interest made relevant to the items on the agenda, except where previously disclosed.

2. Minutes of the previous meeting and matters arising

2.1 **DECISION:** The Board APPROVED the minutes of the meeting held on 8 March 2021 (SB/21/027) as an accurate record of the meeting. The minutes would be signed electronically and published on the Programme [website](#).

2.2 **DECISION:** The Board reviewed the action log (SB/21/028) and NOTED progress against the actions since the last meeting.

3. Sponsor Body progress report

(SB/21/029)

Period: March 2021

Official: Sarah Johnson, CEO, Sponsor Body

3.1 The CEO for the Sponsor Body presented the Sponsor Body progress report. The following points were raised and noted:

3.1.1 Limited office space would be available to staff at 7 Millbank from the week commencing 19 April 2021. Longer-term working arrangements would continue to be developed over the coming months; these would align with both Parliamentary and Government guidelines.

3.1.2 The Board's attention was drawn to the Programme Values and Behaviours paper in the 'enclosed for information' section of the pack. It was important for the Programme to have a clear set of values and behaviours that reflected the values and behaviours of both the Sponsor Body and Delivery Authority (DA) as well as both Houses. These values would help strengthen the working relationship between the Sponsor and the Delivery Authority. The Sponsor Body would continue its engagement with the two Houses to ensure that the values and behaviours remained aligned.

3.1.3 The Estimates Commission had agreed to lay the Main Estimate for 2021/22 with comments.

3.1.4 The improved risk reporting was appreciated, and the strategic risk cluster model was useful. Further clarification was needed regarding risk ownership and timelines for mitigation. The House of Commons decant remained the biggest



strategic risk for the Programme, the In-House Services team needed to be aware of the Programme's mitigation requirements.

- 3.1.5 The Board discussed the activities of the Sponsor's Representatives (S-Reps) and asked the CEO to consider ways in which the Board could have more sight of the work of this team. This would be in addition to the quarterly report given to the Audit & Assurance Committee.

3.2 **DECISION:** The Board NOTED the Sponsor Body Progress Report for March 2021

4. DA programme report

Period: February 2021

(SB/21/030)

Officials: David Goldstone, CEO, Delivery Authority

Matt White, Programme Director, Delivery Authority

- 4.1 The CEO for the Delivery Authority (DA) noted that the key milestones that had been reached recently included the publication for the Strategic Review, the Estimates Commission agreeing to lay the Main Estimate for 2021/2, and the business case decisions from the previous Board meeting. These provided the DA with the welcome clarity to now get on in developing the schemes and the other components of the Business Case.
- 4.2 The DA would be focussing on its performance metrics and reporting for the next period so that it could provide the Sponsor Body with an improved set of information with which to hold the DA to account.
- 4.3 A finance committee would be established at the next DA Board meeting to enhance the Board's focus on its financial performance.
- 4.4 The Board had approved the Delivery Strategy for Phase 1, and the Delivery Strategy for Phase 2 was being progressed. The Commercial Director's item would update on current commercial partner engagement and planned future procurements for partner support. The intrusive survey work was now out for procurement.
- 4.5 Significant investment was planned for the Programme's Data & Digital platforms; the DA Board with the Chief Information Officer would be looking at the overall strategy and plans to ensure value for money was attained.
- 4.6 The Programme Director took the Board through the programme report; the following points were raised and noted:
- 4.6.1 Two survey teams had been operating in the Palace during the Easter holiday carrying out thermographic and acoustic surveys. Survey work was being conducted at night to minimise disruption.
- 4.6.2 The Board was assured that the Business Case Essential Scheme would consider fully the request for a 'continued presence' in the Palace. Further information as to the time, cost and risk implications to the Programme would be made available to the Board in early 2022. The Houses would also be asked to confirm on what grounds they wished to proceed.



4.6.3 The DA were working with the SB and the In-House Services team to progress the work to develop a House of Commons decant proposal. This would be done in parallel to the Palace Business Case development.

4.6.4 Concern was raised regarding the format of the report. Members wanted more clarity about how flagged issues could be resolved or improved, particularly those that remained out of the Programme's control. They also wanted to see more clearly where items considered necessary for the Programme were not being achieved.

4.7 **DECISION:** The Board NOTED the DA programme reports (executive summary) for February 2021.

5. Commercial activity update

(SB/21/023)

Official: Andy Haynes, Commercial Director, Delivery Authority

5.1 The Commercial Director updated the Board on the DA's commercial activity.

5.2 The following points were raised and noted:

5.2.1 Following the approval of the first year estimate, the current programme and design contracts had been reviewed and objectives aligned. Staff levels and deliverables would be managed to ensure value for money. Contract agreements would be signed the week commencing 19 April.

5.2.2 A contract with ten lots for structural, asbestos and M&E survey work valued at c.£70million had gone out for procurement. The Programme wanted to encourage small and medium sized specialist enterprises (SMEs) to tender for the work which was anticipated to commence in the autumn of 2021.

5.2.3 The Programme would be digitally enabled and responsible for creating one of the world's largest digital models. The Programme would be seeking a small number of digital partners to achieve this.

5.2.4 BDP and Jacobs would each be providing five apprenticeships over the next two years. All other larger suppliers would be asked to provide at least one apprenticeship per £5million of contract value. A shared apprenticeships scheme generating a further 160 apprenticeships would also be established to make it easier for SMEs to benefit from apprenticeships.

5.2.5 The Social Mobility Foundation would supply 20 interns from areas of low social mobility as designated by the 'State of the Nation 2017' report.

5.2.6 A survey was ongoing to locate heritage construction organisations across the country, and establish a picture of their skills, particularly their digital skills, and availability. The Programme was also working with the Churches Conservation Trust to see if there was alignment between the organisations' objectives and if shared upskilling programmes could be established.



5.2.7 It was important that investment occurred across the country and that initiatives were set up in such a way that enabled and did not discourage SMEs from taking part in the Programme. The DA's Investment Committee would be tracking where in the UK money was being spent.

5.2.8 A new Head of Sustainability had recently joined the Programme from the Battersea Power Station project.

5.2.9 A comprehensive and wide-ranging set of sustainability objectives should be set for the Programme that were as challenging and innovative as possible. It was members' view that the supply chain would respond positively, but that such objectives could not be set retrospectively.

5.2.10 The Board was keen to see how the investment was spread across the country and how this would change with time.

5.3 **DECISION:** The Board NOTED the update as to how the Programme was supporting apprenticeships and accessible procurement. the update.

6. Business Case: Key Milestones & Update

(SB/21/031)

Officials: Amanda Colledge, Business Case Director, Sponsor Body
Graham McClements, Principal Architect, BDP

6.1 The Business Case Director highlighted the key milestones in the Business Case process. She reassured the Board that it would receive regular updates on scheme development and overall progress.

6.2 The following points were raised and noted:

6.2.1 Concern was expressed regarding the cost and timing of the acquisition of the QEII Conference Centre to enable the House of Lords decant to move forward. The Board was reassured that a House of Lords decant timeline had been developed, and the Lords Management Board and Sponsor Board would be updated before the summer 2021 recess.

6.3 The Principal Architect provided the Board with an update on the Essential Scheme. The presentation pulled together the option elements previously seen by the Board into a cohesive scheme for the first time. The Design Team were still at the very early stages of designing the schemes, working at scheme level rather than individual strategy level. He also reminded the Board that all proposals remained in draft form and would be revisited as the schemes matured, and as there was further engagement with the two Houses.

6.4 The Programme Director for the DA said that the work shown was ongoing and had yet to go through the DA assurance processes. The Chair noted that the Programme was still a long way from any final decisions regarding Palace design.

6.5 **DECISION:** The Board NOTED the key decisions that will need to be taken in developing the Programme Business Case and the timeline for its completion.



HOUSES OF PARLIAMENT

R&R SPONSOR BODY

7. Comments, announcements, and other business

7.1 DECISION: The Board NOTED the future agenda (SB/21/032).

7.2 The Chair questioned whether Board members were being used effectively in the engagement of Parliamentary colleagues. She reported that colleagues in the Canadian Parliament had offered to set up a meeting between their Parliamentary Liaison Group and Parliamentarians on this Sponsor Board. This suggestion was welcomed, and the Chair agreed to follow up.

7.3 The date of the next meeting would be Tuesday 4 May 2021.

7.4 The meeting was closed by the Chair at 6.30pm.

8. Papers enclosed for information

8.1 Public Engagement Update	(SB/21/033)
8.2 Draft Joint Risk Assurance & Audit Committee Meeting Minutes	(SB/21/034)
8.3 Draft Sponsor's Audit & Assurance Committee Meeting Minutes	(SB/21/035)
8.4 Programme Values & Behaviours	(SB/21/036)

Signed by: _____

Date: 12 April 2021 _____