



Restoration & Renewal Delivery Authority Board

Board Summary

Meeting Date	Monday 08 November 2021
Meeting Location	Network Rail Office, Waterloo, London
Meeting Time	13:30 – 17:30

Members Present

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

General Counsel in Attendance

Name	Position
Jane Mee	General Counsel
Richard Caseley	Interim Head of Corporate Governance Process

In Attendance

Name	For items	Position
Paul Lindsay	2	Health, Safety & Wellbeing Director
Alison Rogers	5.1	Head of Programme Development
Catherine Murphy	5.3, 6.1, 6.2	Head of Financial Control & Business Partnering
Amanda Colledge	3	Business Case Director, SB
Sarah Johnson	8	Chief Executive, Sponsor Body
Janet Campbell	All	Human Resources Director
Linda Thomson	All	Executive Office Manager
Laura Camilletti	All	Governance Support Officer



Apologies

Name	Position
Anne Baldock	Non-Executive Director
Claire Maugham	Communications Director

1. Introductions

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

The Board noted the following change to the Members Declaration of Interests: David Goldstone has been offered an appointment as a Board member of the Major Projects Association.

2. Health, Safety and Wellbeing

Health, Safety and Wellbeing Director, Paul Lindsay provided the Board with a verbal update, noting the following items:

- There were two technical near misses recorded in the last period, mitigations have been put in place to prevent similar occurrences and they are being highlighted to reinforce the message on the highest priority being given to health, safety and well-being matters.
- The virtual Mental Health Conference on 4 November was attended by 152 colleagues.
- The roles and responsibilities under the Construction Design & Management (CDM) regulations for the intrusive surveys framework (ISF) were reviewed by the Health, Safety, Wellbeing and Sustainability Committee meeting on 25th October.

3. Scheme Development: Benefits Strategy

The Board noted the Benefits Strategy update including that:

- The interim assessment undertaken based on the RIBA Stage 2 deliverables will clarify responsibility for benefits realisation, i.e. whether they sit with R&R, or Parliament and the House Commissions. The assessment process will be shared with Parliamentary Colleagues as well as the DA and SB Boards. The R&R Steering Group has endorsed the Benefits principles.
- The Programme should assist the House Commissions in building in-house capabilities to provide effective user input during the planning and delivery of the programme.
- The newly established Social Value Steering Group is coordinating the workstreams for the various social value related benefits and ensuring they are aligned to the R&R objectives.
- The Business Case should compare the existing building operations and maintenance costs with the forecast indicative costs for after the R&R Programme is delivered. Work is underway with House teams to facilitate this.



4. Chief Executive Report

The Board discussed the Chief Executive's Report, noting the following items:

- Work is ongoing on the DA Business Plan, Phase 2 Delivery Strategy, Scheme design and cost estimates, and assessment of Continued Presence, all of which will be discussed by the Board in this or subsequent meetings, as well as the Sponsor led programme of Parliamentary engagement.
- Due to the new COVID-19 restrictions across the Parliamentary Estate, the expectation for full scale staff return to the office two days a week has been paused until further notice. The move to 64 Victoria Street will go ahead, however with limitations due to social distancing requirements.
- The two stage Heritage Collections Decant roadmap has not yet received approval. Work is now ongoing to explore what is possible within the decant timescale required by R&R.
- The Parliamentary team is now actively engaged regarding the location for the welfare facilities required for the Intrusive Surveys activity as this issue is still outstanding.
- An independent advisory group is being established to support the DA Board and Board Committees in supporting and overseeing the planned investment in, and progress of, Data & Digital capabilities.

5. Performance Review for July – September

5.1 Organisational Performance Summary (including 21/22 Performance Dashboard)

The Board endorsed the Organisational Performance Summary.

5.2 Programme Review

The Board discussed the Programme Report, noting the following items:

- BDP have delivered all the inputs required for the intermediate and essential schemes, which are being reviewed against user requirements and costing and scheduling implications, prior to a further prioritisation review.
- House of Lords Decant (HoLD) project – red RAG status – To address affordability concerns, an M&E assessment has been undertaken to ascertain the base level requirements to allow effective occupation. Requirements for accommodation, M&E resilience, and security significantly impact costs.
- House of Commons Decant - A joint DA and Parliamentary in House team project team has been established to provide a Strategic Outline Case by the end of December 2021 and an outline business case by November 2022.

5.3 Finance Review

The Board noted the Chief Financial Officer Report. A settlement has been reached with HMRC relating to the IR35 matter. Recruitment for the permanent Finance team is now complete, achieving headcount efficiencies in the process.



6. General Matters

6.1 Q2 FY21/22 Financial Forecast

The Q2 forecast is significantly lower than the Q1 forecast, derived from significant net savings and significant underspend arising from pauses to some Houses of Lords Decant and Heritage Collections Decant activities to enable time for Parliamentary agreement on future direction and design options.

The Board approved the Q2 FY21/22 Financial Forecast.

6.2 First Draft Business Plan

The Board noted that there will be a further review of the Business Plan with the Sponsor Body Chief Executive and Corporate Services Director later in November. Overall the anticipated level of spend in the Business Plan is significantly less than anticipated last year, with the reduction coming from both deferrals (some planned) and genuine savings.

The Board endorsed the first draft Business Plan position, noting the updates to be made before resubmission to this Board for approval on 13 December. These updates will include further detail and expanded narrative on what work will be delivered for the funds sought.

6.3 Values and Behaviours

The Board noted the values and behaviours update, and stressed their value in bringing the organisation together and providing a common language, and their use in recruitment and relations between colleagues.

6.4 Commitment Authority Delegation for Survey Framework Approval

The Board approved the delegation of the approval of the award of the Intrusive Survey Framework and its submission for Sponsor Body approval to the Investment Committee.

7. Business Case Development

7.1 Management Case: Governance Framework with Parliament – outcomes of SB-led Governance Review

David Goldstone presented the recommendations from the SB-led Governance Review and the work currently being implemented, the following key points were raised and noted:

- As expected, the Governance Review recommended a rationalised programme governance structure, including a joint Parliamentary/SB/DA R&R Steering Group, which is meeting every 2 weeks.
- Sponsor, DA and Parliamentary colleagues are progressing finalising the user requirements. Given the timing for the finalisation of the design baseline in early 2022, the requirements may need to be subject to change control.



HOUSES OF PARLIAMENT

R&R DELIVERY AUTHORITY

- The Steering Group had discussed a draft plan for the next 6 months, this incorporated Parliamentary engagement into the Phase 1 Plan that had been previously agreed between the DA and SB. Work to develop this through for the rest of Phase 1 should be completed in December.

7.2 Initial Phase 2 Delivery Strategy

The initial Phase 2 Delivery Strategy was presented to the Board, the following key points were raised and noted:

- The document has been drafted in conjunction with Client Partners Procurement Strategy, which is being brought to the 13 December DA Board meeting.
- An implementation Strategy that is aligned to and builds on the Delivery Strategy is being developed.
- The Delivery Strategy will form part of the management case section of the Outline Business Case and will be developed further over the next six months.

The Board approved the initial Phase 2 Delivery Strategy subject to the comments raised at the meeting being addressed, which included the need to emphasise the importance of integration with Parliamentary teams and their responsibility for operational readiness.

8. Feedback to Sponsor Body (SB) Chief Executive

SB Chief Executive, Sarah Johnson was welcomed by Mike Brown who provided an overview of the key points from the meeting.

9. Items Referred from the Committees to the Board

Mike Brown gave a verbal update following the October 21 Finance Committee meeting. The Committee endorsed the Q2 FY21/22 Financial Forecast (item 6.1), and the First Draft Business Plan (item 6.2), noted a draft of the Programme cost estimate that is coming to the 13 December Board meeting for approval, and received an update on Finance team resourcing.

Dr. Stephen Duckworth gave a verbal update following the 25 October HSWSC meeting. The Committee endorsed the updated HSWSC Terms of Reference, received a sustainability update, and reviewed the roles and responsibilities under CDM for the intrusive surveys work.

The Board approved the updated HSWSC Terms of Reference.

10. AOB

There being no other business, the Chair closed the meeting.