



Restoration & Renewal Delivery Authority Board

Board Summary

Meeting Date	Monday 26 July 2021
Meeting Location	Sharpe Pritchard Office, Elm Yard, and via Microsoft Teams
Meeting Time	1215 - 1715

Members Present

Name	Position
Mike Brown CBE MVO (MB)	Chair
David Goldstone CBE (DG)	Chief Executive
Matthew White (MW)	R&R Programme Director
Tanya Coff (TC)	Chief Financial Officer
Anne Baldock (AB)	Non-Executive Director
Anne McMeel (AM)	Non-Executive Director
Neil Sachdev MBE (NS)	Non-Executive Director
Simon Thurley CBE (ST)	Non-Executive Director
Simon Wright OBE (SW)	Non-Executive Director
Dr Stephen Duckworth OBE (SD)	Non-Executive Director

General Counsel in Attendance

Name	Position
Jane Mee (JM)	General Counsel
Richard Caseley (RC)	Interim Head of Corporate Governance Process

In Attendance

Name	For items	Position
Andy Haynes	6, 8.2	Commercial Director
Catherine Murphy (CMu)	5	Head of Financial Control and Business Partnering
Claire Maugham (CMa)	All	Communications Director



Linda Thomson (LT)	All	Executive Office Manager
Laura Camilletti (LC)	All	Secretariat
Sarah Johnson (SJ)	12	Chief Executive, Sponsor Body

Item	
1.	Introductions The Chair opened the meeting and noted that a quorum was present. As has been previously advised in writing, Simon Thurley has been appointed Chairmanship of the National Lottery Heritage Fund.
2.	Health, Safety and Wellbeing Simon Thurley provided the Board with a general Health, Safety and Wellbeing (HSW) moment.
3.	Chief Executive Report The Board discussed the Chief Executive's Report, noting the following items: <ul style="list-style-type: none">• Engagement with the Houses has been positive during the period.• The draft recommendations of the Governance Review led by the Clerks and Sponsor Body (SB) are generally helpful. They recognise the need for collaborative behaviour and if implemented would streamline engagement and consolidate the views of the two Houses, whilst introducing further scrutiny. However, the Review makes limited reference to the decision making governance arrangements that engage political leadership, and how key future decisions should be made.• Recognising the fundamental importance of clarity of responsibilities for fire safety between the Corporate Officers of the Houses and the DA, a summary of the respective responsibilities is included as an Appendix to the CEO Report. This will be a key area for consideration should continued presence option be progressed.
4.	Performance Review (April – June) 4.1 Organisational Performance Summary The Board noted the Organisational Performance Summary, David Goldstone confirmed the following items: <ul style="list-style-type: none">• the RAG status are forecasts, and so indicate whether the FY21/22 DA Annual Objectives are expected to be achieved.



	<ul style="list-style-type: none">re-baselining will be subject to change control, with any changes to Programme Performance Milestones to be raised by Executive Committee and agreed with the DA Board and the Sponsor Body through the Programme Delivery Agreement Group (PDAG), and any other changes to the performance dashboard to be agreed by the DA Board. <p>4.2 Programme Review (inc. Programme Report)</p> <p>The Board noted the Programme Report, the following items were noted:</p> <ul style="list-style-type: none">Heritage Collections Decant (HCD) Project – remains red status, but will be reset once the current short-term roadmap work is completed. In a positive development, the use of a temporary decant facility is now being considered.House of Lords Decant (HoLD) project – remains amber status, due to the 3 month delay on engagement, which is a critical path activity.Integrated Schedule – the current focus is on the House of Commons (HoC) Decant strategy, with good engagement with analysis work being undertaken by the House teams. The Integrated Schedule now identifies which party is responsible for each milestone. The Board suggested that the cost of delay to decisions related to specific deadlines should be made visible in DA reports, including those seen by the House Authorities. <p>4.3 Finance Review (inc. Chief Finance Officer Report)</p> <p>The Board noted the Chief Financial Officer Report with no comments.</p>
<p>5.</p>	<p>Q1 FY21/22 Financial Forecast</p> <p>The Q1 FY21/22 Financial Forecast was presented to the Board, the following key points were noted:</p> <ul style="list-style-type: none">The Q1 forecast involved more material changes than might usually be expected, due to the incorporation of the Strategic Review’s outcomes into the organisation’s financial plans, as the outcome of the Review post-dated the Business Planning work.Within the total Q1 forecast are some material movements, both cost increases and decreases, to be managed and mitigated as part of the forecasting and business planning processes.The Data and Digital (D&D) figures are subject to the outcome of the ongoing D&D Investment Review.The level of underspend against budget is expected to increase in the Q2 forecast due to D&D spending levels reducing and the continued uncertainty regarding key decisions and dates.Going forward, the financials will be more closely linked to the deliverables and milestones. Progress against planned savings will be included in future monthly finance reports. <p>The Board approved the Q1 FY21/22 Financial Forecast.</p>



<p>6.</p>	<p>Intrusive Surveys Framework – Tender List</p> <p>The Chief Executive provided an update on recent developments related to the survey work. This included detail in the following areas:</p> <ul style="list-style-type: none">• Non-intrusive surveys have continued to be carried out, with 11 planned for the current summer recess.• Delays in contracting the Intrusive Surveys framework contracts were discussed at some length, Primary services, ground investigation and building structural surveys are now expected to start in early 2022 rather than late 2021. The Chair said that a detailed note (being prepared for PDAG) will also be sent to the Chair and Chief Executive of the Sponsor Body and will be forwarded to all Delivery Authority Board Members as well [<i>Post Meeting Note – this action has been carried out</i>].• There is a need to assess the lessons learned from the survey procurements to inform future procurements and working arrangements within the DA, and with the Sponsor Body and House administrations. <p>Tender list letters will shortly be issued to bidders and it is expected that the Invitation To Tenders will now be issued to prequalified bidders at the end of August and framework contracts awarded by December 2021, the original target date.</p> <p>The Board approved the proposed tender list and noted the planned next steps in the procurement.</p>
<p>7.</p>	<p>Business Case Development</p> <p>7.1 Scheme Development: Intermediate Schemes Delivery Assessment</p> <p>Matt White presented the Intermediate Schemes Delivery Assessment to the Board, noting that Board members had been briefed separately on intermediate scheme designs.</p> <p>In March, the DA was tasked by the SB to assess the relative benefits of the two intermediate schemes. The paper submitted for this Board Meeting concluded that Scheme 2, which includes using Abingdon Green and avoiding a new structure on Cromwell Green, provided marginal benefit over Scheme 3. However, Scheme 3 is now being reviewed to explore an option that could incorporate the delivery benefits of both schemes. The following points were noted:</p> <ul style="list-style-type: none">• The development to Scheme 3 could significantly reduce planning and archaeological risk.• Revised requirements relating to resilience may impact the M&E requirements, and are still to be assessed.• It was confirmed that the current proposals are designed to achieve the level of ambition previously agreed by the DA and SB Boards for each aspect of design, including sustainability. It was agreed in discussion that the proposals should be reviewed to ensure that the technology anticipated to be available at the time of



	<p>design and construction, is being factored in or at least will be by the time of the OBC.</p> <p>It was agreed that an updated Delivery Assessment paper be circulated to Board Members following the meeting which will include details of the updated Scheme 3. Subject to the comments of Board Members, endorsement of the proposed approach is delegated to Mike Brown as Chair.</p>
8.	<p>Corporate</p> <p>8.1 Communications Update</p> <p>Communications Director, Claire Maugham presented the Communications Update to the Board. It was noted that positive engagement about the Programme continues, with a growing number of positive news articles over time.</p> <p>The Hero Campaign (focussing on UK wide benefits from future jobs and skills) has been effective during the first part of the year. The DA Chair has been meeting key stakeholders across the UK.</p> <p>The market sounding exercise for the Client Partners Strategy began last week.</p> <p>8.2 Modern Slavery Statement</p> <p>Commercial Director, Andy Haynes presented the Modern Slavery Statement to the Board. It was noted that the Modern Slavery Statement action plan should look across all DA activities in addition to considering the procurement and supply chain.</p> <p>There will be an enhanced focus and prioritisation of areas of the supply chain that are identified as being higher risk in respect of modern slavery.</p> <p>The Board approved the Modern Slavery Statement for publication on the company website.</p>
9.	<p>Strategic Risk Register Update</p> <p>Matt White presented the Strategic Risk Register update following the recent joint Board/ExCo strategic risk workshop. The update summarised the information discussed at the workshop and set out the proposed next steps to finalise the DA's strategic risks register.</p>
10.	<p>Items Referred from the Committees to the Board</p> <p>The Chair of the Investment Committee gave a verbal update following the 12 July meeting: The Committee endorsed the Insurance Strategy, endorsed the Intrusive Surveys Tender List recommendation report as discussed earlier in this meeting, and discussed the 64 Victoria Street occupation.</p>



	<p>The Chair of the Finance Committee gave a verbal update following the 16 July meeting: The Committee discussed one substantive item; Q1 FY21/22 Financial Forecast (see Item 5 above in this summary).</p> <p>The Chair of the Health, Safety, Wellbeing and Sustainability Committee gave a verbal update following the 19 July meeting: The Committee received: a sustainability update, a demonstration of the new AVA reporting system, proposals for incident escalation and a smart working update.</p>
11.	<p>AOB</p> <p>The Board noted the S-Rep Report and DA Management Response.</p> <p>The Board approved two additional papers included with the Board pack:</p> <ol style="list-style-type: none">(1) Changes to PDA (PDA 12-Month Review) – which was largely unchanged from that which was discussed at the 28 June Board meeting.(2) Insurance Strategy – following endorsement by the Investment Committee.
12.	<p>Feedback to Sponsor Body Chief Executive</p> <p>SB Chief Executive, Sarah Johnson was welcomed by Chair, Mike Brown who provided an overview of the key points from the meeting.</p>