



Restoration & Renewal Delivery Authority Board

Board Summary

Meeting Date	Monday 27 September 2021
Meeting Location	Remotely via Microsoft Teams
Meeting Time	13:30 – 17:30

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



In Attendance

Name	For items	Position
Claire Maugham (CMA)	All	Communications Director
Janet Campbell (JC)	All	Human Resources Director
Linda Thomson (LT)	All	Executive Office Manager
Laura Camilletti (LC)	All	Governance Support Officer
Martin Bellamy (MBe)	All	Chief Information Officer
Samantha Daly (SD)	6.1	Equality, Diversity, and Inclusion Lead
Sarah Johnson (SJ)	8	Chief Executive, Sponsor Body
Scott Young (SY)	7.3	Head of Skills, Employment and Education

Apologies

Name	Position
Richard Caseley	Head of Corporate Governance Process

1 Introductions

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

The following new declarations were verbally made (both having been previously advised in writing):

- Mike Brown has been appointed Non-Executive Director of the Northern Ireland Transport Holding Company (Translink), as from 1 October 2021;
- Dr Stephen Duckworth has been appointed Non-Executive Director of Hampshire Hospitals NHS Foundation Trust, as from 1 November 2021.

The Chair noted the very useful discussions Board members have had on the priorities over the next few months, including: the development of the Programme Delivery Strategy, with assumptions agreed with the Sponsor in relation to Business Case approval, and its impact on timing of contracts and organisational capacity for Phase 2; the development of the Business Plan, and Spending review submissions; and the parallel work, and plans for Parliamentary engagement, in relation to the scheme cost and schedule estimates and Continued Presence – all of which would be coming back to the Board in due course.



2 Health, Safety and Wellbeing

Dr Stephen Duckworth provided the Board with a very personal and thought-provoking Health, Safety and Wellbeing (HSW) moment of the importance of understanding behavioural attitudes to risks and how they can lead to accidents.

3 Chief Executive Report

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

- The Board welcomed the imminent move to new offices and the opportunity to enhance in person collaborative working.
- The Governance Review led by the Clerks and Sponsor Body (SB) has now been published with the first high-level Steering Group meeting next week.
- There had been recent visits to the Palace by mobility impaired organisations, one attended by Stephen Duckworth. There is an intention for other specific impairment groups to visit the Palace.
- Recognising that the current Masterplan recommendations are subject to change, the DA is being judicious in committing further resources to aligning with the current draft . It is recognised that the DA will need to align with the Masterplan recommendations when they are finalised.

The Board noted the appointment of Paul Lewis and Sir Edward Leigh MP to the Sponsor Board.

4 Programme Report

The Chief Executive pointed out to the Board the improvements that had been made to the Programme Report in terms of more detailed milestone progress tracking, and better alignment of progress and financial reporting. There is some duplication of content due to the different reporting expectations of the DA Board and Sponsor Board.

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

- Heritage Collections Decant (HCD) Project – these are 'greyed out' on the RAG status reflecting that the roadmap is due to be finalised in October. The milestones will be reset at the beginning of next year. The Roadmap is being taken to the new Steering Group to agree in October;
- House of Lords Decant (HoLD) project – this has changed to red RAG status due to 70 day slippage against baseline, due to prolonged engagement with the House of Lords. The current mitigation includes supporting the SB in 13 engagement forums with the HoL over the next 2 months.



- Outline Business Case (OBC) design baseline – (noting that henceforth the previous term ‘design freeze’ will be referred to as the ‘design baseline’). The baseline is necessary to agree standards and to ascertain the user requirements, there is concern with more issues open than wanted at this stage, however, the proposed new Governance structure should assist with agreeing the above. The issues are due to be discussed at the new Steering Group in October.
- Delivery Strategy – this will have a green RAG status once dates are aligned with Board approvals.
- Continued Presence – consideration of the approach for the first scenario is on target, however, the second scenario including consideration a permanent presence in the House of Commons chamber, is more challenging.

5 Chief Financial Officer Report

The Board noted the contents of the Chief Financial Officer Report. There had been considerable improvement in resourcing forecasting, but there is still room for further improvement.

6 General Matters

6.1 Equality, Diversity and Inclusion Strategy (EDI), Action Plan and 21/22 Metrics

The Board discussed the scope of the strategy and aspects of the EDI methodology, and the opportunities for future development of the strategy as the programme develops. The EDI strategy was endorsed subject to further consideration of the discussion points and the Board being updated in 6 months.

7 Business Case Development

7.1 Heritage Collections Decant Project Update

The Board noted the Heritage Collections Decant Project Update, including that:

- The roadmap is in an early stage of its progress through Parliamentary governance.
- The approach identified two phases for the Heritage Collections Decant and allows for consideration of Collections storage in the short and long term. The DA Programme does not need to be involved in the second phase, but requires control of the first, for which it is accountable.
- Engagement is underway with other national institutions regarding shared space opportunities.



7.2 Programme Consents Update

The Board noted the Programme Consents Update, including that:

- The approach provided for transparency and continuous engagement within the design process.
- Environmental surveys may only be undertaken in certain seasons, these precautionary measures need to be included in the environmental impact assessments (EIAs) along with their consequences and schedule impacts.
- Consideration of measures such as Heritage Partnership Agreements, list descriptions and the potential to fund dedicated resource within heritage agencies will be important.

7.3 Commercial Case: Skills Assessment Findings and Recommendations Report

The Skills assessment intended to identify the Programme's skills and labour demand against the current gaps in the market. The paper considered where direct investment could assist with skill gaps, and the distinction in approach dependent on the potential benefits to the Programme. Following submission of the paper the related costs have been included in the Q2 forecast.

The Board approved the Commercial Case, Skills Findings and Recommendations Report.

7.4 Management Case: Data and Digital (D&D) Strategy

The D&D Strategy was presented to the Board noting that the Board had previously expressed support in principle at the 26 July Board, and the strategy had been endorsed at the 15 September Investment Committee.

The following key points were noted:

- There was strong consensus on the appropriateness of the strategy, and that the Programme cannot realistically be delivered without such an approach. Investment decisions on individual Business Cases must make a strong case for the benefits;
- The approach will require strong plans for effective communication on costs, benefits and Value for Money;
- The approach will ensure that the Programme has a 'single source of truth' to be shared appropriately across the Programme, its supply chain, Parliament, and other stakeholders. This will require integrated systems and effective processes, including security controls;
- Measures will be needed, and are planned, to ensure that small and medium sized contractors are enabled to participate in the R&R programme procurements, not disadvantaged by the need for them to have D&D capacity or expertise;
- The DA will work with the SB to ensure that the House administrations fully understand and are supportive of the capabilities that they will inherit after R&R, the benefits of them and the associated financial obligations.



The Board approved the following:

- a. The D&D Strategy, noting the wider programme implications.
- b. In principle agreement to proceed with Essential (baseline) and Recommended enablers for Phase 2.
- c. D&D adopting a hybrid sourcing model (partly inhouse, partly outsourced) that is anticipated to realise better VfM than other sourcing options.
- d. Initiating the process for selection of a preferred construction software provider.
- e. The proposed D&D investment profile, noting the operating cost impact.
- f. In principle agreement to proceed with initial implementation actions, including procurements.

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

The Chair of the **Nomination and Remuneration Committee (N&RC)** gave a verbal update following the 3 September meeting: The Committee discussed pension provider performance, employee value proposition and workforce diversity and the related action plan.

The Board approved the matters outlined in two papers previously endorsed by the N&RC, namely;

- (1) The decisions as set out in the paper Ratification of non-quorate decisions.
- (2) The updated N&RC Terms of Reference (ToR).

The Chair of the **Investment Committee** gave a verbal update following the 15 September meeting: The Committee discussed two substantive items; Commercial Case: Skills Assessment, and Data and Digital Strategy (see Items 7.3 and 7.4 above in this summary). The Committee also considered the market engagement feedback on the client partner strategy.

The Chair of the **Risk, Assurance and Audit Committee (RAAC)** gave a verbal update following the 17 September meeting: The Committee discussed: risk competency levels for Phase 2 and future investments pre–Outline Business Case, the integrated assurance plan which is in development, compliance reporting and DA policies and strategies. The Committee received an update on security matters, and on the Internal Audit plan and noted the Quarterly S-Rep Report, noting that the report will routinely be considered by the RAAC and brought to the Board by exception.

10 AOB

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