

Restoration and Renewal Programme

Member Consultation Strategy



HOUSES OF PARLIAMENT
RESTORATION & RENEWAL

May 2020

Restoration and Renewal

Member Consultation Strategy

Introduction

The Member Consultation Strategy outlines the Restoration and Renewal Sponsor Body's strategy for consulting Members of both Houses during the R&R Programme's definition phase. It covers the period between the establishment of the Sponsor Body as a separate statutory body in April 2020 and the submission and approval of the programme Outline Business Case (OBC). It will fulfil the following purposes:

- Outlining the **programme's approach to Member consultation** during the programme definition phase and setting this consultation in the wider context of parliamentary and public engagement on the programme.
- Setting the programme's **objectives for Member consultation during** this programme phase.
- Communicating the programme's **underpinning engagement principles** that will guide all engagement and consultation, including with Members of both Houses.
- Identifying the **Member stakeholders and stakeholder groups** the programme will consult.
- **Setting out a high-level plan** for Member consultation during the programme definition phase.
- Identifying some of the **risks to successful Member consultation** and the action to be taken to overcome them.

This is a consultation strategy spanning approximately two years rather than a detailed plan setting out exactly what consultation will take place and when. The programme will produce detailed consultation plans for Lords decant, Heritage decant and the Palace. Each plan will look six months ahead and will be shaped by the principles set out in this strategy and used to manage engagement activities.

Member Consultation within the wider engagement context

Member consultation is an engagement priority for the programme which will be undertaken within the context of a wider scope of stakeholder engagement activity. In addition to consultation with Members, the programme is developing strategies for engaging with Members' staff, parliamentary staff, the public and with local stakeholders related to planning permissions and neighbours.

To ensure a coherent approach to the engagement of a diverse stakeholder landscape, the programme has developed an overarching engagement approach for R&R (which is included at Annex A). Individual strategies for different audiences, including Member consultation,

are aligned to the principles set out in the unifying engagement approach, whilst recognising the different requirements for each audience.

Members hold a wide range of different views and requirements in relation to the Palace and the temporary decant facilities. These views and requirements might sometimes be in tension with each other or with the views of other stakeholders. The R&R Sponsor Body will take decisions considering the range of views and priorities expressed by Members and other stakeholders.

Objectives of Member consultation

Member consultation is a key pillar of the programme's overall engagement strategy. It is essential to successfully building a shared understanding of the programme and the urgent need for action, capturing requirements for the Palace and decant buildings and preparing solutions that seek to meet the needs of Members.

To do this, the programme will focus on delivering Member consultation that achieves the following objectives:

1. **Members of both Houses are aware of the R&R programme** and its urgency, status, scope and broad delivery timescales
2. Members have **opportunities, at the right time and with the right information, to feed their views and requirements into the development** of options considered during the programme definition phase for the Palace and enabling decant facilities
3. **Building the case for the Sponsor's preferred approach** to delivering the programme

The programme's approach to Member consultation

To achieve these objectives the programme will:

- In collaboration with the House administrations, use existing channels and platforms that are available to Members to ensure that the Programme is visible and approachable.
- Respect Members' time by planning engagement activity that is considerate of the wider work of Members and their need to be able to plan the use of their time in advance, the parliamentary timetable and existing communications and engagement from the House Administrations.
- Enable Members to engage in multiple ways and through multiple channels, tailoring our approaches to suit a range of engagement preferences.

R&R engagement principles

R&R engagement seeks to meet the diverse needs of a range of stakeholders, including Members of both Houses, on decisions relating to the functions and design of the Palace and decant buildings, and to reflect the lessons learned from elsewhere. To achieve this, R&R engagement will follow these engagement principles.

The programme's engagement will be:

- **Open and Inclusive: We are collaborative, actively engaging a diverse range of opinions.** The programme will ensure that all Members of both Houses have the opportunity to express their views and requirements to the Sponsor at key points throughout the programme.
- **Flexible and Tailored: We flex our approach to do what works,** recognising that Members of both Houses work in diverse ways and have varied needs and that consultation cannot be one-size-fits-all. We will use a range of mechanisms and methods that reflect the needs of Members.
- **Proportionate and meaningful: We engage to the level of detail required and with a clear purpose.** All consultation will have a stated purpose and it will be clear to Members what the programme will do with their contributions.
- **Joined-up and consistent: We work and speak with one voice.** The programme will maintain a consistency of message and will plan Member consultation with an understanding that House administrations will be seeking to engage Members, too.

The five types of engagement

The programme needs to manage engagement and consultation with a range of stakeholders, including consultation with a large and diverse body of Members of both Houses. In order to achieve this the programme will be clear and precise about why stakeholders are being engaged, what is being asked and what will be done with the results. The programme has identified five types of stakeholder engagement it will use across the programme, including in Member consultation. These are:

1. **Discover:** This will ensure that the Sponsor Body and Delivery Authority understand how Members work and their requirements in order to design outputs that work. For Members this might take the form of questionnaires, interviews or focus groups with Members and their staff.
2. **Consult:** As the programme develops specific ideas, models or design options, it will consult with Members to seek feedback. Consultation will take place early enough to take feedback, review and make amendments before final decisions are taken. This might take the form of presentations of a proposed design option to Member bodies, specific interest groups or seeking of feedback from individual Members.
3. **Steer:** It will be difficult for the programme to engage Members on every individual decision. Where appropriate it will seek strategic steers on first principles that will shape subsequent decisions or options. This will take place in the form of requests to both Houses for strategic steer on specific principles.

4. **Endorse:** Several key decisions will require endorsement by parliamentary governance bodies to ensure that important or difficult decisions taken by the Sponsor Body have the support of parliamentary stakeholders.
5. **Inform:** As well as seeking input, the programme recognises the importance of ensuring all Members feel well informed about the programme and its progress. This is likely to be achieved through use of the Houses' internal communications channels (with the collaboration of the two House administrations), presentations to committees, party groups, information displays around the estate and through the programme's online presence. We will also provide information to Members and their offices to support them in communicating about the programme with constituents or the public.

What Members can expect from the programme during consultation and what the programme needs from Members

To ensure that Member consultation is successful through the programme definition phase, Members can have the following expectations of the R&R programme.

What Members can expect from the programme

- **We will not waste their time.** The programme understands the time pressures on Members; the competing demands, the parliamentary schedule and, for MPs, the need to split time between Westminster and constituency responsibilities. We will offer a range of ways to contribute so Members can be as quick or as detailed in their contributions as suits them.
- We will provide **accurate and timely information**, communicated across multiple channels to meet different preferences.
- **We will consult Members' at the point when their feedback can influence decisions** and make the purpose of any particular consultation clear.
- **We will be responsive** to Members throughout the programme. They will be able to get in touch easily to ask a question and/or request information and we will always endeavour to respond as quickly as possible.
- We will **consult with Members' staff**, recognising the roles they play in supporting Members and as valued parliamentary stakeholders in their own right.

What the programme needs from Member consultation

- **The programme needs Members' attention at specific stages** during the programme. We will make contributing to consultations as quick and easy for Members as possible and we will find the right ways to capture contributions from a diverse range of Member voices and experiences.

- Member **understanding and toleration of some reasonable disruption**. The programme will have an impact on most Members and their offices, including during this early phase. The programme will always seek provide advance notice of potentially disruptive works, minimise the impact of work on parliamentary stakeholders and schedule intrusive works with respect to the parliamentary calendar, but nevertheless some reasonable disruption might occur. The programme will establish mechanisms to be responsive to Members' questions or concerns about disruptive works.

Key audiences for Member consultation

The programme aims to consult a wide range of Members of both Houses. Consultation will take a variety of forms and will be targeted at Member committees, bodies and groups, and individual Members.

The table below outlines different audiences that Member consultation will seek to engage.

Member committees, bodies and groups	Individual Members
<p>Formal governance bodies</p> <ul style="list-style-type: none"> - House of Commons and House of Lords Commissions <p>Other committees, bodies and groups</p> <ul style="list-style-type: none"> - Party and Crossbench Parliamentary Groups in both Houses, for all represented parties - Domestic committees and other advisory groups or bodies 	<ul style="list-style-type: none"> - Members with responsibility for the governance of both Houses e.g. Mr Speaker and the Lord Speaker, Leaders and shadow Leaders - Frontbenches of both Houses, including the Convenor of the Crossbench Peers - All Members as the expert users of Parliament, the Palace and the Estate. - Members as experts in fields related to R&R (e.g. construction/ heritage/ conservation) - Members who have identified themselves as highly engaged in the programme - New Members joining either House - Members as representatives and scrutineers on behalf of the public - Members' staff, as representatives of the Member and valued

	parliamentary stakeholders in their own right
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Implementation of Member consultation

The approach, principles and audiences outlined above will combine to shape a comprehensive programme of consultation with Members of both Houses. Consultation with Members will run throughout the programme's lifecycle but will be especially important during the current definition phase where the scope and requirements of the programme are being developed.

Detailed Member consultation plans will be developed regularly, in consultation with parliamentary stakeholders and Member governance bodies as required. These detailed plans will outline the programme's schedule for consultation with Members over the coming months.

How will Members be consulted?

There is no one-size-fits-all for consulting Members and we will employ a range of methods and activities to ensure that Members have the opportunity to receive information and contribute their views in a way that works best for them. This will include:

- Questionnaires and Surveys
- Interviews
- Briefing Members on an individual basis
- Convening small, informal discussion groups (physically or virtually)
- Papers and attendance at governance bodies and domestic committees
- Presentations to Party groups
- Stalls and information in Member spaces e.g. Portcullis House, Royal Gallery
- Regular dissemination of information using existing internal communications channels such as newsletters
- Member tours of the Palace, basement and decant locations
- Through the programme's online presence

When will Member consultation take place?

Members will be consulted throughout the programme, with a particular focus on consultation at key points before strategic decisions are made. Specific Member consultation and engagement activities will be outlined in advance in the programme's detailed six-month consultation plans.

A diagram setting out some of the key points for Member consultation activity is included at Annex B.

What will Members be consulted on?

Members will be consulted on the topics key to the definition phase of the programme, including:

- The principles that will inform detailed design options for the Palace and decant locations. For example, capturing Members' views on priority facilities, like Members' meeting or public engagement spaces, to be included in the Palace.
- The challenge of balancing different design considerations, for example between heritage, security and public access.
- Key design issues that affect the functioning of Parliament and especially the Chambers, today and in the future. For example, we will consult Members on their views around the layouts of the primary and secondary debating chambers and committee rooms and the potential for new technology to facilitate the work of Parliament.
- The design of decant locations for both Houses and the need to balance essential requirements against the cost of temporary accommodation. For example, on the building layouts and adjacencies and the options for ensuring the decant locations deliver value for money.

What will be done with the information gathered from Members during consultations?

The outputs from Member consultation and engagement will:

1. Inform the Sponsor's strategic decisions in relation to the programme.
2. Inform the development of options for the Outline Business Case.

The programme will communicate the purpose and objectives of individual consultation events and will set out when and how the outcomes of Member consultation will be fed back to Members.

Risks to Member consultation

There are several risks that the programme will need to manage to deliver successful Member consultation during this phase. The key risks and the steps to be taken to manage them are:

Risk 1: Time pressures on Members limits their availability for engagement and consultation, resulting in Members not feeling they have been sufficiently involved and the programme denied essential insight and requirements from a vital stakeholder group.

Management approach: The programme will ensure that engagement and consultation are designed and delivered in a way that recognises the constraints on Members' time. This will include ensuring that consultation is as flexible as possible, recognising the diverse ways in which Members work and might prefer to contribute and giving sufficient advance notice of

engagement and consultation opportunities to enable Members to participate. Information will be communicated across multiple channels, consultation will employ a mix of proportionate methods and will seek to avoid peak busy times in Members' weeks.

Risk 2: The programme requires consultation with Members at periods when the Houses are adjourned or when Parliament is confined to working largely remotely for extended periods, resulting in missed opportunities for Member consultation or delayed progress on the projects.

Management approach: The programme will manage the likelihood of this risk occurring, where foreseeable, through effective forward planning of Member engagement and consultation activities and identifying potential risks early. The programme will also focus on developing, in close consultation with the administrations of both Houses, options for effective remote and location agnostic consultation.

Risk 3: Member consultation does not successfully elicit the contributions of a sufficiently broad range of Members from both Houses, resulting in an incomplete picture of Member views or experience.

Management approach: The programme will ensure that it provides the opportunities for all members to contribute their views by using multiple channels and methods, providing a variety of opportunities during each consultation and ensuring consultations last long enough to give Members the chance to fit contributions around their work.

Risk 4: The programme fails to consult Members of both Houses at the right level, giving either insufficient or too much detail that results in a failure to facilitate valuable Member consultation.

Management approach: The programme will seek the advice of the Sponsor Board, in particular the parliamentary members of the Board, and work closely with the administrations and governance of both Houses to ensure that engagement and consultation is pitched at the right level.

[Review of the Member Consultation Strategy](#)

The programme recognises the vital role Members of both Houses play in the restoration and renewal of the Palace of Westminster and is committed to delivering high-quality, timely and genuine consultation to ensure that Members' views are heard and inform decisions of the Sponsor Body.

The Member Consultation Strategy will be refreshed at least annually during the programme definition phase to ensure it achieves the programme's ambitions for Member consultation. In addition, the strategy will be subjected to a full review as the programme moves from definition into delivery phase.

Engagement Approach for Restoration and Renewal

Our mission statement for engagement

We will give stakeholders the information and opportunity to contribute to the restoration and renewal of the Palace of Westminster, and cultivate broad understanding and support for the Programme.

To realise our vision we will

Support a shared understanding of Restoration and Renewal and its urgency, opportunities and challenges

Promote support and advocacy for the planned approach and ensure an acceptance of the individual impacts and changes required to deliver it

Ensure the requirements of stakeholders are captured, understood and validated

Engaging stakeholders to

Discover

We will understand our stakeholders, their priorities and ways of working

Consult

We will seek feedback on ideas and proposals during their development

Steer

We will seek strategic direction to shape options

Endorse

We will build support for proposals before we take a decision

Inform

We will give stakeholders the right information at the right time

To deliver our objectives

Proactive stakeholder engagement built on strong audience insight

Clear, documented processes and plans

Best practice engagement techniques, applied intelligently

A commitment to measuring our impact, learning and improving

Our engagement will be

Open and Inclusive

We are collaborative, actively engaging a diverse range of opinions

Flexible and Tailored

We flex our approach to do what works, recognising the different engagement needs of stakeholders

Proportionate and Meaningful

We engage to the level of detail required to serve a clear purpose

Joined-up and Consistent

We work and speak with one voice

We will measure the impact of engagement by tracking stakeholders:

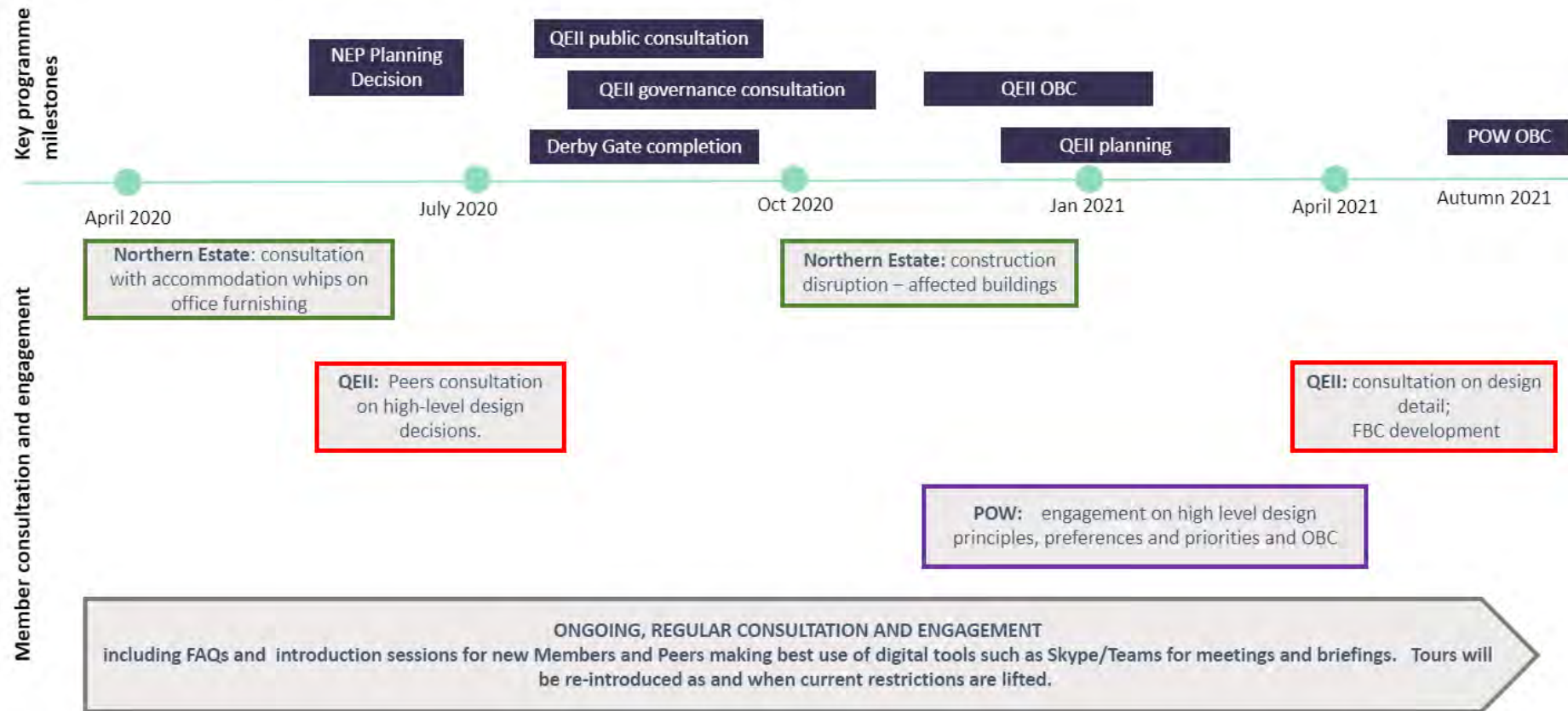
Awareness that R&R is happening and the impact it will have on them

Understanding what will be done and the compelling need for urgent action

Acceptance of the need to take action and the resulting changes that they will be required to make

Support and advocacy for R&R, including any future vote on the funding envelope

Annex B: Overview of Member consultation and engagement for the programme definition phase.



Please note this plan is accurate as of March 2020. The schedule is under review as a result of the COVID-19 pandemic and the wider programme strategic review.



**For more information
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Cover photo shows chandelier and ceiling of Central Lobby ©UK Parliament/David Levene



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