

# Restoration and Renewal Delivery Authority

## Corporate Plan 2023–2024



**HOUSES OF PARLIAMENT**  
**R&R DELIVERY AUTHORITY**



4107-RRP-CO-PL-00008\_01.U



# Contents

03

Foreword

04

Introduction

05

Programme vision

06

The history of the Palace

07

Why the Restoration and Renewal Programme is needed

08

The scale of the challenge

09

The importance of value for money

10

UK-wide benefits

11

Our work to date

12

Changes affecting the Programme

13

Implementing the Programme changes

14

Corporate framework

16

Roles and relationships post transition

17

Our priorities for the next 12–18 months

20

Phase 1 Timeline

22

Communications and Parliamentary engagement

23

Values and behaviours

24

Equality, diversity and inclusion

24

Working with and learning from others

25

Final messages

26

Further information

# Foreword



David Goldstone CBE  
Delivery Authority, Chief Executive

The Palace of Westminster is in need of urgent repair. Parliamentary authorities have made great progress in recent years to make sure the building continues to be safe for people to visit and work in, but a much larger restoration programme is needed in order to preserve the historic building for generations to come.



In 2022, following recommendations made by the House Commissions, Parliament agreed a new mandate for the R&R Programme and a new governance structure to oversee the programme definition phase. This Corporate Plan reflects the agreed new approach and sets out the priorities and objectives that the Delivery Authority will work to over the coming two years.

We have already made good progress on a number of these objectives, particularly in terms of the work that has been necessary to transition as a result of the new Programme direction and governance agreed by Parliament, but also in relation to the development and assessment of high-level options for the works.

We have an ambitious timetable ahead as we look to work with political decision-makers throughout this year to shortlist the options, before taking a strategic case to Parliament for a vote by the end of 2023. The plan agreed with Parliament is that the strategic case will then enable us to take work forward on either a preferred option, or a very small number of options, and allow us to develop a more detailed proposal which can be put to Parliament for a vote sometime beyond 2023.

We will only be able to deliver this plan by working closely with others, including the R&R Client Team (previously the Sponsor Body) and with Parliament more broadly. We will ensure that our plans for the restoration of the Palace build on those works that are ongoing or have already been undertaken and fit in the context of the overarching long-term vision and masterplan for the Parliamentary estate.

We are looking ahead with great positivity to delivering this plan and look forward to reporting back on our progress in due course.

# Introduction

## Who we are

The Restoration and Renewal (R&R) Delivery Authority was established under the Parliamentary Buildings (Restoration and Renewal) Act 2019 (the Act). We are responsible for delivering the restoration of the Palace of Westminster and related works on behalf of the Houses of Parliament, including associated enabling works (such as surveys of the Palace, and planning for moves of the Palace’s Heritage Collections).

Until 1 January 2023, we reported to Parliament via the Parliamentary Works Sponsor Body (the Sponsor Body) which was also established under the same Act. On 1 January 2023, following direction from the two Houses in July 2022, the Sponsor Body was dissolved, with the sponsor function instead being transferred into Parliament, as a Parliamentary in-house Client Team in a new Joint Department of the two Houses. Further details on this new structure are provided later within this document.

The Sponsor Body has been responsible for owning the scope, budget and timescale of the R&R Programme and for providing strategic direction, setting the outcomes and monitoring performance. They have also had responsibility for the preparation of the proposals on which the Houses will vote under the Act and for ensuring good overall governance. All of these functions have now transferred to the two Corporate Officers of the Houses of Parliament – the Clerk of the House (House of Commons) and the Clerk of the Parliaments (House of Lords), supported by the in-house Client Team.

## What we do

We were set up as a company limited by guarantee and we have engaged a team of architects, engineers, project managers, heritage specialists and contractors who will shape the future direction of how we will deliver the work.

Since the decisions of the two House Commissions in 2022, the Delivery Authority has been developing a wide range of options covering both what is delivered and how it is delivered. New governance bodies in the Houses will be asked to agree a shortlist of options. We will then develop a detailed costed proposal on which the Houses will vote, and we will prepare and implement the delivery strategies; procure and manage the supply chain; and monitor and report progress.

We are responsible for all the preparatory work including an extensive programme of building surveys which have already begun. These will provide a detailed assessment of the condition of the Palace across a wide range of areas including structure and ground conditions; archaeology; fire; asbestos and condition of external finishes. These surveys, which are significant and complex pieces of work in their own right, will be used to inform any future design for a restored and renewed Palace.

We are also responsible for ensuring that Parliament’s extensive Heritage Collections are protected during critical Restoration and Renewal works. We have made significant progress on our Collections Audit, which involves identifying every Heritage Collections object in the Palace and collecting essential information such as the dimensions, condition and location of each item.

Crucially, we will also support the R&R Client Team in the development of a strategic case and then more detailed proposals to be presented to both Houses of Parliament, in order for them to vote on the way forward.

# Programme vision

The changes agreed by Parliament in 2022 prompted a re-assessment of the Programme’s vision. The current vision, agreed by Parliament, is set out below:

*Preserving the Palace of Westminster for future generations and ensuring the safety of all those who work in and visit the Palace, now and in the future.*

We will continue to keep the vision under review as the scope for future works becomes clearer.

# The history of the Palace

The Palace of Westminster has a rich and remarkable history. It has played a unique role in our political history for over 900 years, and it needs urgent repair.

The first royal palaces on this site were built during the 11th century. Today the building in which the UK’s parliamentarians conduct their daily business also ranks as one of the world’s most recognisable landmarks alongside the Eiffel Tower, the Pyramids, the Statue of Liberty and the Great Wall of China.

Although designed specifically for Parliament, the building remains a Royal Palace. In 1965 the late HM Queen Elizabeth II confirmed that its use should be permanently enjoyed by Parliament and in 1992, responsibility for maintaining the Palace was transferred from the government to Parliament. Today it is a Grade 1 listed building and part of a UNESCO World Heritage Site.

The oldest building on today’s Parliamentary estate is Westminster Hall, which has been the scene of great moments in our country’s political life. It was built over 900 years ago by William II and was thought to be the largest hall in Europe at the time.

The Hall itself has been the scene of historic events in our nation’s history, including the state trials of William Wallace, Sir Thomas More, Guy Fawkes and Charles I. Most recently, it was used for the lying-in-state for the late HM Queen Elizabeth II.

In 1834 the old Palace of Westminster burned down. The only significant medieval parts to survive were Westminster Hall, the Cloisters of Stephens, the Chapel of St Mary Undercroft and the Jewel Tower. The architect Charles Barry won the competition to design a new Palace and purpose-built Houses of Parliament. His assistant, Augustus Welby Pugin, designed most of the Palace’s ornate interiors, carvings and furniture.

The first stone was laid in 1835. Most of the work was done by 1860, but the Palace was not ultimately finished until 1870. It took 16 years longer than estimated and cost £2.5m, three times the original budget.

The building is constructed from Anston limestone and set on top of a huge concrete raft on the banks of the River Thames to keep the estate stable. It has a floorplate the size of 16 football pitches, with 1,100 rooms, 100 staircases, three miles of passageways, four floors and 65 different levels.

The last major work on the Palace of Westminster was the reconstruction of the Commons Chamber after it was destroyed during the Second World War. Prime Minister Winston Churchill championed the rebuilding of a new Chamber by the architect Sir Giles Gilbert Scott.

The Palace of Westminster houses a unique collection of over 25,000 works of art, furniture, archive and library collections. The Delivery Authority will organise the protection, removal and safe return of many of these items as well as safeguard those which must remain in the Palace during the building works.

Nearly two thirds of the internationally significant collection of 11,000 items of furniture, clocks, ceramics and silver were created by Pugin. The Parliamentary art collection is the national collection documenting the history, work and people of Parliament and comprises over 9,000 objects, such as sculpture, wall paintings, oil paintings and works on paper and textiles.

Nothing on the scale of the R&R Programme has been undertaken since Barry and Pugin designed and built the Palace in the nineteenth century. This is a hugely important historic project with a great prize at stake: a safe, working home for our Parliamentary democracy in the Palace of Westminster, which will be preserved for generations to come.

# Why the Restoration and Renewal Programme is needed

The Palace of Westminster is in urgent need of repair.

The challenge of maintaining and restoring the Palace of Westminster is huge. Much more work is needed and the Palace needs wholesale restoration to preserve it for future generations and ensure the safety of those who work in and visit the Palace.

New figures shared with the Public Accounts Committee in February 2023 estimate that maintenance costs are currently £1.4m a week. This follows a National Audit Office report in 2020 which found it cost £2m a week just to keep the building going. Since the start of 2017 over 40,000 problems have been reported. There is asbestos throughout the building and historic Victorian sewage systems run alongside old heating, mechanical and electrical systems, all of which need replacing.

The devastating fire at Notre Dame in 2019 was a stark reminder of the need to protect the world’s most treasured monuments, in particular those which have a unique place in a nation’s history. The R&R Programme is intended to save the home of democracy and ensure it remains a cornerstone of the nation’s history for future generations.

Parliamentary authorities have made great progress in recent years to make sure the building continues to be safe for people to visit and work in. Currently there are dozens of major projects underway to repair key buildings by in-house teams and at any one time there are dozens more projects underway to improve and repair key services and keep the estate running for the 3000+ people on site each day. We are working with Parliament to tackle all the significant work that needs to be done and to restore and renew the Palace for the longer term. We will build on the work Parliament has carried out in recent years to keep occupants safe and the building running.

# The scale of the challenge

The Palace of Westminster is not an ordinary building. It is part of a UNESCO world heritage site, which incorporates Westminster Abbey, the Jewel Tower, and St Margaret’s Church. It also houses a unique collection of over 25,000 works of Art, furniture, archive and library collections. As a result, there are increased challenges associated with undertaking a restoration and renewal programme of this scale.

The site itself is enormous and complex – approximately 34 acres and the size of more than 1,000 houses all sharing the same water, electric, sewage and gas systems, many of which are well beyond their original design lives. Most of these services are interconnected across the building, meaning if a pipe or cable breaks requiring the switch off of services in one area, you have to shut them down across the whole Palace.

Asbestos Containing Materials are found in many different forms and in over 2,500 locations – loose in the ceiling, around the existing building services (lagging around pipes), in the voids in ceilings and walls, and even in the textured coating/paintwork. The process of managing asbestos is highly regulated and works on the Palace will require a significant proportion of the UK’s approved workforce, supported by an on-site testing laboratory.

The Palace is in a difficult location for construction – on a busy and constrained Central London site with an understandably high level of security requirements. As well as being one of the UK’s biggest civic buildings, it is also a hugely busy workplace with thousands of people on site each day, from catering, cleaning, and security staff to Members of Parliament, Peers and their staff. The work will need to be undertaken in the safest and most efficient way, allowing Parliamentary business to continue whether that be alongside the works or by providing alternative locations during any periods of vacation.



# The importance of value for money

The Houses of Parliament are a publicly funded national institution.

The R&R Programme is a high-profile, technically complex project which attracts intense political and public scrutiny. We must safeguard the heritage of the Palace whilst ensuring value for money for the taxpayer at every stage.

Our Programme is committed to securing the maximum benefit over time with the resources available, ensuring that the expenditure is efficient, effective and economical. To achieve this, we want to encourage a culture where each colleague spends every pound as if it were their own and feels empowered to speak up if they see an opportunity to use time, money or resource more efficiently.

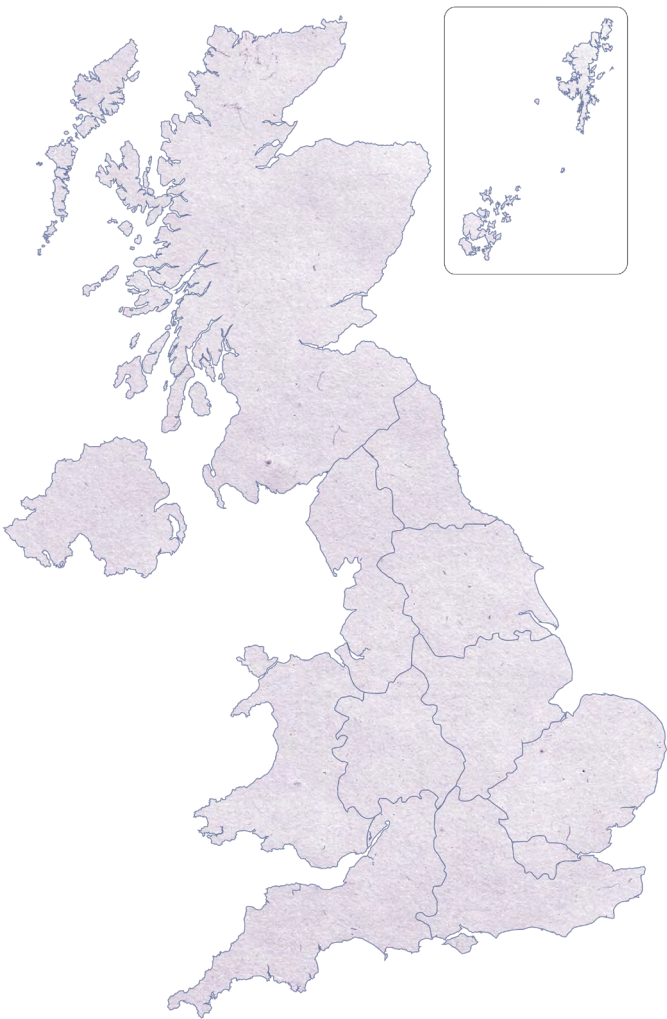
We have a strong system of financial governance and control in place. Our annual budget is scrutinised and approved by our Finance Committee, the Delivery Authority’s Board, and the Client Team before going through Parliamentary scrutiny and approvals. Regular oversight of our expenditure is also provided by all of these groups. In addition, we have strong assurance and internal audit functions, an established Risk, Assurance and Audit Committee and are subject to National Audit Office (NAO) statutory audits as well as Value for Money reviews.





# UK-wide benefits

As well as preserving the Palace and ensuring the safety of those working within it, we want to create a lasting legacy for future generations through the development of skills and creation of jobs across the UK.



The Programme offers a unique opportunity to inspire, train and upskill people to enter occupations required to deliver the R&R works. Developing skills, creating employment opportunities, and providing a platform for future generations to pursue careers is one of the most demonstrable means of creating a legacy beyond the geographical footprint of the Programme. We are committed to taking a UK-wide approach and spreading the benefits beyond the physical location of the Palace of Westminster in London to other UK regions and nations.

The Programme will boost UK industry particularly in key areas within the heritage, construction and digital sectors. Our approach will seek to address skills gaps such as those in traditional building skills like carpentry, stonemasonry, joinery and glazing, and the use of digital construction tools on heritage assets by working in partnership with other stakeholders in the heritage sector. We will also work with our supply chain to ensure they play a key role in providing workplace training opportunities, apprenticeships and help to inspire young people in schools and other educational settings.

Within the Delivery Authority, we have already partnered with the Social Mobility Foundation, creating paid internships and work placements for young people from lower socio-economic backgrounds. We are also operating an apprenticeship programme and have already employed several apprentices directly, as well as through our suppliers. We hope to continue with initiatives like these, particularly as the Programme moves forward over the coming years.

# Our work to date

The Programme is structured, under the Act, in two phases:

**Phase 1** – encompassing all preparatory Programme work and funding until the point of obtaining Parliamentary approval of the detailed and costed proposals for Restoration and Renewal.

**Phase 2** – intended to begin when Parliamentary approval for the above proposals is obtained and end with the completion of the Parliamentary building works.

In March 2021, the Programme published the results of a Strategic Review undertaken to test the strategy for restoring the Palace of Westminster, including the plans for vacating the Houses. As a result of the Review, a clear set of objectives for the Programme were agreed and were being progressed.

From that time on, the Delivery Authority worked to develop and design two ‘Schemes’ intended to meet the agreed objectives and deliver several critical improvements to the Palace. Working collaboratively with the Sponsor Body, the development of the Programme Business Case (which would present these ‘Schemes’ alongside all of the detailed supporting costs, schedule, risks and benefits) was on track to commence the Parliamentary approvals process at the end of 2022, with formal approval expected in mid-2023.

Details of the initially emerging cost and schedule of works were presented to the House of Commons and House of Lords Commissions in January 2022, alongside an assessment of the further work required to inform and develop the preliminary proposals contained in the initial assessment.

Responsibility for developing a location for the House of Lords to decant to during the period of any works has also resided with the Delivery Authority, and we made good progress on design of a number of scheme options. In addition, we were asked by the House of Commons Commission to undertake a study of Continued Presence, essentially looking at whether it would be possible for the House of Commons to stay within the Palace throughout the period whilst works are taking place. Our emerging findings showed that whilst there was a way to make Continued Presence work, we could not do so without a significant increase in cost and length of works. We also identified a number of significant high-risk areas (such as in relation to fire safety, security and health and safety responsibilities) that would need to be resolved before any Continued Presence model could be agreed. Our emerging findings were presented to Parliament in January 2022 and have since been published.

# Changes affecting the Programme

In March 2022, the Commissions of both Houses together decided to look at changes to the Programme including governance and the approach to works.

Ahead of debates taking place in both the House of Commons and House of Lords in July 2022, the House of Lords Commission and the House of Commons Commission published a joint report, “Restoration and Renewal of the Palace of Westminster – a new mandate”. It set out their proposals for a new mandate for the R&R Programme and a new governance structure to oversee the programme definition phase.

In July, the two Houses endorsed the new approach to the works, recognising not only their collective duty as custodians of the globally iconic building but also their responsibility to ensure the safety of all those who work in and visit the Palace.

The Houses agreed changes to the overarching governance of the Programme and approved the dissolving of the Sponsor Body, with a sponsorship function instead being established as a joint department of the two Houses (the ‘Client Team’). They also agreed that the House of Commons and House of Lords Commissions would together form a ‘Client Board’ and would jointly have oversight of the Programme. Supporting this would be a new R&R Programme Board, combining Parliamentary representation with independent major project and heritage conservation expertise.

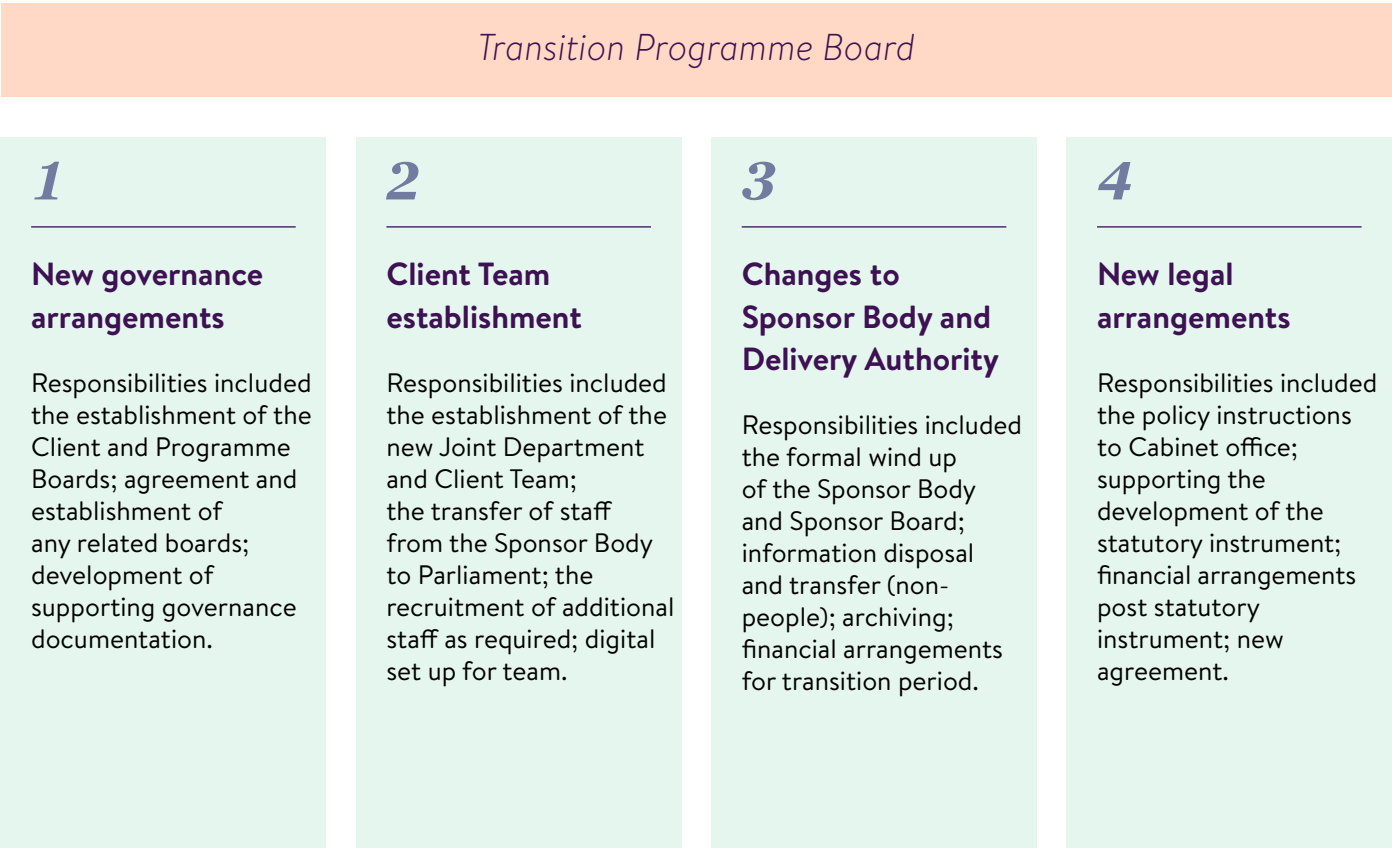
With regard to the proposed works themselves, the Houses agreed that a wide range of options should be developed, encompassing possible scopes for the works, to reflect different levels of ambition, and a range of different approaches to delivering the works. Broad indications of the associated costs, timescales and risks should also be developed for each option. It was agreed that the new approach should prioritise the following areas:

- *Fire safety and protection*
- *Replacement of mechanical, electrical, drainage and plumbing, and data and communications systems*
- *Asbestos management and wider health and safety issues*
- *Conservation of the building fabric including stonework*

# Implementing the Programme changes

A significant amount of work has been required to take forward the decisions of the two Houses, and Parliament established a Transition Programme in order to deliver this. The Programme was led by Parliament and the Sponsor Body and included representatives from the House of Commons, House of Lords, Sponsor Body and Delivery Authority.

**Four key projects** were established to deliver the agreed changes and these were all overseen by a Transition Programme Board as shown below:

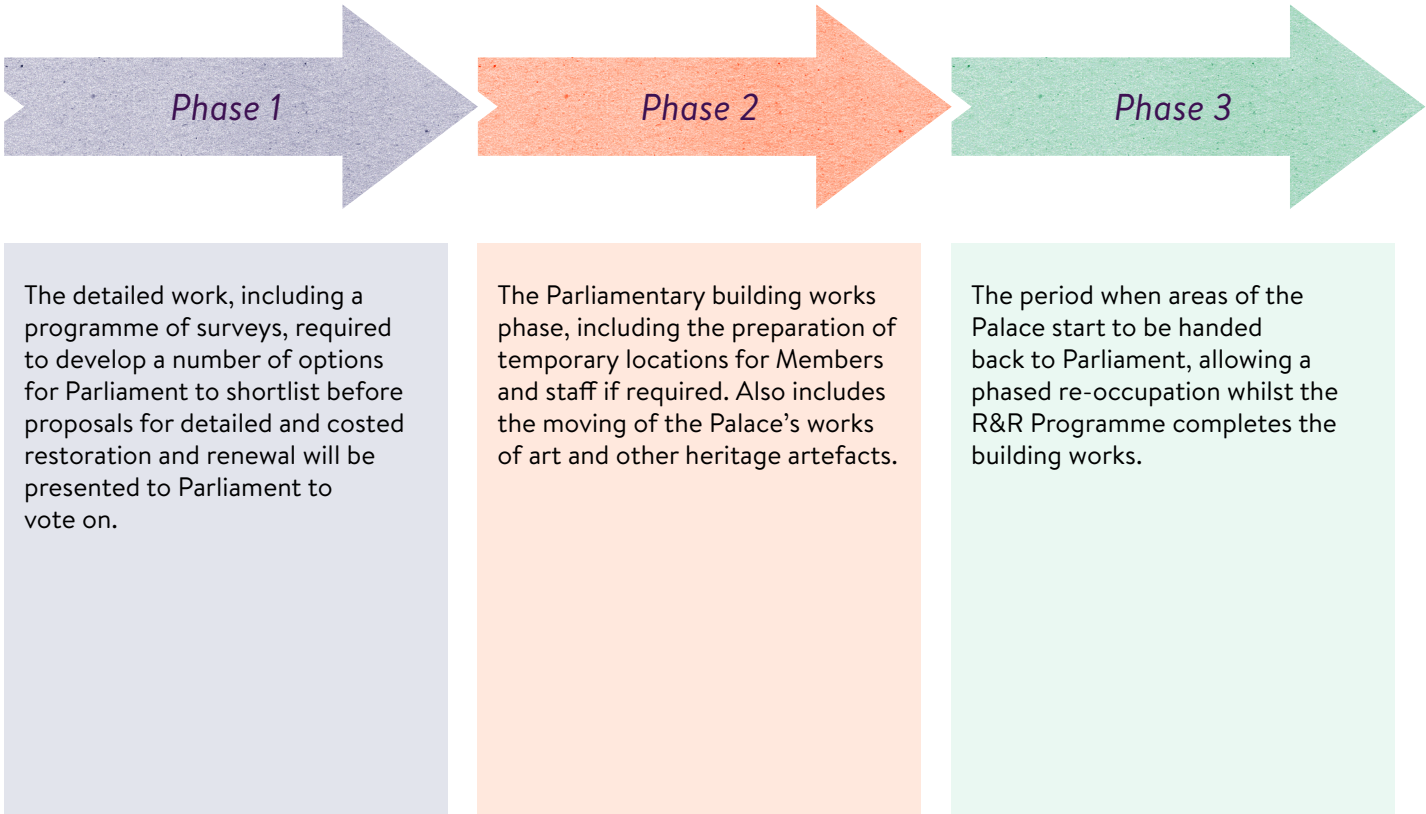


# Corporate framework

As set out under the Act, the Programme is structured in two phases and this approach is continuing. We are currently in **Phase 1** of the Programme, which encompasses all preparatory programme work and funding until the point of obtaining Parliamentary approval of detailed and costed restoration proposals.

**Phase 2** will begin when Parliamentary approval for those proposals is obtained and will end with the completion of the Parliamentary building works.

**Phase 3**, although not formally within the Act, will begin when areas of the Palace start to be handed back to Parliament.



The duties and obligations of Corporate Officers of both Houses (including the R&R Client Team) and Delivery Authority are described in several formal agreements, some of which have been reviewed and updated to reflect the new governance arrangements. Further details on these agreements are set out below:

## Parliamentary Buildings (Restoration and Renewal) Act 2019

The Parliamentary Buildings (Restoration and Renewal) Act 2019 received Royal Assent on 8 October 2019. The Act, as recently amended, defines the role of the Corporate Officers and the Delivery Authority, our relationship with each other and the two Houses more broadly.

The Act also establishes a separate statutory body, the Estimates Commission, which up until now has assessed the proposed annual expenditure for the whole programme. Moving forward, the Estimates Commission will be responsible for assessing only the Delivery Authority’s expenditure.

A Statutory Instrument to amend the Act and implement the changes agreed by Parliament was approved by Parliament at the end of 2022 and came into force on 1 January 2023.

## Programme Delivery Agreement

The relationship between the Corporate Officers and the Delivery Authority is described in the Programme Delivery Agreement (PDA). The original PDA between the Sponsor Body and the Delivery Authority came into effect in May 2020. A revised version, reflecting the programme and governance changes, has been agreed in line with the enactment of the Statutory Instrument.

The PDA sets out the legal agreement, ways of working and deliverables between the Corporate Officers and the Delivery Authority. Similar agreements have been used to govern the relationship between the sponsor and deliverer on other major programmes, such as the London 2012 Olympic and Paralympic Games.

The PDA defines the governance arrangements and is in effect the ‘delivery contract’ between the parties.



# Roles and relationships post transition

The information below represents our current understanding of roles, responsibilities and relationships in the new governance structure; work is currently ongoing to fully define this for the future.

## The R&R Client Team

The Corporate Officers of the two Houses of Parliament have jointly taken on the duties and responsibilities of the former Sponsor Body and will own the scope, budget and timescale of the R&R Programme on behalf of Parliament. They will be supported in the discharge of their duties by the new joint department known as the R&R Client Team. It is responsible for enabling the governance within the Houses to ensure effective strategic decision making, managing the strategic outcomes of the Programme, developing the business case, providing clear direction to the Delivery Authority and overseeing and scrutinising the work.

It is also responsible for leading Parliamentary engagement ensuring that members of both Houses as well as others that work in the Palace feel adequately consulted and informed.

## The Delivery Authority

We will develop the options (the outcome levels and construction scenarios) for Parliament to consider and will undertake a programme of survey work to help inform our design and construction planning. Once Parliament has decided on a preferred way forward and the subsequent cost proposals, we will prepare and implement the delivery strategies, procure and manage the supply chain for the main works and monitor and report progress.

## The R&R Client Board

The House of Commons Commission and House of Lords Commission will meet jointly as the R&R Client Board for the Programme, making critical strategic choices and recommendations, including reviewing the strategic case for the Programme prior to seeking endorsement of it from the two Houses.

The R&R Client Board will meet at key points and consider recommendations from the R&R Programme Board.

## The R&R Programme Board

The R&R Programme Board has delegated authority from the R&R Client Board. It has Parliamentary and non-Parliamentary members and will be the main governance forum of the Programme. It will consider critical strategic choices and priorities, will make recommendations to the R&R Client Board on a range of programme matters, will resolve trade-offs and disagreements, and will manage dependencies and conflicts of interest.

The R&R Programme Board will meet at least monthly and will provide regular advice and direction to the two Corporate Officers, who have become the statutory duty-holders since the transfer into Parliament.

# Our priorities

Our priorities for the next period are broadly to support the successful transition to the new governance model, to develop options for restoration of the Palace following from which Members can select a preferred way forward and to start preparing for the next phase – when we actually start construction work on the Palace itself.

In September 2022, we set ourselves five strategic objectives for this period, under which all of our work will take place. These are set out below:

## 1

Support the Transition Programme to both bring the sponsor function into a new in-house Joint Department and implement the new Programme governance structure

Formal responsibility for the Transition Programme sat with Parliament and the Sponsor Body team itself, however we had a key role to play in supporting this work.

We ensured that we built and maintained effective working relationships with key stakeholders including the R&R Client Board to assist in the implementation of the future operating framework. We also provided support to the Sponsor Body as they transitioned their staff across to an in-house R&R Client Team. We will continue to develop these relationships and also foster new ones with R&R Programme Board members.

In addition, we considered and responded to any direct impacts of transition affecting us, for example considering whether we needed to adjust any of our formal governance documents or adjust any additional roles and responsibilities in the Delivery Authority. We also led on the revision to key joint governance documentation such as the Programme Delivery Agreement.

## 2

Complete the programme of survey activity underway in the Palace and plan the future programme of survey activity in order to inform design and construction planning

We are making good progress with our programme of surveys for Phase 1. This is the first time that surveys of this nature and scale have ever been undertaken at the Palace. The surveys are extensive and complex pieces of work in their own right and will be used to provide a detailed assessment of the condition of the Palace across a wide range of areas, including for example:

- Structure and ground conditions
- Archaeology
- Fire prevention
- Asbestos
- Condition of external finishes

The output of the surveys will help us to produce more accurate designs and solutions to the Palace’s challenges, determining the necessary conservation and remedial works, as well as minimising the impact from site discoveries at the construction stage.

We plan to do over 100 different types of surveys in total, comprising a mix of intrusive and non-intrusive surveys – the final number will be dependent upon what is required from a design perspective.

# 3

## Develop and evaluate a wide range of options for the works (including what the works will deliver and how they will be delivered)

We are developing a broad range of options which set out various methods of restoring the Palace as well as the various outcomes these could achieve. We will evaluate all of the options we are developing against an agreed set of assessment criteria; this will enable a fair and consistent comparative analysis of the options to be undertaken. We will also include rough order estimates of cost and schedule for each option and will be clear about any trade-offs for example around how any option may impact elements such as the overall schedule of works, the duration of Palace vacation required, and the overall cost and the benefits from the final outcome of the works in terms of such areas as accessibility and sustainability.

We will work with Parliament, through the newly formed R&R Programme Board, to commence short-listing (i.e., taking the broad range of options and narrowing them down to a shorter list) prior to seeking agreement to a final shortlist to inform the strategic case.

# 4

## Support the R&R Client Team with the development of a strategic case and with member/official engagement

Once the R&R Programme Board has decided on a smaller number of options for consideration, we will work to develop those options in further detail and will support the R&R Client Team in engaging with Parliamentary colleagues to develop a preferred way forward.

Any preferred option will form part of a strategic case, which Members of both Houses will be asked to vote on before the end of 2023 to set the strategic direction of the Programme.

The strategic case will be presented in the context of how the R&R Programme fits within the overarching Parliamentary Estate Development Framework. This wider framework will set out the long-term vision and masterplan for Parliament, being clear about the works that have already taken place to begin restoration of the Palace (such as the Elizabeth Tower restoration); the work that is currently ongoing (including plans for repairs to the stonework of Victoria Tower) and routine maintenance works; and the future restoration works required, to be led by the Delivery Authority.

The strategic case will also likely include an assessment of any ‘early works’ that could take place – works that would be required whatever the final option decision is. This would enable the Programme to get started on-site while more detailed design and construction planning is undertaken.

Whilst the strategic case will present high-level design, cost and schedule information, it is not intended to set a final scope, budgetary envelope or timeline to be approved. Once Parliament votes on the strategic case, and either agrees a small number of options or a preferred option, significant further work involving design and construction development will then be progressed. This will allow us to develop a more detailed proposal which can be put to Parliament for a vote sometime beyond 2023. The approval of this vote will mark the transition of the Programme from Phase 1 to Phase 2.

# 5

## Lead the Delivery Authority through the transition period and develop the corporate capability ready to deliver Phase 2 of the Programme

Following the agreement of our revised Phase 1 Plan in light of the new mandate from Parliament, our attention will turn to developing our capability ready to deliver Phase 2 of the Programme. Essentially, we want to ensure that we are as ready as possible to undertake the Parliamentary building works following approval, so that we avoid unnecessary delay.

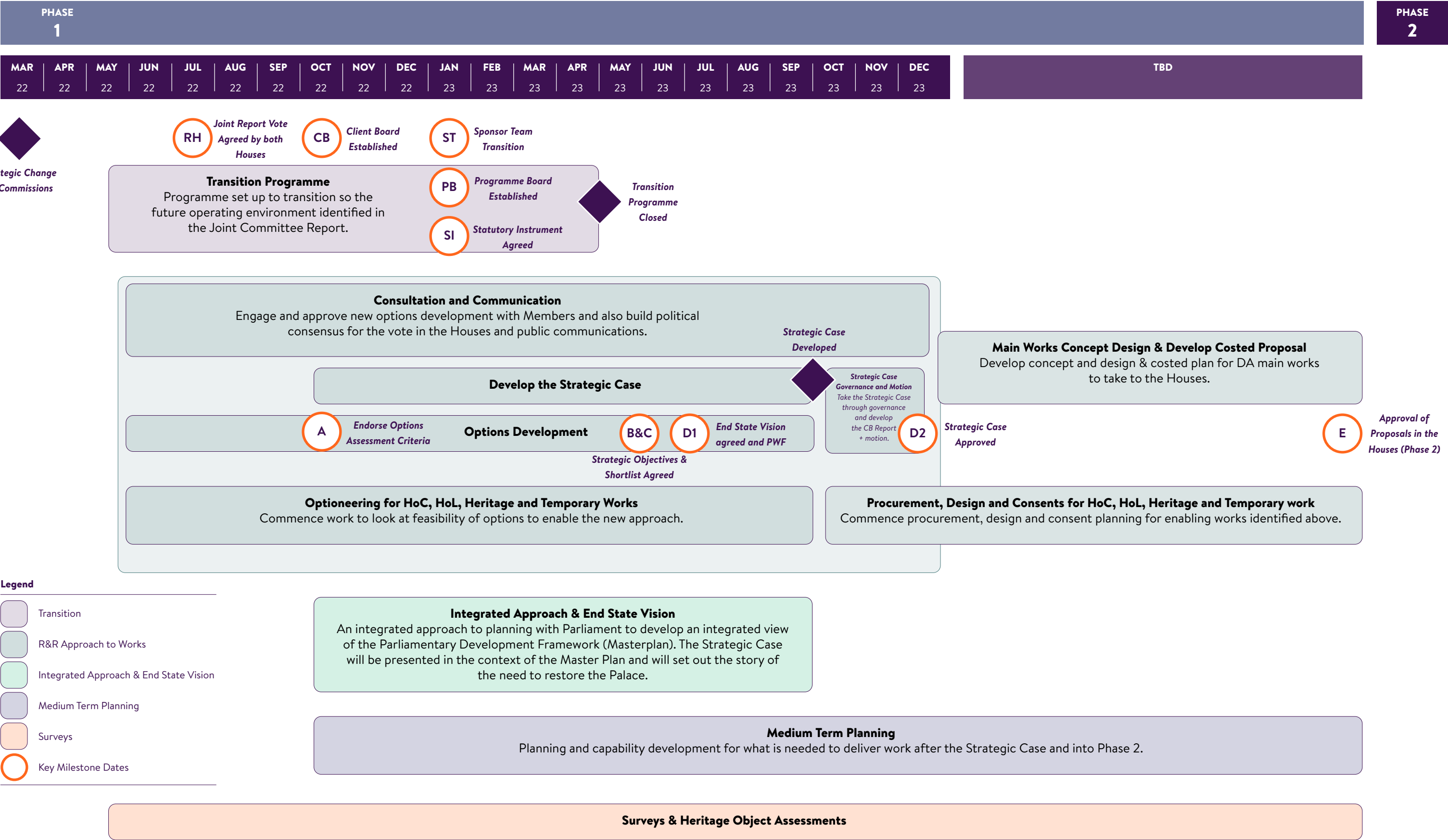
This covers many aspects. Firstly, our organisation will need the right skills, tools (including data and digital solutions) and culture in order to deliver this ambitious Programme. We need to attract and retain a highly skilled, diverse workforce and ensure that our colleagues receive the right training, development and support to enable them to flourish. In addition, we want all of our colleagues to work in an inclusive environment that allows them to reach their full potential.

We will also need to consider the appropriate commercial strategy to adopt – this will be dependent upon the design and construction option ultimately agreed – but will require significant planning to ensure that we attract the right suppliers, with the right commercial arrangements, to undertake this prestigious work.

As a publicly funded organisation, we are aware of our responsibilities to ensure that we use our resources effectively to deliver the greatest impact and provide value for money. This is even more important given the current economic climate. We aim to continuously improve the way we work, seeking efficiencies and ways of delivering our services using modern technology to support improvements.

# Phase 1

## Timeline





# Communications and Parliamentary engagement

Key to the successful delivery of the Programme will be how we build trust and bring people along on the journey with us.

The Programme has a legal obligation to consult Members of both Houses throughout and we, of course, recognise that the input of Parliamentary stakeholders is essential to the Programme’s success. The R&R Client Team is responsible for leading this engagement, but clearly the Delivery Authority will work closely alongside them to deliver this important strand of work.

Our engagement will support a common understanding amongst Parliamentarians and their staff of the R&R Programme and its urgency, complexity, constraints and timescales. It will allow us to seek the views of members through consultation and will enable members to be sufficiently informed, in order to be able to make decisions about the Programme at key points.

As the home of the UK’s democracy, the Programme also has a responsibility to engage with the public about the future of the Houses of Parliament. A significant amount of public engagement has already taken place, but we will build on this further, working alongside the R&R Client Team to generate further understanding about the importance of restoration and renewal and to better understand public views in this space.

We will use a wide range of channels to reach a diverse range of audiences over the coming 12-18 months, from face-to-face events to targeted briefings and communications.

# Values and behaviours

Our values and behaviours were developed in collaboration with our colleagues from across the Programme and set out the expectations of everyone who works for the Delivery Authority.

We aim to embed our values and behaviours into everything we say and do – from ensuring that our policies and procedures are aligned to them and incorporating them into our recruitment and appraisal practices. We recognise and celebrate colleagues for their contribution based upon living the values and showcasing behaviours in action.

In January 2023, we published a Joint Behaviour Charter, which we agreed on behalf of the Delivery Authority and the Client Team, with the Clerks of both Houses. The Charter reaffirms our joint commitment with Parliament to prioritising the successful delivery of R&R and sets out the behaviours and ways of working that we are jointly committed to.



## A focus on equality, diversity and inclusion

We are committed to creating a work environment that embraces the strength in our differences and to creating a sense of belonging for everyone.

Equality, Diversity and Inclusion (EDI) is central to the way we operate and work and is fundamental to our success. A diversity of perspectives and experiences delivers better judgements, better decisions and better performance overall. We are committed to creating a culture of inclusion, where our differences are recognised and celebrated in an open and safe environment.

Our EDI Strategy details how we aim to fulfil our ambition in this area, and we are transparent about the progress we are making, through the publication of our Annual EDI report.



## Working with and learning from others

We work closely with Parliamentary authorities and the Parliamentary Strategic Estates Team to support their ongoing delivery of safety critical work and to ensure that any options that we are proposing fit within the overall Parliamentary estate masterplan that is being developed.

We also endeavour to learn from other major programmes particularly those that involve heritage assets. To date, we have engaged with a wide number of other heritage projects, including projects at Buckingham Palace (Re-Servicing), Salisbury Cathedral, Lincoln Cathedral and the Canadian Parliament. All of these have been part of an ongoing programme aimed at sharing knowledge, insights or ideas to enhance our delivery.

## Final messages

The Palace of Westminster is one of the nation’s most treasured buildings. Recognised the world over, it is the symbolic heart of our democracy. Throughout the delivery of this Programme, we will respect its heritage and place in our nation’s history.

We remain committed to working with the new R&R Client Team, and more broadly with Parliament, in order to develop options for R&R and to allow for the Houses to determine a preferred way forward over the coming period.







## Further information

To find out more about our work,  
you can contact us in a number of ways:

---

[www.restorationandrenewal.uk](http://www.restorationandrenewal.uk)

Email us at: [restorationandrenewal@r-r.org.uk](mailto:restorationandrenewal@r-r.org.uk)

For media enquiries: **020 8142 7927**

Follow us on Twitter: [@Parliament\\_RR](https://twitter.com/Parliament_RR)

---



**HOUSES OF PARLIAMENT**  
**R&R DELIVERY AUTHORITY**