



Restoration and Renewal Programme

The Palace of Westminster:
Preserving the past, protecting the future

Our approach to delivering benefits across the UK



HOUSES OF PARLIAMENT
R&R DELIVERY AUTHORITY

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1. Foreword

Against the backdrop of a changing global climate, the Houses of Parliament Restoration and Renewal (R&R) Programme is ever more essential in ensuring the Palace of Westminster – home of the UK’s Parliament and part of a UNESCO World Heritage site – can remain functional for generations to come. 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, but much more is needed in the future. Many of the water, electric, gas and sewage systems are out of date and hundreds of miles of pipes and cables need replacing with technologies which improve energy efficiency and reduce operational cost, while reducing the risk of fire. The long-term protection of the building and its occupants from the future effects of extreme weather events, such as flooding, damage to masonry and overheating will also need to be considered.

The Palace is no stranger to innovation or change. In one form or another, there has been a presence on the site for over 900 years. Some of the most significant building engineering solutions have been incorporated throughout its time, including the wonderful hammerbeam roof in Westminster Hall, the largest medieval timber roof in Northern Europe, and the central tower stack ventilation effect designed by David Boswell Reid 160 years ago.

To restore and preserve the Palace of Westminster, it is likely that we will need to innovate and adapt the building to ensure that the Palace is safe and resilient. We will explore how to improve climate resilience and incorporate low carbon technologies in

the building, and in doing so, support the UK’s transition to net zero carbon. Achieving this on a building with such historic significance is complex and we will need to demonstrate how heritage, conservation and sustainability can work in tandem, encouraging collaboration between teams, partners and supply chain and leaving a legacy for future heritage restoration projects.

Restoring Parliament is a nationwide effort that is already boosting industries and small businesses in all areas of the UK, with dozens of companies involved in restoring the building, supporting jobs and apprenticeships across the country. Delivering value for money, we aim to maximise the benefits of every pound spent. Our commitment to creating social value, whether through our approach to the provision of jobs and skills, the ethical procurement of our goods and services and ensuring small and medium sized enterprises have the opportunity to bid for work, will demonstrate this.

This strategy outlines our approach to delivering a UK-wide Programme against these themes and provides a golden thread linking the [Skills, Employment and Education Strategy](#) and [Equality, Diversity and Inclusion Strategy](#) with our commitment to generating long-term positive impacts. It is comprehensive and ambitious and it takes into account national and global issues, but is proportionate to the scope and the needs of the R&R Programme. My leadership team and I are committed to ensuring we deliver on the areas and objectives described in this strategy.



David Goldstone CBE

Chief Executive
R&R Delivery Authority

2. Introduction

The Palace of Westminster needs essential restoration. The heating, ventilation, drainage, and electrical systems are outdated and energy losses are significant. The essential services are becoming increasingly more difficult and expensive to maintain and the risk of serious failure, fire, and water damage remains.

The R&R Programme has been established by Parliament to preserve the Palace of Westminster for future generations. The Parliamentary Buildings (Restoration & Renewal) Act 2019, states specifically in Section 2(5) (a), (c) and (j) that in exercising their functions the Programme must have regard to:

- a. the need to ensure that the Parliamentary building works represent good value for money
- c. the need to protect the environment and to contribute to achieving sustainable development
- j. the need to ensure that opportunities to secure economic or other benefits of the Parliamentary building works are available in all areas of the United Kingdom

This strategy outlines our approach to creating value and defines legacy outcomes from the Programme in delivering a more resilient and cost-effective Palace of Westminster, fit for the future as the working home of the UK's Parliament. Our strategy will build on existing standards for good practice in heritage conservation whilst committing to reducing carbon emissions and improving energy efficiencies. In the face of a changing climate, we will design in climate change resilience to preserve this important historical landmark.

Beyond the boundaries of the Palace we also recognise a need to produce tangible benefits to people, the environment, and the economy. We want to ensure that the Programme provides collective benefits for the whole of the UK, whether that be through accessibility, jobs, skills, environmental improvements or sustainable procurement of materials.

The framework and key objectives in this strategy are centred around the key pillars of sustainable development: environment, people, economy and culture. The benefits created will be an important aspect of the value for money assessments during the development of the Programme proposals.

In this strategy, we have focused on four important areas where we can make the greatest difference:



Ensure that we **create social value** and spread the benefits across the whole of the UK.



Create a lasting legacy for the future generations through the development of skills and creation of jobs across the UK as well as creating a safe and more accessible working environment within the Palace of Westminster.



Sustain cultural significance of the site and broaden the UK knowledge base of renewing historic buildings.



Act on climate change and improve the resilience of the Palace of Westminster to climate change.

We will review and refine our approach as we seek to continuously improve, ensuring that delivering value for money underpins our key decisions, and benefits are maximised and shared.

3. Views from the public

As part of our Public Engagement Strategy, the Programme has been seeking the views of the public in line with our commitments under the Parliamentary Buildings (Restoration and Renewal) Act. Across a range of different activities we have heard from adults and children from all parts of the UK, with many keen to share their views on the topic of sustainability.

What have we heard?

Overall, environmental protection was viewed as important by most people who have participated in our engagement activities, and many people feel the restoration and renewal of the Palace of Westminster should ‘set an example’ in this area.

80%

Agreed that it is important to **improve the energy efficiency** of the Palace¹

82%

Say it is important to make it **more accessible for people with physical disabilities**¹

70%

Say it is important for the Programme to **create jobs and/or apprenticeships in different parts of the UK**¹

93%

Agreed it is important that the Houses of Parliament building **‘sets an example’ for protecting the environment**²

- 1 Based on recent quantitative research conducted in November 2021.
- 2 Based on the school groups who participated in the UK-wide debate (with a total of 2,723 participants)

There have been many specific suggestions about how to make the Palace and the Programme more sustainable. These include:

- Using technologies to reduce environmental impacts, such as water-source heat pumps, solar panels, rainwater harvesting, low volume flush toilets and circular waste systems
- Promoting biodiversity, for example by adding nesting sites for birds, creating floating wetlands, and installing green building edges
- Making the building more accessible and inclusive with more lifts, seating for visitors, better acoustics and lighting, local temperature control and improved signage
- Ensuring job and training opportunities are available to a wide range of people in all parts of the UK.

All of these ideas will be considered as we develop our designs further. Findings from future engagements will also be used to inform and steer this strategy in subsequent updates.



Figure 1. (Top to bottom)
Renewable technologies such as solar panels will be explored.

Figure 2.
The Palace of Westminster is home to peregrine falcons who nest in the towers and are part of the environment we need to protect.

©David Morrison

Figure 3.
R&R Programme digital engineering apprentice visiting the Parliamentary Estate.

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Most of the class think that we should:

- a) Keep making it the iconic building that it is!
- b) buildings can be old AND futuristic AND green.”

High School teacher, Scotland

“To set an example how old buildings can be environmentally friendly, as well as new.”

Primary School student, South West

“Given it sits on the bank of the river Thames, there’s a fantastic opportunity to heat the Palace of Westminster using water source heat pumps. This will contribute to the decarbonisation agenda that is central to sustainability and climate change policies. Add self-generation via solar PV and it really will be an international exemplar of what can be achieved.”

Participant in our Online Conversation

“We believe that it is important for the Houses of Parliament to set an example because it is the future generations that will be impacted and if the parliament make the change now then children may have a better future. Many people rely on the government for decisions, and this will show that they are serious about climate change and protecting the environment.”

Primary school students, East of England

“I was also struck by how important it was for them for the building to be accessible to people with different types of disabilities, like autism, that are often hidden. If we want the use of the building to be truly welcoming for all, then we need to look at it through their eyes and find creative solutions to the barriers that get in the way of disabled people being able to enjoy and value this extraordinary place.”

Facilitator of a workshop held by a grassroots community organisation

“Offer apprenticeships for young people from across the country – finding ways to offer them appropriate accommodation and supervision in or near London during their stay. Older tradespeople will have experience in relocating for jobs, but I imagine it would be daunting for a young person to make such a move themselves, so giving them the opportunity to do so in a safe environment on such a prestigious project could be a truly wonderful opportunity.”

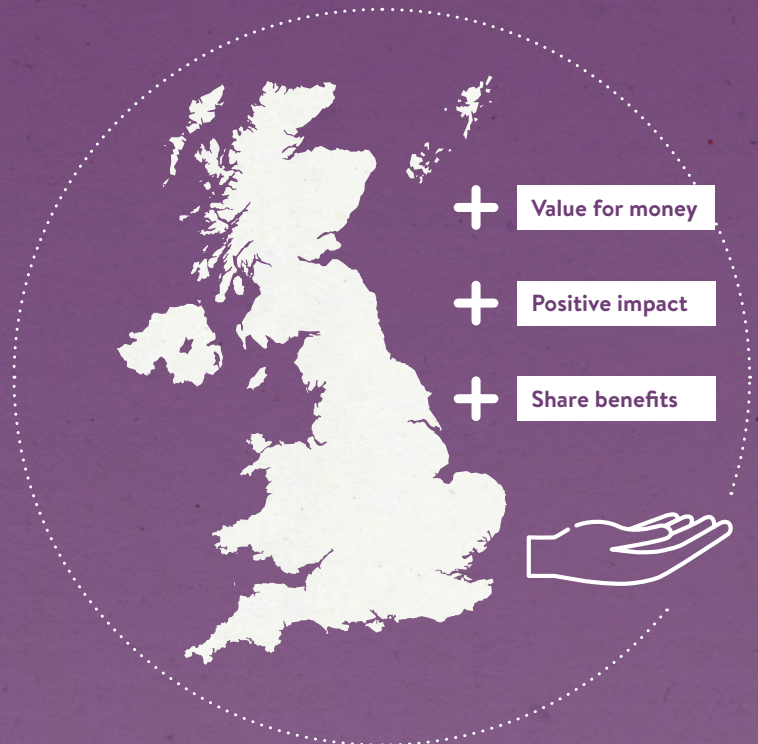
Participant in our Online Conversation

4. Our approach to creating social value

We see the creation of social value as the encapsulation of everything we do. It's about making decisions that represent the best value for money whilst generating long-term positive impacts for communities, the environment, and businesses. In line with the United Nations Sustainable Development goals, our approach to creating social value considers the economic, cultural, social and environmental outcomes that contribute to the long term wellbeing and resilience of people and the planet, now and into the future.

Our aim is to create social value locally, regionally, and nationally, ensuring that the Programme contributes to the local environmental, cultural and social economics of communities throughout the nations and regions of the UK. The Programme has an important role to play in the wider UK economy, and in particular the supply chain of surveying, construction, restoration and heritage firms, particularly small and medium enterprises (SMEs). Recent Parliamentary projects have contributed to the social value agenda through supporting a diverse supply chain, creating opportunities and positive outcomes such as local training, employment and supporting local economies. We intend to build on these efforts and to continue working with Parliamentary teams to maximise the social value benefits of our respective projects.

By exercising our purchasing power, we can spread the benefits of the Programme through implementing exemplary procurement models and working collaboratively with a diverse supply chain across the country. We aim to spread the benefits and maximise the value of each pound spent by the Programme by focusing on people, cultural heritage and the environment.



Taking into consideration views from the public engagement, we have designed this strategy to deliver on the themes that were important to the public and where we feel the Programme can make a tangible difference.

Our approach to creating social value centres on the R&R Programme vision, with creation of ‘social value’ encompassing three core areas – **Create a Lasting Legacy, Sustain Cultural Significance and Act on Climate Change**. The legacy goals are described in more detail in the following sections.

Our legacy goals:

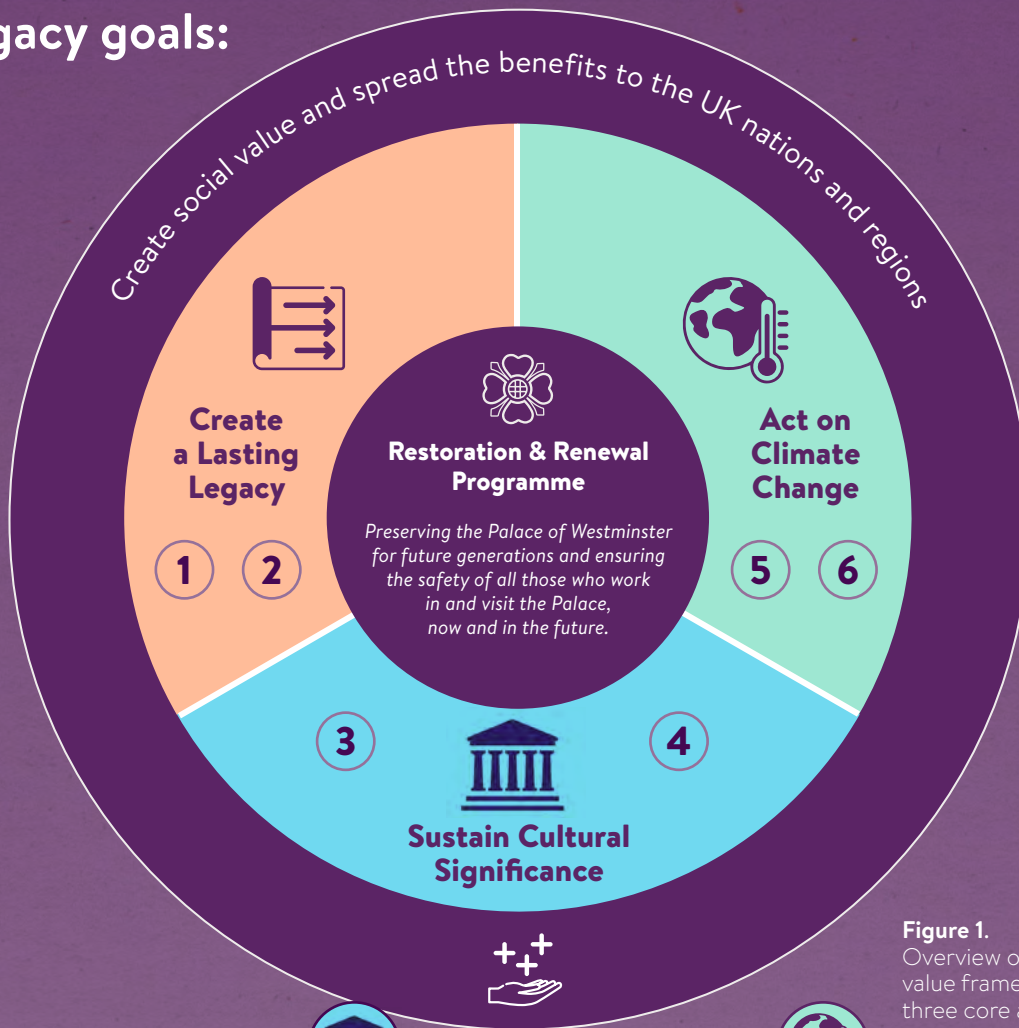


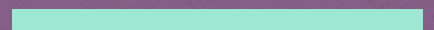
Figure 1. Overview of the R&R social value framework featuring the three core areas (coloured).



- 1** Inspire careers, develop skills and create jobs across the UK
- 2** Create a safe and more accessible environment for Palace users



- 3** Conserve the Palace of Westminster whilst respecting its history and cultural significance
- 4** Broaden the UK knowledge base of renewing historic buildings



- 5** Support the UK's transition to net zero carbon
- 6** Improve climate resilience

5. Create a lasting legacy



We want to create a lasting legacy for future generations through the development of skills and creation of jobs across the UK as well as creating a safe working environment with improved accessibility for the Palace of Westminster.

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.

As custodians of a globally iconic building, the Programme also has a responsibility to ensure the safety of those who work in and visit the Palace. It is imperative that health and safety of the building users are prioritised including additional capability for evacuation for those with additional mobility or accessibility needs.



Inspire careers, develop skills and create jobs across the UK



Provide a safe and accessible environment for Palace users

Create a lasting legacy



Inspire careers, develop skills and create jobs across the UK

Creating value:

We will create job opportunities and invest in diversity and inclusion helping to reduce socio-economic inequalities across the UK nations and regions.

Trends around labour market demographics, technological disruption, and employment models are transforming the nature of work in the UK. The Programme is responding to these challenges through an ambitious skills agenda that meets the Programme's labour needs.

The Programme will focus the creation of employment opportunities and careers promotion on key areas within the heritage, construction and the digital sectors. Our approach will seek to address skills gaps such as those in traditional building skills like carpentry, joinery and glazing, and the use of digital construction tools on heritage assets. Such skills will be essential for the continued longevity of the Palace by working in partnership

with other stakeholders in the heritage sector. We will also collaborate 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.

The Programme will create jobs and enhance skills across the UK. Parliament already works with specialists across the country; for example, sourcing encaustic tiles from Shropshire, cast iron roof tiles from Yorkshire and Somerset, limestone from Rutland and slate from North Wales.



Figure 4.
Acoustic survey taking place in the House of Lords Chamber.

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Create a lasting legacy



Provide a safe and accessible environment for Palace users

Creating value:

We will improve building safety, helping to reduce the risk of accidents and support the wellbeing of building users.

Around 5,000 people work within Parliament and more than one million people visit the Palace of Westminster every year, including schoolchildren, constituents, businesses, charities and tourists. It is vital that all Palace users have a safe environment to work and spend time in. The Programme will improve fire safety, enhance general safety and enable those with accessibility needs to safely evacuate. The Programme will also address asbestos in the areas around the Palace in which we are working.

Creating value:

We can improve the accessibility of the building, reducing inequalities and increasing levels of participation and social inclusion.

Essential repair work undertaken by the Programme will need to have regard for the diversity and inclusion strategies of both Houses of Parliament and to the Public Sector Equality Duty under the Equality Act 2010. Reasonable application of the Act will be adopted to ensure equality and inclusion considerations are embedded within our processes to create a more welcoming environment for existing and future users.

Create a lasting legacy

Our delivery approach

Embed supplier targets and address Programme skills gaps

We will set minimum targets for apprenticeships within our large contracts and prioritise opportunities in key occupations where project skills gaps exist. Work placements for young people and those seeking employment will provide pathways into careers. We will also support training and education, and will enable the reskilling and upskilling of the workforce. Cross-sector approaches to heritage skills training will also be implemented.

Maximising Workforce Diversity

The Programme recognises the importance of embedding equality throughout its policies, processes and systems including recruitment, learning and development, performance management and retention.

In line with our Values, we want the Programme to be a place where every individual can thrive and be themselves and where people are recognised for their talent and skills to perform to the best of their ability, in an environment that celebrates our differences.

By working collaboratively with our supply chain we have the opportunity to unlock innovation and access best practice. We will maximise the opportunities for diverse-owned businesses to work with us and help us become an open and inclusive Programme across every organisation working on R&R.

Embed fair employment within the Programme

We will focus on promoting workplace diversity and inclusion, offering fair employment conditions and pay in line with the Real Living Wage, promoting direct employment and creating inclusive job opportunities across the UK. Processes will be implemented to address inequality and fair pay, and to promote financial well-being and workforce retention.

Create a lasting legacy

Our delivery approach (continued)

Prioritise health, safety and well being

During delivery, we will strive to create an environment where everyone goes home safe and healthy every day. We will bring in knowledge and experience from major projects around the world to help improve Health, Safety and Wellbeing (HSW) performance on the Programme in partnership with our stakeholders, Programme partners and workforce. Our Health, Safety and Wellbeing Strategy outlines the approach to risk management and continuous improvement.

Commit to equality, diversity and inclusion as part of our processes

We are committed to equality, diversity and inclusion throughout the planning, design and construction phases of the Programme. We have an Inclusive Design Guidance that is holistic in its approach, supported by the Equality Analysis process which shall influence design development to incorporate contents of the guide in an iterative way. We will use Equality Analysis to report on design performance against the Inclusive Design Guidance and rely on stakeholder engagement to act as a sounding board to capture equality impacts as the designs are progressed.

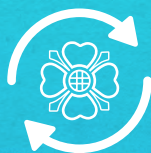


6. Sustain cultural significance



The Palace of Westminster is one of the most highly regarded and protected historical and archaeological sites in the UK. It is Grade I listed, a part of Westminster City Tier 1 Archaeological Priority Area, within a Conservation Area and is a major constituent of the Westminster UNESCO World Heritage site. These heritage designations come with legal obligations of custodianship for the Palace authorities, and a more general duty of care for a site that represents so much to so many.

The continued effective use of the Palace as the seat of the UK's Parliament is essential to maintain its cultural significance. As we undertake works to conserve the Palace of Westminster for future generations, it is important that we balance the needs of the future with the legacy of the past and sustain the cultural significance of the site.



Conserve the Palace of Westminster whilst respecting its history and cultural significance



Broaden the UK knowledge base of renewing historic buildings

What do we mean by Culture?

Historic England has set out a methodology for assessing Historic England has set out a methodology for assessing the significance of a heritage site based on an assessment of four values:

1

Evidential value: the potential of a place to yield evidence about past human activity.

2

Historical value: the ways in which past people, events and aspects of life can be connected through a place to the present.

3

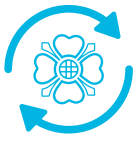
Aesthetic value: the ways in which people draw sensory and intellectual stimulation from a place.

4

Communal value: the meanings of a place for the people who relate to it, or for whom it figures in their collective experience or memory.

Of these values the communal value combines all the other elements, this amalgam is the spirit of culture.

Sustain cultural significance



Conserve the Palace of Westminster whilst respecting its history and cultural significance

Creating value:

Heritage makes a significant contribution to our economy, whilst promoting wellbeing and connecting and empowering communities.

The parliamentary estate is a unique array of architecture, art, and artefacts that hold a worldwide significance. As one of the most photographed and iconic collections of buildings and interiors, it is imperative that we sensitively engage with the site. In undertaking the works to ensure that the Palace is fit for the future, we will apply the principles and frameworks set out in the suite of conservation tools developed on the Programme, and adopt the appropriate approach to conserve the significance and heritage value of the Palace of Westminster and the site. There is also potential for the discovery of concealed fabric as well as below ground archaeology. Where new discoveries are made, they will be communicated, recorded and conserved accordingly.

The heritage collections also form part of the material and documentary heritage of the Palace of Westminster, underpinning its traditions, recording its work and history, and providing a visual reference to its past and physical presence. The collections have a vital role to play in engaging diverse audiences with the work of Parliament and the democratic process, as well as supporting the work of Parliament. Working with Parliament's teams, we will ensure that the significance and cultural value of the collections is maintained, respected and effectively communicated. Where possible we will look to provide suitable facilities to support the collections' core functions and the means for all users to interact with collections. We will develop a coordinated approach to the care, research and interpretation of parliament's buildings and collections.



Figure 5.
We will work with organisations to develop and promote approaches to sustainable heritage.

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Sustain cultural significance



Broaden the UK knowledge base of renewing historic buildings

Creating value:

By sharing our knowledge, we will help heritage buildings across the UK's nations and regions to adapt to the future costs of climate change.

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), world heritage status provides “a platform to develop and test new approaches that demonstrate the relevance of heritage for sustainable development”. Combined with the Historic England’s ethos and guidelines and given the scale and significance of the Programme, it has the potential to demonstrate leadership in this space, setting an example for other heritage projects by advocating and promoting best practice in restoration and renewal of historic buildings both within the UK and by extension globally. In doing so, we can add to the shared knowledge of the building that we are trying to protect.

By drawing on the UK’s extensive historic building and sustainability expertise, we will work with heritage experts, public bodies and institutions such as Historic England to test and develop approaches that demonstrate how heritage assets can meet changing needs, mitigate and adapt to climate change so that it can be conserved for future generations. We will also learn from other heritage projects and apply the lessons on the Programme. Through our participation in various networks such as the International Network of Parliamentary Properties, we will in turn seek to share and promote our learnings within the sector and beyond.



Figure 6.
The effect of exposure to elements on stonework can be seen in Cloister Court.

©UK Parliament

Sustain cultural significance

Our delivery approach

Apply the suite of conservation tools

A suite of conservation tools will be applied to guide the strategic decisions to be made. A conservation framework and an archaeological framework have been developed, which will provide the overarching framework within which more detailed assessments are undertaken. Historic England has set out a methodology for the assessment of the significance of a heritage site which will be used in the framework. It is based on an assessment of four values: evidential value; historical value; aesthetic value; and communal value. This will be used to gain a better understanding of the historical significance of the Palace of Westminster, and by extension the wider world heritage site and can be used to support decision making.

Continuous learning to support achievement of outcomes

The Programme needs to demonstrate value for money by ensuring that it learns the lessons and builds on best practice from previous major programmes as well as other industry sectors, heritage projects and parliamentary offices. It is important that we use tools such as innovation, continuous improvement and learning legacies to create, develop and share learning. We have developed a fully integrated approach to continuous learning which brings together the management of innovation, research, lessons learned, knowledge management and process improvement. This approach is known as CLIK: Continuous learning; innovation; improvement; and knowledge management.

As well as producing and publishing our learning legacies, it will be important to disseminate and communicate the learning to industry. Learning legacies provide a vehicle for knowledge sharing and continuous learning across the industry. We will seek to partner with industry bodies and professional associations to present learnings at seminars and conferences. The Programme will have the opportunity to be the first to capture its learning legacy throughout the lifetime of the Programme.

Sustain cultural significance

Our delivery approach (continued)

Use of digital tools to enable a holistic and data enabled understanding of the Palace

In order to deliver the Programme successfully, having a mature understanding of the site and the assets is crucial. The data will need to be recorded, stored, managed and, more importantly, used as knowledge and wisdom to support data-driven decision making. Heritage works also bring a degree of complexity to the logistics of construction which current tools may not be able to represent effectively. We will look to develop digital twins and building information models (BIM) to enable better modelling and planning of the works we deliver to the Palace and in doing so, to improve safety.

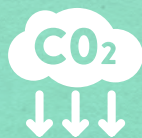
Figure 7.
3D modelling of the Palace of Westminster as a virtual environment to understand the direct sunlight exposure over material surfaces.



7. Act on Climate Change



In 2019, the UK government became one of the first to declare a Climate Emergency. In doing so, it recognised the immediate threat that increasingly frequent extreme weather events continue to impose on the UK. It is critical therefore to act on climate change and support the UK's transition to net zero carbon, enabling the Palace of Westminster to withstand increasingly severe weather events, thereby helping to protect our national heritage for future generations. The transition to a low carbon economy can provide additional value by utilising innovation in the UK wide supply chain as the wider construction industry decarbonises.

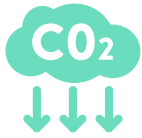


Support the UK's transition to net zero carbon



Improve Climate Resilience

Act on Climate Change



Support the UK's transition to net zero carbon

Creating value:

The work on the Palace will vastly improve energy efficiency with lower running costs and a significantly reduced carbon footprint.

To create a net zero carbon future, it is essential that greenhouse gas emissions are significantly reduced to as close as absolute zero as possible by 2050 and residual emissions are removed. Aligned with this, the Programme will implement measures that support the UK's ambition of reducing carbon emissions.

We will set our carbon targets in line with the Paris Agreement to limit global temperature rises to 1.5°C, and we will be transparent in how our net zero carbon commitments are measured and delivered. We will adopt industry best practice to first avoid emissions and then look to reduce our carbon footprint through improving energy efficiencies and integrating low carbon energy technologies in our solutions.

We will evaluate the carbon footprint of our assets and products, aiming to source low carbon materials and services. Adopting low carbon solutions can support improvements in air quality, health and wellbeing and innovation in the wider UK construction supply chain. Once carbon reduction solutions have been exhausted, we will offset our residual programme emissions with a mix of carbon removal offsets and supply chain support for further carbon reduction. We will investigate the creation of an offset fund to support innovation in the decarbonisation of UK industry and maximise value from the fund.



Figure 8.
Potential use of the river to support low carbon renewable energy.

Act on Climate Change



Improve climate resilience

Creating value:

By improving building resilience we will avoid future costs associated with extreme weather events.

The 150-year-old Palace of Westminster was an innovative and technically advanced building when completed, which has continued to evolve over its working life. Its building fabric and engineering systems have coped with many challenges, but now the Palace needs considerable restoring and its systems renewing to face the future. The Palace requires excessive amounts of energy to operate, and the systems struggle to cope with extreme weather events, resulting in further damage to the fabric of the building and disruption to the business of Parliament.

Enhancing the climate resilience of the Palace is key to ensuring that it can adapt to climatic change whilst continuing to operate as the working home of our Parliament. We will develop climate change resilience requirements that support the design interventions implemented. Where possible we will use heritage sensitive, innovative technologies to improve operational efficiencies and produce robust long-term maintenance strategies for enhanced resilience. We will work with conservation and heritage specialists to ensure that sustainability complements the building interventions and serves to support the conservation of the Palace for the future.



Figure 9. Drainage systems will need to cope with heavier downpours which is likely to become more frequent in the future.

Act on Climate Change

Our delivery approach

Adopt a net zero carbon target for our corporate carbon footprint

In support of the UK's transition to net zero carbon, the Delivery Authority will seek to be a net zero carbon organisation. We will adopt clear, transparent governance and report our carbon emissions on an annual basis. This will include both emissions associated with corporate activities and the programme impacts. We will invest in our people's knowledge of carbon to ensure that carbon impacts are considered and accounted for in all our decisions. We will champion the net zero carbon ambition of the Programme through leadership, innovative design, sustainable procurement and promoting a low/zero carbon culture.

Conserve and manage use of resources to reduce whole life carbon

We will adopt circularity into our design and delivery processes to reduce the carbon impact of our resource consumption. This will mean considering the longevity, flexibility, adaptability, reusability, and recoverability of pre-existing building materials so that a minimum of our heritage building fabric leaves the parliamentary estate as waste. We will encourage project teams and suppliers to focus on the efficient use of resources, by aiming to keep materials and products in use for as long as possible. We will embed resource efficiency, with a focus on energy, water and waste, in all our Programme activities through designing for durability, re-use, and remanufacturing, and procuring products as services.

Act on Climate Change

Our delivery approach (continued)

Protect and encourage biodiversity to support climate resilience

As Parliament is the home of environmental law-making for the UK, managing and encouraging biodiversity across the parliamentary estate is important to us. We will look to protect our flora and fauna including Parliament's nesting peregrine falcons and seek to enhance the quality of existing biodiversity. We will also integrate urban greening considerations into the design process from the outset, promoting habitats and species of local significance. Where possible, we will consider embedding green infrastructure design and planning solutions that improve climate resilience through water attenuation systems such as sustainable urban drainage.

Procure responsibly to embed sustainability within our supply chain

We recognise that we can spread the benefits of the Programme across the UK by exercising our purchasing power. We want to use procurement to enable delivery of our policy objectives and ambitions such as sustainability, equality and inclusion, and health and safety. We have therefore developed a procurement code that considers social value alongside quality and cost, accounting for 10% of the overall tender score.

We will work collaboratively with our partners and supply chain to ensure that sustainability is central to our contract requirements. For example, ensuring that supply chain materials have been ethically sourced and contribute to the UK economy and that our construction teams work to the highest environmental standards. Opportunities will be promoted across the UK via regional roadshows that engage with small and medium enterprises, social enterprises and suppliers from diverse owned businesses. In line with our modern slavery and human trafficking policy, we will work with our supply chain to foster long-term relationships, create an environment to tackle modern slavery and promote ethical labour practices.

8. Governance

To ensure that the creation of social value is embedded into our ways of working, it will be a key consideration in our decision-making processes, alongside other factors such as cost and schedule. This will require whole-life cost and whole-life value thinking, ensuring decision makers are fully informed about the benefits and implications of different options. Where it is applicable, Parliament's Strategic Vision for the parliamentary estate will also be used to set relevant targets and metrics. Our commitment to social value is endorsed by the Delivery Authority Board and will be driven by the Delivery Authority so that it is embedded throughout the Programme by our strategies and policies.

To drive sustainability on our projects from the earliest design stages, BRE's Environmental Assessment Method (BREEAM) rating system will be used to assess and certify performance. The WELL Building Standard, an independently certified assessment of the health and wellbeing potential of building projects will also be considered. In areas where standards are lacking in steer for heritage projects, we will seek to contribute to their further development so that they are better suited to projects of this nature. The Programme will establish a robust environmental management system in line with ISO 14001. This will ensure our environmental responsibilities are captured, actioned and audited in a systematic manner.

As outline proposals start to be formulated, additional plans (e.g. net zero carbon plan) will be developed, reviewed for approval by the Delivery Authority Board.

Where necessary, additional proposals and action plans will be reviewed by the Programme's Health, Safety, Wellbeing and Sustainability Committee. We will also seek to set up an external advisory panel made up of sustainability and heritage professionals. The panel will review our design proposals, advising whether they are suitable within a heritage context and offer value for money. They will also comment on our general sustainability approach and provide recommendations.

We recognise that there will be reputational risks with not delivering on our legacy goals. In addition, due to the multi-disciplinary nature of this strategy, there will be potential risks and opportunities associated with delivery. As extreme weather events due to climate change become more frequent, we will need to be able to react to unforeseen challenges. These risks will be included in our risk assessments and will form part of our climate risk disclosures. We will proactively manage these aspects through the Programme Risk Management Framework assigning appropriate mitigation, with key risks and opportunities detailed within project level plans.

This strategy supports the implementation of the [Skills, Employment and Education Strategy](#) and [Equality, Diversity and Inclusion Strategy](#).

9. Alignment with UN Sustainable Development Goals

The United Nations’ Sustainable Development Goals (SDGs), launched in 2015, set a framework for tackling the world’s most significant problems. It is a call to action to protect the environment, end poverty and increase equality and diversity. We have therefore considered these goals in our strategy development to ensure that the Programme is contributing to the shared agenda.

The goals in this strategy have been mapped to the 17 UN SDGs to identify alignment with the sustainable development objectives and understand how the Programme can contribute to achieving the UN global goals¹. The ones that the Programme can meaningfully contribute towards are shown below.



Figure 10. UN SDGs that the Programme can meaningfully contribute towards.

1 Where UN SDGs apply at a government policy level, these have not been aligned to the strategy as it is beyond the remit of the Programme.

Glossary

TERM	DEFINITIONS
Carbon Footprint	The total carbon dioxide emissions associated with the service or activity.
Carbon Offset	An action or activity that compensates for the emission of carbon dioxide equivalent to the atmosphere (e.g. carbon sequestration).
Carbon Scope 1 Emissions	Direct emissions from owned and controlled sources, e.g. from combustion of fossil fuels in stationary or mobile sources; or process or fugitive emissions, e.g. from air conditioning gasses.
Carbon Scope 2 Emissions	Indirect emissions from the generation of purchased electricity.
Carbon Scope 3 Emissions	All indirect emissions (not included in scope 2) that occur in the value chain – both upstream and downstream emissions.
Conservation	As defined by Historic England, conservation is the process of maintaining and managing change to a heritage asset in a way that sustains and where appropriate enhances its significance. On the Programme it is defined as consolidating and stabilising what remains of the original and early fabric and finishes including treatment to arrest progressive decay.
Circular Systems	A circular system is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.
Climate Emergency	A situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.
Climate Change Resilience	The capacity of natural and human systems to retain their original form and function, and to survive and adapt in the context of the stresses and shocks imposed upon them by climate change.
Diversity	The Programme Equality, Diversity and Inclusion Strategy applies the term to describe protected characteristics under the Equality Act that include age, disability, ethnicity, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion and belief, sex, and sexual orientation.
Embodied Carbon	Embodied carbon is defined as carbon emissions associated with energy consumption and processes during the extraction, manufacture, transportation, assembly, replacement and deconstruction of construction materials or products.
Equality	In an equal society, everyone has the opportunity to reach the same outcome. Focusing on equality works to ensure no one is disadvantaged by their circumstances. The Equality Act 2010 protects people from discrimination on these grounds both in the workplace and in society as a whole.

TERM	DEFINITIONS
Greenhouse Gas	Gases whose absorption of solar radiation is responsible for the greenhouse effect, including carbon dioxide, methane, ozone, and the fluorocarbons.
Green Infrastructure	A network of high quality, multifunctional green space, both urban and rural, which can deliver a wide range of environmental and quality of life benefits for local communities.
ISO 14001:2015 EMS	The International Standards Organisation standard that specifies the requirements for an environmental management system to manage environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability.
Inclusion	We want our Programme to set an example by our approach to culture, respect and inclusion. We will lead our activities with integrity and transparency. As we build this culture, our work will resonate with our colleagues and supply chain in a way that influences positive change.
Net Zero Carbon	When the amount of carbon associated with an activity is zero, which can be achieved through the use of offsets or insets.
Preservation	Protection of original fabric in its aged state to maintain its character and historic, artistic and social references.
Real Living Wage	The Real Living Wage is higher than the Government’s National Living Wage. It is calculated by the Living Wage Foundation based on ‘what people need to get by’ and is voluntarily paid by UK businesses. Such London businesses pay the London Living Wage.
Resource Efficiency	Using the Earth's limited resources in a sustainable manner while minimising impacts on the environment to create more with less and to deliver greater value with less input.
Resource Scarcity	Where demand for a finite natural resource is exceeding supply.
Restoration	As defined by Historic England, restoration is defined as returning a building or part of a building to the way it looked at a previous point in its life. On this Programme it refers to extensive restoration of fabric and finishes including treatment to arrest progressive decay.
Science-Based Targets	Targets are considered ‘science-based’ if they are in line with what the latest climate science deemed necessary to meet the goals of the Paris Agreement – limiting global warming to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.
Sustainability	In 1987, the United Nations Brundtland Commission defined sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” The Programme’s Sustainability Strategic Theme is described as: <i>Deliver a refurbishment programme that minimises but also facilitates future maintenance and improvement, that ensures efficient and responsible resource consumption, and that provides for the development of national construction and craft skills.</i>

TERM	DEFINITIONS
Sustainable Procurement	Using procurement of products and services to deliver long term social, economic, and environmental benefits.
United Nations Sustainable Development Goals (SDGs)	A collection of 17 global goals adopted by the United Nations Member States in 2015 which serves as a blueprint to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.
Social Value	This is the total impact of an activity on people’s quality of life and includes economic, environmental, and wider social impacts and the value for individuals, government, and businesses.
Waste	The Waste Framework Directive (Directive 2008/98/EC) defines waste as “...any substance or object which the holder discards or intends or is required to discard...”.
Wellbeing	The state of being comfortable, healthy, or happy. However, it is important to realise that wellbeing is a much broader concept than moment to moment happiness. Wellbeing can be understood as how people function, evaluate their life, and feel.

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