

Transcript of Strategic Partners Procurement Market Engagement Event

by

**Houses of Parliament Restoration and Renewal
Delivery Authority**

on

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09:00 – 09:05	Welcome by Event Chair	Sophia Linehan Biggs
09:05 – 09:15	The urgent need for a Restoration Programme	Nigel Evans MP
09:15 – 09:25	Background to R&R Programme	David Goldstone CBE
09:25 – 09:35	The Business Case & Social Value	Jenni Singleton & Ying Seow
09:35 – 09:55	Forward Look of Programme	Matt White
09:55 – 10:05	Nature of the Enterprise	Andy Haynes
10:05 – 10:10	Summary	David Goldstone CBE
10:10 – 10:25	Q&A	Sophia Linehan Biggs
10:25 – 10:30	Event Close	Sophia Linehan Biggs

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1 **SOPHIA LINEHAN BIGGS:** Good morning, ladies and gentlemen. Welcome to the Houses of
2 Parliament Restoration and Renewal Delivery Authority's first ever strategic partners
3 consultation event. We are delighted to see so many of you here. More than 80 businesses
4 across the UK are being represented. My name is Sophia Linehan Biggs. I am the
5 Communications and External Affairs Director at the Delivery Authority and will be your host
6 this morning. The purpose of today's event is to engage directly with organisations that want
7 to work with us to deliver the UK's largest scale and most complex programme to restore and
8 renew the Palace of Westminster. This morning you will learn about the Programme itself and
9 why it's important to engage with us now to provide your insights into the delivery of this critical
10 programme.

11 First you will hear from the Right Honourable Mr Nigel Evans, MP for Ribble Valley, Deputy
12 Speaker and Chair of the Restoration and Renewal programme board. He will speak about the
13 urgent needs for these works. David Goldstone, Chief Executive of the Delivery Authority, will
14 provide background on the Programme and share details about historical context. Jenni
15 Singleton, Director of Business Case and Strategy and Ying Seow, Senior Sustainability
16 Manager, will discuss the business case and explain the social values that will underpin and
17 guide our work, ensuring that the benefits of the Programme can be accessed across the length
18 and breadth of the UK. Matt White, our Programme Director, will explore the Programme itself
19 setting out the delivery options that it is anticipated we will take forward. Andy Haynes, our
20 Commercial Director, will delve into the proposed procurement model, procurement approach
21 and commercial model. David Goldstone will return to close the speakers, and we will then
22 open to questions.

23 Before we dive in, a little bit of housekeeping. Please can you now make sure that your phone
24 is off or on silent. We're not expecting a fire drill so if the alarm sounds we'll exit via the door
25 to my right and leave the building. A full written transcript of the event is going to be available
26 on our website later this week, so should you wish to review anything or direct other colleagues
27 to it, that information will be available for you there. We were limited in the number of people
28 who we can actually host in this room but we really want as many people to hear the information
29 that you are about to hear from us today. Finally, we would be grateful if you could keep any
30 applause until all of the speakers have spoken and make a note of your questions to ask during
31 the allocated Q&A section at the end. So, without further ado, I am delighted to introduce our
32 first speaker, the Right Honourable Mr Nigel Evans MP.

33 **NIGEL EVANS MP:** Thank you, Sophia. That means I am going to walk off to complete silence. As
34 ever, actually. Another housekeeping rule as well which is that nobody leaves this building until
35 all those pastries are gone, all right? So, I hope you've had a great weekend. Those of you
36 who are English clearly will have, as you can tell from the lilt in my voice, my weekend was not
37 as brilliant as some of you but I will be supporting England for the rest of the World Cup. As
38 Sophia has said, it's great to have so many of you here today, and I suspect the last time

1 anything of this scale ever happened here was in 1834 when most of the Parliament that you
2 see today was actually designed and built. Yes, there was some disruption during the Second
3 World War but nothing on the scale as to what we're looking at today. It's fantastic as most of
4 you will have walked in through Westminster Hall, which is one of the oldest parts of the Palace
5 of Westminster, and of course it's full of history, dating back over 900 years. It was constructed
6 in 1097 and most of you will not have seen the six angels at the back which are 13th century,
7 and I say that with great confidence because I've worked here 31 years and it was only pointed
8 out to me this year that those six angels are there... which is staggering and part of the
9 incredible archives that we have around here.

10 You will have not unnoticed the hammerbeam roof which was constructed in 1393 under the
11 orders of Richard II. Materials were used in that hammerbeam roof from Hampshire,
12 Hertfordshire and Surrey, and that's exactly what we want to do in this restoration and renewal
13 of parliament as well, which is to use materials and skills from all over the United Kingdom. It's
14 one of the most recognisable buildings in the world. I regularly walk around London and there
15 are some phone boxes just across the road where there are actually queues of people taking
16 photographs in order to get, not only the phone box, but hopefully a black taxi, a double decker
17 bus and also Big Ben. That's how recognisable this UNESCO site happens to be, and I'm
18 proud to have been a Member of Parliament for 31 years and to be working in this incredibly
19 historical building.

20 It's played a central role in British political life, playing host to some of the key moments within
21 our history, many of which have been broadcast around the globe, for instance the state trial of
22 Charles I and Guy Fawkes. That was not broadcast around the world, and indeed since the
23 time of Charles I the monarch is not allowed inside the chamber of the House of Commons,
24 hence that fantastic, glorious ceremony that you will see on November 7th when the King comes
25 and a black rod is sent from the House of Lords to bang three times on the door of the House
26 of Commons to ask us to go to the Lords to listen to the King's speech. So, that will be
27 happening again on November 7th when we expect most people who have got even just a
28 passing interest in politics to be tuning in to that. We also most recently saw the lying in state
29 of Queen Elizabeth II which was broadcast around the world on a 24 hour basis. We've had
30 world leaders as well addressing us. We've had Charles de Gaulle, we've had Nelson Mandela
31 and Barack Obama, and I was there to witness two out of those three, and I'll leave it to you to
32 guess which two they were.

33 It also reflects on the cultural and historical significance of the Palace and it's therefore the
34 home of UK democracy and we have decided that it should remain the home of UK democracy,
35 so doing nothing is not an option. We've got over 3,000 people who actually work here as well,
36 so it's important and essential for us to ensure the maintenance of this building during that
37 period of time. So, I'm going to talk a little bit about why R&R is needed. David Goldstone will
38 talk about this in greater detail when he addresses you twice later today.

1 The Palace has not been fully restored since the Second World War. Both administrations have
2 an extensive programme of ongoing safety and conservation, hence you'll see scaffolding all
3 around the place and I think most MPs think that R&R has already happened but we've got
4 aging infrastructure, asbestos, falling masonry, outdated mechanical, electrical and other
5 essential services. So, work is already going on and indeed any of you who have seen the
6 Elizabeth Tower will have seen the incredible work that was done there. It's a four year project.
7 I've inspected it during and since and it is an incredible thing to see, and there again I know lots
8 of people just come to Westminster just to have a look at Big Ben. We are also going to be
9 shortly doing the Victoria Tower, the outside of it, and of course we've done lots of other things
10 as well. In fact we spend just under £1.5 million a week on essential maintenance of the Palace.
11 Part of the problem is that 12 percent of the workspace here has got no natural light whatsoever,
12 and 47 percent of the workspace is just non-accessible.

13 So, more work is needed to be done and we are mandated in legislation and resolutions passed
14 by both Houses that the Palace needs wholesale restoration to preserve it for future generations
15 to ensure safety for those to work here and come to visit. That's why we need now to act and
16 to commence restoration of this historic building. I want to tell you about the Act, which was
17 the 2019 Parliamentary Buildings R&R Act, established to mandate and to restore and renew
18 the Palace of Westminster and demonstrate that there is cross-party support for preserving the
19 Palace. The Act established the Restoration and Renewal Delivery Authority with a sole
20 purpose of designing and delivering this ambitious restoration and renewal programme.

21 Now here comes the complicated bit. The Delivery Authority is tasked by the R&R client team,
22 which is a joint department of the House of Commons and the House of Lords. The R&R
23 Programme, which is the body that I oversee, I chair, which is comprised of members of both
24 House of Commons and House of Lords, two corporate offices and external members. The
25 programme board reports to the R&R client board, made up of members of both the House of
26 Commons commissions and the House of Lords commissions, chaired by the Speaker and the
27 Lord Speaker. The client board is responsible for making critical strategic choices and
28 recommendations relating to the restoration and renewal of the Palace of Westminster, to the
29 Houses of Commons and the House of Lords, who, under the Parliamentary Building R&R Act,
30 are required to vote on costed proposals for the R&R works.

31 Last year both Houses reaffirmed parliament's commitment to preserving the Palace for future
32 generations and ensuring the safety of all those who work and visit the Palace, now and for the
33 future. The commissions of both Houses agreed a new approach to R&R, to be guided by a
34 set of parameters and resolutions passed by both Houses. Members of both Houses endorsed
35 the joint report from the commissions of both Houses that stated there needs to be a more
36 aligned and integrated approach to future restoration, prioritising safety critical work which
37 includes fire safety and protection... and we've got a bit of form when it comes to fire in this
38 particular Palace... the replacement of mechanical and electrical drainage and plumbing and

1 data and communication systems, asbestos management and wider health and safety issues
2 and conservation of the building fabric, including the stonework.

3 So, members of both Houses recognised the Parliamentary Buildings Act compels the R&R
4 Programme to have further regard to a number of further areas to scope the works, including
5 the need to ensure the Palace is accessible to those with disabilities, the need for improved
6 visitor access, the need to ensure the education and that other facilities are provided for people
7 coming here, and the need to protect the environment and to contribute to achieving sustainable
8 development. So, this is all important stuff for those to work here and for those who visit.

9 Now, I've talked a bit about the governance of the programme and how it all works but I'd now
10 like to turn to where we are today and the progress we've made on the programme. The
11 Delivery Authority, led by David, worked up 36 options which the Programme Board looked at
12 and we've narrowed it down to two. One of the recommendations is the full decant where both
13 the Commons and the Lords leave together, and therefore the programme can just carry on
14 and do what it needs to do. The other one is that the House of Lord would decant somewhere
15 and the House of Commons would remain on the site somewhere. Clearly, a more complicated
16 version, but we wanted to ensure that when it comes to a vote of Parliament both later this year
17 and in 2025 that the MPs actually have a real choice in which they are going to vote.

18 So, we've also recommended an outcome level. So, you've got the decant and non-decant
19 options and then you've got the outcome level. Now, this sets out our recommended end state
20 for the Palace and represents the best value for public money in the view of the R&R
21 Programme Board. It would deliver improvements to the priority areas of fire safety,
22 mechanical, electrical and other services, health and safety and building fabric conservation
23 and it provides significant improvement to step-free access, improved heating and cooling and
24 wider improvements to functionality and operational efficiency. There is a lot of asbestos here,
25 and where that is found it will be removed. So, the two options and the recommended outcome
26 level have since been endorsed by the Client Board, that's both commissions of the House of
27 Lords and the House of Commons together, and then the next step is for members of both
28 Houses to consider the shortlist and to approve further detailed work on both options ahead of
29 a subsequent decision on costed proposals expected to be in 2025 depending on the impact of
30 the General Election timetable.

31 So, as you know, we're expecting a General Election probably sometime later next year. So,
32 probably sometime just before Christmas we've got the House then making the decision for the
33 two options, which the more detail will be done by David and his team and then the General
34 Election will have happened by then if not before then, and that's when the detailed works will
35 be looked at by the post-2025 Parliament who will then make the decision. When the most
36 used phrase by Members of Parliament around this place will be when they hear the cost of
37 this programme, "How much?" Seriously... but we have decided that this is going to remain
38 the focus of parliamentary democracy for now and for the future, so doing nothing is not an

1 option. We must get on and do R&R. It is with this in mind that we need to bring on board the
2 right partners to deliver this programme and that's why you are sitting here today. David and
3 his team will talk you through now how we plan to achieve the outcomes I've set out and how
4 we want to work with you. I have to say, I didn't think 31 years ago when I entered this building
5 that I would have been tasked by the speaker to chair the Programme Board. I call it [Lindsey's
6 Hospital Pass? 00:20:42], but I've really enjoyed doing the work that we've done so far. We've
7 been absolutely focused on the options and the outcome levels that we have delivered now to
8 the Client Board, which they've endorsed, and I look forward to more work being done in order
9 for us to get on and do what I want for future generations, which is to come here in over a
10 hundred years' time and see the splendour and glory of this incredible working Palace of
11 Westminster. Over to you, David.

12 **DAVID GOLDSTONE CBE:** Good morning and thank you, Nigel. A warm welcome to everyone joining
13 us this morning. I will just say that Nigel's described the great progress that has been made
14 over recent months but he has been absolutely instrumental in navigating us through some
15 complex governance and some complex decisions and getting us to the point where we are
16 actually ready to engage with you all today. So, there's a big thank you from me and I think
17 everyone on the Programme for the role Nigel's played in getting us here. So, as well as being
18 hugely historically and politically significant, as Nigel has explained, the Palace of Westminster
19 is also one of the most complex buildings in the whole of the UK. It's got over 1,100 different
20 rooms across 65 different floor levels connected by around 100 staircases, three miles of
21 passageways. I often say in scale it is more like a small town than a single building. The whole
22 building shares the same water, electrics, sewage and gas systems. Many of those services
23 are over 50 years old and long out of date and interconnected across the building, meaning if
24 pipe or cable breaks or there's a problem somewhere, often the whole service has to be
25 switched off and the whole Palace is impacted.

26 There are also, as Nigel mentioned, potentially significant risks from the scale of asbestos in
27 the Palace that needs to be mitigated. We've been extrapolating from the surveys work we've
28 carried out over the last couple of years and estimate there's Asbestos Containing Materials in
29 over 2,500 locations across the Palace – in everything from the lagging around pipes to within
30 walls, floors and ceiling voids. We estimate that if we removed all of the asbestos we'd fill 2,500
31 industrial skips from this building. Clearly, we'll need to do comprehensive refurb and
32 demolition surveys first before any work is carried out but hopefully that will give you a scale of
33 the sort of challenge in that area. There are also seven miles of steam pipes running off and
34 alongside electric cables that need to be stripped out, 250 miles of cabling to be replaced and
35 the sewage ejector system that's still in use today was installed in 1888. On the exterior, the
36 external stonework, the windows, the plumbing and the cabling are all in poor condition and
37 need addressing. It will be no surprise, I think, to know that there has been over 40,000
38 problems reported since 2017 and there are published lists of fire incidents, asbestos releases
39 and masonry falls over the last few years.

1 As Nigel said, there is a lot of work going on through our colleagues in Strategic Estates who
2 run the project internally. The head of Strategic Estates, Chris Elliot, would have been with us
3 this morning but he's been unavoidably detained and not able to. We are working really closely
4 together, and Chris' role and their team is to make sure the building is safe and functional for
5 those who work and visit. But, despite all those works, there is a long-term imperative, and
6 Nigel's referred to this, to actually restore and renew the Palace in a much more wholesale
7 manner.

8 At its heart the programme really is about those four key priority areas: the fire safety and
9 protection, I should say both for people and the building; the replacement of systems and
10 services, the M and E, the drainage the plumbing, the data and communications systems; the
11 asbestos management and much wider health and safety issues across the Palace and the
12 conservation of the building fabric, including the stonework. The Palace is also home to
13 thousands of heritage artefacts, from paintings to carvings and furniture which also need to be
14 preserved as part of the fabric of the building, as well as other important improvements needed,
15 recognised under the Act. For example, to make it more accessible, sustainable and welcoming
16 to visitors.

17 As with many buildings designed and built in the 19th century, accessibility is a real challenge.
18 Currently there is only one lift that complies with modern safety and accessibility standards and
19 no fully compliant step-free entrances to the building. This not only makes it a difficult and
20 unwelcoming working environment for staff with limited mobility, but it puts real barriers in place
21 for those coming to visit or witness the work of Parliament.

22 Nigel talked you through the governance structure that has been guiding R&R and how our new
23 approach has been working well and with the key decision-makers involved in all those
24 decisions that Nigel described. So, we now have a really clear commitment to progress with
25 the R&R programme and a clarity on the way forward. Whilst we at the Delivery Authority have
26 the mandate for these works, I know we cannot do this alone. The key features of the
27 programme, the uncertainty about the condition of the building and the ground on which it sits,
28 the unique end client we are here to deliver for as well as factors such as the constrained site,
29 the need for high levels of transparency of progress, the extraordinary level of external
30 stakeholder interest and the security requirements that are obviously inherent in this building
31 all make this an enormously complex undertaking and it means we need to work collaboratively
32 with both our colleagues in Parliament and with our supply chain.

33 I am personally committed to ensuring that we, as the Delivery Authority, practise what we
34 preach in this regard which is why I've invited you all here today to begin that conversation, to
35 set out our ambition and generally work with you and seek your honest and open feedback.
36 This is the start of a dialogue for us that will carry on. Despite the heritage of the building, we
37 as the Delivery Authority are a young company. We were formed just over three years ago
38 under the 2019 Act and we want the innovation and the new ideas that a supply chain can bring.

1 To achieve this, I understand the importance of managing risk appropriately. Andy will talk
2 more about our commercial approach a bit later, but I want to be really clear that the model
3 we're exploring through this exercise is intended to place effective risk-management at its
4 backbone. We anticipate that through an alliance, risks will be managed by the right party at
5 the right time, those best placed to take the risk. I know this is vital to deliver the collaboration
6 and innovation needed to deliver this project successfully.

7 Nigel described the really good progress that has been made in shortlisting the wide range of
8 options we initially developed down to the two which have now been included in the strategic
9 case which will go to both Houses for approval around the end of this year. So, as a result and
10 in terms of progress really importantly, we have a defined outcome level approved by the Board
11 which sets out what the Houses want the works to deliver and we have linked that to the two
12 potential delivery outcomes for how the works are delivered, one with the full decant and one
13 with the Commons chamber operating in the Palace through the works though not always in its
14 current location. Importantly the Programme Board have also agreed a high-level vision and a
15 statement of strategic objectives for the Programme. These will be really important in guiding
16 our future work. Both the strategic outline case document, the sort of treasury compliant case
17 and a summary aimed more directly to the political stakeholders in the Houses are expected to
18 be published ahead of the debates in December. So, they should be available to suppliers in
19 the second half of November.

20 The next stage for us is to work up this strategic direction into detailed, costed proposals – in
21 effect an outlined business case – on which the Houses can vote to confirm the agreed scope,
22 cost and schedule for R&R. The vote to confirm the detailed proposals is again a requirement
23 of the Act we are operating under. I should also just mention that we have been progressing
24 our comprehensive programme of surveys of the Palace. We have now completed over 90
25 different types of survey, a mixture of non-intrusive and intrusive, which are helping us to better
26 understand the Palace's condition and inform our design and construction planning as well as
27 surveying all of the heritage items that will need to be addressed. Matt White will talk more
28 about the Programme itself shortly, but I just wanted to recognise the great progress that has
29 had to be delivered to bring the Programme from 36 options, the wide range we were asked to
30 deliver, down to the two pathways that we are now able to take forward into a detailed outline
31 business case.

32 Having worked up that Strategic Case and now progressing on to a detailed OBC, we recognise
33 this major programme will need the support of an expert and innovative supply chain, which is
34 why I want to engage with you to ensure we put the right models in place to achieve this.
35 Delivering one of the most extensive construction programmes in the UK within a UNESCO
36 World Heritage Site comes both with enormous challenges and enormous opportunities. To
37 achieve this successfully we will need strategic partners who share our passion for the

1 Programme, partners who are committed to working collaboratively with us, to successfully
2 deliver the work and will help create jobs and apprenticeships across the whole of the UK.

3 Restoring the UK's Parliament has to be a nationwide effort. The Programme offers
4 opportunities to local communities and economies across the whole of the UK in terms of jobs
5 and skills and apprenticeships. You will hear more in a moment about some of the benefits and
6 social value the Programme can bring, including the opportunities that will be created across
7 the supply chain, for example in areas such as surveying, construction and in all the systems
8 and services. There will also be some unique opportunities arising from this Programme with
9 specialist conservation and heritage construction skills required in areas such as
10 stonemasonry, carpentry and in collection conservation.

11 For the past couple of years, we have been promoting these benefits and opportunities with
12 stakeholders around the whole country, meeting with local administrations, regional and
13 business leaders across the regions and nations of the UK. My team have worked really closely
14 with Chambers of Commerce to lead a series of roadshows all over the country reaching out to
15 potential supply chain partners and networks, to hear from them directly, something I feel has
16 already benefited our approach to delivering this Programme. It will be an important part of
17 how this Programme goes forward that that commitment to maximising opportunities across the
18 whole of the UK is sustained.

19 Between Nigel and I, hopefully we've provided an overview of why we need to start these critical
20 works as soon as possible. The challenge ahead of us in restoring and renewing this iconic
21 building and our ambition to ensure the whole of the country benefits, but today I want to focus
22 specifically on why we've invited you all here today and what you can bring to the table in
23 helping us develop and test our proposals. As we've already said, our Programme Board have
24 agreed the outcome level we are working towards and two delivery options to feed that strategic
25 case, expected to be published next month. As we move towards the delivery phase of the
26 Programme, it's important we work with suitably qualified and experienced partners who share
27 that vision. With this in mind we've developed an approach to bring on board three long-term
28 strategic partners to work with us on this historic project. A Design Services Partner to
29 undertake the design services, an Integrator to oversee, manage and integrate the whole
30 Programme and a Construction Partner to support the development and completion of the
31 design and procure, undertake and manage the work on site.

32 We believe this approach supports our objective to work collaboratively with those three core
33 partners in a genuine enterprise alliance to ensure that the right partner takes the right role at
34 the right time, including carrying the appropriate risk at the right moments. Matt White, our
35 Programme Director and Andy Haynes, our Commercial Director, will provide more detail on
36 our delivery and commercial approach, but I just wanted to set that high level view of where we
37 go forward at the start of this session.

1 I know it's important to have the very best minds in our industry working with us in the Delivery
2 Authority on the Programme and coming up with the most innovative solutions. I want to hear
3 things from your perspective and understand your thoughts on how we bring together the right
4 solution to deliver this Programme. We know that early engagement with the industry is best
5 practice, and this preliminary market consultation is an important opportunity for us to test the
6 proposed contract model and commercial model with all interested parties. Your voice matters,
7 and I want to urge you to respond fully and openly. Just as we've taught the UK to listen to
8 feedback, we want to gain insight from the market on our approach and to inform key elements
9 of our future partnership arrangements with our future supply chain.

10 So, in conclusion I want to ask you openly to engage with the team and share your thoughts
11 with us in the interests of restoring this nationally significant heritage site. My commitment to
12 you is that we will listen to this feedback and continue that dialogue as we move forward towards
13 procurement next year. I am now going to hand over to Jenni Singleton from the Client Team
14 and Ying Seow from our Social Value Team, who will talk more about the benefits anticipated
15 from the Programme.

16 **JENNI SINGLETON:** Thank you, David, and good morning everybody. As you've heard from both
17 David and Nigel, over the last nine months we've produced the strategic Outline Business Case
18 which has documented that rather long shortlisting process that we've been through, and over
19 the next 18 months or so we will be developing the Outline Business Case and that will be done
20 in line with the Treasury guidelines, the Green Book. These provide the detail then, to inform
21 the strategic case and the costed proposal which will be going to the Houses for a vote at the
22 end of this year and in 2025 respectively. So, as with all good business cases ours considers
23 the case for the Programme, the costs, the approach to delivery and procurement and also
24 benefits, and I am going to talk briefly about how we've identified the benefits for this
25 Programme, for the users of the Palace, for external stakeholders and for the UK taxpayer.

26 So, the slide shows five benefit categories that we've included in the Programme Business
27 Case. Improvements to fire protection, health, safety and security are critical for the users of
28 the Palace and it should be noted that this includes a significant number of visitors. It's also
29 important to conservation stakeholders who also have a keen interest in benefits identified in
30 the heritage category. Palace users will also experience improvements in business continuity
31 which has value for the wider public, who want to see Parliament operating efficiently and
32 effectively. Increased accessibility and inclusion is a good thing for anyone working or visiting
33 the Palace and allows anybody interested to witness democracy in action or to learn about this
34 UNESCO Heritage Site. The Programme also supports wider UK policy priorities with benefits
35 targeted in this and the environment category where we can contribute to net zero targets.

36 But are there measurable benefits for those who don't use or visit the Palace? Well, many of
37 these categories target benefits which can be of value to people across the regions and nations

1 of the UK and these are captured through the Programme's social value strategy, which Ying
2 is now going to talk about in more detail. Thank you.

3 **YING SEOW:** Thank you, Jenni. To continue on what Jenni was saying, on this Programme we have
4 a great opportunity to create social value and spread the benefits. But first, what is social value?
5 Can I get a show of hands if you have heard or are familiar with the term, 'social value'? Don't
6 worry, this is not a PQQ. Keep your hands up if you have used it on your projects. Great, okay.
7 Quite a few of you. There are many different definitions of social value but at its core, social
8 value is the holistic assessment of impact on people, and when I say 'people,' it's not just the
9 MPs or the Lords, it's you and I and the wider public, taking into account environmental
10 wellbeing, heritage, social and economic aspects.

11 In our approach to social value we have used the strategic objectives to focus on the following
12 areas. First, around the environment, we want to act on climate change. Second, around
13 people and communities, we want to create a lasting legacy for future generations, taking into
14 account skills, education but also accessibility. On heritage and conservation we want to
15 sustain the cultural significance of this iconic building. We want to support the heritage and
16 craft skills and most importantly to achieve this, we want to work with a diverse pool of talent
17 as well as a wide and diverse range of businesses, from small, medium enterprises, to social
18 enterprises across the UK

19 Why is social value important? Why are we talking about it in today's forum? Social value is
20 one of our strategic objectives but it is also mandated in public procurement under the public
21 procurement note, the 0620 which states that it needs to be included within the tender
22 evaluation process with a minimum weighting of ten percent allocated to it. It is a key part of
23 procurement.

24 In practice, how do we apply social value? Let's start by considering it across the Programme
25 life, beginning from planning all the way to when we hand the building back for use, and let's
26 use an example here. Let's take the environment, acting on climate change to begin with.
27 Starting at planning, here we decide on key targets and outcomes around energy and carbon.
28 For example, supporting Parliament's ambition to be net zero carbon. During design we will
29 ensure that the interventions proposed support this net zero transition. For example, integrating
30 low carbon technologies like heat pumps, replacing gas boilers to remove the use of fossil fuels,
31 improve building fabric and insulation and specifying sustainable products and services.

32 At procurement we'll be setting carbon and energy requirements within our contracts. We will
33 also be evaluating tenders on how they best contribute to the net zero outcomes. There is
34 another public procurement note, the 0621, which requires carbon and energy reduction
35 considerations to be included as part of the evaluation process. So, procurement's a really
36 important stage for us. Delivering social value is a collective effort. Partnerships, collaborations

1 are really important. How can we set up the contracts to encourage our suppliers to deliver on
2 this? Do we dangle the carrot, or do we use the stick?

3 During construction and delivery, this is the most carbon-intensive stage. We want to work
4 collaboratively with our suppliers to reduce their carbon burden. For example, applying circular
5 economy principles so we can reduce waste, to use electric plant and machinery using electric
6 fleets so we can keep our sites fossil fuel free. We recognise that sustainability is an ever-
7 evolving field and we want to work with our suppliers to innovate so we can support the UK's
8 low-carbon transition. So, we've applied the process but you're probably wondering, "What are
9 the positive impacts?" So, we've cut carbon, we've taken action on climate change, positive
10 impact on humanity as a whole. We've eliminated the use of fossil fuels, we would improve air
11 quality. This is better health and wellbeing outcomes. Creating green jobs and skills,
12 encouraging green innovation in the supply chain, we're contributing to the green economy. All
13 of this knowledge, we want to share it so that other heritage projects can also benefit from this.

14 We've discussed climate change and David earlier mentioned the opportunities around
15 conservation and heritage. I think it's also worth noting the opportunities we have around skills
16 and employment. How can we remove the skills gaps through the use of employability
17 programmes that has a diverse outreach? How can we provide stronger, better, longer-term
18 outcomes for those who are in these programmes? Can the supply chain help? As an example
19 we've started working with a charity called Business in the Community. They provide coaching
20 to people who are not in employment but are on the journey to finding work. These people are
21 referred from Job Centres across the country and volunteers can select to work with people
22 from different regions. We have eight colleagues who are currently being trained up as job
23 coaches.

24 Around heritage and conservation, how can we do more to support and promote traditional
25 skills? For example, can we support the development of a new educational programme, taking
26 into account technology, heritage and conservation? One of the benefits of being in a
27 multidisciplinary programme like ours is the integration of capabilities across the different
28 functions. Our conservation team are starting to incorporate below ground archaeological data
29 within building information models and they're using these models as well to work out the
30 volumes of heritage collections that are not easily accessible. Now, this is really unique and
31 not commonly done in traditional heritage projects and so we want to share our learnings and
32 support the upskilling of others in this sector.

33 Coming back to environment and climate change, besides meeting our own carbon targets, can
34 we do more to support local communities to reduce their carbon footprint and improve climate
35 resilience? Recently on the back of regional roundtables in Wales, colleagues like Andy
36 volunteered with the Lost Peatlands Project, as you can see on the picture there. This project
37 upskills local people and it gets the landscape back to how it was before the mining industries
38 took over. I love a peat bog. I know they don't smell the best, but peat bogs are great for

1 capturing carbon, supporting biodiversity and improving the climate resilience of the area. So,
2 I've mentioned a few opportunities and there are lots more opportunities for delivering social
3 value and creating positive impacts for people across the UK, but this requires a collective
4 effort, and this is where you come in. We want to deliver social value by working in tandem
5 with our supply chain partners, maybe some of you here in the future. So, we will love to hear
6 how we can work together to deliver social value differently and crucially how we can leave a
7 positive impact on people and spread the benefits across the UK's nations and regions. Thank
8 you. I'll now hand over to Matt White.

9 **MATT WHITE:** Good morning. Thank you, Ying and Jenni, for explaining how benefits are at the heart
10 of this Programme and the important role that social value has to play. The scope of the R&R
11 Programme is not technically complex. This isn't a moving block signalling system. It's not a
12 nuclear submarine but it will be a challenging programme requiring your ingenuity and
13 innovation. The particular challenges of this programme include the Palace's historical
14 significance that we heard about earlier, its current use, its scale, its current state, the physical
15 and cyber security requirements, public scrutiny, the constrained nature of the building and its
16 surrounding area and of course the sequencing of activities and their dependencies. I would
17 like to emphasise that safety, security and fire prevention are paramount in the planning and
18 undertaking of this programme. We are aware of the hazards with this particular programme,
19 whether that is in the controlled removal or abatement of asbestos, the wellbeing and mental
20 health of operatives or the accidental or targeted acquisition of highly restricted information. Of
21 course, we only have to look across the Channel at Notre Dame to know what damage a fire
22 during construction can do to a historic building. So, I'll now provide a summary of the scope
23 and sequencing of the Programme.

24 The schedule is divided into phases. We are currently in Phase 1, Preparatory Works, followed
25 by Phase 2a, Early and Enabling, then Phase 2b, Main Works and finally Phase 3,
26 Reoccupation and Closeout. From a funding point of view the strategic case will be considered
27 by Parliament at the end of this year and the full set of proposals which will establish funding is
28 forecast for approval by Parliament in 2025. This triggers the start of Phase 2. Following that,
29 there will be a set of final business cases to be approved progressively as scope and pricing is
30 firmed up.

31 As we heard from Nigel and David there are currently two options on the table for consideration
32 by Parliament. Whilst one option anticipates the Commons chamber continuing to operate
33 within the Palace, both options require the refurbishment and remodelling of other buildings in
34 the Westminster area, to house the people and services displaced from the Palace during these
35 works. These temporary accommodation projects for both the House of Commons and the
36 House of Lords are on the critical path for being able to vacate all or part of the Palace before
37 the main works in the Palace can start. Also requiring removal and temporary storage are the
38 Heritage Collections within the Palace. The collections include works of art, historic furniture,

1 statues, ornaments. There are 13,000 such objects with the majority needing to be packed,
2 transported to storage and the remaining collections protected in situ.

3 So, for the Palace itself. There are a number of enabling works that given their long lead or
4 dependency also need to be started in advance of main works. This work covers getting initial
5 surveys underway. You heard from David earlier in the building and in the river. Getting
6 information on utilities and developing a concept temporary services strategy. This last piece
7 is a vital piece of the jigsaw. It covers the temporary services that will need to be installed to
8 keep this Palace on life support for many years. It includes things like fire detection, alarms,
9 electrics, environmental control, business systems in operational areas. The temporary
10 services play a crucial role in enabling the existing network of services that are around us,
11 underneath us, over us in the walls. The existing network of services to be decommissioned
12 and removed. The scale of the temporary works will be significant and are likely to become so
13 intrusive as to trigger the need to vacate large areas of the building. This is definitely an area
14 for strategic partner ingenuity. There are also a full suite of ongoing repair and upgrade projects
15 planned to be carried out by Parliament's strategic states team to make ongoing improvements
16 and prevent further degradation, for example the stonework repairs to Victoria Tower which we
17 will work with and alongside.

18 So, to the main works. We are currently developing Palace designs to a RIBA 2 level and
19 building our schedule cost and risk estimates ready for Parliamentary approval in 2025. As we
20 move beyond Parliamentary approval there will be a period of mobilisation, design validation
21 and familiarisation with our new strategic partners. In the next stages there will be plenty of
22 opportunity to bring creative thinking in to how the design responds to the requirements and the
23 benefits. We are in no doubt that the production of material for public consultation, town
24 planning and the various historic and environmental consents will be a significant planning to
25 both provide sufficient information to gain consent, whilst at the same time enabling the works
26 to be started as quickly as possible. This will be a key feature of performance.

27 The key work contracts are likely to cover the detailed and thorough building investigation
28 surveys. This Palace was built over a 36-year period, without standards, resulting in high levels
29 of variability of construction materials and methods. The discovery phase is going to be
30 important. Removal of asbestos containing material, as David said, possibly around 15,000
31 tons of material. Installation of fire compartmentation. We estimate around nine kilometres
32 worth of vertical fire compartmentation to go in the walls, and it has taken us already four years
33 to map more than 2,000 vertical shafts, smoke flues and ventilation channels, some up to 200
34 metres long. Air chambers are hidden within the depths of the floor and vertical and horizontal
35 air flues are built in the brick or carved into masonry walls. In some areas less than 50 percent
36 of the walls you see are structural. These vertical and horizontal ventilation shafts take up a
37 quarter of the building's internal volume and when it comes to a fire these shafts would
38 effectively act as motorways for the spread of fire.

1 Improving accessibility is also one of the key contracts, installing around ten new lift cores,
2 upgrading existing lifts and the installation of new primary and secondary building services that
3 go with that. Creation of new underground energy centres and underground connections.
4 Improvements to the 3,000 or more bronze windows for improving security, thermal and
5 acoustic performance. Conservation of internal building fabric because most of it will have to
6 be removed to get access to the services and then put back and external stonework – to make
7 repairs but also to address the causes of decay so we don't have to do this again.

8 Finally, thinking about the end game there is an obligation within the R&R Act for facilitating the
9 return of the Houses to the Palace as soon as is reasonably practicable. So, there will be a
10 need for a phased completion and reoccupation. I hope this gives you a better appreciation as
11 to the scope and sequencing of the Programme and to finish off by saying that this is an
12 incredible and unique programme with many opportunities for collaborative working, with a
13 focus on the high standards of health, safety and wellbeing, security requirements and fire
14 prevention. Thank you for your time and for listening. I will now hand over to Andy Haynes.

15 **ANDY HAYNES:** Thanks, Matt. This is certainly a unique challenge and will require a unique
16 application of a range of lessons learnt from other projects to ensure we have a safe,
17 predictable, skills-enhancing, UK-wide supported and for our supply chain, rewarding,
18 restoration and renewal of the Palace.

19 With Delivery Authority and Client Colleagues, I spent the last year visiting the nations and
20 regions of the UK, presenting at round tables to get feedback from a range of businesses on
21 how best to engage with them as well as visiting restoration projects and understanding the key
22 lessons that those teams have learned from delivering these amazing projects. Whether it was
23 Manchester or Rochdale town halls, Buckingham Palace, the Palace Theatre in Swansea,
24 Inverness Castle, Kings Lynn Town Hall, the Maison Dieu in Dover, the Bristol Beacon, the
25 Glasgow School of Art or even Sizewell B nuclear power station, which needs to be restored
26 like any other building, they've all got great lessons for us to learn about restoring buildings and
27 their systems and some common themes have emerged from the advice they gave us which
28 helped us develop our preferred approach.

29 We've also reached out to the international parliamentary community for lessons learned and
30 their experiences in restoring and renovating heritage parliamentary buildings. You can see
31 here in these pictures, our visits to Vienna and Canada. Whilst the scale, the cost and the
32 member numbers might be different, the issues that we all face appear to have some
33 commonality. The first lesson is about the nature of the project. The Palace for Westminster
34 is a mega project that needs to be run and controlled using all the skills and systems that other
35 mega projects have developed to deal with the scale of their aspirations. However, the crucial
36 difference rather obviously is that the Palace for Westminster is an existing building whereas
37 many mega projects tend to have new construction of infrastructure so we have to be careful
38 about the lessons we're learning so that they're relevant, not only to the scale of this project

1 which I think is unique, but also to the nature of the work at hand. We'll have to strip out old
2 systems and integrate new systems into the fabric of a complex existing structure as Matt
3 outlined earlier, which will only reveal itself over time and essentially only once the main work
4 has begun.

5 As you've heard from Matt, whilst we're putting a great deal of effort into surveying the building,
6 the scope of work on a historic building like this only really becomes apparent once you start
7 the project proper, as you can see here, where we've discovered an unrecorded Victorian sewer
8 and a small wooden gaming piece during our borehole work. All of which has got the
9 opportunity to kind of stop and interrupt works. So, a discovery period is essential to understand
10 what work is needed and importantly for our consents, how we propose to tackle this work and
11 get agreement to the methods and outcomes. What this means is that to effectively price and
12 programme the work we need to have been on site and seen the fabric of the building in order
13 to complete the design. We should do this with the key suppliers who are going to deliver the
14 work so that they can input into the final design and staging of the works with a suitably complete
15 supply chain. So, I think this tells us two things. We need the new team established together,
16 as early as possible, and we need to work collaboratively with these suppliers allowing them to
17 use their skills to prepare the design and price the work but only when the scope is reasonably
18 understood, and we can see what work is required. As David said, we will only transfer risk
19 when it's ready to be transferred.

20 The second thing we've learnt is about decision-making. As we've seen from these other
21 impressive projects, a continuing ability to resolve problems quickly against the base design, in
22 order to maintain productivity and manage cost effectively is key to success. The Delivery
23 Authority needs to drive great value for money for taxpayers and the best way of achieving
24 value for money is by solving problems and not adding unnecessary time into the decision-
25 making process. It will be essential to have multifunctional teamworking with, for example,
26 heating engineers, conservation architects, heritage craftspeople making joint decisions against
27 boundaries agreed with the consenting bodies, as is early involvement of the equipment
28 suppliers and installers with the architects to get a robust initial design.

29 So, I think this highly collaborative approach also suits some of the other key features of our
30 programme such as the constrained site, the need for high levels of transparency of progress,
31 political and public stakeholder interest, security requirements and the sheer scale of this
32 heritage undertaking.

33 A third lesson is that, as David said, you need to treat your supply chain as partners who are
34 highly knowledgeable and can provide solutions to your problems. This is why we think that
35 one of the core skills of the Delivery Authority needs to be the ability to describe the
36 requirements as outcomes for the supply chain to deliver against and for us to be able to assure
37 that these solutions meet our needs. We think the best way of doing this is by creating an
38 Enterprise Alliance with common goals of cost, time and quality. We've looked at other similar

1 asset-owning organisations like Sellafield and Anglian Water who use alliancing as an effective
2 programme delivery approach and we're very grateful for the guidance and support they've
3 given us.

4 So, if you take all these factors together, we need a commercial approach which ensures that
5 all the key skills are brought together at the same time, that the team have the same end goals
6 and incentives in an environment which provides speedy, thoughtful decision-making against a
7 range of often conflicting requirements and constraints in a highly secure environment. This is
8 why we've proposed an Enterprise Alliance model using Project 13 principles as this seems
9 to us to be the best way of creating a truly aligned and integrated team. The purpose of this
10 event is to set the scene and then ask for your comments on these proposals. Within this
11 Enterprise Alliance we want to make sure the partners are of a size to cope with the scale of
12 the Programme and to play to the strengths of their disciplines and avoid creating interfaces
13 where they're not value-adding. We therefore propose three strategic partners to work with us
14 as part of this Enterprise Alliance with the Delivery Authority making the fourth partner of the
15 alliance.

16 The design partner will be responsible for all architecture and engineering design activity as
17 well as town planning and consenting services and acting as principal designer for CDM. All of
18 this is conducted in a digital environment with the aim of creating a suitably detailed digital twin
19 for handover. The integration partner will provide the programme and project management
20 services, a programme management office and will manage design delivery and provide control
21 and insight of the development and delivery of the Programme. The construction partner will
22 procure the delivery supply chain for the Programme as well as early involvement in the design
23 development. The construction partner will be the principal contractor and manage security and
24 all in and outbound logistics from the site, movement of heritage collections as well as all
25 temporary works design. The integrated Delivery Authority resource will provide resources
26 within the alliance that understand the requirements of the client, the current layout and
27 operation of the building as well as the expected asset handover arrangements, both during
28 and at the end of the Programme.

29 To emphasise some of the areas that Ying and Jenni have covered, we recognise that a lot of
30 the supply chain is made up, not only of small and medium businesses, but of micro businesses,
31 possibly with only one employee. We fully recognise that having encouraged these businesses
32 to join the Programme we need to protect their cashflow and ensure they can provide the
33 highest quality of work and support them doing this profitably. The 2019 Act that called for the
34 creation of the Delivery Authority is very clear that it wants us to make sure that all the UK's
35 nations and regions have the opportunity to participate in this amazing programme. We all want
36 to make sure that as part of Enterprise Alliance, all of these obligations and outcomes are sitting
37 equally with our suppliers, and we are looking at how we build the skills to support the
38 Programme.

1 We are delighted that you are here today, as well as all of those that will see the recording after
2 the event and we're hoping that you will give us feedback on the approach you've heard about
3 today, or indeed other best practices that you've been party to. You will receive a briefing pack
4 and list of ten questions, all of which are relevant to those who'd like to bid for one of the three
5 partner contracts and two of those questions for other members of the supply chain, who would
6 like to comment on our approach but won't bid directly for one of the three partner contracts.
7 We're planning on these responses coming back to us by the 13th of November.

8 We're working closely with our colleagues from Strategic Estates, and they have been generous
9 with their time, sharing with us how they work in the Palace. Whilst we are preparing our
10 business cases and developing our approach, Strategic Estates will be working very hard to
11 deliver projects to maintain the fabric and operation of the building and you may see notices
12 from them for similar kind of work but nearer activity, which are complementary and form part
13 of an overall integrated programme. For example, I think in June a notice was released for the
14 parliamentary construction partnership framework. So, these are separate works but
15 complementary to what we're doing.

16 So, I think this has given us a good coverage of the key aspects of our approach and we're
17 keen to use the feedback we receive to update our plans. Subject to the strategic case vote
18 that David mentioned, we're aiming to launch pre-qualification process in the summer next year,
19 and we're likely to engage further with you on other topics as our plans develop. So I think this
20 event underlines our desire to be a good client and genuinely seek feedback on our early plans
21 to incorporate into our strategy. On the other hand, back over to David who will summarise
22 before we take some questions.

23 **DAVID GOLDSTONE:** Thank you, Andy, and thank you again for joining us this morning and for
24 listening to us for the last hour or so. Hopefully between us we've given you a good overview
25 of where we are with the Programme, and the commercial approach we're planning to adopt.

26 So, we're coming to the point where we'll stop talking and we can start listening to you. I just
27 want to reiterate and just really... I'm not going to summarise what you've heard, I'm going to
28 stress one point really, which is that our approach, how we contract, how we develop our
29 commercial strategy is genuinely under development. We really want to hear your feedback,
30 we want you to respond, and it will make a difference and we will listen to it and take it into
31 account. So, we want your honest, open feedback on our proposals that you'll see in the
32 documentation that Andy described. So, you'll receive a link after the session this morning.
33 Please do register, please do download the market sounding briefing and the questionnaire,
34 and please submit your responses by the 13th November as Andy said, and we really will take
35 that on board as we develop our approach going forward.

36 So, I'm going to hand over to Sophia, who is going to chair our Q&A and use this opportunity to
37 ask any questions. Thank you again.

1 **SOPHIA LINEHAN BIGGS:** Hello again. So, we're going to take three questions at a time, just so that
2 we can maximize the time we've got this morning. There's a roving mic in the room, so once
3 I've selected you to ask a question, if you can just say what your name is, what company you're
4 here representing, and then go into a question. Once we get to the end of three I'll then direct
5 it to the appropriate person to respond. So does anyone have any questions? Okay, I've got
6 my first three. I'll start with this gentleman over here by the window, Kate.

7 **JAMES MACMILLAN:** Hello, can you hear? That's better. James Macmillan, Skanska. You
8 mentioned the PQQ next summer. Could you just outline roughly when you believe any tenders
9 would be, and also when you'd expect any partners to come onboard?

10 **SOPHIA LINEHAN BIGGS:** Yes, okay, great. We will come back to that, thank you, James, and then
11 there was a question here, this gentleman at the back?

12 **PAUL TWEEDALE:** Paul Tweedale from TenBroeke. I was just wondering also about the security
13 arrangements. You have touched on security, but what passes people working on site are
14 going to have to have and, indeed, what companies may not be allowed to fit into this on the
15 basis of security?

16 **SOPHIA LINEHAN BIGGS:** Okay, yes, thank you, Paul. Then there was a question, this lady just
17 here at the front.

18 **JESSIE TURNBULL:** Is that on? Yes. Jessie Turnbull from MICA Architects. I just wanted to ask
19 about the status of the incumbent design team, because I understand that there's going to be
20 design partners on board.

21 **SOPHIA LINEHAN BIGGS:** Yes, thank you. Okay, well, I think we'll take those in the order that they
22 came in. So, the first question was from James about PQQ timing, Andy.

23 **ANDY HAYNES:** Great, yes, quite a crucial question. So, we're aiming for summer next year for the
24 PQQ to come out and depending on how that kind of turns out, we're aiming then towards the
25 end of winter of '24 for any invitations to tender to come out. These kind of rough dates are in
26 the briefing pack that you'll get later, and our aim is to appoint all three partners pretty much as
27 soon as the outline business case is approved. So, clearly, we can only make appointments
28 once the funding arrangements are voted on and approved, in order that you arrive with a fully
29 funded program available to you. So that's really dictated by, as Nigel said, when the election
30 might be, when we can reassemble our Programme board and when we can make a vote on
31 the outline business case.

32 **SOPHIA LINEHAN BIGGS:** David, if you take the security question, so this was about security
33 arrangements, passes required and no goes for applying?

1 **DAVID GOLDSTONE:** I'm just going to add a point to what Andy said there. I think there's a protection
2 for the industry in the fact that we won't appoint new partners until that vote has been passed.
3 So, scope, cost, schedule, this will have been reaffirmed, if you like, by Parliament before we
4 appoint. So, it creates an uncertainty about timing, but it creates a protection, I think,
5 commercially.

6 So, security, this is, as you'd probably guess, one of the most security sensitive sites not only
7 in the country but probably globally. But equally, there are a lot of contractors working on here
8 on this site all the time. For the number, I'm trying to remember we appointed to our surveys
9 frameworks, but we're using a number of contractors all the time ourselves. The in-house teams
10 for both project work and maintenance, there's extensive contractor work. So, it's not a sort of
11 insurmountable obstacle. There are arrangements in place. There are clearances required
12 appropriate to the access that pass holders have. So, in a way, one of the key ways it's
13 managed is that different users of the Palace have different passes. So, if you look closely,
14 Nigel will have a different pass to me, and I will have one different to our current contractors,
15 and that's so that people can be identified and it controls their access to levels where it is
16 appropriate.

17 So, I think currently it works pretty well, it's not an obstacle for us doing work or the in-house
18 teams. I think there's a question that we will come back to nearer the time and partly will be
19 affected by the decision on the delivery model, how much, what the security requirements will
20 be during the works we place once we get to that time, because there will be a big difference
21 whether members are in occupation or not. If we've got a vacated building it may be a different
22 regime to if members are in occupation. But I don't think you should see it as a significant
23 obstacle, given the amount of work that's done now with the current regime.

24 **SOPHIA LINEHAN BIGGS:** Thanks, David, and then if we go on back to Andy for the incumbent
25 supplier question?

26 **ANDY HAYNES:** Great. Yes, so we have two main incumbent suppliers: we have BDP providing our
27 design and we have Jacobs supporting us with programme management work. So we're
28 focusing them on helping us deliver the outline business case materials for next year, where
29 effectively their workers will cease and the three new partners we want to bring on board will
30 create a fresh start, effectively, for the Programme once the outline business case is approved.

31 We've got a range of incumbent supplier measures to ensure that we have a level playing field,
32 there will be a comprehensive data room set up to ensure that all the bidders of the work have
33 access to a complete range of information that we've developed over the last few years, in order
34 that there is a complete level playing field, if that's where your question was heading. So does
35 that answer your question?

36 **JESSIE TURNBULL:** Yes.

1 **ANDY HAYNES:** Yes? Great. All right, thank you very much.

2 **SOPHIA LINEHAN BIGGS:** Thank you. Any further questions? Okay, yes. We'll start with this
3 gentleman over there, and then I'll come back to the middle. Yes.

4 **PAUL DAVIS:** Hi, it's Paul Davis from Flint + Partners. You expressed a desire to get SMEs involved
5 in the procurement obviously, you're buying some pretty large packages next year. I just
6 wondered how you would weave in maybe the use of SMEs in that way, given the strategy?

7 **SOPHIA LINEHAN BIGGS:** Thank you, Paul, and then it was this gentleman at the back. Thank you.

8 **DAN EASTHOPE:** Thank you, Dan Easthope from Mace. Just a question around the procurement.
9 So, for the three strategic opportunities, will you be coming to market all at the same time, and
10 will you be able to bid for more than one of those opportunities?

11 **SOPHIA LINEHAN BIGGS:** Yes, thank you very much, and then there was... yes, this gentleman on
12 the end.

13 **PAUL MONAGHAN:** Sorry, you might not be able to tell me, but on the full decant, has it been decided
14 yet where the House of Commons chamber would go?

15 **SOPHIA LINEHAN BIGGS:** Yes, we could definitely answer that question. Can you just say what your
16 name was?

17 **PAUL MONAGHAN:** Sorry, it's Paul Monaghan from Allford Hall Monaghan Morris Architects.

18 **SOPHIA LINEHAN BIGGS:** Thank you. Great, so... Yes, Andy, if we take the first two questions?
19 Thanks.

20 **ANDY HAYNES:** Okay, so, yes, great question about SMEs. I mean, particularly this supply chain will
21 involve an enormous number of small, medium and microbusinesses, as I've said. However, I
22 think we've recognised that in terms of the initial model we've got, we need to create some
23 partners that can play to the strengths that they can each bring. So, the delivery authority
24 needs to be focused on being a client organisation rather than imagining it can be some kind
25 of construction delivery team in and of itself. So I think our focus is on being a client that can
26 understand the requirements of our funders and articulate them in an output kind of way. We
27 want to bring on board partners that can use the people, systems and processes that they've
28 developed over the years to design and deliver the works and integrate the works, but those
29 four partners, including us, will need to engage in a way that the Act requires us to with smaller
30 businesses, and kind of stimulate those skills through the supply chains.

31 Our aim will be, with the main three partners, is to kind of inculcate the desire to develop small
32 and medium-sized enterprises, to develop the skills that are becoming increasingly rare, so that
33 we act as kind of four partners over the course of many years to develop and maintain skills.

1 Also, once the Programme is over, make sure those skills can get released into an environment
2 that will have plenty of projects and delivery work for them. So although we're acquiring kind
3 of three large-ish partners, quite a lot of the mindset of those partners will be focused on making
4 sure that we can bring on board, at tier two and three, some very capable smaller and medium-
5 sized enterprises.

6 In terms of bidding for the work, yes, our aim is to go out to tender for all three of those partners
7 at the same time. There will be, in the enterprise alliance, integrated an overarching alliance
8 agreement so we need to be able to write that so it reads across through all of the partners in
9 a similar kind of way, so we'll go out to tender for all three partners at the same time. Our aim
10 is to award those contracts at the same time, as soon as the outline business case is approved
11 so that the three partners plus the delivering authority can hit the ground running with the
12 funding and outcome confirmed.

13 You can bid if you've got the capability for all three packages, you can only win one. So we do
14 want to have three separate partners working with us, although we're not stopping people from
15 bidding for all three packages.

16 **DAVID GOLDSTONE:** So in relation to the House of Commons decant, I suppose the big difference
17 between the houses is, we mentioned earlier, the security requirements, and so what's, in effect,
18 long been the case is that the House of Commons decant location will be within the perimeter
19 of the existing estate. So it will almost certainly be on the northern estate, which is across
20 Bridge Street and where there's Portcullis House is going up towards the MoD building, those
21 are existing parliamentary buildings within the boundary of the estate, and we are working very
22 closely with the in-house teams at the moment, looking at a couple of options of how buildings
23 on that estate will be re-modelled to house a House of Commons decant solution.

24 So I think maybe the best reassurance I can give you now without going into the detail of that
25 is that we're absolutely clear we'll have a good idea of that in time for the vote at the end of this
26 year on the strategic direction, but that we couldn't possibly take the detailed proposals for a
27 vote in 2025 without that solution for both houses being clear, and actually the business cases
28 will have been developed for them. So as part of the detailed proposals that get voted on, there
29 will be the solutions for both Houses decant arrangements. So it is still work in progress, but
30 it's going to be within the footprint of the northern estate.

31 **SOPHIA LINEHAN BIGGS:** Okay, any more questions? Yes. Okay, I'm going to do one, two, three
32 and then we'll come to you in the next round.

33 **MIKE CLARKE:** Good morning, Mike Clarke, VINCI Construction. Going back to your procurement
34 route, obviously you have told us that the PQQ will be available and evaluated in the middle of
35 next year. The first part of the question is how many contractors do you expect to invite to
36 tender following that process, and once the tender process is complete, as far as your three

1 contractor partners is concerned, how will the work strategies be allocated? Will that be via a
2 direct award and some sort of tax rank? Or will it be via a mini competition?

3 **SOPHIA LINEHAN BIGGS:** Okay, thank you, Mike, and then the next question is... yes, this
4 gentleman at the back.

5 **DANIEL THOMPSON:** Daniel Thompson from Socotec. I wanted to ask, with the existing surveys
6 contracts ongoing and needing continuity, how those will be passed over for their next phase
7 of work?

8 **SOPHIA LINEHAN BIGGS:** Yes, very good question. Thanks, Daniel, and then there was a
9 question... yes, this gentleman in the front?

10 **JAMES HICKEN:** James Hicken from Gilbert-Ash. This is a very simplistic question. There's nothing
11 hidden in this, and I'm not going to mention a certain railway line, but if I were telling someone
12 about this, how can I tell them how long it's going to take and how much you're going to spend?
13 Very basic.

14 **SOPHIA LINEHAN BIGGS:** Yes, okay. Thank you James. So I think the first two questions I'll hand
15 to Andy.

16 **ANDY HAYNES:** Okay. Great, thanks. So, a fairly straight question. How many people are we going
17 to take through from the PQQ? I wouldn't like to say right now. So, I think we'll decide that
18 later in the Programme. How we decide how the works packages get let, so one thing that we
19 haven't touched on that is kind of included in the briefing pack is a notion of our kind of gated
20 process and the value transition points. So, kind of very crudely, with our main partners on
21 board, we will want to validate an integrated plan for the delivery of work. So, as you can
22 imagine, in preparing the strategic case, we've got a kind of base integrated plan for doing all
23 the work that's kind of resource loaded and priced, and what we want to do is validate that and
24 apply some key gates over points of that delivery plan where, following the discovery period,
25 we've been able to understand the kind of work at hand, we can agree with the alliance a value
26 for that work to be delivered in kind of bite-sized chunks.

27 So, crudely, breaking down the integrated plan into bite-sized chunks, making sure that we've
28 run through the discovery period so we can understand the work that actually has to take place
29 compared to where we've got to with the design, and at that point, in a kind of manageable way,
30 when all parties agree that the risks are manageable, we transfer the work for it to be delivered
31 in a kind of normal sense. I could imagine that we would have a range of different means of
32 applying those work packages, so partners may agree to bring frameworks on board, to bring
33 any contractual involvement on board, or we may plan to tender in the market.

1 So I think the answer to the question is in the framework, a gated process and value transition
2 points, the enterprise alliance partners would agree the best way of driving value for those
3 packages to beat the business case we've had voted on.

4 I think there was a question about survey work as well, so there is an enormous amount of
5 survey work going on. Effectively, it will be provided as input information to the tender
6 documents, so background information on what we found when we do boreholes or void
7 inspections. So it will all be part of the data room and available for people to read and consider.
8 Then what we would probably do is have a continuing range of survey work that us and new
9 partners would then decide how to go about, once the alliance is incorporated and all put
10 together.

11 **DAVID GOLDSTONE:** So time and cost. So I'm going to quote—

12 **JAMES HICKEN:** No, it's a barbed question, but just give us a feel for it.

13 **DAVID GOLDSTONE:** No, it's all right. So, to quote Nigel at the start, the “How much?” sort of
14 exclamation mark, exclamation mark is a real issue for us, clearly. So the sort of proper
15 politically attuned answer today is that we are publishing the strategic case before the end of
16 November. That will inform the debates in December. That will have in it the high level
17 estimates for time and cost for the options that we've shortlisted, so you'll get ranges with
18 probability levels then.

19 So I don't want to pre-empt that public information, but I think if you want to have a sort of bit of
20 a clue, about 18 months ago when we were part way through some work, if you like in an earlier
21 governance model, there was early estimates of time and cost were published then, and they're
22 all available through the Parliament website. We did time and cost with full decant, and we also
23 published a study on a continued presence option. Obviously a lot of water has flown under
24 the bridge since then. We've, on a like-for-like basis, made those better. We've improved the
25 positions, but they wouldn't give you a completely distorted view of time and cost if you were to
26 look at what was published then.

27 **JAMES HICKEN:** Okay. Politician's answer. *[Laughter]*

28 **DAVID GOLDSTONE:** So the information is there, I think is the point. But I don't want you to take that
29 information as literal now. We will be publishing in the latest estimates in the end of November.

30 **JAMES HICKEN:** Thank you.

31 **SOPHIA LINEHAN BIGGS:** Any further questions? Oh, sorry, yes. There's two over there actually.
32 We'll take the lady in the front first.

1 **BECKY MAYFIELD:** My name's Becky Mayfield, I'm from Ductclean UK Ltd. So there's been a lot of
2 talk about services such as asbestos removal, which I know is included as a lot in the initial
3 service framework, so it's just really asking for a little bit more detail on the gentleman's question
4 earlier on how partners that are already involved in that particular framework might come across
5 to this one for continuity of services.

6 **SOPHIA LINEHAN BIGGS:** Yes, thank you very much Becky, and then, Kate, there's a gentleman
7 just slightly further back.

8 **MATTHEW LYONS:** Hi there, Matthew Lyons from Shepley Engineers. You mentioned that you were
9 sort of adopting a Sellafield model for your construction partner. Do you have an idea of sort
10 of notional turnover for that would be acceptable for the principal contractor, and would you
11 accept partners acting together as a group?

12 **SOPHIA LINEHAN BIGGS:** Okay, thank you. Are there any others? Okay. Both you, Andy.

13 **ANDY HAYNES:** Great. Thank you very much. Thanks for your fantastic efforts so far as well,
14 Ductclean. So the inclusive service framework we've got at the moment is set up really to help
15 us with our strategic and outline business cases. I think we set up new arrangements in
16 conjunction with the enterprise alliance partners once those contracts are let. In terms of kind
17 of minimum turnover, there will be a kind of minimum turnover level. I can't say what it is right
18 now. I wouldn't want to fetter the market in coming together in the optimum way to come bid
19 for us, so I think we certainly would be interested in bids from organisations that met our
20 minimum requirement thresholds.

21 So we are very keen, as you can hopefully see from this kind of engagement, to be quite broad
22 about our objectives at this stage in order that the supply chain can come back with innovative
23 ideas. So we want that from the very beginning of the process all the way through how we
24 handle a project. We don't want to kind of constrain thinking about how to get your work done
25 in the Palace and, equally, we don't want to constrain thinking about who can come on board
26 or combine to offer us the services that they think are most effective for us. So we would
27 encourage people to be innovative in how they come to the market.

28 **SOPHIA LINEHAN BIGGS:** And who is best placed to do the asbestos question?

29 **ANDY HAYNES:** I think we've done it.

30 **SOPHIA LINEHAN BIGGS:** Okay, it's done.

31 **ANDY HAYNES:** Yes.

32 **SOPHIA LINEHAN BIGGS:** Great. Well, are there any final, final questions?

1 **NIGEL EVANS MP:** I just want to say thank you for all coming. I'm really encouraged by seeing how
2 many people have come today, and I know a lot more people wanting to come as well. This is
3 going to be an incredible project where the eyes of the world will be on us.

4 I crawled over the Canadian Parliament, Manchester Town Hall and Buckingham Palace to see
5 the sort of work that's necessary to bring our Parliament into the 21st century. I've stood on the
6 top of Victoria Tower, and I've stared down at the Parliamentary Estate and I know how big this
7 project is going to be. But, as I said right at the beginning, doing nothing is not an option.
8 Turning this into just a museum would still mean that we would have to do substantial works to
9 keep it there, but the decision has been made that this is going to be the centre of our
10 democracy for future generations. You know, I'm really proud by how many people come and
11 visit our Parliament to see what it's like, but the fact is it's a working Parliament and I just want
12 to make absolutely certain that we do this right.

13 I'm proud of what has already being done and achieved. The Elizabeth Tower, as I said right
14 at the very beginning, I've been up and inspected it and it is absolutely superb. I mean how
15 much and how long is something that is vitally important to us. We want to get value for money,
16 but we want to also ensure that we get the right Parliament at the end of it, so that's going to
17 be vitally important as well. But we are well assured that the scrutiny of the British public, who
18 are our ultimate bosses, will be looking at absolutely everything along with Fleet Street, if I can
19 still call them that, but they will be looking at every aspect of this. But, at the end of the day,
20 we want to get a parliament fit for the 21st century and I hope that many of you here today will
21 play a vital role in that. Thank you very much.

22 **UNKNOWN PARTICIPANT:** Hear hear.

23 **UNKNOWN PARTICIPANT:** Can we applaud now? *[Laughter, applause]*

24 **SOPHIA LINEHAN BIGGS:** So just in closing to say thank you so much for joining us today. You will
25 be hearing from us and just finally to say you can exit the Palace via the same entrance that
26 you came through, that route, to have a final chance to take in the history and scale of the
27 building as you leave. Thank you very much.

28 [Meeting ends]
29