



Restoration and Renewal Delivery Authority

Corporate Plan 2024–2025



HOUSES OF PARLIAMENT
R&R DELIVERY AUTHORITY

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Foreword



David Goldstone CBE
Delivery Authority, Chief Executive

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

In 2022, following recommendations made by the House Commissions, Parliament agreed a new mandate for the Restoration and Renewal (R&R) Programme and a new governance structure to oversee the programme definition phase. Lots of good progress has been made since then, with the Delivery Authority developing and evaluating a wide range of options for consideration by Parliament.

In February 2024, the R&R Client Board agreed the strategic direction for the Programme, shortlisting three options to be taken forward for further development. The Delivery Authority is progressing two of these options, which will form part of a Programme Business Case to be put to Parliament for a vote in 2025. The final option, which focuses more on a rolling programme of enhanced maintenance and improvement works, is being developed by Parliament's Strategic Estates team though we are working closely on any particular areas of crossover.

This Corporate Plan reflects the latest progress and sets out the priorities and objectives that the Delivery Authority will work to for the remainder of the Phase 1 period.

The Programme has an ambitious timetable ahead as all three options are further developed and a Business Case is prepared ready to be put before both Houses of Parliament for a vote in 2025. As we move closer to the end of this first phase of the Programme, we must also look ahead to Phase 2, post any Parliamentary vote, and what the organisation needs to be able to deliver the Programme. This includes considering the skills, capabilities and culture we will need, both within the Delivery Authority itself and with the key strategic partners with whom we will be working.

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

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



Introduction

Who we are

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

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

The Client Team is responsible for owning the scope, budget and timescale of the R&R Programme and for providing strategic direction, setting the outcomes and monitoring performance. They also have responsibility for the preparation of the proposals on which the Houses will vote under the Act and for ensuring good overall governance. They undertake these functions on behalf of the two Corporate Officers of the Houses of Parliament – the Clerk of the House (House of Commons) and the Clerk of the Parliaments (House of Lords).

What we do

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

Since the decisions of the two House Commissions in 2022, the Delivery Authority developed a wide range of options covering both what is to be delivered and how it is to be delivered. New governance bodies in the Houses have agreed a shortlist of options (and further detail on these is provided later within this plan). We are responsible for developing a detailed, costed proposal. Additionally, we will prepare and implement the delivery strategies, procure and manage the supply chain, and monitor and report progress.

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

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

Crucially, we will also support the R&R Client Team in the development of the detailed proposals to be presented to both Houses of Parliament, in order for them to agree the way forward.

Programme vision

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

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

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

The history of the Palace

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

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

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

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

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

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

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

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

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

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

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

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

Why the Restoration and Renewal Programme is needed

The building is at risk of a major fire, flood or falling stones. It is currently estimated that it costs approximately £1.4m a week just to keep the building going, and since the start of 2017 over 40,000 problems have been reported.

The scale of the challenge is vast, with the whole Palace sharing the same water, electric, sewage and gas systems, many of which are more than 50 years old and have reached the end of their lifespan. There is asbestos throughout the building and historic Victorian sewage systems run alongside old heating, mechanical and electrical systems – hundreds of miles of pipes and cables – all of which need replacing.

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

Parliamentary authorities have made great progress in recent years to make sure the building continues to be safe for people to visit and work in. We are working with Parliament to tackle all the significant work that needs to be done and to restore and renew the Palace for the longer term. We will build on the work Parliament has carried out in recent years to keep occupants safe and the building running.

The scale of the challenge

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

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

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

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



The importance of value for money

The Houses of Parliament are a publicly funded national institution.

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

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

We have a strong system of financial governance and control in place. Our annual budget is scrutinised and approved by the Delivery Authority's, Board and the Client Team before going through Parliamentary scrutiny and approvals. Regular oversight of our expenditure is also provided by all of these groups.

In addition, we have strong assurance and internal audit functions, an established Risk, Assurance and Audit Committee and are subject to National Audit Office statutory audits as well as Value for Money reviews.



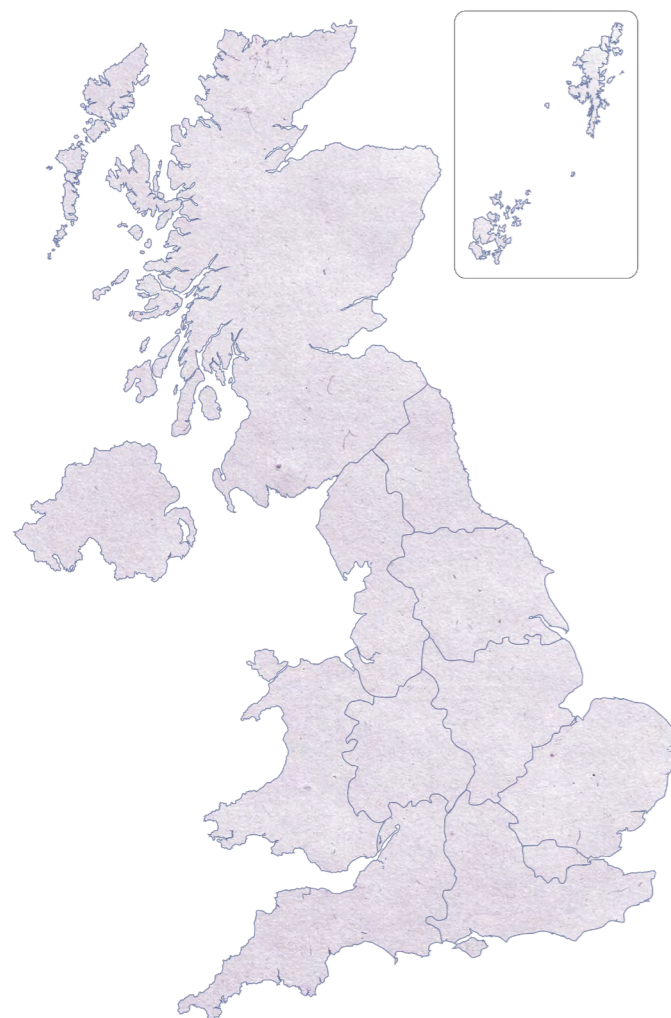
UK-wide benefits

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

The Programme offers a unique opportunity to inspire, train and upskill people to enter occupations required to deliver the R&R works. Developing skills, creating employment opportunities, and providing a platform for future generations to pursue careers is one of the most demonstrable means of creating a legacy beyond the geographical footprint of the Programme. We are committed to taking a UK-wide approach and spreading the benefits beyond the physical location of the Palace of Westminster in London to other UK regions and nations. Indeed over the past year, we have visited all UK nations and English regions to host industry roundtables to discuss the opportunities that are likely to arise as the Programme progresses.

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

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



Our work to date

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

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

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

Pre-March 2022

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

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

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

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

Post-March 2022

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

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

In July 2022, the two Houses endorsed the new approach to the works, recognising not only their collective duty as custodians of the globally iconic building but also their responsibility to ensure the safety of all those who work in and visit the Palace.

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

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

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

Based on these priority areas, the Delivery Authority developed and evaluated a wide range of options for R&R which have been considered by both the R&R Client Board and Programme Board over the past year.

In February 2024, the R&R Client Board agreed the strategic direction of the Programme, approving three options to be taken forward for further detailed design work and analysis. Two of these options are being taken forward by the Delivery Authority. Both of these options would achieve the same outcome for the Palace with one requiring a full decant and one being delivered through continued presence (of one chamber throughout).

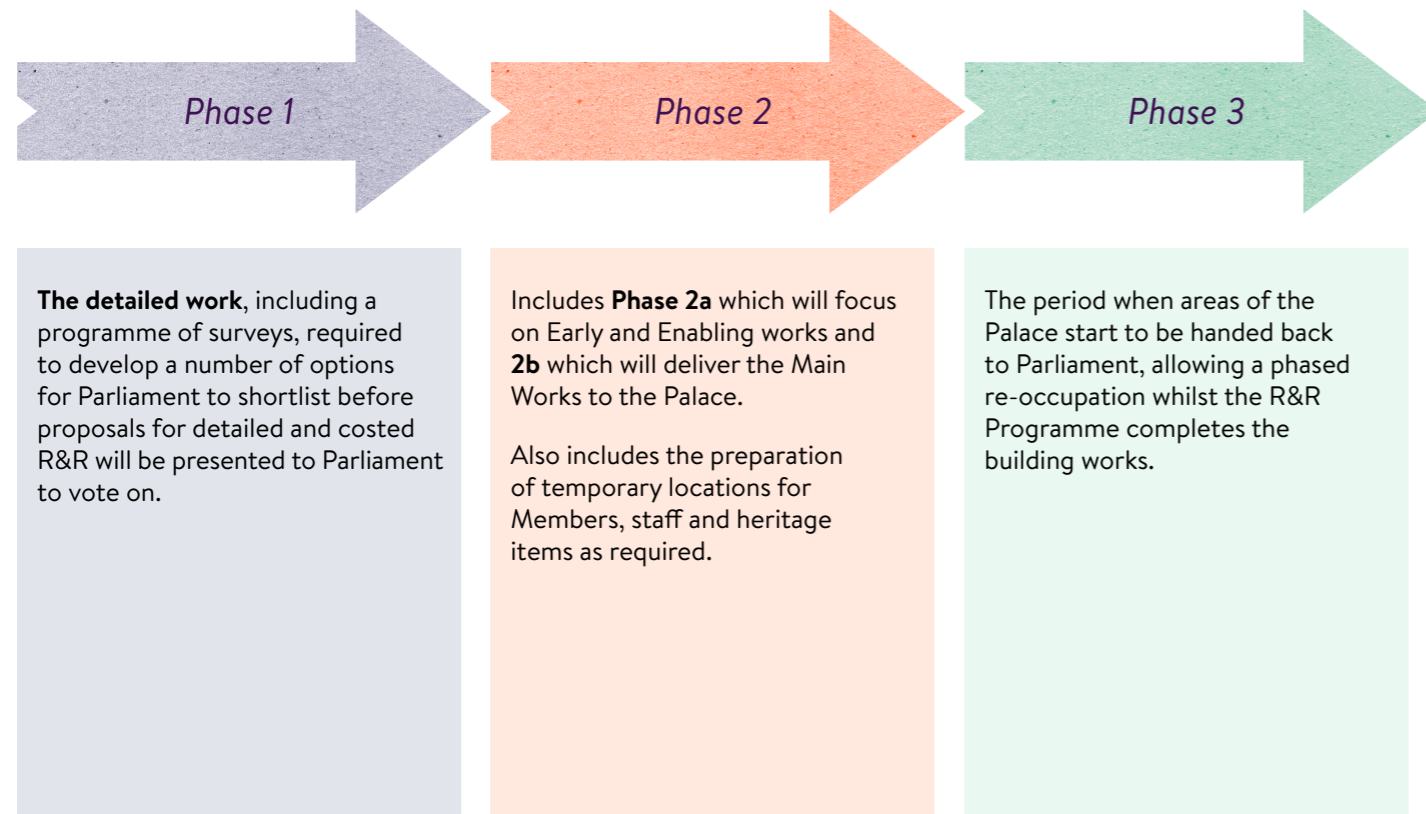
The third option, a rolling programme of enhanced maintenance and improvement, is being progressed by Parliament’s in-house Strategic Estates team. Further details can be found in the [Strategic Case](#) document available on the UK Parliament website.

Corporate framework

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

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

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



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

Parliamentary Buildings (Restoration and Renewal) Act 2019

The Parliamentary Buildings (Restoration and Renewal) Act 2019 received Royal Assent on 8 October 2019. A Statutory Instrument to amend the Act and implement the changes agreed by Parliament in 2022 was approved at the end of the same year and came into force on 1 January 2023.

The Act, as amended in 2022, defines the role of the Corporate Officers and the Delivery Authority, our relationship with each other and the two Houses more broadly.

The Act established a separate statutory body, the Parliamentary Works Estimates Commission, which is responsible for assessing the Delivery Authority's expenditure.

Programme Delivery Agreement

The relationship between the Corporate Officers and the Delivery Authority is described in the Programme Delivery Agreement (PDA).

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

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

Roles and relationships

The R&R Client Team

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

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

The Delivery Authority

We have developed the options (the outcome levels and construction scenarios) for Parliament to consider and are now taking forward two of the options that have been shortlisted by the R&R Client Board. We are undertaking a programme of survey work to help inform our design and construction planning. Once Parliament has decided on a preferred way forward and the subsequent cost proposals, we will prepare and implement the delivery strategies, procure and manage the supply chain for the main works and monitor and report progress.

Strategic Estates

The Strategic Estates Team is responsible for managing and maintaining the parliamentary estate, including buildings, infrastructure and facilities. They oversee strategic planning, development projects, and maintenance initiatives across the parliamentary estate representing the majority of Parliament's capital spend, with an annual capital budget of approximately £150 million. They have been tasked with developing a rolling programme of works to deliver enhanced maintenance and improvement, as an equal third option for Members to consider.

The R&R Client Board

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

The R&R Client Board meets at key points and considers recommendations from the R&R Programme Board.

The R&R Programme Board

The R&R Programme Board has delegated authority from the R&R Client Board. It has Parliamentary and non-Parliamentary members and is the main governance forum of the Programme. It considers critical strategic choices and priorities, makes recommendations to the R&R Client Board on a range of programme matters, resolves trade-offs and disagreements, and manages dependencies and conflicts of interest.

The R&R Programme Board meets at least monthly and provides regular advice and direction to the two Corporate Officers, the two statutory duty-holders.

Our priorities

Our priorities for the next period are broadly to further develop the two shortlisted options for which the Delivery Authority has responsibility, and to work with the Client Team on the inputs for the Programme Business Case ahead of it going to the Houses in 2025. We will also be progressing our Strategic Partner Procurements so that we have key suppliers in place to take forward the works following any successful vote and will be preparing the organisation for Phase 2 of the Programme.

In September 2023, we set ourselves five strategic objectives for this period, under which all of our work will take place. **These are set out below:**

1

Palace of Westminster design and costed proposals

As outlined above, the R&R Client Board has shortlisted three options for further development ahead of being taken forward into a Programme Business Case for consideration by the Houses in 2025.

The Delivery Authority is progressing plans for the first two of these options. Over the coming year, we will further develop the design for the Palace of Westminster along with the associated cost, schedule and risk estimates to form part of a Programme Business Case to be presented to Parliament in 2025.

We are undertaking detailed design studies in a range of areas such as fire, building services, inclusive design, logistics and catering and are progressing construction studies in areas such as asbestos, noise, river transport and logistics. All of these studies will help to inform the final designs associated with Options 1 and 2. Having a more developed design will also enable us to ensure that the cost and schedule estimates that are included in the Programme Business Case are more robust.

If Parliament agree to proceed with one of the delivery options being developed by the Delivery Authority, it will be necessary to progress key enabling works in the Palace ahead of main works starting. Work that we are undertaking in this area includes:

- **Development of a Temporary Services Strategy (temporary services such as electricity, gas etc will be required for the period between existing services being switched off and permanent services being installed).**
- **Development of agreements with utilities providers.**
- **Scoping, procuring and securing consent for and delivering river surveys to allow for the establishment of a river jetty.**

2

Temporary accommodation

Some form of temporary accommodation is likely to be required for whichever option is taken forward for R&R, although the amount of space required as well as when and for how long will depend on the final option selected.

The provision of temporary accommodation is a critical dependency for the Programme because certain works cannot commence until specific functions are vacated from the Palace and accommodated elsewhere.

A significant amount of time will be required to develop, design and deliver the accommodation to meet the required decant needs of whichever delivery option is ultimately selected by Parliament as the preferred way forward.

The R&R Client Board has agreed that the Queen Elizabeth II Conference Centre is the preferred location for the House of Lords with the potential of also hosting some shared services, subject to further work. Subject to negotiations around use of the building which are being taken forward by the House of Lords, the Delivery Authority will further develop the detailed design for the building and will work towards procuring a contractor to deliver the works.

Strategic Estates are taking forward plans for any decant location for the House of Commons, which is expected to remain in the northern estate.

In addition to temporary accommodation for people, there is also a need to keep the Palace's extensive heritage collections safe whilst restoration works are taking place. Whilst Strategic Estates are taking forward the plans relating to a heritage facility, we will be continuing our work in the meantime to prepare for the moves, surveying the collections to ensure that we have an accurate inventory of items in place.

3

Strategic partner procurements

Restoration and renewal of the Palace will require the support and input of industry across multiple skill areas and specialisms. We are looking to procure three core strategic partners, who will report to us, to lead on various areas as follows:

- Design Services Partner – for architectural, design and engineering services
- Construction Partner – to complete the design and undertake the works, including construction and logistics management, integration of sub-contractors and Principal Contractor duties
- Integrator – to provide portfolio management, project management, interface planning, specialist estimating and risk management services

Our work to prepare for these procurements has already commenced and we will be further developing this over the coming months. Our current plan, subject to external dependencies, is to tender this work in 2024/25 with a view to being in a position to award contracts to the successful bidders following Parliamentary approval of the Programme Business Case.

4

Continued understanding of the Palace

We are part-way through an extensive programme of building surveys within the Palace of Westminster. This is the first time that surveys of this nature and scale have ever been undertaken at the Palace. They are extensive and complex pieces of work in their own right and their outputs will help to inform the design and construction planning that is being taken forward into the Programme Business Case.

We have already progressed over 30,000 hours of intrusive survey activity on a range of areas in the Palace including ground conditions, floors and ceilings, environmental conditions and air quality. We have a further pipeline of survey activity planned for the remainder of Phase 1 which will help us to build our understanding of the Palace and to minimise risk once we start main works.

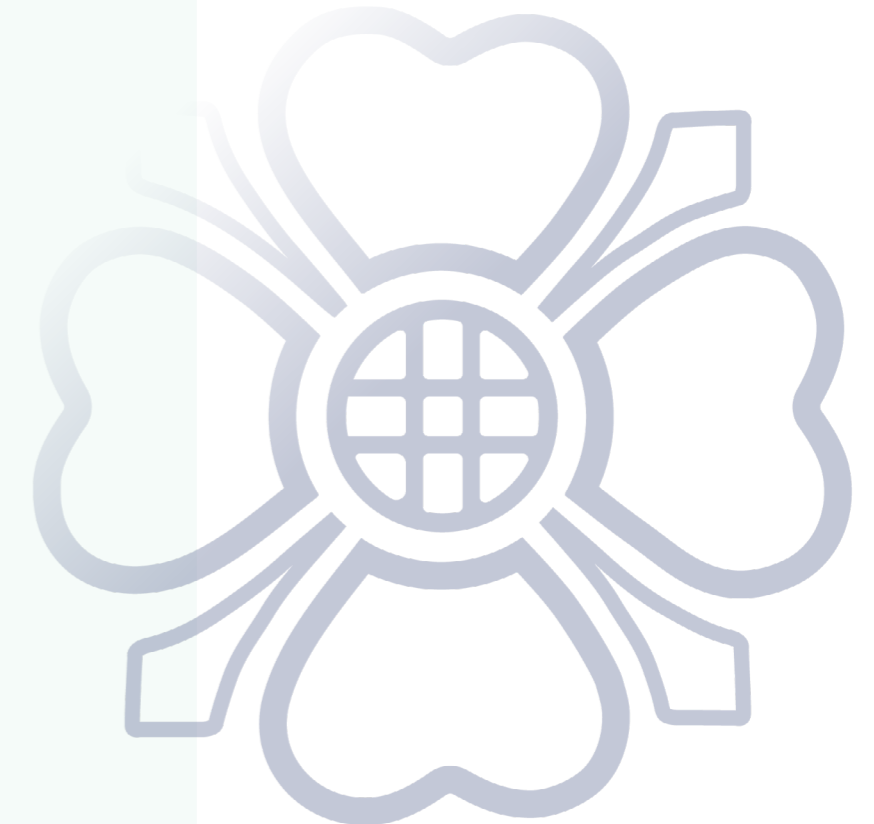
All of the survey data that we are collecting is helping us to develop the most detailed model of the Palace that has ever existed. This data will form one of the key inputs for the new strategic partners once they are appointed and will enable them to progress their work at pace and determine if any further survey work is required to inform the next stage of design and construction planning.

5

Organisational capability and capacity

In order to be able to deliver on all of the above priorities and indeed to be able to deliver the Programme in the longer-term, we have to ensure that we have the right skills, resources, tools (including data and digital) and organisational culture in place.

We are aware that the phase of the Programme we are in now will be very different to that we enter when the programme of works is actually in delivery. We are therefore progressing work to consider the appropriate structures and capabilities needed for the future, including how we can work effectively with our new strategic partners once they are in place.



Communications and Parliamentary engagement

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

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

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

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

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

Values and behaviours

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

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

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



A focus on equality, diversity and inclusion

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

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

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



Working with and learning from others

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

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

Final messages

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

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



Cover photos:
Borehole survey investigations / Flat-jack testing of the brickwork masonry
©Houses of Parliament Restoration and Renewal Programme



Further information

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

www.restorationandrenewal.uk

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