



# Restoration and Renewal Programme

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## Corporate Plan 2021

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**HOUSES OF PARLIAMENT**  
RESTORATION & RENEWAL

July 2021

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Welcome to the Corporate Plan  
for the Sponsor Body and  
Delivery Authority.



This Corporate Plan sets out the role of the Sponsor Body and Delivery Authority (who we are); our corporate framework (vision, mission, Phase 1 objectives and policies); and our specific objectives for the current financial year 2021/22.

We are currently in **Phase 1** of the Restoration and Renewal Programme. This phase encompasses all R&R Programme work and funding until the point of obtaining Parliamentary approval of the R&R Programme detailed and costed restoration and renewal plan (also referred to as the Programme Business Case or PBC).

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

Our Corporate Plan articulates how our goals will be achieved, and will allow teams and individuals working for both the Sponsor Body and Delivery Authority to understand the tasks required and how their role will support these tasks.

**Phase 1**

The detailed work, including hundreds of intrusive and non-intrusive surveys and the building of a 'digital twin' of the Palace, required to develop the detailed and costed restoration and renewal plan which will be presented to Parliament for it to vote on. This phase includes development of plans for the fit-out of the QEII centre to support the House of Lords decant.

**Phase 2**

The Parliamentary building works phase, including the preparation of alternative locations for Members and staff, and the Parliamentary building works. This phase includes the decant of the Palace's works of art and other heritage artefacts.

**Phase 3**

The period when areas of the Palace start to be handed back to Parliament, allowing a phased reoccupation whilst the R&R Programme completes the building works.

Right:  
A view into Central Lobby with Chandelier.  
©UK Parliament/Catherine Bebbington







# Why the Restoration and Renewal Programme is needed



The Palace of Westminster, home of Parliament, is one of the most loved and recognised buildings in the world and a UNESCO World Heritage Site. But, sadly, it is falling apart faster than it can be fixed and is in need of fundamental repair.

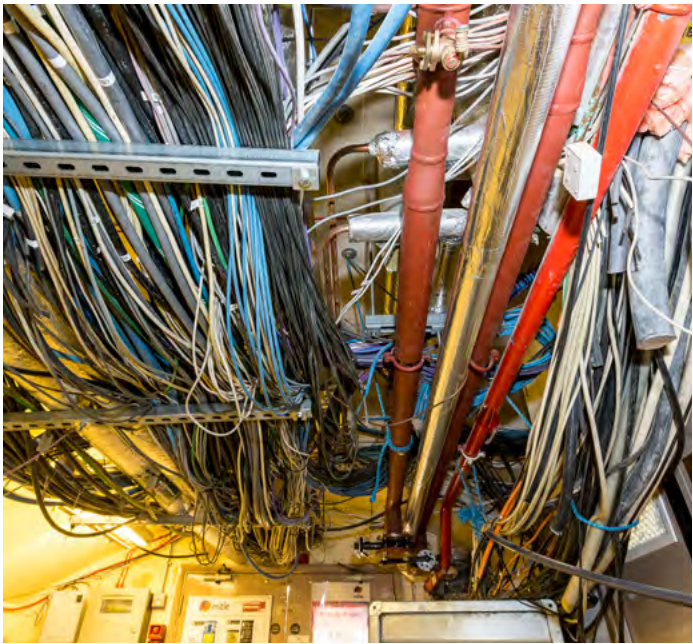
The 150-year-old building is at risk of a major fire, flood or falling stones. A report by the National Audit Office said that maintenance projects and ongoing works have doubled in just three years, to more than £125m a year. This means it costs £2m a week just to keep the building going and since the start of 2017 over 40,000 problems have been reported. There is asbestos throughout the building and historic Victorian sewage systems run alongside old heating, mechanical and electrical systems, all of which need replacing.

The devastating fire at Notre Dame in 2019 was a stark reminder of the need to protect the world’s most treasured monuments, in particular those which have a unique place in a nation’s history. We are well underway with the Programme established by Parliament to save the home of our democracy and a cornerstone of our country’s history for future generations.

**From left to right:**  
*Erosion and dilapidation of stonework.*  
©UK Parliament/Jessica Taylor

*Detail of the condition of the cast iron roof.*  
©UK Parliament

*Inaccessible layers of electrical cabling throughout the Palace basement.*  
©House of Lords 2016/Roger Harris



Parliamentary authorities have made great progress in recent years to make sure the building is safe and accessible for people to visit and work in. The Restoration and Renewal Programme is working with Parliament to tackle all the significant work that needs to be done 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 the building running.

Parliament voted to set up in law a two-tier governance model, with a Sponsor Body overseeing a Delivery Authority who will prepare the detailed proposals and then deliver the work. The Sponsor Body acts on behalf of Parliament and includes representation from both Houses and the wider infrastructure and heritage industries, and the Delivery Authority was set up with the capabilities needed to execute the work, including technical, project management, heritage and digital expertise.

Restoring Parliament will be a project involving and inspiring the whole of the UK. Our programme will use UK materials wherever possible and create thousands of jobs and apprenticeships in towns, cities and communities across the UK, from engineering and high-tech design to traditional crafts such as carpentry and stonemasonry. We’re already recruiting apprentices and interns and will employ thousands more as restoration continues.



# 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 now it needs urgent repair.

The first royal palaces on this site were built by King Canute the Great and then Edward the Confessor 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 Queen 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 I and was thought to be the largest hall in Europe at the time.

The first English parliaments were held in Westminster Hall by Simon de Montfort when representatives from cities and boroughs joined knights to discuss matters of national concern for the first time in 1265. These meetings were the foundation of UK democracy and form a direct link to today’s House of Commons.

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.

**Above:**  
Inside the medieval Westminster Hall with its vast hammerbeam oak roof, the largest in Northern Europe.  
©UK Parliament/Jessica Taylor



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 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 debating chambers for the two Houses lie on opposite sides of a central lobby and are part of the spine of the Palace. There are three towers: The Elizabeth Tower, the clock tower which houses Big Ben; Victoria Tower, home to parliamentary archives dating back to 1497, and the Central Tower, originally designed as part of a ventilation system.

The Elizabeth Tower was designed by Pugin and originally called the Clock Tower but was renamed in 2012 to mark the Diamond Jubilee of Queen Elizabeth II. It houses the Palace’s striking clock and Big Ben, the nickname for the largest of the tower’s five bells. The Tower opened in 1859 as the stage for the most accurate four-faced striking and chiming clock in the world. Today it is a cultural symbol of stability and continuity recognised by millions all over the globe.

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 by German bombers on the worst night of the Blitz. Prime Minister Winston Churchill championed the rebuilding of a new Chamber by the architect Sir Giles Gilbert Scott, who also designed the Albert Memorial, Battersea Power Station and the red telephone box.

The Palace of Westminster houses a unique collection of over 25,000 works of art, furniture, archive and library collections. The R&R Programme 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 of 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 19th 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.

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



# The importance of value for money

Although designed specifically for Parliament, the Palace of Westminster remains a Royal Palace and in 1992 responsibility for maintaining it was transferred from the government to Parliament. The Houses of Parliament are therefore 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 £ as if it were their own and feels empowered to speak up if they see time, money or resources being wasted.

The Strategic Review has embedded a strong focus on value for money and essential works in our approach to developing the detailed and costed restoration and renewal plan which will be brought to Parliament, which will for the first time set out a range of costs for the building works themselves. The programme is using a range of methods of benchmarking to ensure value for money, learn from best practice and assure programme delivery.

The Programme has adopted governance and assurance functions in line with good practice recommended by the Treasury, NAO and IP. We have put in place external benchmarking in line with the NAO’s recommendation on reviewing the programme in 2020. This includes bottom-up benchmarking as estimates are pulled together, industry standard benchmarks, lessons from other major projects and programmes, and top-down benchmarks using external academic analysis.

The costs of the Sponsor Body and Delivery Authority during this phase of the programme have been through a comprehensive process of review and challenge led by the CEOs and Boards of both organisations, and scrutinised by the Commissions of both Houses as well as the Parliamentary Works Estimates Commission. Our costs are appropriate and provide value for money, and undergo constant downward pressure through targetted savings, and continuous benchmarking of programme costs relative to the size, complexity and phase of the works.

*We want to encourage a culture where each colleague spends every £ as if it were their own and feels empowered to speak up if they see time, money or resources being wasted.*

The Estimate Commission laid the Main Estimate for 2021–22 on 27 April 2021. The approved spending plans for the Programme in 2021/22 is £155.6m, detailed in the Main Estimate and explanatory Memorandum [[www.restorationandrenewal.uk/resources/transparency/the-sponsor-body](http://www.restorationandrenewal.uk/resources/transparency/the-sponsor-body)], which are published on the Estimate Commission’s [website](#). The Programme will continue to scrutinise costs and plans during the 2021/22 financial year.

# Strategic Review

In March 2021, the Programme published the results of a Strategic Review undertaken to test the strategy for vacating and restoring the Palace of Westminster. The Review was a best-practice approach to check whether the strategy in place since the initial work on the Restoration and Renewal Programme remains valid.

As a result of the Strategic Review, we have set out a clear range of objectives for the Programme. The Review has set out essential and stretch objectives, to allow the work to develop the detailed and costed plan to test an appropriate range of options with a strong focus on value for money and essential works. In doing this, we have brought in the views of members of the public gathered at a series of UK-wide Deliberative Panels: this work has reinforced our understanding of the importance of the Palace as an iconic building and the home of our democracy in the minds of the public.

The Review looked again and in detail at how any period of necessary vacation from the Palace can be minimised, and brought forward a phased approach to help minimise that period of absence. Following engagement with the House of Commons, we are now working to develop costs and feasibility of a scenario where the House of Commons retains a continued presence in the Palace throughout the building works. Working with our Parliamentary colleagues, this includes looking at options within the secure perimeter for short, medium and long term requirements for temporary facilities, including those needed to provide contingency for emergency situations.

The Review has introduced a new minimum intervention option for QEII, from which all other options will build to ensure that the optimum blend of functionality and value for money is achieved. It also sets out a way forward for working with Parliament to determine the optimum use of Parliament’s Northern Estate for the House of Commons decant.

In addition, the Review has brought forward further clarity about governance and accountabilities for the Programme, to ensure clear direction and management. It has set out the need for the Sponsor Body to have clear authority, and also that Parliament needs to be clear about its requirements and directions.



Right:  
BIM 3D model of the Palace of Westminster.





**Above:**  
Acoustic surveying work being undertaken in the  
House of Lords Chamber.  
©Houses of Parliament Restoration and Renewal Programme



# Parliamentary engagement

The Programme has a legal obligation to consult Members throughout the project. Over and above this obligation, we recognise that the input of parliamentary stakeholders is essential to the Programme’s success.

Parliamentary stakeholders are being engaged throughout the Programme. They include Members of both Houses and their staff, governance bodies, staff of the House Administrations and others who regularly work in or use the building.

### Our engagement will:

- **Ensure that the user requirements of parliamentary stakeholders are captured for this stage of the Programme, understood and validated across the Programme.**
- **Ensure our work supports a common understanding of the Restoration and Renewal Programme and its urgency, challenges, constraints and timescales across parliamentary stakeholders.**
- **Deliver activities to promote support and encourage advocacy for the planned Programme approach and acceptance of the individual impacts and changes required to deliver it.**

### How the Programme consults with Members is set out in the published Member Consultation Strategy [hyperlink to strategy](#)

Parliamentary engagement aims to give parliamentary stakeholders the information and opportunity to contribute to the restoration and renewal of the Palace of Westminster and cultivate broad understanding and support for the Programme.

### Engagement is taking many forms:

- Questionnaires, interviews and focus groups.
- Briefing Parliamentary stakeholders individually or in groups.
- Papers and presentations to governance bodies, domestic and other parliamentary committees.
- Consultation with Party groups in both Houses.
- Regular dissemination of information using existing internal communications channels, the Programme’s online presence and digital platforms.
- When possible, and respecting the latest health guidelines, stalls and information in prominent spaces on the estate and tours of the Palace, the basement and decant locations.

# Public engagement

The Houses of Parliament are the home of the UK’s democracy and so engaging with the public will be crucial to the success of the Programme.

People all around the world recognise the Palace of Westminster instantly. As part of a UNESCO World Heritage Site, the home of our democracy, and a cornerstone of our country’s history, it is unique and irreplaceable. So when we talk to people across the country about the problems the building faces, and the urgent challenge to fix it, we find it comes as a shock to many.

During 2020/21 we started to seek the views of the public, through nationwide quantitative research, through the establishment of a broadly demographically and geographically representative deliberative panel, and by inviting submissions to the strategic review.

### In December 2020 we published our Public Engagement Strategy. It sets out the overarching objectives for our public engagement programme, which are:

- To build and sustain public understanding of the Restoration and Renewal Programme, and keep people updated on its progress.
- To seek and take into account the views of the public, as we develop our plans for Restoration and Renewal.

During 2021/22 we are using multiple channels, including traditional media, social and digital media, qualitative and quantitative research, and partnerships with other organisations. Our aim is to gather information and test ideas as we develop the detailed and costed restoration and renewal plan. We will also find and tell the stories that show the connections between the Houses of Parliament and the people of the UK. Our engagement activity, across a number of different themes, includes:

- The extraordinary architecture and design of the buildings and its contents.
- The engineering challenges associated with the building’s condition and the restoration Programme.
- The role of communities across the country in providing materials and skills for the refurbishment project
- Delivering a more environmentally sustainable building, and programme
- Facilitating participation in the work of Parliament by creating more accessible and welcoming building.

### In achieving these objectives, we will build our public engagement around 6 principles, ensuring that it is:

- **UK-wide**, connecting with people across the country.
- **Sustained** throughout the life of the Programme, improving and adapting as we go.
- **Inclusive**, ensuring that everybody who wants to be involved can be, while proactively targeting those who may be less likely to participate.
- **Varied**, using a range of different activities and communications channels.
- **Collaborative**, working with Parliament and other partners.
- **Meaningful**, showing how we use what we learn about the views of the public.



# Wider economic benefits

## A focus on skills and apprenticeships

Our Skills, Employment and Education Strategy, approved in late 2020, sets out an ambitious agenda to deliver social and economic benefits to people up and down the UK, across the four home nations and in all regions.

The Programme will promote crafts, trades and professions which are central to its success, particularly in relation to the construction, heritage and digital sectors. We also aim to support the wider industry in the design of training and qualifications. Our skills and apprenticeships policy sets out the Programme’s ambition to create high quality employment, skills and training opportunities across the nations and regions of the UK.

***Our ambition is to create high quality employment, skills and training across the nations and regions of the UK.***

### The Programme priority areas are:

- The R&R Skills, Employment and Education strategy was signed in November 2020 by the Delivery Authority and Sponsor board which sets out our ambitious skills agenda for the Programme. We now look to deliver against this.
- Announced partnership with Social Mobility Foundation, creating paid internships and work placements for young people on the Programme. We have committed to employing at least ten interns for at least 12 months from August 2021, and at least 20 young people will undertake work experience placements.
- Successful completion of internship programme in partnership with Parliament, placing five individuals on the Programme throughout 2020–21.
- Commitment to pay at least the voluntary Living Wage to all employees and those employed throughout our supply chain. The Delivery Authority have recently become an accredited Living Wage employer this financial year.
- Commissioned survey was completed by 6000 employers, and 500 training providers, including universities and colleges, to map out any relevant skills shortages. We will continue to collaborate with them to address these shortages.
- Provided opportunity through our value chain for 10 apprentices to develop their capability in occupations such as data analyst, town planning, civil and environmental engineering, business management and building services through their work on the Programme.
- Announced a shared apprenticeship programme; the loan arrangements will see up to 160 apprentices help some 300 heritage and construction small and medium sized enterprises (SMEs) working on Parliament’s restoration who want to support on-the-job learning, but face challenges in employing apprentices themselves.
- Participation in National Apprenticeships Week running career profiles of Programme colleagues to promote apprenticeship career pathways to prospective future apprentices.
- Established the Heritage client group to work collaboratively with other heritage skills organisations to address skills gaps and shortages identified in the sector.

## A focus on sustainability

There is a global call to commit to meaningful action on sustainability. Our Programme has an opportunity to lead the way in reducing our carbon footprint, protecting the environment and utilising sustainable innovation.

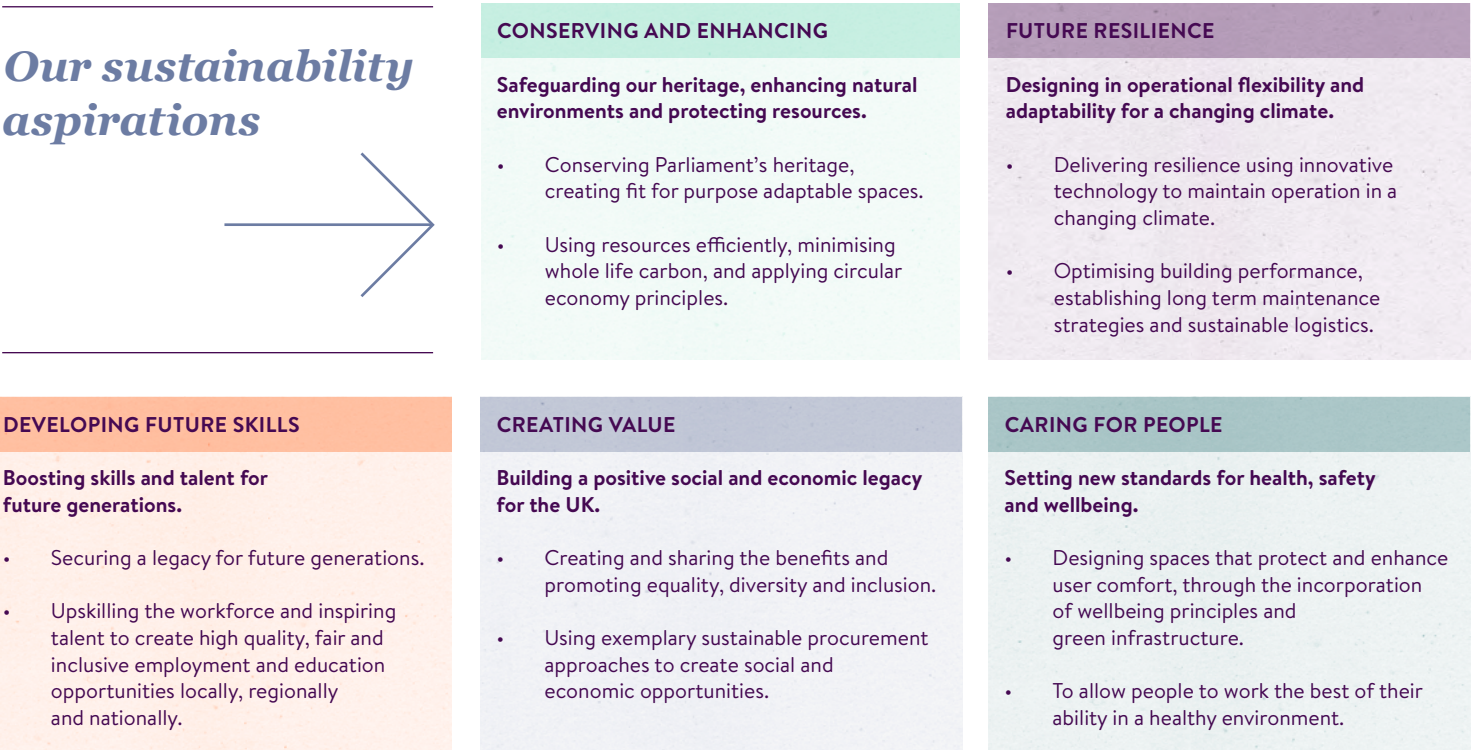
We recognise that sustainability is an essential driver for quality design and construction. To support this, our suite of sustainability policies are informed by the RIBA 2020 Plan of Work, research and benchmarking against other projects, developing legislation and the Programme’s Strategic Themes and Goals.

Realising our ambition to raise standards will require sustainability considerations to be embedded as part of key decision making throughout the Programme’s supply chain. Therefore, an outward facing Sustainability Strategy with our associated aspirations and objectives, KPIs and targets will be developed during 2021.

### We aim to realise our policy principles by:

- Achieving a biodiversity net gain through increasing the area, quality and functionality of green space.
- Embedding the principles of a circular economy in our design, construction and procurement activities.
- Creating high quality employment, skills and training opportunities across the UK.
- Delivering social value by creating and sharing benefits locally, regionally and nationally.
- Designing for resilience to a changing climate.
- Maximising the wellbeing of building occupants and visitors.

### Our sustainability aspirations





*“When I think of the word ‘restoration’, I think of a project that will be respectful to the building... it will restore it to its former glory...”*

(AGE 37, WALES)\*

*“It’s a historical building and one of the flagships of our nation. It brings tourists in from all over the world.”*

(AGE 50, NORTHERN IRELAND)\*



**JOIN THE CONVERSATION!**

*“I think the Houses of Parliament should remain the home of the UK Government. There are many examples of excellent historic buildings which can be made sensitively more accessible and inclusive.”*

A selection of social posts and excerpts collected from Public engagement through our online conversation and deliberative panel discussions.



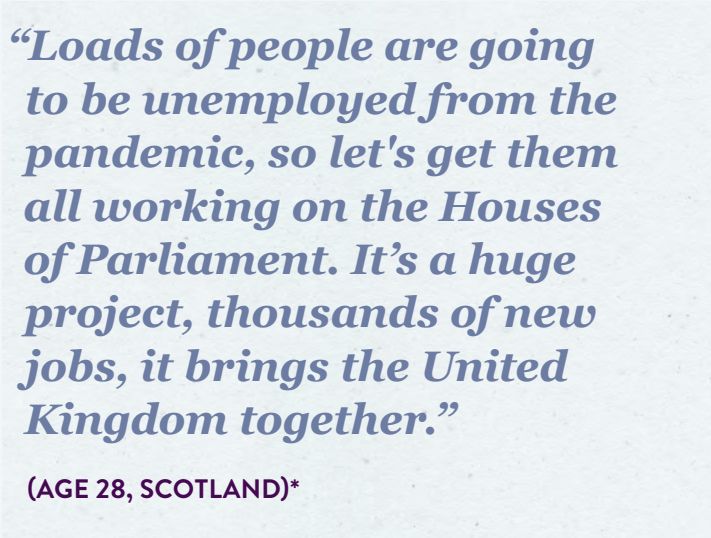
**JOIN THE CONVERSATION!**

*“It would be great to see a heritage site of this magnitude being paired with the latest green technology for heating and energy.”*



**JOIN THE CONVERSATION!**

*“A lot of children across the country don’t know why this building is so important and why we should preserve it for future generations.”*



*“Loads of people are going to be unemployed from the pandemic, so let’s get them all working on the Houses of Parliament. It’s a huge project, thousands of new jobs, it brings the United Kingdom together.”*

(AGE 28, SCOTLAND)\*

*“For the kind of money being spent I’d want something done to keep the building in a fit state of repair for a long, long time. Also to make sure we get some value back as well, like to maybe create more jobs.”*

(AGE 42, ENGLAND)\*



**JOIN THE CONVERSATION!**

*“It would be brilliant if the restoration was able to offer apprenticeships for young people from across the country.”*

\*Quotes from members of the public in this document were sourced from qualitative research carried out July–November 2020



# Corporate framework

Following the formal establishment of the Sponsor Body and Delivery Authority in April 2020, the Programme has developed a corporate framework that sets out the R&R Programme’s Vision, Objectives, Values and Behaviours, Goals, Policies and Strategies. This is shown in the diagram opposite.

The *Programme’s Vision* describes the aspiration both organisations will work together to achieve. The Vision for the Restoration & Renewal Programme is:

*“To transform the Houses of Parliament to be fit for the future as the working home for our parliamentary democracy, welcoming to all and a celebration of our rich heritage.”*

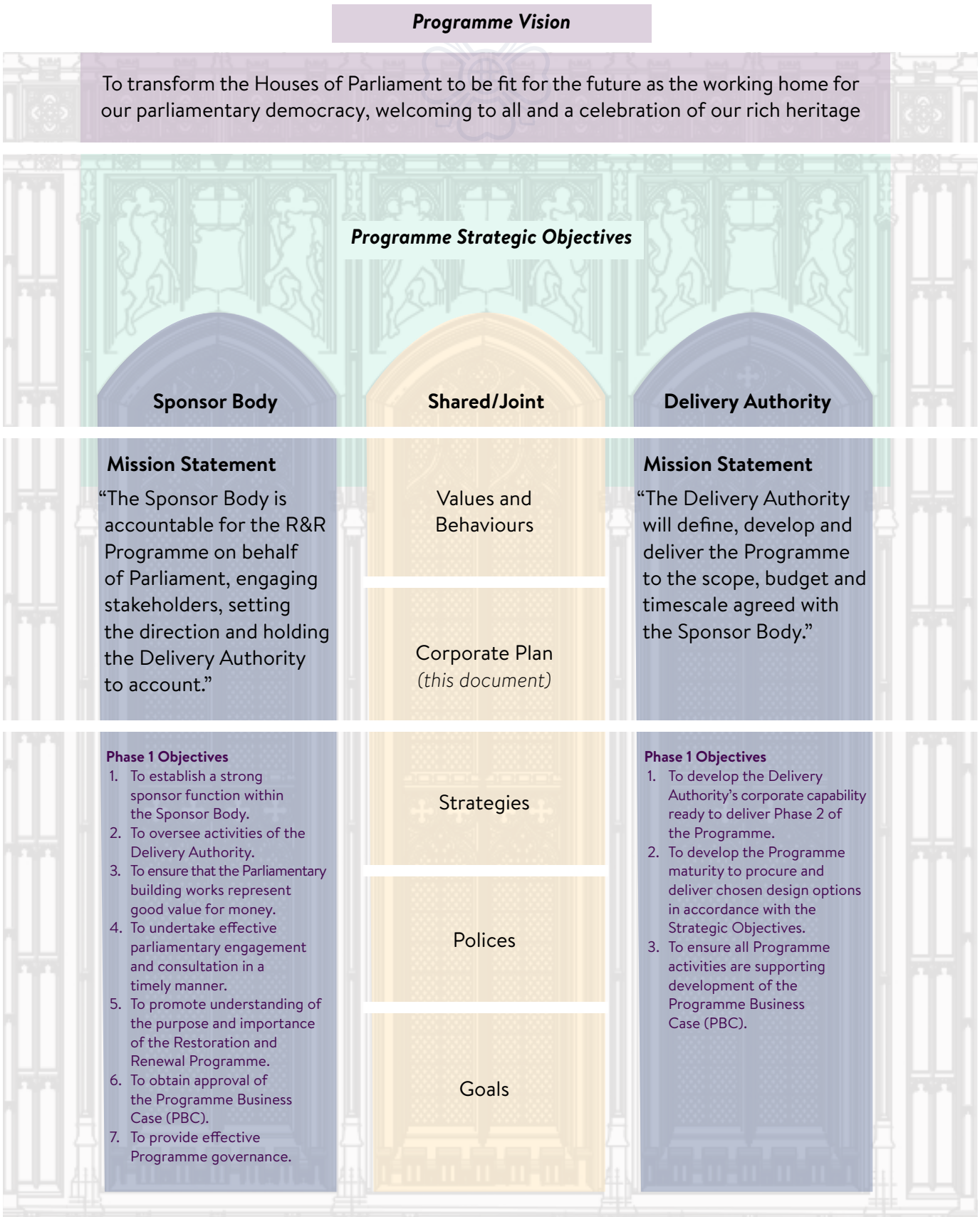
As stated in the Parliamentary Buildings (Restoration and Renewal) Act 2019, the Sponsor Body has a duty to ‘determine the Strategic Objectives of the Parliamentary building work’.

The Sponsor Body and Delivery Authority each have their Mission Statement and Strategic Objectives for Phase 1, as set out opposite. Everything we do has a direct link to these objectives, to make sure the focus of the Programme remains clear.

Our shared Values and Behaviours have been developed jointly by the Sponsor Body and Delivery Authority, as part of an overall programme capability initiative. A key part of the way we want to work in the future is to build on the excellent collaborative working relationships already established between the two organisations to date.

As we became substantive while the country was in lockdown, for the duration of the reporting period the entirety of the team has worked from home. As for every organisation, this has presented a number of health, safety and wellbeing challenges, and we have focussed on the physical and mental health of our colleagues along with a flexible working approach.

Where it is appropriate, we have developed joint policies and strategies for setting the direction of the Programme. The framework for those policies which apply to both organisations, and those that are unique to the Sponsor Body or Delivery Authority, are set out in the next section.



KEY			
<div></div>	Shared and equally owned	<div></div>	Shared and owned by the Sponsor Body
<div></div>	Individual organisational approach	<div></div>	Joint responsibility for development and implementation



# Roles and relationships

## Why we have a standalone Sponsor Body and Delivery Authority

The Houses of Parliament Restoration and Renewal Programme requires capabilities including in engineering, construction, design and programme management beyond anything that Parliament retains for routine maintenance and projects.

In September 2016, the Joint Committee on the Palace of Westminster Restoration and Renewal recommended a two-tier governance model, similar to that which has been proven to work well on major projects.

In order to ensure that the interests of Parliament continue to be properly represented, the Committee recommended that a suitably empowered Sponsor Board should be established, with representation from both Houses, as well as from wider society. It also said that a separate, arm’s-length Delivery Authority with the necessary technical expertise to manage the Programme should also be formed.

This structure was then set up in law under the Parliamentary Buildings (Restoration and Renewal) Act 2019. Other alternatives were discounted, such as a joint department of the Houses of Parliament or a company established by the Houses’ corporate officers. These options were rejected because they do not provide a high degree of separation of sponsor or user function, insulate the R&R Programme from changes in political opinion or offer a high degree of transparency.

**In summary, establishing separate Sponsor Body and Delivery Authority organisations:**

- Provides a model to deliver successfully the scale of the programme, which is not available within the Parliamentary Strategic Estates function;
- Provides transparency, accountability and funding clearly distinct from the running of Parliament;
- Enables the programme to bring in world-class experts who would only be attracted to an organisation where they feel empowered to make the decisions; and
- Minimises the risk of the Delivery Authority experiencing political distraction from Parliament.

## The role of the Sponsor Body and the Delivery Authority

The Sponsor Body is accountable to Parliament and oversees a Delivery Authority, which is responsible for carrying out the work. Working collaboratively with the Delivery Authority, it will prepare a detailed and costed restoration and renewal plan (also known as the Outline Business Case) for decision by both Houses.

The Sponsor Body was established in shadow form in July 2018 and became a statutory organisation separate from Parliament in April 2020. It owns the scope, budget and timescale of the R&R Programme and is responsible for providing strategic direction, setting the outcomes, monitoring performance, preparing the detailed and costed plan and ensuring good governance of the Programme.

The Sponsor Body has the complex task to consult Members, to synthesise all the differing views, to develop a consistent, deliverable and affordable set of Sponsor’s requirements and then promote and explain them so that a majority of Members of each House vote in favour of the detailed and costed plan.

The Delivery Authority develops the options (the designs, the costs and the timings) which will define the Programme scope and delivery commitments. It will prepare and implement the delivery strategies, procure and manage the supply chain and monitor and report progress.

The Delivery Authority was set up as a company limited by guarantee and will engage a team of architects, engineers, project managers and contractors who will shape the future direction of the work. It is responsible for the work on the Palace of Westminster, including all the preparatory surveys which will be carried out throughout Phase 1 of the Programme. The Delivery Authority will also deliver the temporary accommodation proposed for the House of Lords and, crucially, will support the Sponsor Body in the development of the detailed and costed plan, which will be presented to both Houses of Parliament.

This two-tier structure minimises the risk of the Programme distracting the services of the two Houses from managing business as usual; and creates greater transparency about accountability, responsibility and funding.

Each year the Delivery Authority will propose an annual budget to the Sponsor Board. The Board will satisfy itself that the budget is reasonable, reflects the business case and represents value for money.

The funding for the Programme will be distinct from the running costs of Parliament. To ensure appropriate estimation and management of the Programme funds, the Sponsor Body provides a single, clear Accounting Officer (the Sponsor Body CEO) responsible for the regularity and propriety of expenditure, robust evaluation of value for money, the management of risk and accurate accounting.



The duties and obligations of the Sponsor Body and Delivery Authority are described in several formal agreements.

Parliamentary Buildings (Restoration and Renewal) Act 2019

[hyperlink to Act](#)

The Parliamentary Buildings (Restoration and Renewal) Act 2019 received Royal Assent on 8 October 2019. The Act defines the role of the Sponsor Body and the Delivery Authority, their relationship with each other and with Parliament.

The Act also establishes a separate statutory body, the Estimates Commission, which will assess the Sponsor Body’s proposed annual expenditure for the whole programme. This funding stream will be distinct from the running costs of Parliament and the Sponsor Body provides a single, clear Accounting Officer.

Parliamentary Relationships Agreement

[hyperlink to PRA](#)

The relationship between the Sponsor Body and Parliamentary Officials is described in the Parliamentary Relationship Agreement (PRA), which came into effect in April 2020. This sets out the obligations the Sponsor Body and both Houses require from each other in order to fulfil their roles effectively and ensure the efficient management and delivery of the Programme.

The PRA is a requirement of the Parliamentary Buildings (Restoration and Renewal) Act 2019. It was developed by a working group that included policy and legal representatives from the R&R Programme and both Houses.

The PRA will ensure that the Sponsor Body and both Houses of Parliament have clearly articulated arrangements in place regarding their relationship, roles and responsibilities. This includes how we will work together and what we should expect of each other across a wide range of important areas.

The PRA contains appendices that provide detail for arrangements in key areas, for example on security, standards, heritage, handover and decant.



**Left:**  
The newly-restored clock face on the Elizabeth Tower in the original Prussian blue rather than black.  
©UK Parliament

Programme Delivery Agreement

[hyperlink to PDA](#)

The relationship between the Sponsor Body and the Delivery Authority is described in the Programme Delivery Agreement (PDA), which came into effect in May 2020.

The PDA sets out the legal agreement, ways of working and deliverables between the two new substantive bodies, the Sponsor Body and the Delivery Authority. Similar agreements have been used to govern the relationship between the Sponsor and Deliverer on recent major programmes, such as the London 2012 Olympic and Paralympic Games, Crossrail and HS2.

The PDA defines the governance arrangements and is in effect the ‘delivery contract’ between the two parties. It is also the vehicle by which obligations on the Sponsor Body from the PRA flow down to the Delivery Authority.

Other formal documents with specific Sponsor Body and Delivery authority obligations include the following:

- **Articles of Association of DA;**
- **Data Sharing Agreement;**
- **Service Level Agreement including schedules;**
- **Agreements to Occupy Offices; and**
- **Data Processor Agreement**

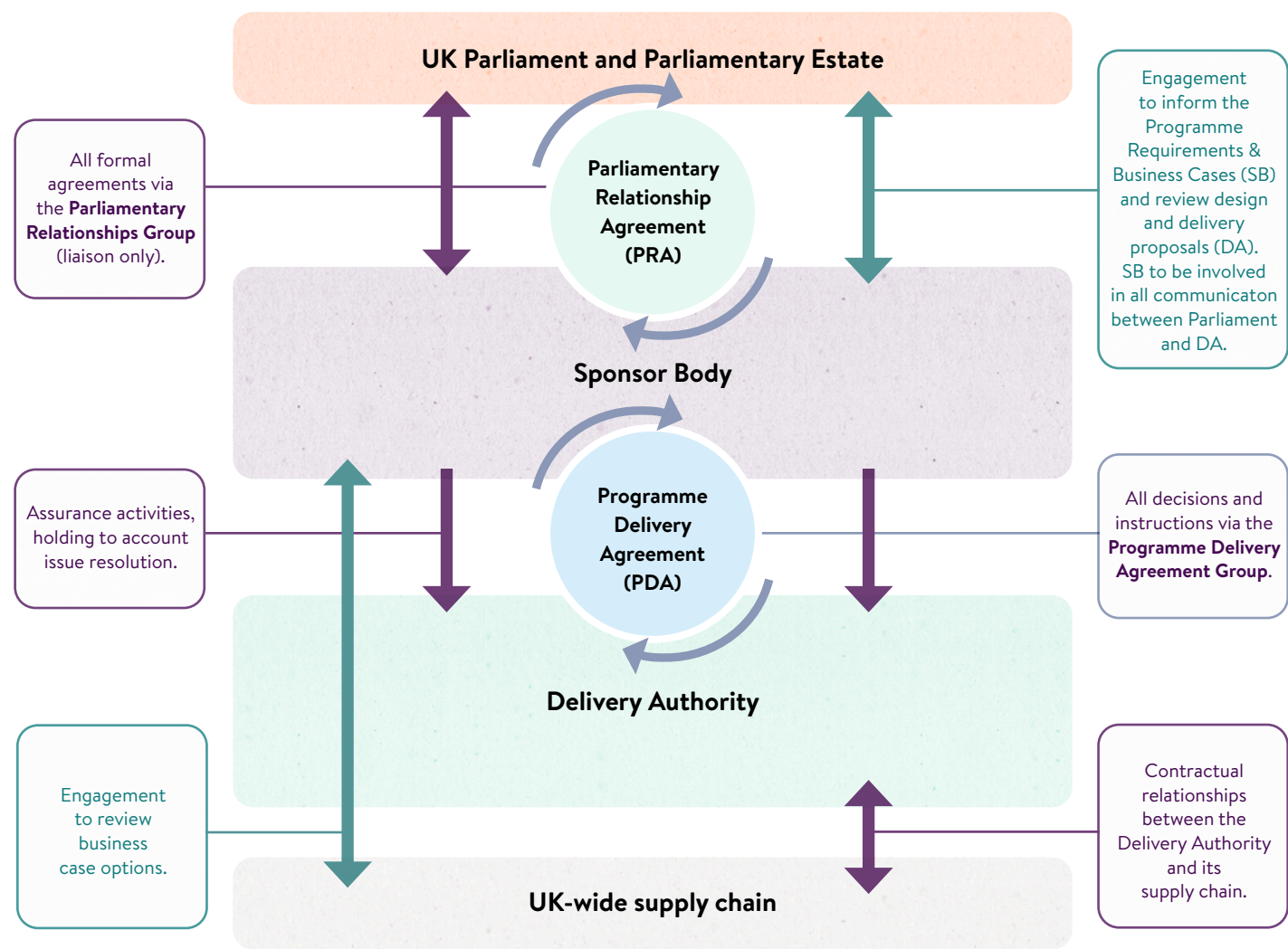
**Below:**  
The Palace of Westminster as seen from the South Bank of the Thames.  
©UK Parliament





# Relationships between Parliament, the Sponsor Body and the Delivery Authority

- The Sponsor Body is responsible for leading and managing all parliamentary relations.
  - The Delivery Authority directs the work including via contracting arrangements with suppliers.
  - Informal discussions are necessary between all parties to allow the Programme to progress efficiently and effectively, but the Sponsor Body needs to be aware of or involved in all engagement between the DA and Parliament and only the SB can provide formal direction to the DA.
- Formal approvals, decisions and instructions between all parties are provided by the appropriate authority within Parliament and the Programme.
  - Irrespective of whether interaction between the organisations is formal or informal, it is important to work collaboratively because all parties have the common goal of achieving a successful Programme outcome.



KEY

Formal approvals, decisions and agreements

Informal engagement & discussions

26

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# Corporate, programme and project governance

### Our governance framework

There are three types of governance on the R&R Programme:

- **Corporate:** the Boards and Committees;
- **Programme:** forums through which we will monitor, co-ordinate and integrate the development and delivery of our projects in line with our plans; and
- **Project:** project management of defined projects and contracts.

The governance framework addresses how design, business case, and commitment decisions are made, and policy approved, in line with the authority levels agreed by the Boards.

This illustrates the relatively mature state that the Programme has achieved a year after its formal establishment.

The governance framework will be reviewed during 2021 ready to support the remainder of Phase 1 and implementation of Phase 2, informed by the first year of operations.

R&R Programme Corporate Plan 2021

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# Restoration and Renewal Timeline

## Key events between 2012 and 2021

2012

**2012**  
Both Houses appoint a study group to examine options for tackling work on the Palace. The report said 'doing nothing was not an option'.

**June 2015**  
Publication of the Independent Options Appraisal (IOA) report. This sets out three options, with illustrative costs and timescales for comparison purposes only.

**October 2019**  
Parliamentary Buildings (Restoration and Renewal) Bill granted Royal Assent.

**May 2020**  
R&R announces Strategic Review of the programme to examine evidence behind options developed five years ago, including plan to relocate all MPs and Peers.



**September 2016**  
Joint Committee on Palace of Westminster publishes recommendations on preferred way forward for R&R.

**Jan – Feb 2018**  
Both Houses endorse full decant as 'best and most cost-effective way' of doing works.

**March 2021**  
Strategic Review published, setting out a clear range of objectives for the Programme and new ways to carry out the works, focussed on getting value for money.

**April – May 2020**  
Sponsor Body set up as a substantive, independent organisation accountable to Parliament. Delivery Authority set up as a company limited by guarantee.

2021



# Our focus for the next two years



## R&R Programme Phase 1 key tasks

The key tasks of the R&R Programme during Phase 1, up to approval of the **detailed and costed restoration and renewal plan** (also referred to as the Programme Business Case) are:

### Prepare the Programme Business Case (PBC)

- Adopting a staged approach to the development of the scheme options, to give visibility of key decisions for the Programme in a pragmatic and proportionate way. In addition to the Palace project, the PBC will also include the Preferred Options that result from the Project Business Cases relating to the decanting of the House of Lords and heritage items from the Palace. The preparation of the PBC will follow HM Treasury Green Book five-case methodology.

### Develop corporate capability

- As new organisations only recently set up, we have established: Governance, Legal, Financial, Human Resources, Commercial, Procurement and Data Security teams to define, develop and maintain all new policies, strategies and procedures to operate independent and substantial corporate entities in line with ‘Managing Public Money’.

### Develop Programme capability

- Establish Safety, Technical, Assurance, Quality, Project Controls, and Project Management teams to define, develop and implement new policies, strategies and procedures to manage a major, multi-disciplinary programme of works in line with Infrastructure Project Authority and Association of Project Management best practice.

### Prepare the initial design, Phase 1

- **Surveys:** define, specify and procure this important component of understanding the building details and environment to gain as much certainty on scope, duration and cost as possible. This will be a vital early success factor.
- **Design options:** using the RIBA Plan of Works framework to undertake technical feasibility studies to confirm business requirements and develop scope options. Development of design management and technical assurance strategies and procedures are key success factors.

These R&R Programme Phase 1 key tasks are underpinned by all Sponsor Body and Delivery Authority activities.

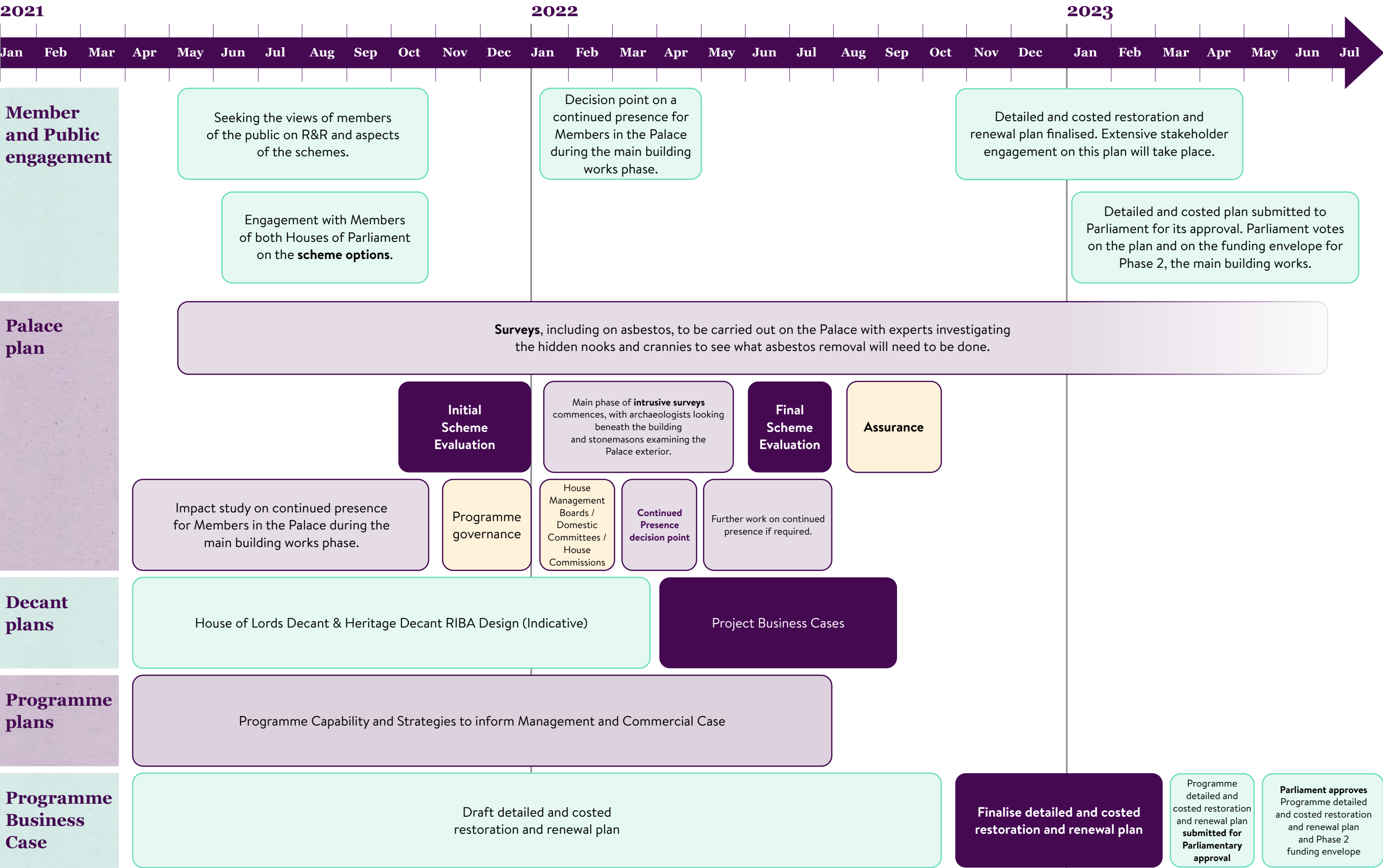
The Phase 1 Objectives, as set out within the Corporate Framework, enable everyone working on the Programme to understand how their role will support the implementation of these tasks.

How these tasks work together to achieve R&R Programme Business Case approval is shown on the diagram on the next page.

**Left:**  
A view from inside the spire located directly above Central Lobby. The spire originally was designed as part of the Victorian Palace’s ventilation system.  
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# High-level Phase 1 timeline





01

Establish a strong sponsor function within the Sponsor Body

The Sponsor Body will make strategic decisions in a timely manner, review all programme strategies to ensure they are fit for purpose, and will embed the Programme requirements process to ensure it is effective. We will ensure the highest standards of health, safety and personal well-being, and will develop the capability of the Sponsor Body to meet all identified risk areas.

02

Enhance our programme management capability

We will embed and mature controls within the Sponsor Body and develop progress reporting and issue management between the Delivery Authority and Sponsor Body, with a particular focus on controlling the cost base and achieving savings. We will ensure all task briefs issued to the Delivery Authority and the ensuing execution plans are kept up to date. Our assurance activities will monitor progress against all recommendations to drive improvement.

03

Ensure that the Parliamentary building works represent good value for money

The Sponsor Body will develop further processes to scrutinise Delivery Authority costs and ensure cost savings are identified and delivered. Through assurance, we will ensure Programme cost and time ranges are evidence based and benchmarked.

04

Undertake effective Parliamentary and Government engagement and consultation in a timely manner

We will deliver the Parliamentary engagement strategy and action plan, with a visible presence both in Westminster and online. This engagement will clarify all end user requirements and technical input, and will support the preparation of the detailed and costed restoration plan (Outline Business Case).

05

Promote understanding of the purpose and importance of the Restoration and Renewal Programme

We will seek the views of the public on R&R and ensure those views are taken into account as plans are developed. We will build public awareness and support for the purpose and benefits of restoration, and will engage with all stakeholders effectively. We will build visibility and credibility for the Sponsor Body and Delivery Authority.

06

Work towards approval of the detailed and costed restoration plan (the Outline Business Case)

The Sponsor Body will continue its work on the detailed and costed restoration and renewal plan, ready for engagement with the Board and Parliamentary stakeholders. We will gather the necessary evidence base to provide a range of timescales and dates for both shortlisted options, along with the potential for a continued presence for Members during the works. We will agree the preferred option for the House of Lords decant project, and create a joint plan with Parliament for the decant of the Heritage Collection.

07

Provide effective Programme governance

We will review and deliver improvements to the existing joint governance processes between the Programme and Parliament, ensuring that these are fit for purpose to support Phase 1 and Phase 2 of the Programme.

01

Support development of the detailed and costed restoration and renewal plan (Outline Business Case)

The Delivery Authority will support the development and preparation of the detailed and costed restoration and renewal plan (also known as the Outline Business Case). We will deliver work on key projects (Palace of Westminster scheme options, assessment of the potential for continued presence, House of Lords decant scheme, and the decant of the Palace’s heritage collections) within agreed timescales. We will complete key surveys of the Palace to enable the development of the scheme options. We will work with the Sponsor Body to engage Parliamentary officials. Additionally, we will further develop our Health and Safety Management System and establish a Cyber Security Operations Centre, to further embed a behavioural safety and security culture in the organisation.

02

Mature our management capability

We will consolidate our financial credibility through a relentless focus on value for money, by delivering on time, to budget or less in the most efficient way. Our forecast accuracy will focus on reducing slippage and making savings wherever we can. We will proactively manage our corporate risk, including via an Integrated Assurance Plan.

03

Create a digitally-enabled Programme

We will deliver a data-driven and digitally-enabled enterprise architecture, with delivery targets independently benchmarked. We will define data and digital capabilities in readiness for the main building works phase of the Programme. The investment plan for Phase 2 will be baselined and agreed.

04

Corporate capability and phase 2 readiness

We will complete a delivery strategy and operating model for Phase 2, including our approach to client partnering, contracting and our procurement strategy. We will undertake on-time procurements, working effectively with suppliers to maximise value and minimise risk, along with delivering on our social value commitments. We will complete an assessment of skills in areas which will be needed by the programme, and invest in those skills where needed across the UK in readiness for Phase 2.

05

Embrace our values and new ways of working

We will embed new ways of working and an office environment which is right for our interim and longer term needs. We will create a working culture around our values and behaviours, which will define how we do business. We will adopt best practice in major programme management for diversity, skills and learning.



# Our values and behaviours



Colleagues from across the Programme contributed to the development of our joint Values and Behaviours for the Programme. They set out our expectations of everyone who works in the Sponsor Body and Delivery Authority.

To make the new values live, breathe and stick, they need to be practised and visible in everything we say and do – formal and informal. To this end, we aim to embed them into the everyday, ensuring that they are embraced and acted upon. Work is underway to develop a range of activities that will assist in effectively embedding the values – from reviewing all our policies and procedures, to developing 360° feedback and assessing performance, to incorporating them into our recruitment practices, to developing a scheme to recognise colleagues for their contribution based upon living the values and showcasing behaviours in action. We are also ‘recruiting’ an internal network of Values Champions; they will act as ambassadors of our values and behaviours, promoting them and supporting colleagues to embed them.

The values will play an important part in inspiring and motivating everyone who works on the Programme. The behaviours set expectations of how we will work with each other and hold ourselves to account for our actions, collectively and individually. They also give clear signals about our expectations on how other organisations will work with us, what we will place emphasis on in our relationship with them and how, in turn, they should seek to work with others while connected to the R&R Programme of work.

# A focus on equality, diversity and inclusion

The Sponsor Body and Delivery Authority are committed to creating a work environment that embraces the strength in our differences and to creating a sense of belonging for everyone.

Our annual Equality, Diversity and Inclusion (EDI) action plan, our objectives and our general approach are ambitious for the start-up of new organisations embarking on a major programme. However, we believe this area is fundamental to our success. EDI is central to our Programme, as employers and throughout the delivery of the restoration and renewal works.

A diversity of perspectives and experiences, when capitalised on as part of an inclusive culture, delivers better judgements, better safety performance and better decision-making in the public interest. It reduces the risk of group think and encourages innovation. We are committed to creating a culture of inclusion, where our differences are recognised and celebrated in an open and safe environment.

## What’s planned

Deliver on the PRA/PDA requirement of a joint EDI Strategy

Publish gender and ethnicity pay gap reporting

Monitor EDI reporting from the Sponsor Body, Delivery Authority and supply chain

## Achievements

Appointed 6 Executive Sponsors to EDI areas of: age, disability, gender, LGBT+, race, religion & belief and social mobility

Achieved Disability Confident Employer (L2) for Sponsor Body and Delivery Authority

Achieved Defence Employer Recognition Scheme Bronze Level for the Delivery Authority

70+

Employees trained in our Equality Analysis Masterclass

Signed Race at Work Charter

Achieved silver award in the MIND Wellbeing Index





# Final messages

Our Sponsor Body and Delivery Authority Corporate Plan sets out the framework which shows our common direction and ways of working. It also highlights the different approaches of each organisation to fulfil their specific roles on the Programme.

Throughout all our work we will strive to achieve a common understanding of the Programme, its urgency, challenges, constraints and timescales.

We will engage with our Parliamentary stakeholders to understand and capture their requirements and with the public to encourage support and seek their views about restoration and renewal.

Following on from the publication of the Strategic Review in March 2021, both organisations will work together collaboratively to deliver a robust, evidence-based, detailed and costed restoration and renewal plan (also referred to as the Programme Business Case), which will be presented to both Houses for their decision.

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

We will:

- **Repair the services of the Houses of Parliament in a comprehensive and strategic manner;**
- **Be mindful of the demands on public expenditure, apply high standards of cost effectiveness and demonstrate value for money;**
- **Include an appropriate and timely decant of both Houses, representing the most cost-effective option for delivering the Programme and;**
- **Comply with the guarantee in legislation that the Palace of Westminster is the home of Parliament and that the Houses should return to their historic chambers as soon as possible following the work.**

## Contact information

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**Front and back covers:**  
*View of the Elizabeth Tower and Portcullis House.*  
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**HOUSES OF PARLIAMENT**  
**RESTORATION & RENEWAL**

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