

Houses of Parliament Restoration and Renewal

Appointment Brief

Appointment of Chair and Non-Executive Directors

Project Code: Chair (QAFACA) Non-Executive
Directors (QAFACC)



Saxton Bampfylde

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“To protect and preserve the heritage of the Palace of Westminster and ensure it can continue to serve as home to the UK Parliament in the 21st century”



WELCOME

Dear Applicant,

Thank you for your interest in the Palace of Westminster Restoration and Renewal Delivery Authority Board opportunities.

The Restoration and Renewal Programme has been established to tackle the significant work that needs to be carried out to protect and preserve the heritage of the Palace of Westminster and ensure it can continue to serve as home to the UK Parliament in the 21st century.

Following debates in the House of Commons and the House of Lords in 2018, the decision was taken to progress the Programme, which will allow the increasingly urgent work on the Palace of Westminster to be carried out in one single phase.

The collective decision by both Houses of Parliament authorised the establishment of two new bodies – a Sponsor Body and Delivery Authority - to manage the work. Legislation to establish these two bodies was introduced in May 2019. In the interim, a Sponsor Body, and its Board was introduced in ‘shadow’ form in July 2018.

The first appointments to the Delivery Authority in ‘shadow’ form will be made by the end of this year, and we anticipate these appointments will be made substantive in early next year, once the Delivery Authority has been established as a company limited by guarantee.

We are delighted to begin the process of recruitment to the Board and to invite applications for the positions of Chair and a number of Non-Executive Board Directors. These appointments will provide an excellent opportunity for individuals wishing to make a significant contribution to the restoration and renewal of the Palace of Westminster.

Both Houses of Parliament are committed to valuing diversity and promoting equality, and we particularly welcome applications from groups which are currently under-represented.

The closing date for applications is Thursday 4 July 2019 for Chair candidates, and Thursday 10 October 2019 for Board Member candidates.

I look forward to receiving your application.

Liz Peace CBE
Chair of the shadow Sponsor Board



ABOUT US

The Palace of Westminster

The Palace of Westminster is one of the most iconic and significant buildings in the world. It is home to one of the busiest parliaments, with more than a million people, including 100,000 school children, passing through its doors each year.

Following the destruction by fire of the old royal palace in 1834, the government of the day was obliged to return to first principles and think about the Palace's function, planning and symbolism. A competition for the design of the new Palace of Westminster was launched and the winner was Charles Barry, assisted by Augustus Welby Pugin. The Palace is now a Grade I listed building and, with Westminster Abbey and St Margaret's Church, forms part of the UNESCO Westminster World Heritage Site.

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. In 1992 responsibility for maintaining the Palace was transferred from the government to Parliament.

The building today

Since its construction, many features have never undergone major renovation. The heating, ventilation, water, drainage and electrical systems are now extremely antiquated and improvements to fire safety are needed. The cumulative effects of pollution and lack of maintenance are causing extensive decay to stonework. The roofs are leaking, asbestos is present throughout, and corrosion has occurred in gutters and

downpipes and internal plumbing regularly fails, causing visible and sometimes irreversible damage to the Palace's carved stonework ceilings and Pugin-designed historic interiors.

Rigorous checks and surveys of the Palace are carried out regularly to ensure it remains safe and the risk of catastrophic system failure and disruption to Parliament is kept to a minimum.

The Delivery Authority

The role of the Delivery Authority is to deliver the Programme to the scope, budget and timescale set down by and agreed with the Sponsor Board. The Delivery Authority and its executive team will be established by the Sponsor Board as a company limited by guarantee. It is likely that there will be a Programme Development Agreement between the two bodies which will form the basis of their relationship and obligations.

The Delivery Authority Board will be composed of high calibre individuals with a range of relevant experience.

The Delivery Authority will recruit and be responsible for the management of its own staff and will enter into a range of contracts with private sector partners and suppliers.

The Delivery Authority will be accountable to the Sponsor Board. An agreement will set out their respective responsibilities, the parameters within which the Delivery Authority must perform.





Vision and Strategic Themes

The Vision for the Palace of Westminster 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.

In so doing, the Programme will:

- renew and refurbish the Palace of Westminster in a comprehensive and strategic manner;
- be mindful of demands on public expenditure, apply high standards of cost-effectiveness and demonstrate value for money;
- include a full and timely decant of the Palace of Westminster, representing the most cost-effective option for delivering the programme; and
- enable the guarantee in legislation that the historic Palace of Westminster is the home of Parliament and that the two Houses should return to their historic chambers, as soon as possible following the work.

The Programme's strategic themes are:

- **Health, Safety & Security:** ensure high standards of health, safety and wellbeing and provide appropriate protection for the building and those in it;
- **Functionality & Design:** deliver a building which supports Parliament's core function as a working legislature, both now and in the future using high-quality design and technology;

- Accessibility & Inclusion: open up the Houses of Parliament, improve access and encourage a wider participation in the work of Parliament;
- Sense of History: conserve and enhance the fabric of the Houses of Parliament and build appreciation of its rich history;
- Sustainability: deliver a refurbishment programme that minimises but also facilitates future maintenance and improvement, that ensures efficient and responsible resource consumption, and that provides for the development of national construction and craft skills; and
- Time and Value for Money: deliver on time and maintain a relentless focus on delivering value and being on budget through the control of costs.

The Delivery Authority Board

The Delivery Authority will have a board of directors consisting of a chair appointed by the Sponsor Body, at least four non-executive directors appointed by the Delivery Authority, up to two non-executive directors appointed by the Sponsor Body and at least two Executive Directors. The chair of the Delivery Authority will be appointed with the consent of the Commissions of the two Houses.

Legislation to enable the establishment of the Delivery Authority is making its way through Parliament, and the process of appointment to the Board whilst the Delivery Authority is in 'shadow' form will be made by the Commissions on recommendation of the Shadow Sponsor Board.

We are looking for applicants for the Non-Executive positions who are willing to fulfil at least a three-year term.

The members of the Delivery Authority Board are collectively responsible for shaping and achieving the purpose of the Authority working closely with the Sponsor Body.

Board members are required to:

- provide leadership of the Delivery Authority, initially in 'shadow' form, and to ensure that it properly operates as a company limited by guarantee once it is in substantive form;
- provide prudent and effective controls appropriate to a body responsible for the use of public funds which ensure that high standards of corporate governance and financial management are observed and which enable risk to be assessed and managed;
- set the organisation's values and standards and ensure that the objectives and the Delivery Authority's obligations to others are understood and met;
- ensure that the necessary resources are in place for the Delivery Authority to exercise its functions;
- prepare an annual budget and capital spending plan for each financial year for consideration by the Sponsor Body's annual budget timetable and procedures;
- as soon as practicable after the end of each financial year ensure that an annual report is prepared by the Delivery Authority including the audited accounts for submission to the relevant authorities;
- ensure that the Delivery Authority complies with any directions given by Parliament via the Sponsor Body as to the exercise of the organisation's functions;
- review the performance of the Chief Executive and other members of the senior leadership team; and
- deliver against obligations laid out in the business case and Programme Development Agreement.

All Board members are required to understand and embrace the 'Principles of Public Life' as defined by the Nolan Committee.



THE CHAIR

The Delivery Authority Board will be led by a Non-Executive Chair with demonstrable experience of high-level leadership and delivery at executive or non-executive level in the private, public or voluntary sectors.

As an experienced board-level individual the chair will be able to demonstrate an understanding of the opportunities and challenges facing the Palace of Westminster Restoration and Renewal programme. Interest and passion in the work of the Board will help to shape the future direction of the programme and ensure it is set up in the best possible way to ensure its future success.

The chair will be able to demonstrate the following:

Experience

- the ability to chair large, complex organisations, although experience chairing an organisation at this level is not essential;
- experience of successfully developing and setting the strategy for an organisation of relevant complexity and scale;
- leadership and influencing experience with a senior and challenging stakeholder/shareholder group;
- significant expertise in balancing public and private sector priorities and requirements;
- experience overseeing complex, multi-faceted projects;
- experience of working within an open and transparent environment, and achieving demonstrable value for money; and
- a natural affinity for public speaking, and ability to represent the board and delivery body externally as an ambassador, including through engaging with the media, and to Parliament.

Skills and qualities

- the capability to bring together and lead a board in a position of high public scrutiny and with complex and multiple stakeholders;
- the resilience required to lead the board of an organisation accountable for significant sums of public money which is undertaking a project of this scale and uniqueness;
- political acumen, the ability to navigate relationships and quickly grasp the environment and dynamics in which Parliament operates, including its interaction with Government;
- strong communication and influencing skills; the ability to listen effectively and challenge constructively, supporting collective decisions and balancing challenge with assurance and support;
- high credibility with strong interpersonal skills and the ability to work with a wide range of individuals, building productive, collaborative relationships;
- an enquiring mind, able to grasp relevant issues and develop creative solutions;
- the intellectual rigour to understand complex issues and risk quickly; and
- strong commitment to public service values such as diversity and inclusion, and the Nolan Principles of public life: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership.

Terms & Conditions

- The chair is likely to spend an average of three days per week on Delivery Authority related activities. In the early days of the new organisation and around the time of transition to statutory status, more time commitment may be required in order to set the strategic direction of the programme, establish good governance, and liaise with the (shadow) Sponsor Body Board and other stakeholders
- Competitive package

BOARD MEMBERS

The Delivery Authority Board will include between four and six Non-Executive Directors with demonstrable experience of high-level leadership and delivery at executive or non-executive level in the private, public or voluntary sectors.

As an experienced board-level individual each Board member will be able to demonstrate an understanding of the opportunities and challenges facing the Palace of Westminster Restoration and Renewal programme. Interest and passion in the work of the board will help to shape the future direction of the programme and ensure it is set up in the best possible way to ensure its future success.

All non-executive Board members will be able to demonstrate the core experience and skills outlined below:

Experience

- Experience at board level in an organisation of comparable scale and complexity:
 - such experience may include, for example, the delivery of very large projects, major construction programme management, or senior commercial and financial expertise gained in a relevant environment;
 - experience of sitting on board sub-committees is also desirable;
- leadership and influencing experience with a senior and challenging stakeholder / shareholder group;
- significant expertise in balancing public and private sector priorities and requirements;

- experience overseeing complex, multi-faceted projects; and
- experience of working within an open and transparent environment, and achieving demonstrable value for money.

Skills and qualities

- Political acumen, the ability to navigate relationships and quickly grasp the environment and dynamics in which Parliament operates, including its interaction with Government;
- strong communication and influencing skills; the ability to listen effectively and challenge constructively, supporting collective decisions and balancing challenge with assurance and support;
- high credibility with strong interpersonal skills and the ability to work with a wide range of individuals, building productive, collaborative relationships;
- an enquiring mind, able to grasp relevant issues and develop creative solutions;
- the intellectual rigour to understand complex issues and risk quickly; and
- strong commitment to public service values such as diversity and inclusion, and the Nolan Principles of public life: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership.

Terms & Conditions

- Board Members are likely to spend an average of three to four days per month on Delivery Authority related activities. In the early days of the new organisation and around the time of transition to statutory status, more time commitment may be required in order to set the strategic direction of the programme, establish good governance, and liaise with the (shadow) Sponsor Body Board and other stakeholders
- Competitive package



HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Palace of Westminster on these appointments.

Candidates should apply for the Chair role through our website at www.saxbam.com/appointments, using code **QAFACA**.

Candidates should apply for the Non-Executive Director roles through our website at www.saxbam.com/appointments, using code **QAFACC**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications for the Chair role is noon on **Thursday 4 July 2019**.

The closing date for applications for the Non-Executive Director roles is noon on **Thursday 10 October 2019**.

If you wish to apply for both roles, please respond to the Chair campaign before the closing date of noon on **Thursday 4 July 2019**, stating clearly in your covering letter that you wish to be considered for both roles.

Conflicts of interest: please state in your covering letter if you believe you have any current or potential conflicts of interest relating to these roles.

Eligibility: A person may **not** be appointed as a director of the Delivery Authority through this process if they are: a member of either House of Parliament; a Minister of the Crown; or a member of either of the House Commissions.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



Houses of Parliament Restoration and Renewal

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