



# Houses of Parliament Restoration and Renewal

Appointment Brief

Appointment of Chief Executive

Project Code: QAFACB



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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 Chief Executive role.

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 invite applications for the position of Chief Executive. This appointment will provide an exceptional opportunity to make a significant contribution to the restoration and renewal of the Palace of Westminster. The chosen candidate will work closely with a newly appointed Non-Executive Chair and Delivery Authority Board, and with the Sponsor Body Executive and Board, to provide strong leadership across the programme.

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 Monday 7 October 2019.

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.

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, one of which will be the Chief Executive.

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.

Recruitment to the non-executive Board posts is well-underway, and it is anticipated that the non-executive Board Chair will be appointed in time to participate in the selection of the Chief Executive.



As an experienced board-level leader, the Chief Executive will be able to demonstrate an understanding of the opportunities and challenges facing the Palace of Westminster Restoration and Renewal programme. As well as possessing the experience necessary to take on executive leadership of such a complex, high-profile challenge, interest and passion in the unique nature of the programme will help to shape its future direction and make sure it is set up in the best possible way to ensure future success.

The Chief Executive will be able to demonstrate the following:

### **Experience**

- Proven success in running complex, multi-faceted high-value buildings and infrastructure programmes in a very senior position and delivering them on time and within budget and to a high quality;
- a proven track record of the strategic leadership of projects which have maintained a high standard of health and safety;
- effective leadership and management of the senior executive team of a high-performing delivery-focused organisation with a proven ability to set out the vision and with the skills to create a positive and supportive culture;
- experience of working effectively with the chair and other non-executive board directors to influence and deliver strategies for an organisation of relevant complexity and scale;
- experience of working collaboratively with and influencing multiple senior-level, challenging stakeholder groups and dealing with media relationships;
- expertise in leading and managing complex delivery partner and supply chain arrangements from within a client organisation;
- experience of working within an open and transparent environment, and achieving demonstrable value for money; and
- whilst not essential, additional experience which could add value would be highly desirable, such as experience of working in both public and private sectors, programme delivery in a heritage building environment, or expertise in innovative design and construction methods and knowledge of UK's construction industry industrial relations landscape.

### **Skills and qualities**

- The ability to bring together and lead a new executive team and ensure the Delivery Authority rapidly becomes a high-performing organisation;
- ability to make sense of complexity and provide clear direction to the Delivery Authority organisation, and to its commercial partners and supply chain;
- ability to work effectively across organisational boundaries with the Sponsor Body Board and executive team as well as the asset owner, maintainer and operators within Parliament to ensure the Delivery Authority meets the requirements of the Sponsor;
- ability to identify and manage programme-level strategic risk and potential disputes effectively;
- the resilience required to lead during periods of intense pressure under a high degree of public and political scrutiny;
- the programme management, commercial and financial skills necessary in order to be accountable for significant sums of public money;
- strong interpersonal, communication and influencing skills; able to listen effectively and challenge constructively, supporting board and executive collective decisions;

- ability to bring difficult issues out into the open and to communicate complex information in an unambiguous way;
- political acumen, the ability to navigate relationships and quickly grasp the environment and dynamics in which Parliament operates, including its interaction with Government; 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 Delivery Authority will set its own terms and conditions of employment, and the package on offer will be competitive.



## HOW TO APPLY

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

Candidates should apply through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments), using code **QAFACB**.

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

The closing date for applications is noon on **Monday 7 October 2019**.

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

### 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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