

**Appointment of Human Resources Director  
for the Delivery Authority**  
Project Code: QHXF



The background of the slide is a photograph of a stone lion statue, likely a Westminster Lion, holding a torch. The lion is carved in a highly detailed, Gothic style. Behind the lion, the facade of a Gothic building is visible, featuring a large, ornate window with a circular design. The entire image has a warm, sepia-toned overlay.

# **CONTENTS**

**1. Welcome**

**2. The Palace of Westminster**

**3. Vision, Mission & Strategic Themes**

**4. The Plan**

**5. The Role**

**6. How to Apply**

# WELCOME

Dear Applicant,

Thank you for your interest in the role of **Human Resources Director** in the Restoration and Renewal Delivery Authority.

The Palace of Westminster, part of a UNESCO World Heritage site, is home to one of the busiest and most historic parliamentary institutions in the world and an enduring symbol of our national identity visited by millions of tourists each year.

Designed by Charles Barry as a purpose-built Houses of Parliament, the Palace is a masterpiece of Victorian Gothic revival architecture. Today it is one of the top five most recognisable buildings in the world. However, it is deteriorating faster than it can be repaired and the longer this essential work is left the greater the risk of a sudden catastrophic failure.



In 2018 Parliament decided to create independent bodies to manage the Restoration and Renewal, similar to the 2012 London Olympics: a Sponsor Body to set the scope, budget and timescale, and a Delivery Authority to carry out the work, and procure and manage the contractors and supply chain.

As Chief Executive (Designate) of the Delivery Authority, I am delighted to be building and leading the team that will deliver this fantastic project<sup>1</sup>, working closely with our colleagues in the Sponsor Body. Successful delivery of such a challenging project will require world class leaders with a range of skills, who can work together as a highly effective team.

Together we will provide a fit, modern working home for our parliamentary democracy and deliver value for money to the taxpayer. This will require engineering and construction capability beyond anything Parliament has seen since Charles Barry built the Palace 150 years ago.

The environment in which we work is technically and politically complex and will attract intense scrutiny, which is why I'm building a diverse and talented Leadership Team to join me in this hugely collaborative endeavour.

We are looking for an outstanding **Human Resources Director**, who can demonstrate the expertise and passion to take the HR / People leadership responsibilities for this once-in-a-lifetime project, and to become an absolutely key member of the new leadership team that will build a safe, accessible Parliament for generations to come.

I look forward to receiving your application. The closing date is **Tuesday 2 June**.

Yours,

**David Goldstone CBE**  
**Chief Executive (Designate), Delivery Authority**



# THE PALACE OF WESTMINSTER

The Palace of Westminster is an icon of our nation's past, present and future. It is the home of our democracy and a workplace for thousands of people. The building has played a unique role in our political history for 900 years and now it needs urgent repair.

The Palace is a Grade I listed building with a rich and remarkable history. The first royal palaces on this site were built by King Canute the Great and then Edward the Confessor during the 11th century. The oldest part of the estate, Westminster Hall, was built by William II in 1097 and was thought to be the largest hall in Europe at the time. It has been the scene of great moments in our nation's life. The first English parliaments were held there 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.

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, created 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. 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.







The House of Commons Chamber



The House of Lords Chamber

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: Elizabeth Tower, the clock tower which houses Big Ben; Victoria Tower, home to parliamentary archives dating back to 1497, and Central Tower, originally designed as part of a ventilation system. The last major work at the Palace of Westminster was the reconstruction of the Commons Chamber after it was destroyed during the Second World War.

Today the Houses of Parliament are regarded as the world's finest example of early Gothic Revival architecture. They are part of a UNESCO World Heritage Site which incorporates Westminster Abbey, the Jewel Tower and St Margaret's Church. 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 magnificent Palace in which the UK's parliamentarians conduct their daily business 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.



The Chapel of St Mary Undercroft





The Victoria Tower

# VISION, MISSION & STRATEGIC THEMES

## Vision

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.

## Mission

The Delivery Authority will define, develop and deliver the Programme to the scope, budget and timescale agreed with the Sponsor Body. 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.

## Strategic Themes

**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 PLAN

Everyone will move out of the Houses of Parliament so the biggest heritage restoration ever undertaken in the UK can begin. The first essential step is to create temporary homes for the Commons and Lords. We will transform the Palace of Westminster, home of the Houses of Parliament, to be fit for the future as the working home for our Parliamentary democracy. It will be welcoming to all and a celebration of our rich heritage. At every stage we will ensure value for money for the taxpayer and be subject to stringent audit and assurance processes.

## The decision

In 2018 Parliament held debates in the Commons and Lords on restoration and renewal and Members collectively agreed that the “best and most cost-effective” way to carry out the work was in one single phase and for everyone to move out of the building temporarily. In 2019 a law was passed which set out how the work will be carried out under a two-tier governance system similar the 2012 London Olympics and other successful infrastructure projects.

Under this structure, the Sponsor Body will be the single client accountable to Parliament. It will set the scope, budget and timescale and will oversee a Delivery Authority with the technical expertise to develop the work to the Sponsor Body’s requirements. There will be a rigorous review of options and costs and a business case will be presented to both Houses of Parliament for their decision.

## The first essential step

In the first essential step, work is now underway to create a temporary home for Parliament. The House of Commons will make a temporary move to Richmond House, part of the parliamentary Northern Estate, on Whitehall, London. The House of Lords will make a temporary move to the Queen Elizabeth II Centre, opposite Westminster Abbey. Subject to planning permissions for both projects, both Houses are expected to move into their temporary accommodation in the mid-2020s.

## Work on the Palace

Today the Palace is deteriorating faster than it can be repaired. The longer the essential work is left, the greater the risk of a sudden catastrophic failure from fire, flooding or stone fall. The restoration is a huge challenge. 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.

Work started in 2019 on extensive surveys and inspections to better understand the condition of the building and these investigations will continue over the next two years. The work covers all aspects of the Palace, including fire risk, asbestos, stonework, mechanical and engineering services, sewage and drainage, heating and ventilation and accessibility. It will inform detailed architectural designs on every aspect of the building.



Once the scope has been determined, and the investigations are complete and designs agreed, the proposed approach to the works and costs will be put before both Houses for a decision. After this business case is agreed, everyone who works in the Palace will move out so restoration can begin. Both Houses are expected to return when it is all complete in the early 2030s. As we embark on this once-in-a-lifetime restoration, Members, staff and the public will be kept informed and engaged throughout.

## **The Benefits**

The project will secure the future of the Palace as the home of the UK Parliament and preserve its UNESCO World Heritage Site status. The benefits include:

- Providing all the services needed by a modern, accessible and accountable Parliament;
- Improved disabled access for visitors and people working there.
- Improved fire safety and removal of risks caused by asbestos.
- Restoration of extensively decayed stonework.
- Repair or replacement of the 4,000 bronze windows.
- Increased energy efficiency with lower running costs and a significantly reduced carbon footprint.
- Reduced demand for costly emergency repairs.
- Reduced risk of major disruption to the work of Parliament caused by sudden service failure.

## **About us**

The Restoration and Renewal Programme will be managed and governed in a two-tier structure, similar to the 2012 London Olympics and other successful infrastructure projects. A Sponsor Body will be the single client accountable to Parliament and will oversee a Delivery Authority, which has been established as a company limited by guarantee. The Authority will carry out the work and procure and manage the contractors and supply chain. This way of working was set up under new legislation, the Parliamentary Buildings (Restoration and Renewal) Act 2019, because the project requires engineering and construction expertise beyond Parliament's current capabilities. It also aims to provide greater transparency about accountability and funding.

## **The Delivery Authority**

The Delivery Authority will develop and deliver the work to the scope, budget and timescale set down by the Sponsor Body. It was set up as a company limited by guarantee in April 2020 and will procure and manage the contractors and supply chain.

The Delivery Authority will engage a team of architects, engineers, project managers and contractors who will shape the future direction of the work, which is the biggest and most complex renovation of a heritage building ever undertaken in the UK.

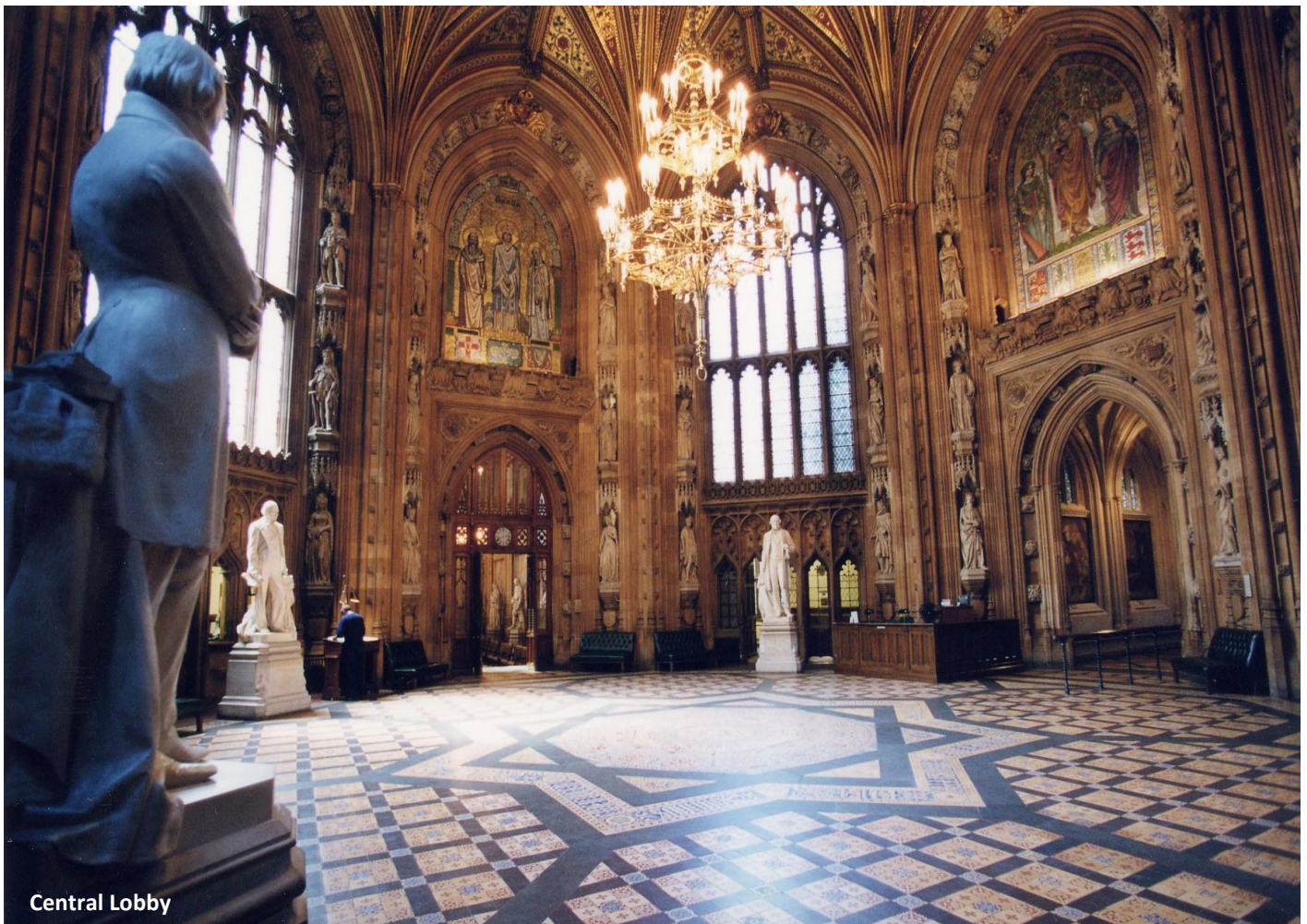
The Authority is responsible for the restoration and renewal work on the Palace of Westminster, including all the preparatory surveys which started in 2019 and will be carried out throughout 2020-21.

It will also deliver the temporary accommodation proposed for the House of Lords at the QEII Conference Centre and, later this year, will assume responsibility for the work on the House of Commons accommodation on the Northern Estate.

One of its key tasks will be to support the Sponsor Body in the development of the Outline Business Case which will then be presented to both Houses of Parliament for their decision.

The Delivery Authority will have a board 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.

The Delivery Authority Board will be chaired by Mike Brown MVO and its Executive Team will be led by David Goldstone as the Chief Executive. Other appointments to the Delivery Authority Board will be announced soon.





# THE ROLE

The postholder will be the principal champion on people leadership and change matters to the Delivery Authority's Board & senior management team, with oversight of the Delivery Authority's HR function. The postholder will be responsible for leading and providing expert levels of guidance, advice and practical support on all people, culture, skills and capability issues in a timely, fit for purpose and cost-efficient manner.

## Key Accountabilities & Responsibilities

- Work with the Chief Executive and the Board to develop and deliver a people strategy for the organisation, its delivery partners and supply chain, building strong and cohesive leadership to unite everyone behind the organisation's vision, values and programme goals with a collaborative 'one team' approach
- Working closely with colleagues on the Executive Committee (ExCo), lead the development of comprehensive skills and capability requirements for all stages of the programme ensuring clear roles and responsibilities in all teams, and effective deployment of skills across the organisation and into the supply chain
- Create effective organisational structures and high levels of staff engagement anticipating and proactively managing change as the programme develops so that teams can work together effectively
- Lead and champion equality, diversity and inclusion across the programme, advising and supporting delivery partners and the supply chain as necessary
- Accountable for putting in place competitive reward packages that attract, recruit, motivate and retain 'best in class' people to deliver our goals
- Accountable for developing, leading and embedding high quality functional expertise within the people team, including HR business partnering, recruitment, resource planning, employee engagement, learning & development, performance management, employment & skills, and diversity & inclusion
- Support the integration of the Northern Estates Programme if this is designated by the House of Commons as within scope of the Delivery Authority's remit with insight driven by organisational design expertise
- Deliver a high-performance environment where people are clear about what is expected of them, receive regular feedback on how they are doing, and where under-performance is swiftly addressed
- Own key organisational risks from an HR/people perspective and plan a strategic roadmap for mitigation, ensuring the Chief Executive, is informed and consulted on such actions as appropriate
- Be accountable for learning and development and leadership development, including coaching and supporting mentoring activities
- Drive organisational culture in a multi-layered and integrated setting that includes variety of employers and contractors on the programme

- As Data Protection Officer, ensure that the organisation processes the personal data of its staff, customers, providers or any other individuals / data subjects in compliance with the applicable data protection rules
- Provide functional leadership through membership of the Executive Committee (ExCo), and work with ExCo colleagues ensuring their own professional areas are appropriately supported and work with ExCo colleagues especially in relation to the interface between the Delivery Authority and its delivery partners
- Lead, manage and develop staff within the HR and wider people team, promoting strong customer centric ethos and high professional standards. Create a high-performance culture that drives excellent organisational outputs and value whilst building collaboration, inclusion and continuous improvement
- Demonstrate an exemplary enabling leadership approach in all aspects of their team creation, management, development, progression and succession. Proactively encourage and embed inclusivity in all programme practices and challenge behaviours that do not
- Demonstrate a strong commitment to public service values such as the Seven Principles of Public Life: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership

## **Key Stakeholders & Relationships**

The postholder will be expected to build and promote effective stakeholder engagement and collaboration at strategic and operational levels as part of their role, including:

- Chair and Board Members of the Delivery Authority Board, and Delivery Authority ExCo members
- Sponsor Body, Chief Executive and Executive Directors
- Senior officials, including HR Teams of both Houses of Parliament
- Lead consultants contracted to provide professional services to the Restoration and Renewal Programme

## **Qualifications, Skills & Experience**

### **Essential Criteria**

- Chartered Fellow/Member of the CIPD
- Operated as an HRD/Chief People Officer or similar senior level for a large complex organisation
- Proven track record of leading, developing and ensuring teams have the required capability and capacity to meet current and future organisational needs and to drive high performance
- Excellent knowledge of a wide range of change management and organisational development methodologies and their application in a project or programme management organisation
- Demonstrate an understanding of differences in culture and organisational practices in the private and public sectors and of the dynamics in which Parliament operates, including its interaction with Government

### **Desirable criteria**

- A degree or higher degree in HR or a related field
- Experience of working in both private and public sectors and / or in a major programme environment

## **TERMS & CONDITIONS**

- There will be a competitive remuneration package on offer





External View of the Central Lobby Spire



The restored clock face of the Elizabeth Tower

## HOW TO APPLY

Saxton Bampfylde is acting as an employment agency advisor to the Houses of Parliament Restoration and Renewal Programme on this appointment. Candidates should apply through our website at: [www.saxbam.com/appointments](http://www.saxbam.com/appointments), using code **QHXF**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter. The closing date for applications is noon on **Tuesday 2 June 2020**. 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.





*“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”*

Find out more...

<https://restorationandrenewal.parliament.uk>