



HOUSES OF PARLIAMENT
R&R DELIVERY AUTHORITY

Non-Executive Director

Candidate Information Pack

February 2025



Welcome

The Palace of Westminster – an internationally recognised symbol of the UK, democracy, and part of a UNESCO world heritage site – needs essential restoration to preserve it for future generations. The Restoration and Renewal (R&R) Programme will directly benefit the one million people who visit the Palace every year and the thousands who work there every day, by delivering a greatly improved building, with better accessibility, more reliable services and enhanced health and safety. Companies and small businesses in all four nations of the UK will also benefit from the work and long-term investment that restoring the Palace will generate. Jobs, apprenticeships and other opportunities will be created, while skills and trades can be developed and revitalised, with the potential to secure an enduring legacy from the works. Above all, delivering R&R will fulfil the commitment made by both Houses of Parliament to preserve and restore the Palace of Westminster, and ensure the continuing function of the UK Parliament in its historic home for generations to come.

In 2019, Parliament passed an [Act](#) legislating for the restoration and renewal of the Palace and establishing a Delivery Authority to develop proposals and deliver the works. In response to the request from Parliament to develop a wide range of options for restoration of the Palace of Westminster, the Delivery Authority developed 36 different options for assessment representing combinations of ‘what’ level of restoration is delivered (six outcome levels) and ‘how’ the work is delivered (six construction scenarios).

In July 2023, the R&R Client Board, made up of members of both Houses’ Commissions, arrived at a shortlist for the Houses to consider. This included a defined scope for what the works should deliver, through a full decant option and a continued presence option. As set out in the [Strategic Case](#), published in March 2024, in addition to these two options the Client Board commissioned Parliament’s in-house Strategic Estates Team to develop a third option of Enhanced Maintenance and Improvement (EMI), which would be delivered as part of a rolling programme of works.

The R&R Programme has an ambitious timetable ahead, with all three options being further developed. Before taking a decision, members of both Houses will need detailed costs, timescales, delivery options and associated risks and benefits on each option. A Business Case is currently being prepared, ready to be put before both Houses of Parliament later this year.

The Delivery Authority has a significant amount of work to deliver. Our priorities are broadly to further develop the two shortlisted options for which the Delivery Authority has responsibility, to work with the Client Team on the inputs for the Programme Business Case ahead of it going to the Houses later this year, to continue to deliver an extensive programme of building surveys within the Palace of Westminster, and to plan for the temporary accommodation that may be needed for the House of Lords within the Queen Elizabeth II Conference Centre. We will also be progressing our Strategic Partner Procurements so that we have key suppliers in place to take forward the works following



any successful vote and will be preparing the organisation for Phase 2 of the Programme.

It has been a great privilege for me to sit on the Board of the Restoration and Renewal Delivery Authority and I was delighted to be appointed Chair earlier this year. Two of our Board member's terms come to an end later in the year so we are looking to appoint two new NEDs. The NEDs will play a critical role in advising the Executive and helping ensure the organisation delivers for the remainder of Phase 1 of the Programme and successfully lead its transition into Phase 2. I am looking for astute and thoughtful individuals who enjoy working with a diverse group of stakeholders and are passionate about preserving this extraordinary building for the generations that will follow us.

Dr Simon Thurley CBE, Chair





Introduction

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. The Palace is a Grade 1 listed building, and with Westminster Abbey and St Margaret's Church, forms part of the UNESCO Westminster World Heritage Site.

At the time of its conception the building's design and construction celebrated the best of Victorian technology and innovation, despite its archaic gothic appearance, and it is still one of the most cherished and celebrated buildings in the United Kingdom. Over time, however, the services and technology which were once new and innovative have become outdated, and in increasingly pressing need of replacement.

While there is a regular programme of maintenance to keep the building safe, there has been no overall renovation of the building since the partial rebuilding in 1945–50 and some of the services are even older. The building's essential services (such as heating, cooling, water, sewage, electricity, cabling) have been kept functioning, but this is being done with increasing difficulty and growing risks. The Restoration and Renewal Programme (R&R) 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. This is the biggest and most complex renovation of a heritage building ever undertaken in the UK.

The Delivery Authority

Who we are

The R&R Delivery Authority is a Companies Act company, limited by guarantee, which was established under the Parliamentary Buildings (Restoration and Renewal) Act 2019, as amended (the Act). We are responsible for designing and delivering the restoration of the Palace of Westminster and related works on behalf of the Houses of Parliament, including associated activities (such as House of Lords temporary accommodation and planning for moves of the Palace's Heritage Collections).

The Parliamentary in-house Client Team, a joint Department of the two Houses, is responsible for owning the scope, budget, and timescale of the R&R Programme and for providing strategic direction, setting the outcomes and monitoring performance. They also have responsibility for the preparation of the costed proposals based on the Delivery Authority's outline design, on which the Houses will vote, and for ensuring good overall governance. They undertake these functions on behalf of the two Corporate Officers of the



Houses of Parliament – the Clerk of the House (House of Commons) and the Clerk of the Parliaments (House of Lords).

What we do

Since our incorporation in April 2020, we have engaged with architects, engineers, project managers, heritage specialists and contractors who will shape the future direction of how the work will be delivered.

The Delivery Authority developed a wide range of options covering both what and how the restoration and renewal could be delivered. Governance bodies in the Houses have agreed a shortlist of two options, for which we are developing costed proposals alongside the R&R Client Team. These costed proposals will also consider a third option, as set out in the published Strategic Case, of enhanced maintenance and improvement (referred to as EMI) for restoring the Palace through a rolling programme of works. The work on the third option is led by the In-House Strategic Estates team.

The Delivery Authority will develop and oversee the delivery strategies, procure, and manage the supply chain, and ensure that progress remains on-track. We are responsible for all the preparatory work including an extensive programme of complex building surveys which are currently ongoing.

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

Our [Corporate Plan](#) reflects the latest progress and sets out the priorities and objectives that the Delivery Authority will work to for the remainder of the Phase 1 development period.



Roles and Responsibilities

Responsibility for delivering various aspects of the R&R Programme sits with teams and individuals beyond just the Delivery Authority.

Main areas of responsibility as currently defined are outlined in the table below:

Corporate Officers (Clerk of House of Commons and Clerk of the Parliaments)	Client Team
<ul style="list-style-type: none">○ Overall responsibility for Parliamentary building works○ Statutory responsibility for health and safety on the Parliamentary estate including the Palace of Westminster (unless buildings are vacated)○ Members of R&R Client Board and Programme Board	<ul style="list-style-type: none">○ Supports the Corporate Officers in the exercise of their statutory duties and supports the Client and Programme Boards to fulfil their role○ Tasks, oversees and assures the work of the Delivery Authority○ Will produce the Programme Business Case and seeks approval of it through Parliament○ Engages Member and wider Parliamentary community
Delivery Authority	Strategic Estates and wider Parliamentary Teams
<ul style="list-style-type: none">○ Designs and develops two of the three shortlisted options○ Provides inputs, in relation to these two shortlisted options, to support the Client Team with production of the Programme Business Case○ Undertakes surveys to inform design and construction planning○ Prepares and implements delivery strategies, and procures and manages the supply chain○ Designs, develops and delivers any temporary accommodation required for the House of Lords○ Undertakes audit of Palace's heritage collections	<ul style="list-style-type: none">○ Designs and develops the Enhanced Maintenance and Improvement (EMI) option○ Provides inputs, in relation to the EMI option, to support the Client Team with production of the Programme Business Case○ Designs, develops and delivers any temporary accommodation required for the House of Commons○ Progresses plans for a long-term heritage facility in order to allow for storage of the Palace's heritage collections○ Moves planning for decant of both people and heritage collections



The Role

We are seeking two Non Executive Directors (NED) to join the Board, working closely with the Chair and other Board members to help steer the organisation to deliver its priorities and strategic objectives at this critical juncture of the R&R Programme.

One of the new NEDs will be appointed as Chair of the Risk, Audit and Assurance Committee (the RAAC) and must bring financial and accounting expertise, particularly an understanding of public sector finance.

One of the new NEDs will have experience of developing and managing a complex and diverse real estate portfolio preferably including experience in the commercial sector.

Key Accountabilities for both NED appointments

- Contribute effectively as a member of the Board, which includes supporting collective decisions and balance challenge with assurance and support.
- Ensure prudent and effective controls appropriate to a body responsible for the use of public funds.
- Ensure that high standards of corporate governance and financial management are observed, and risks are assessed and managed.
- Demonstrate a strong commitment to the Delivery Authority's values and behaviours, and to the Nolan Principles of public life: Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership.

Essential Skills and Experience for both NED appointments

Essential

- Either Financial/accounting expertise, particularly an understanding of public sector finance or experience in developing and managing a complex and diverse real estate portfolio ideally with commercial experience.
- Experience in high-level leadership and delivery at executive or non-executive level in the private, public, or voluntary sectors.
- Demonstrated resilience in working in an environment of parliamentary, media, and public scrutiny.



- Demonstrated expertise in balancing public and private sector priorities and requirements.
- The ability to navigate relationships and quickly grasp the environment and dynamics in which Parliament operates, including its interaction with Government.
- Strong interpersonal skills, particularly the ability to influence a wide range of individuals and build productive, collaborative relationships with a senior and challenging stakeholder/shareholder group.
- An enquiring mind and the intellectual rigour to grasp relevant issues, develop creative solutions, and understand complex issues and risks quickly.
- Senior commercial and financial expertise, with a strong understanding of decision-making processes, including achieving demonstrable value for money.
- A track record as a role model for equality, diversity, and inclusion within organisations with diverse workforces.

Desirable

- Experience at board level and an understanding of the opportunities and challenges facing the Restoration and Renewal Programme.

Essential Skills and Experience for the RAAC Chair appointment

We are looking to appoint an exceptional individual as the Chair of Finance and Audit Committee who can support the Delivery Authority as it moves into the next phase of delivery, working closely with the Finance Director acting as a critical friend and providing a strategic eye to detail. The successful candidate needs to be someone who is keen to contribute to the Board as a whole as well as Chair the Audit and Assurance Committee.

Essential

- A finance qualified (ideally accountancy qualified) individual with finance experience at a senior Executive or Board level;
- Successful track record of managing and challenging risk and assurance;
- Experience of attending audit committee meetings or Chairing audit committee meetings.



Delivery Authority Values and Behaviours

We are looking for people who embrace the principles of equality, diversity, and inclusion and will bring the Delivery Authority's Values and Behaviours to life:

- *We act with integrity:* we do things right, remaining focussed on health, safety and value for money.
- *We are inspiring:* we lead by example, looking to improve, taking planned risks and celebrating successes.
- *We achieve together:* we work collectively and respond to, learn from, and embrace change.
- *We can be ourselves:* we are inclusive and treat others with respect.

Security

The successful candidates will be required to complete security vetting to a Security Clearance (SC) level obtained through the Parliamentary Security Department (PSD). They will be required to pass these checks before a start date can be confirmed.

Applicants should also be aware that if they have resided outside of the UK for a total of more than two of the last five years, they may not be eligible for vetting.

Time Commitment and remuneration

1 – 2 days per month

Remuneration: £30,000

Disability Confident Scheme

We are committed to the employment and career development of disabled people. As part of our commitment to encouraging people with disabilities to apply to the Delivery Authority we will offer an interview to disabled candidates who indicate they wish their application to be considered under the Disability Confident Scheme where they meet our selection criteria in their application. Some of our roles attract a high volume of applications and in some circumstances where it is not practicable or appropriate, we may limit the number of interviews offered to disabled and non-disabled candidates. We will provide reasonable adjustments as needed. You must provide evidence in your application which demonstrates that you generally meet the level of competence for the role and any essential qualifications, skills or experience.



To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Act as someone who has a physical or mental impairment, which has a substantial and long-term effect on their ability to perform normal day-to-day activities. For the purposes of this recruitment, these words have the following meanings:

- 'Substantial' means more than minor or trivial,
- 'Long-term' means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions),
- 'Normal' day-to-day activities include everyday things like eating, washing, walking, and going shopping.

Should you consider yourself eligible to apply for this role under the Disability Confident Scheme, please ensure you fill in the appropriate section of the diversity monitoring form.

Proposed Timetable

We will try to offer as much flexibility as we can, but it may not be possible to offer alternative dates for interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, to meet the dates given. Please note that these dates may be subject to change:

Activity	Timings
Closing date	21 March 2025
Longlist	w/c 24 March
Shortlist	w/c 21 April
Panel interviews	w/c 5 May

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Houses of Parliament Restoration and Renewal Delivery Authority on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code OZZYD.

Click on the 'apply' button and follow the instructions to upload the following documents:

- A detailed CV (maximum 2 sides) setting out your career history, with responsibilities



and achievements.

- A covering letter (maximum 2 sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application.
- A Conflicts of Interest Form
- A Political Activity Form
- Please complete the online equal opportunities monitoring* form

The closing date for applications is noon on Friday 21 March.

* 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.

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.

If you require any reasonable adjustments during the application process please email: maria.dodson@saxbam.com.