



**HOUSES OF PARLIAMENT**  
R&R DELIVERY AUTHORITY

**Chief Executive Officer**  
**Candidate Information Pack**

**June 2024**

*Saxton Bampfylde*



## 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 have 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.

In 2025, Members of both Houses are expected to be asked to decide on the way forward, supported by costed proposals for the restoration work, setting out costs, timescales, delivery options and associated risks and benefits. We are working closely with Parliamentary authorities to plan alternative temporary locations for both Houses, across all three delivery options.

As we move into the next year, the Delivery Authority have 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 in 2025, and to continue to deliver an extensive programme of building surveys within the Palace of Westminster. 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 Chair the Delivery Authority since 2020 and to work with the executive to deliver the first phase of work of this critical programme. Our current Chief Executive, David Goldstone CBE, is leaving to pursue a non-executive career, and with his departure I am looking to appoint a new Chief Executive who will be joining at a critical juncture. It will be the new Chief Executive’s responsibility to 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 an astute and thoughtful individual who enjoys working with a diverse group of stakeholders and is passionate about preserving this extraordinary building for the generations that will follow us.





## 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:

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



## The Role

We are seeking an experienced board-level Chief Executive to lead and steer the organisation to deliver its priorities and strategic objectives. At this critical juncture of the R&R Programme, the successful candidate will demonstrate their experience of extensive project delivery, alongside their ability to lead the Delivery Authority imaginatively, while recognising the unique nature of the Programme, the organisation, and its key stakeholders.

## Key Accountabilities and Responsibilities

- Provide leadership and direction for the Delivery Authority, working with members of the Executive Committee, to ensure the organisation delivers the current strategic objectives:
  - Developing design and costed proposals for the Palace of Westminster.
  - Developing proposals for House of Lords temporary accommodation.
  - Planning for strategic partner procurements.
  - Building continued understanding of the Palace, for example through onsite surveys.
  - Planning and developing the organisational capability and capacity for the future delivery of the Programme.
- Lead and direct the organisation, alongside members of the Executive Committee, to ensure that the Delivery Authority is appropriately structured and resourced to effectively and successfully deliver Phase 2 of the R&R Programme.
- Lead the Delivery Authority's relationship with the Client Team, the Programme Board and the Client Board and their respective members.
- Lead the Delivery Authority's engagement with its Board and Committees to enable effective governance and oversight and act as a statutory director on the Delivery Authority Board.
- Lead the Delivery Authority to deliver its responsibilities with respect to managing public money. Ensure that the organisation adheres to appropriate governance and in accordance with letters of delegation and high public standards.
- Maintain an excellent organisation culture. Act as a role model for our values and behaviours, and proactively challenge behaviours that do not.





## Key Stakeholders and Relationships

- Members of the DA Board, and members of the Executive Committee.
- Managing Director of the R&R Client Team, as well as its Senior Leadership Team.
- The Clerk of the House of Commons and the Clerk of the Parliaments, including as Accounting Officers.
- Chair and Deputy Chair of the R&R Programme Board and its other political, official and external members.
- Senior officials of both Houses including the Managing Director of Strategic Estates, Director General of the House of Commons and COO of the House of Lords, Director of Security (who are also members of the R&R Programme Steering Group of senior officials from both Houses).
- As required, key political stakeholders including Client Board Joint Chairs (being the Speakers of the two Houses), political and independent Members of the Client Board (being the Commissions of both Houses), and Chairs and Members of Parliamentary Committees with responsibilities relating to restoration and renewal of the Palace of Westminster (including the Public Accounts Committee, and the Parliamentary Works Estimates Committee).
- External stakeholders, such as senior leadership of key contractors and delivery partners within our supply chain, Westminster City Council, the Greater London Authority, Historic England and other statutory consultees.





## Qualifications, Skills and Experience

### Essential

- Extensive experience of leading the successful delivery of complex, major projects, or programmes, with high value budgets.
- Proven ability to develop and drive an effective strategy, taking account of political, economic and legislative trends, issues and risks and their impact on Parliament and the R&R Programme.
- Political acumen and outstanding stakeholder management/influencing skills. Proven ability to manage a complex political stakeholder environment (including, but not limited to, key political and official stakeholders in Parliament and Government, Board members, subject matter experts and external stakeholders in consenting bodies, contractors, and the media) and guide them through complexity and uncertainty.
- Demonstrable ability to lead an organisation with complex interdependencies, and to drive high quality outputs and improvements in effectiveness and efficiency.
- Ability to lead the organisation's management of its public funds in accordance with Managing Public Money and to ensure financial estimates are realistic and effectively explained, and value for money is ensured.
- Commercially and financially astute, demonstrating the ability to effectively represent the organisation's commercial relationships and strategy for the future.
- Proven ability to lead, engage, motivate, and develop colleagues. A record of promoting a culture within which effort and outcomes are both recognised and rewarded and where everybody is treated with dignity, courtesy and respect.
- Highly developed written and verbal communication skills with the ability to present complex information clearly and concisely to very senior people.
- Confident public speaking skills, with an ability to comfortably present to multiple audiences as a key spokesperson for Delivery Authority and the R&R Programme.
- Commitment to public service values, i.e., [the Seven Principles of Public Life](#).

### Desirable

- Accounting Officer responsibilities gained within a high-profile public sector organisation.







## Delivery Authority Values and Behaviours

We are looking for someone who embraces 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 candidate 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.

## Guaranteed Interview Scheme

The Delivery Authority is a committed Disability Confident Employer and as such, operates a Guaranteed Interview Scheme (GIS) for candidates. We are committed to interviewing all applicants with a disability who provide evidence of meeting the essential requirements necessary for the post, as set out in this applicant pack.

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 Guaranteed Interview Scheme, please ensure you fill in the appropriate section of the diversity monitoring form.



## The Process

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

The Chief Executive will be selected based on a combination of a written application, an assessment and interview.

All applicants are required to provide the following:

- A CV (maximum three sides of A4) with your full employment history as well as any unpaid or community activities.
- A short supporting statement (maximum two sides of A4) giving evidence of the strength and depth of your ability to meet the criteria for the role. Please provide specific examples to demonstrate how you meet each of the criteria listed.
- The names and contact details for two referees. These must be people who know you well enough to comment on your suitability for the post and will be expected to have authoritative and personal knowledge of your achievements. References will be taken by telephone on all candidates selected for panel interview as soon as the interview arrangements have been made. Referees should be advised accordingly.

Candidates will be required to deliver a presentation as well as answering questions at interview. Further details will be provided to shortlisted candidates.

As a Disability Confident Employer, it is important that we can make appropriate arrangements or adjustments where necessary to create a full and equal participation in the selection process. If you require any reasonable adjustments, please contact [Maria.Dodson@saxbam.com](mailto:Maria.Dodson@saxbam.com) to see how we can meet your needs.

## 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:

<b>Activity</b>	<b>Timings</b>
<b>Closing date</b>	Thursday 11th July
<b>Shortlist</b>	w/c 5 <sup>th</sup> August
<b>Panel interviews</b>	w/c 2 <sup>nd</sup> September



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