



Restoration and Renewal: Annual Progress Report

July 2023

HC 1603



HOUSES OF PARLIAMENT
RESTORATION & RENEWAL

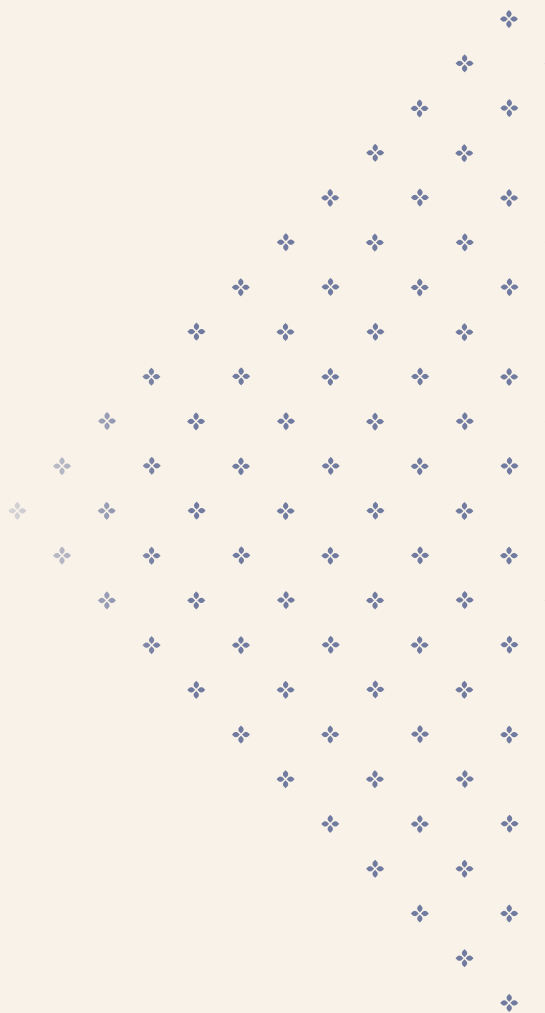
The Corporate Officer of the House of Commons
and the Corporate Officer of the House of Lords

Restoration and Renewal:
Annual Progress Report | 2023

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Foreword —
Clerk of the Parliaments and
Clerk of the House

We are pleased to introduce this first new annual progress report on the Restoration and Renewal (R&R) Programme since the Houses agreed a new mandate last summer to ensure that: safety-critical works start as soon as possible, the Programme provides value for money and the governance structure is receptive to Parliament’s requirements as a working legislature and is accountable to Parliament.

Work goes on every day across the Parliamentary estate to ensure the safety of those who work and visit here and to make it ready for the future. Currently there are dozens of major projects underway to repair and restore key areas and buildings including Victoria Tower and Norman Shaw North.

All this work is about supporting the continued business of Parliament, ensuring the estate continues to be a safe, and fit for purpose environment. But the work and investment required to continue doing this in the future goes beyond current the plans, with much more intrusive and disruptive work needed.

Further progress has been made this year to implement the new governance structures for the Programme. The R&R Client Board, which is made up of the two Houses’ Commissions, is responsible for strategic decisions on R&R matters and started meeting in October 2022. The R&R Programme Board, a cross-party group of MPs and Peers, the Clerk of the House, the Clerk of the Parliaments, and external members was established in February 2023 with delegated authority from the Client Board and has met monthly to oversee and progress R&R.



Dr John Benger
Clerk of the House



Simon Burton
Clerk of the Parliaments

Integration of this new governance structure within Parliament brings the Programme closer to Members of both Houses, as decision makers for R&R, and allows for better alignment with existing in-house projects, including to identify where works could be brought forward. In January 2023 the R&R Client Team was formally established, bringing the former Sponsor Body team in-house as a new joint department of both Houses which instructs the work of the independent R&R Delivery Authority, responsible for designing and delivering the works. We were delighted to welcome our R&R colleagues into Parliament. Good progress has been made on the new operating model for the R&R Client function, focusing on ensuring Parliament has the right capabilities to successfully act as the client for the Programme and effectively manage the independent Delivery Authority.

On 1 January 2023, we—as Corporate Officers of both Houses—took on the legal responsibilities for the R&R Programme, under the Parliamentary Buildings (Restoration and Renewal) Act 2019, as amended.

Our key responsibilities include a duty to consult with Members of both Houses and to seek the views of our staff, Members’ staff, other passholders and members of the public. During the first half of 2023, we have been pleased to see Members and the wider parliamentary community taking up the opportunities to engage with representatives from the R&R Programme by visiting the stands in Portcullis House, the River Restaurant and Royal Gallery. The Programme has also conducted a range of 1:1 interviews with Members, shared updates and gained feedback from a number of Member committees and party groups, and engaged with Members’ staff and House staff, including Trades Unions and Workplace Equality Networks across both Houses, which has informed the shortlisting deliberations of the new governance boards.



Foreword —
Interim Managing Director
of the Client Team

It is a privilege to lead the Restoration and Renewal Programme. The Palace of Westminster is a powerful and iconic symbol of our democracy, and we have the responsibility for delivering the work required to restore and preserve it for future generations.

We have made good progress this year following the new mandate agreed by both Houses last summer, and I am proud of the huge amount of work the teams have delivered. The Programme has gone through significant changes, with the Commissions of both Houses agreeing new parameters for the Programme in March 2022, and in July 2022, Parliament approving a new mandate and new governance structure to oversee Phase 1 of the Programme. Phase 1 is the current design phase which will culminate in a fully costed proposal for the works being presented to the Houses for approval.

Since the two Houses endorsed the Commissions’ joint report^[1] in July 2022, work has been underway to implement the recommendations swiftly so that momentum on the Programme is maintained.

Teams across Parliament and the Delivery Authority have responded positively, working at pace and with dedication to develop a wider range of options for Members to consider while implementing significant new governance and ways of working.

The Delivery Authority has developed and assessed the range of options which are being considered in depth by the Programme board and will be presented to the Client Board before summer recess 2023, with a view to taking a small number of shortlisted options to the floor of each House to endorse as the preferred way forward by the end 2023 as part of a Strategic Case. This will be a key decision for the Houses and consequential for the subsequent delivery of costed proposals for R&R



which are due to be decided by the Houses in late 2024 or early 2025, depending on the timing of any General Election. The Client Team is preparing a programme of strategic engagement to support the shortlisting process and presentation of the Strategic Case to both Houses.

Alongside all our work to develop new options for the critical restoration work, thousands of hours of Delivery Authority surveys have been carried out across the Palace including for the first time intrusive, disruptive surveys such as borehole drilling to better understand underground conditions and drone surveys of the condition of stonework and roofs.

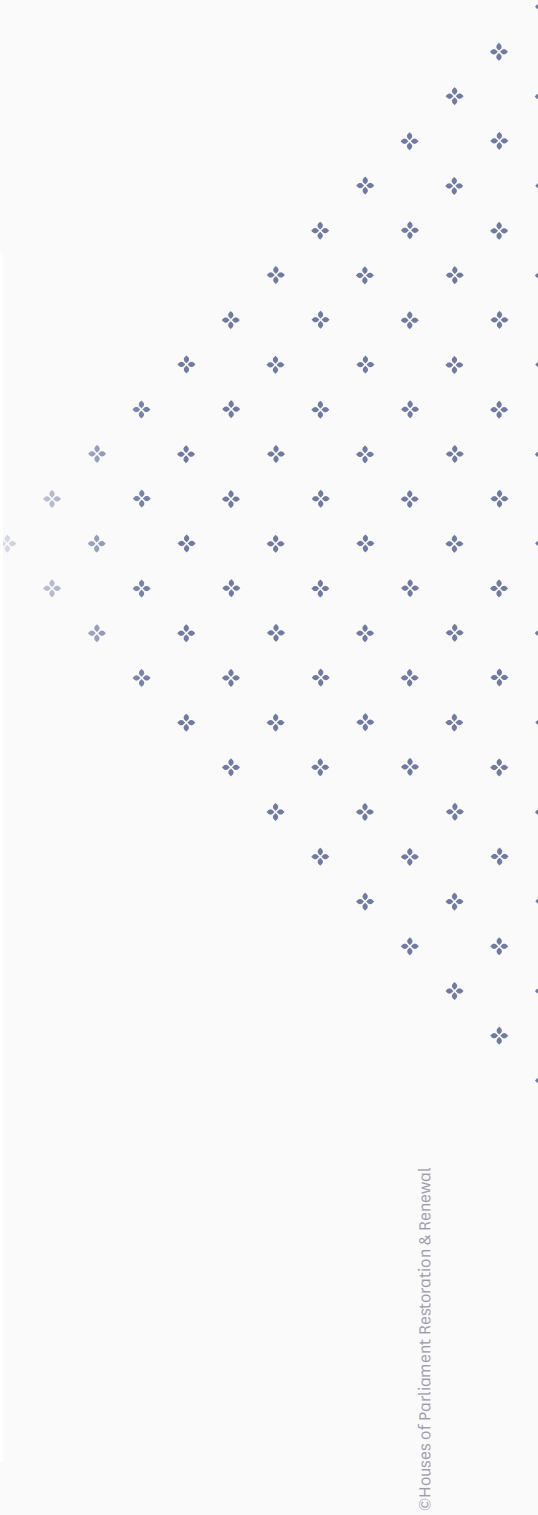
The next year is a pivotal one for the Restoration and Renewal Programme, as we build on the progress of the last year to take forward a plan for restoration that meets the needs of Parliament and its users, including the public.



[1] *Restoration and Renewal of the Palace of Westminster—a new mandate*, HL Paper 19, HC 399, 13 June 2022

Introduction

This 2022/23 R&R Annual Progress Report highlights the progress of the Parliamentary building works and seeks to bring together in one place information relating to the Restoration and Renewal Programme for the Palace of Westminster. Further detail on the activities of the Client Team and the Delivery Authority can be found in the Annual Report and Accounts for the House of Commons, House of Lords and Delivery Authority.



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New Programme Governance

In July 2022^[2] both Houses agreed to implement the recommendations of the Joint Report of the House of Commons and House of Lords Commissions, *Restoration and Renewal of the Palace of Westminster—a new mandate*^[3], for how the Programme to restore and renew the Palace of Westminster should be governed and delivered.

The Houses endorsed a new two-tier Member oversight structure to integrate the governance of the R&R Programme into the existing governance structures in Parliament, bringing the sponsor function in-house and maintaining the independence of the Delivery Authority. The two-tier structure includes the R&R Client Board^[4] (both Commissions meeting jointly^[5]) and the R&R Programme Board^[6] (comprised of parliamentary members, officials, and external members), which together replaced the independent R&R Sponsor Board, this new governance is shown in *Figure 1* on page 12. The Client Board held its first meeting on 17 October 2022, and has met five times (Nov 2022, Dec 2022, Feb 2023, May 2023, July 2023) subsequently, and the Programme Board held its first meeting in February 2023 and has met monthly since, with representatives from both the Client Team and Delivery Authority in attendance.

The Programme Board information and membership is set out on its website, the current members listed to the right.

[2] Restoration and Renewal of the Palace of Westminster, HC Deb vol. 718, cols. 271–301, 12 July 2022 & Restoration and Renewal, HL Deb, vol. 823, cols. 1498–1548, 13 July 2022

[3] *Restoration and Renewal of the Palace of Westminster—a new mandate*, HL Paper 19, HC 399, 13 June 2022

[4] R&R Client Board webpage

[5] The Clerk of the Parliaments and House of Lords Chief Operating Officer are members of the R&R Client Board although not members of the Lords Commission (NB the Clerk of the House and the Director General are members of the Commons Commission and therefore also members of the Client Board)

[6] R&R Programme Board webpage

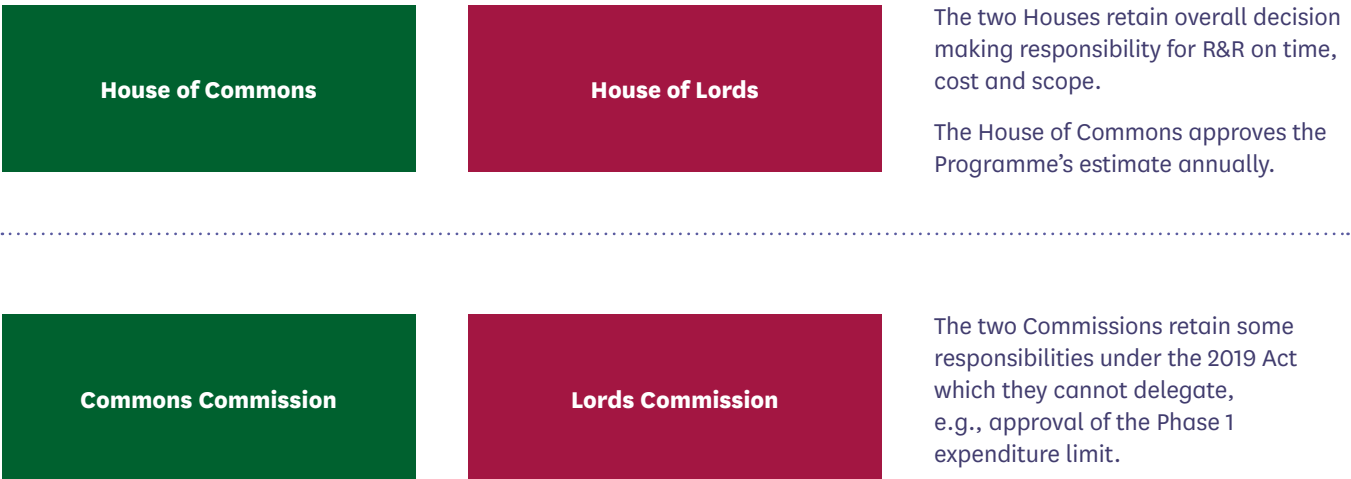
- R&R Programme Board Membership**
- **Rt Hon Nigel Evans MP**, (Chair)
 - **Lord Morse**, (Deputy Chair)
 - **Wera Hobhouse MP**
 - **Rt Hon Penny Mordaunt MP**,
Leader of the House of Commons
 - **Thangam Debbonaire MP**,
Shadow Leader of the House of Commons
 - **Lord Collins of Highbury**
 - **Lord Sherbourne of Didsbury**
 - **Sir John Benger**,
Clerk of the House of Commons
 - **Simon Burton**,
Clerk of the Parliaments
 - **Paul Duffree** (External member)
 - **Steve Hails** (External member)
 - **Sir Jonathan Stephens**
(External member)
 - **Sir Geoffrey Clifton-Brown MP**
(Delegate of the Leader of the House of Commons – Job share)
 - **Sir Edward Leigh MP**
(Delegate of the Leader of the House of Commons – Job share)
 - **Mark Tami MP**
(Delegate of the Shadow Leader of the House of Commons)

The following members are also in attendance at the Programme Board meetings:

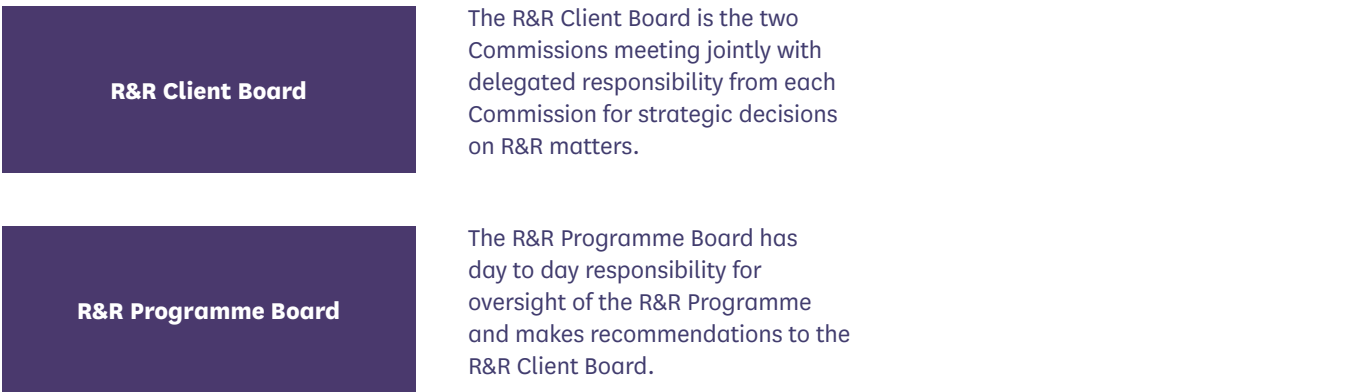
- **Dr Patsy Richards**
(Interim Managing Director, R&R Client Team)
- **David Goldstone**
(Chief Executive Officer, Delivery Authority)
- **Chris Elliot**
(Managing Director, Strategic Estates)

New Programme Governance

Member level governance



Member level R&R specific governance



A transition project was established to oversee and manage the transition of the Sponsor Body to a joint department of the Houses of Parliament. This was a collaborative effort between both Houses, the previous Sponsor Body and the Delivery Authority. The objectives of this project were achieved by the end of 2022, and it was closed down in January 2023 as the Sponsor Body staff transferred into the new Client Team. Following the abolition of the Sponsor Body, all of the senior management team resigned from their roles including the CEO. To manage the transition process Dr Patsy Richards was appointed interim CEO (and subsequently Interim Managing Director of the Client Team) from July 2022.

Figure 1
*This diagram does not represent the division of statutory responsibilities or seek to reflect the estimates process for the Delivery Authority or new Client Team.

The Statutory Instrument to transfer the Sponsor Body's responsibilities to the Clerk of the House and the Clerk of the Parliaments, as provided for under section 10 the Parliamentary Buildings (Restoration and Renewal) Act 2019 (the Act) was laid before Parliament on 22 November 2022 and approved by both Houses. It came into force on 1 January 2023^[7].

Since coming in-house on 1 January 2023, the Client Team (formerly the Sponsor Body) has been reviewing and redesigning its structure and interfaces with Parliamentary teams to ensure that it is the optimal design to manage the Programme and to direct and assure the work of the Delivery Authority. A high-level structure was agreed by the Accounting Officers in February 2023, with several shared functions centralised into Parliament teams including finance, HR, and communications.

Notwithstanding the abolition of the Sponsor Body and the transfer of its functions into Parliament, the Delivery Authority remains an independently operating statutory body that is governed by a Board made up of an Independent Chair and both executive and non-executive members. The Corporate Officers are the only members and guarantors of the Delivery Authority under the R&R Act. The Delivery Authority has its own Board, Accounting Officer, Internal Audit function and Risk, Assurance and Audit Committee. It is also subject to external audit by the NAO. The Accounting Officers have further given permission to the Comptroller and Auditor General (C&AG), at their discretion, to scrutinise the Client Team as part of their value for money audits on the R&R Programme.

The oversight of the Delivery Authority's work has now transferred to the new governance structure set out above. A new Programme Delivery Agreement^[8] was put in place between the Corporate Officers and the Delivery Authority providing the framework for the relationship between the bodies. Further review of this agreement is underway to ensure the relationships between the parties remain effective. The Client Team has also put in place a task brief for the Delivery Authority setting out expectations for delivery to support the new mandate and ensuring appropriate oversight of those activities. The Client Team continues to employ independent assurance of the Delivery Authority's work to support the Senior Responsible Owner, Corporate Officers, and Programme Board in discharging their responsibilities.

[7] [Details - SI 2022 - Statutory Instruments - UK Parliament](#)

[8] [Programme Delivery Agreement version 4 dated 1 January 2023](#)

Programme Progress

The focus for the Programme this year has been delivering against the new mandate agreed by both Houses in July 2022. The new mandate from the Houses agreed that a wide range of options should be developed, encompassing possible scopes for the works to reflect different levels of ambition, and a range of different approaches to delivering the works, ranging from a full decant to continued presence of one House during the works. It was agreed that the new approach should prioritise the following areas:

- **Fire safety and protection**
- **Replacement of mechanical, electrical, drainage and plumbing, and data and communications systems**
- **Asbestos management and wider health and safety issues**
- **Conservation of the building fabric including stonework**

Development and Assessment of New Options

The Delivery Authority has developed a wide range of options for restoration and renewal of the Palace which set out various methods of restoring the Palace as well as a spectrum of levels of ambition for the outcomes that could be achieved. Six outcome levels for the scope of works (the ‘what’) were developed alongside six representative construction scenarios (the ‘how’). Combining each of the outcome levels with each of the construction scenarios has led to the production of thirty-six delivery options.

The Programme has been able to use much of the previous design work to inform the options produced, including re-assessing over 1,750 technical reports that had been completed prior to January 2022 across a range of technical disciplines. The development of these options has been informed by:

- **Design technical studies in the areas of fire protection, accessibility, security, conservation, accommodation, and mechanical and electrical systems.**
- **Construction studies in the areas of marine works, temporary site facilities, basement and tunnelling optimisation, noise and vibration, archaeology impacts and utilities diversion.**
- **Surveys – further details provided below.**

The R&R Client Board agreed a set of evaluation criteria to assess the options developed. These include a range of areas as follows:

SAFETY & SECURITY RISK Safety risks to Palace occupants Safety risks to construction personnel Health (incl. asbestos) risk to Palace occupants Health (incl. asbestos) risk to construction personnel Security risks / impact during construction Segregation of Palace occupants from R&R construction	ECONOMY Overall estimated programme cost (with Independent Options Appraisal reference) / affordability inc. temporary accommodation cost Estimated annual expenditure Commercial and supply chain (ability to contract the works)	DURATION Total Programme Duration (with Independent Options Appraisal reference) Length of time out of the Chambers	HERITAGE & ENVIRONMENT Heritage (building fabric and collections) impact Environmental impact Consent risk
	WIDER LEGACY IMPLICATIONS Based on the 14 design areas described within the outcome levels descriptions Medium and long term operational effects (positive and negative) of the works, once complete	DELIVERABILITY Preparation of the building for works Construction logistics/ phasing complexity Amount of temporary accommodation required	DISRUPTION Disruption levels to Palace building occupants Operational impact during construction (inc. impacts on House services, Palace logistics, outages, emergency chamber, business resilience etc) Equality, Inclusion, Accessibility during the works

Towards the end of the reporting period, the R&R Programme Board was presented with the output of the options development and assessment against the criteria above. This includes high-level cost and schedule information and evidence of the levels of disruption, health, safety, and other risks arising and periods that would be required for the Palace to be vacated by either or both houses. This will inform the decision by the Programme and Client Boards on a shortlist of R&R delivery options which will then be presented on the floor of each House for approval by the end of 2023 as part of a strategic case. The Programme Board have agreed in principle that the Delivery Authority will publish a technical summary report setting out the options and including indicative costs and timescales.

Whichever delivery options are shortlisted, a significant element of decant from the Palace of Westminster will be required, necessitating periods during the R&R Programme when a temporary transfer to alternative working venues will be required for one or both Houses. Prior to the new Programme mandate in 2022, both the Delivery Authority and Parliament had undertaken work to look at temporary accommodation requirements and potential solutions. These temporary accommodation options will be reviewed in light of the shortlisted R&R delivery options and consulted on with Members of both Houses and the wider parliamentary community.

Programme Progress

Assurance

In addition to the Independent Advice and Assurance Panel report which is appended to the 2022 Joint Report from the two Commissions^[9], several assurance reviews have been commissioned by the two Houses on behalf of the Programme Board to provide independent challenge and support to aid in successful delivery of the Programme’s agreed outcomes and benefits. These include:

- A follow up Independent Advice and Assurance Panel review to provide assurance that the R&R Programme is progressing in line with the new mandate.
- [Restoration and Renewal of the palace of Westminster – Independent Peer Review.](#)
- An independent review commissioned by the Client Team on the approach to wider options development and shortlisting in line with the recommendations set out in the Joint Report from the two Commissions.

The R&R Delivery Authority have also commissioned the following independent reviews:

- An external review with industry subject matter experts to assess key activities and assumptions made in the Construction Scenarios/Schedules.
- External challenge from independent design specialists to review and test key areas within the Outcome Levels.

In addition, the Client Team have utilised their assurance representative to review the new approach to the works on options development, the delivery options assessment work, and the R&R surveys development approach.

These activities are in addition to ongoing assurance in the Delivery Authority including challenge by their own Risk, Audit and Assurance Committee and the Delivery Authority Board and their non-executive directors.

Consultation and Engagement

Engagement with Members and the parliamentary community has taken place to raise awareness of changes to programme governance and the key milestones anticipated in the year ahead, as well as engagement activities with Members and staff to support the R&R Programme Board’s deliberations on the delivery options.

- In summer 2022**, Members and the wider parliamentary community were engaged during the changes to the Programme governance structure and approach to the works to support consideration of the new mandate for the Programme in both Houses.
- The Programme ran a series of Members’ R&R tours of the Palace.** These tours were designed to show Members the challenges of maintaining and restoring the Palace and opportunities available through R&R. The R&R tour was reviewed and refreshed in March 2023 to incorporate the progress made on the Programme and to refocus Member tours on to the Commission’s priority areas – services, fire safety, asbestos, and building fabric conservation.
- In February and March 2023**, the Programme engaged with 11 parliamentary committees on the broad range of options being considered by the Programme Board. Committee feedback was captured and fed into shortlisting deliberations.
- In March and April 2023**, Members and the parliamentary community were engaged at R&R engagement stands set up at locations across the Estate. 224 passholders, including 72 MPs and 70 Peers engaged with the Programme at these stalls.
- Between January – March 2023** programme and parliamentary teams worked together to develop engagement to support the R&R Programme Board’s shortlisting deliberations from March up to summer 2023. Including a series of 1-1 interviews with Members of both Houses and Members’ staff and House staff focus groups that included parliamentary Trade Union and Workplace Equality Networks representatives.

[9] [Restoration and Renewal of the Palace of Westminster—a new mandate](#), HL Paper 19, HC 399, 13 June 2022

Programme Progress

Additionally technical subject matter experts from both Houses, as the asset owners and operators, have been engaged to input into the developing designs for R&R.

Between April 2022 to January 2023 a series of workshops were held with Parliamentary technical subject matter experts in order to explore and test assumptions and to gain input into option neutral design work. The studies were guided by the parameters proposed by the Commissions.

Beginning in February 2023 engagement with Parliamentary technical subject matter experts has focussed on supporting studies being undertaken by the Delivery Authority to improve the design maturity that underpins the Outcome Levels. Engagement on specific studies is ongoing.

Engagement with Parliamentary technical subject matter experts also continued throughout the period on Heritage Collections decant co-ordination and planning, temporary accommodation, early and enabling works, surveys, and standards.

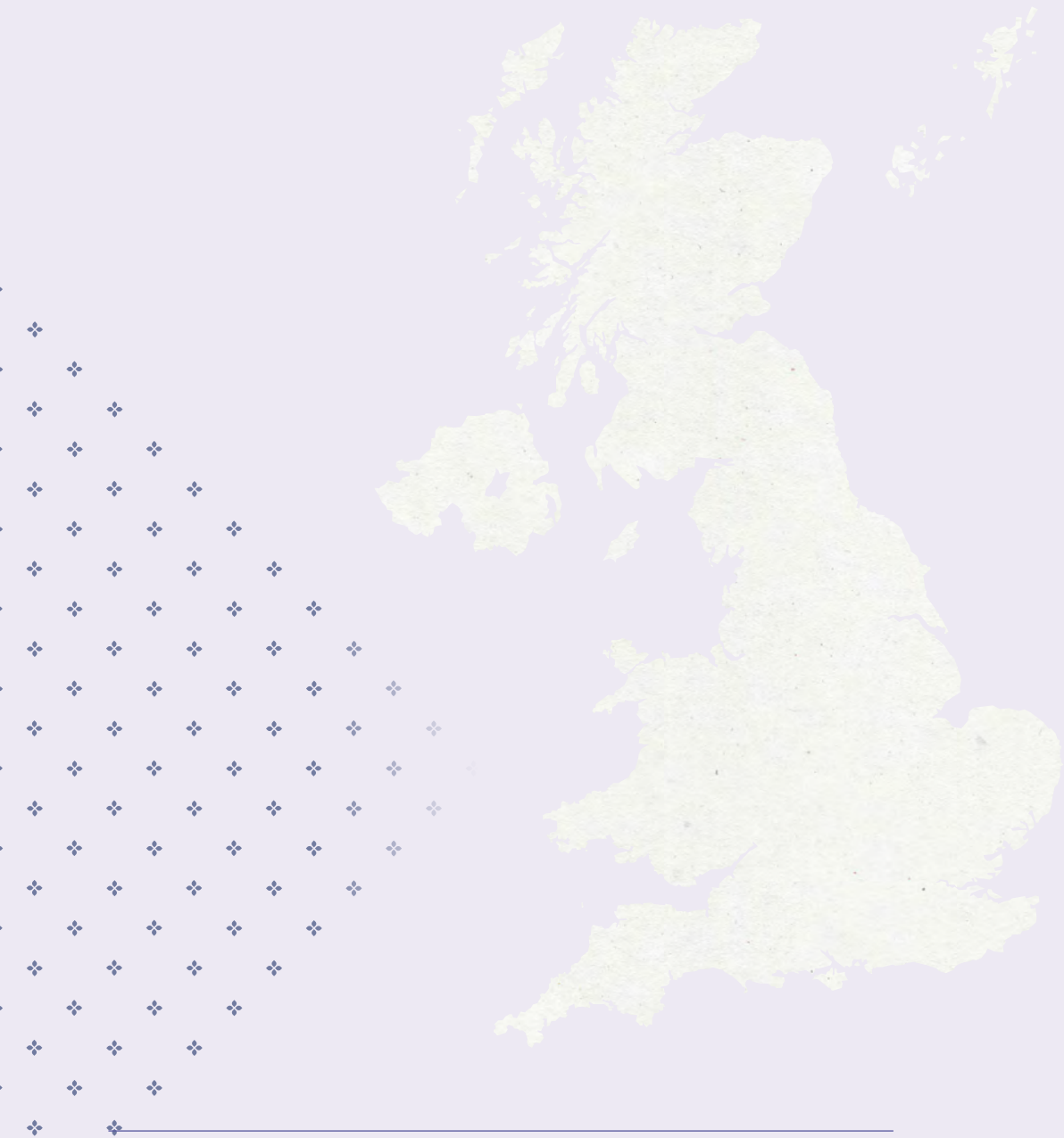
Member and staff communications have continued throughout the year with regular updates across all R&R channels including Member and staff-facing Parliamentary channels.

External engagement has also continued across a range of social media channels, and in the media. In summer 2022 the Programme published its [Public Engagement report](#)^[10], summarising a wide range of activities that involved and engagement 20,000 members of the public, including around 6,000 school children.

Quantitative public polling research within the report, undertaken on a quarterly basis, also found that:

- **Up to 75% of people think the Palace of Westminster should be protected and preserved for future generations.**
- **People across the UK felt the building is important and valued for its history, architecture, and symbolism, with 75–80% agreeing that “it is an important part of my country and history”.**
- **70–85% of people felt that “creating thousands of jobs working on the project” is an important benefit of restoring Parliament, with people feeling it is important to spread these benefits across the whole of the UK.**

UK-wide engagement with local political leaders and businesses including existing and potential suppliers, in partnership with the British Chambers of Commerce, recommenced in 2023 with several visits^[11] to promote the Programme and discuss with more than 100 businesses potential opportunities to be involved in the restoration work. The Programme also visited a number of historic buildings across the UK to develop working relationships and better understand the challenges faced during heritage restorations of varied scale. Market engagement roundtables in all four nations are planned during the year ahead.



[10] [Restoration and Renewal Understanding the public’s view](#), May 2022

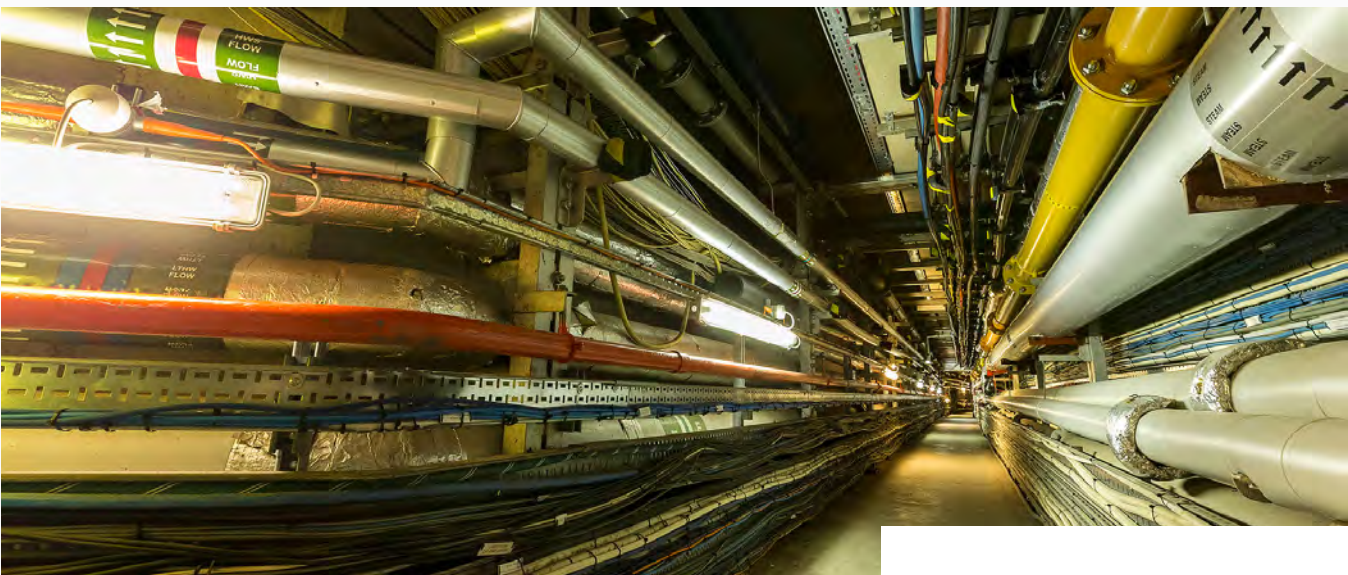
[11] Covering the North East, North West, East Midlands, East of England, South East

Programme Progress

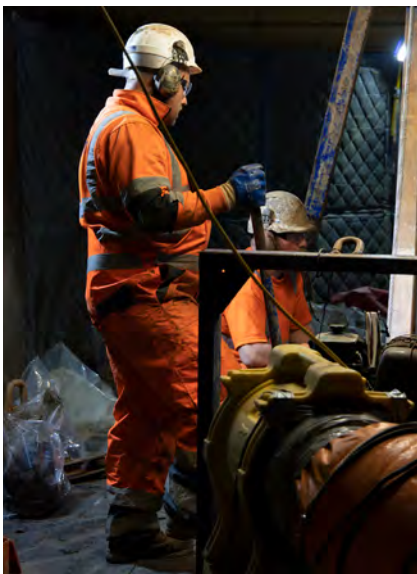
Surveys Progress

The Programme of surveys has made good progress, with just under 100 surveys in total completed by the end of March 2023. The surveys vary in type and involve a wide range of multi-disciplinary experts in design, engineering, conservation, and construction. For the first time this year, a series of intrusive surveys on the Palace estate were conducted which were the result of over eighteen months of complex planning and procurement. The majority of intrusive surveys have been undertaken during Parliamentary recess periods to minimise the possibility of disruption; however, Parliamentary sitting-time has also been utilised wherever it has been possible to do so. In total, over 7,500 hours of intrusive survey work was carried out in 2022/23 as well as an extensive range of non-intrusive surveys having been undertaken.

Over 7,500 hours
of intrusive survey
work was carried
out in 2022/23



©UK Parliament



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The surveys have looked at a variety of areas such as ground conditions, heating and ventilation, archaeology, external fabric and stonework, and drainage. These surveys are helping to shape the detailed plans for design and construction work and are enabling the Programme to pull together the most accurate record of the Palace's condition. The surveys plan is based on the principle of sampling, as not all areas of the Palace can be surveyed but instead representative areas are chosen to provide a good level of understanding. As the Programme develops, structural surveys will be carried out at a more granular level, and that survey activity will continue throughout this current definition phase as we build towards a costed proposal for the R&R works.

An initial 3D Building Information Model of the Palace is being developed, which is able to generate drawings and plans of any part of the building, as well as enable digital rehearsals prior to physical works taking place. During the year, work has been undertaken to ensure that outputs from surveys can be incorporate into this model. The Building Information Model allows multiple teams of engineers to work on consistent data and allows the identification of potential issues before they emerge. We understand from other major programmes that we have engaged with that major efficiencies can be made through the full adoption of this approach.



In line with the revised mandate from the two Houses and expectations set for the new governance structure, there has been a real effort to improve coordination between R&R works and other critical works undertaken by in-house teams. This is evidenced by the planning for survey activity and the sharing of information but also in the work to explore and develop early and enabling works.

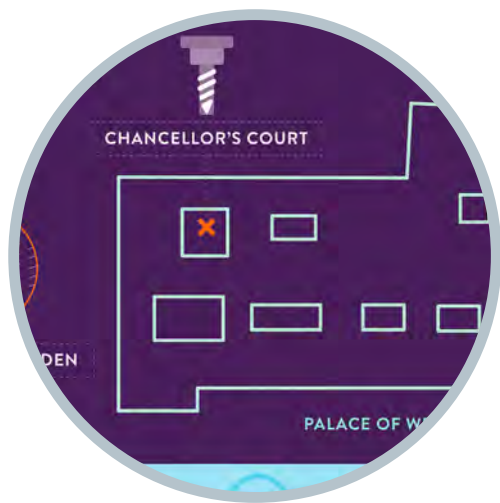
Uncovering the history of Parliament

During a deep borehole investigation under the Palace of Westminster, a hidden section of possible medieval River wall was discovered. The structure is likely to be at least 700 years old and is made from Kentish Ragstone, a hard grey limestone quarried from Kent that was also used in the construction of the Tower of London and Westminster Abbey. Borehole drills gathered dozens of ground samples from under the Palace which will be sent to the Museum of London Archaeology (MOLA) Finds, a specialist lab in Coventry for testing to better understand the composition of the ground. MOLA will also conduct its own archaeological report based on the data from the boreholes to confirm more about the discovery of the possible river wall.



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During another borehole investigation to prepare for the restoration of the Palace of Westminster, a 200-year-old figurine carved from bone in the shape of a fish was discovered. The fish, a gaming counter possibly used in 18th Century card games was found whilst monitoring the digging of a borehole deep in the earth under the House of Lords' Royal Court.



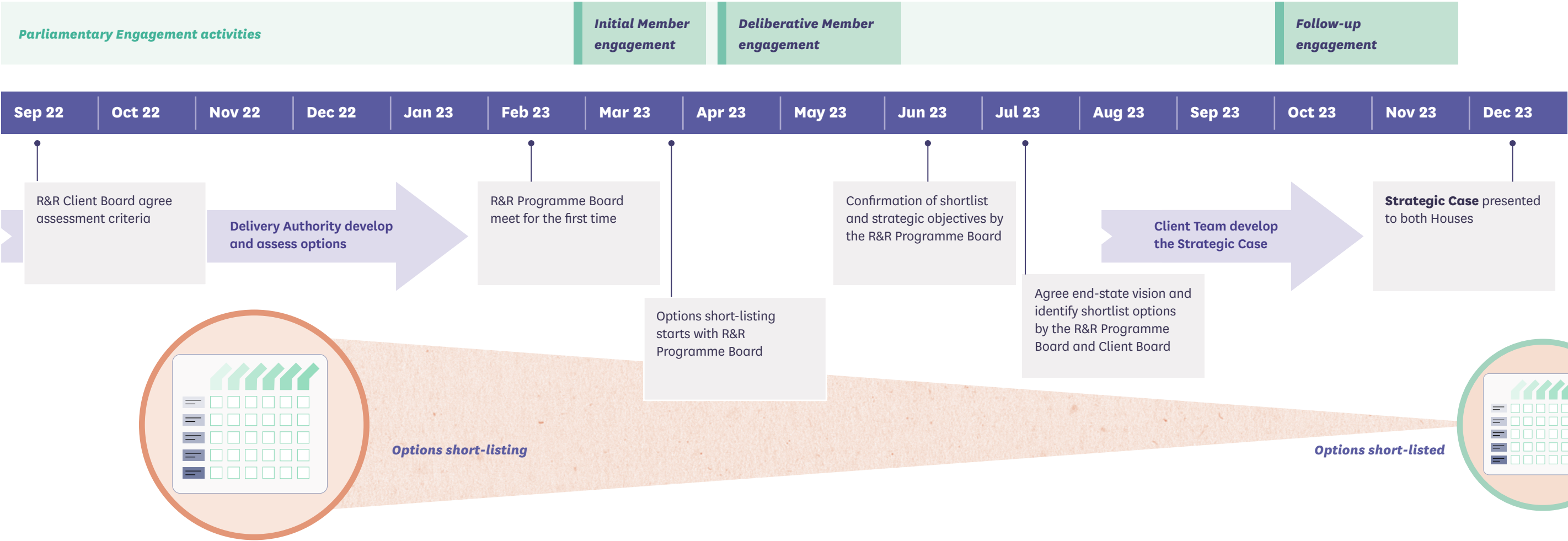
Heritage Collections

In addition to building surveys, work has also been progressing on plans to keep the Palace's Heritage Collections safe whilst the restoration work takes place. This has included supporting Parliamentary Teams in surveying the collections to ensure that we have documented an accurate inventory of items. The Delivery Authority has undertaken significant activity of this type over the past year and have now completed approximately 7,000 unique records of heritage items out of a total of around 11,000 housed in the Palace. This crucial work is key to ensuring the long-term safety of Parliament's extensive and significant Heritage Collections.



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Key Milestones in 2022–2024



Programme Progress

Key milestones for the Programme since the new mandate in 2022 and looking ahead to the next 12 months are set out below:

Programme Delivery Agreement Agreed	<i>STATUS</i> COMPLETE December 2022	This is the formal agreement between the two Houses and the independent Delivery Authority.
Statutory Instrument in force	<i>STATUS</i> COMPLETE December 2022	The Statutory instrument to amend the Parliamentary Buildings (Restoration and Renewal) Act and bring the sponsorship of the Programme into Parliament came into force on 1 January 2023.
R&R Options Assessment	<i>STATUS</i> COMPLETE January 2023	A wider range of options has been developed and assessed by the Delivery Authority ready for presentation to the R&R Programme Board.
2023/24 Intrusive Surveys Plan agreed	<i>STATUS</i> COMPLETE March 2023	The plan for future surveys to support R&R.
R&R Surveys	<i>STATUS</i> ONGOING	Ongoing surveys to better understand the Palace and inform the works to be completed.
R&R Options shortlisting started with Programme Board	<i>STATUS</i> COMPLETE March 2023	The R&R Programme Board will be considering the range of R&R options and proposing a shortlist of those for endorsement by the R&R Client Board.

R&R Options Shortlist, Strategic Objectives and vision endorsed by the Client Board	<i>STATUS</i> ONGOING July 2023	This shortlist of options along with strategic objectives and a vision will be part of the strategic case brought back to the Houses at the end of 2023.
Early and enabling works design started	<i>STATUS</i> ONGOING July 2023	Developing plans and designs for early R&R works integrated with ongoing works on the estate.
Strategic Case endorsed by Client Board	<i>STATUS</i> NOT STARTED October 2023	The strategic case will make recommendations to both Houses on the way ahead for R&R.
Strategic Case presented to the Houses	<i>STATUS</i> NOT STARTED December 2023	A motion will be put to both Houses to agree the way ahead for R&R based on the strategic case recommendations.
2024/25 Delivery Authority Budget Approved	<i>STATUS</i> NOT STARTED March 2024	Agreement to the future Delivery Authority budget based on the way ahead agreed by both Houses.

Financial Performance

Expenditure on the Restoration and Renewal Programme was previously reported in the [consolidated accounts of the Parliamentary Works Sponsor Body](#)^[12]. For 2022–23 the expenditure on Sponsor Body/Client team is the restated expenditure in the House of Commons and House of Lords, and as reported by the Delivery Authority.

Expenditure on the Restoration and Renewal Programme

	£m		
£m	2022–23	2021–22	2020–21
Sponsor Body / Client Team	6.4	12.3	13.1
Delivery Authority Resource DEL Equivalent	71.2	104.8	73.5
Delivery Authority Capital DEL Equivalent	3.9	1.3	5.2
Total	81.5	118.4	91.8

Further detail on the expenditure by the Delivery Authority is given in their own [annual report and accounts](#)^[13].

Summary of main contracts awarded

An update on the breakdown of the Delivery Authority external expenditure by *a) size of organisation* and *b) region* for the current financial year to March 2023 is shown in the following tables:

a) Breakdown by size

Company size	No. of Suppliers	%	Spend £m	%
SME (Small and medium-sized enterprises)	111	69%	11.4	24%
Large	49	31%	36.3	76%
Total	160	100%	47.7	100%

b) Regional spread of expenditure, including subcontracts. This figure is calculated from the head office or billing address of the suppliers and so does not necessarily mean that this is where the work is actually being undertaken as we are engaged with many suppliers who have multiple work sites.

Region	Spend £m	%
London	18.2	38.1%
North West	15.9	33.3%
South East	5.0	10.4%
Scotland	4.4	9.3%
West Midlands	1.3	2.8%
East	1.3	2.7%
South West	0.9	2.0%
North East	0.3	0.6%
Wales	0.3	0.5%
Rest of World	0.1	0.1%
East Midlands	0.0	0.1%
Northern Ireland	0.0	0.0%
Total	47.7	100%

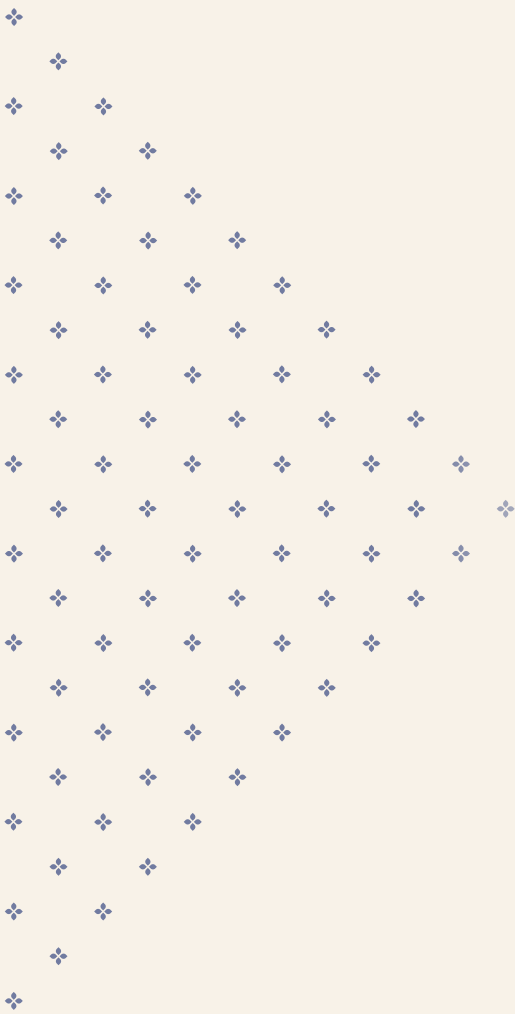
The Programme’s transparency reports on spends over £25k are available on our website here: <https://www.restorationandrenewal.uk/resources/transparency/the-programme>

[12] [Parliamentary Works Sponsor Body Annual Report and Accounts 2021–22](#), HC 517, 12 July 2022

[13] <https://www.restorationandrenewal.uk/resources/transparency>

Conclusion

The Palace of Westminster is recognisable to millions across the world; it is a global landmark, a powerful symbol of our democracy and a witness to the unfolding of our nation’s history. Both Houses and the Programme are committed to preserving the Palace and keeping the people who visit and work within it safe. Good progress has been made in the last 12 months to implement the new mandate from the Houses and set out the options so Members can agree a way forward at the end of 2023.





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