
Restoration and Renewal: Annual Progress Report

October 2024

HC 228



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

Restoration and Renewal: **Annual Progress Report | 2024**

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the Parliamentary Buildings (Restoration and Renewal)
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Foreword —

Clerk of the Parliaments and Clerk of the House

This year the Programme to restore and renew the Palace of Westminster made important progress. We are confident the decisions made by the R&R Client Board and R&R Programme Board will mean sufficiently robust and detailed information will be available to the new Parliament to support decisions on the way forward for R&R.

As Accounting and Corporate Officers for both Houses of Parliament, we share responsibility for the Restoration and Renewal Programme. The governance changes made and embedded over the last two years have ensured that Members of both Houses, through the R&R Client Board and R&R Programme Board, are making the key decisions on R&R and are closer to the detail of this complex work.

The publication of the R&R Strategic Case, which was approved by the Client Board, was a significant achievement. Further work will now be undertaken to develop three options outlined in the Strategic Case, to ensure that Members of both Houses are provided with the detail they need to support informed decisions on R&R.

Our most important responsibility is making sure that the Parliamentary estate continues to be a safe place for the thousands of people who work in it or visit it, and our Parliamentary teams undertake a range of ongoing work across the estate to invest in and maintain our buildings. At the heart of the estate is the Palace of Westminster, part of a UNESCO World Heritage Site and a Grade 1 listed building. More extensive work is required to restore and renew the Palace and all options for R&R represent a significant, multi-billion pound long-term investment in the home of the UK's democracy, supporting jobs and businesses nationwide.



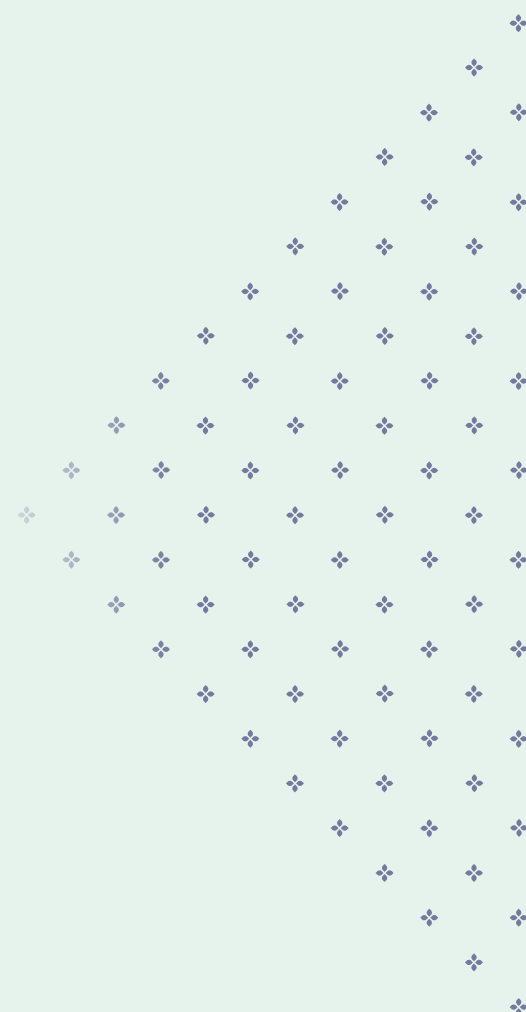
Tom Goldsmith
Clerk of the House



Simon Burton
Clerk of the Parliaments

The R&R Client Team will continue to engage with all members of the Parliamentary community throughout this year to understand views about this significant long-term investment, to support decision making by the R&R Programme Board and R&R Client Board. We will also continue to engage with the public by seeking the views of the public through regular polling which encouragingly shows that support for restoring the Palace remains high.

We are grateful for all the work and time that Members and staff have dedicated to R&R this year, and also extend our thanks to Dr Patsy Richards (MD, R&R Client Team), who has retired after more than 30 years in the UK Parliament and Scottish Parliament, and David Goldstone (CEO, Delivery Authority) who has stepped back from full-time executive roles. We are pleased to have welcomed their successors, with Charlotte Simmonds appointed as Managing Director of the R&R Client Team and Tanya Coff appointed as interim CEO of the Delivery Authority. Along with Charlotte and Tanya, we look forward to continuing to work closely with Members and Parliamentary staff to make further progress on the restoration of the historic Palace of Westminster.



Foreword — Managing Director of the Client Team

This has been a key year for the Restoration and Renewal Programme which culminated in the R&R Programme Board and Client Board publishing clear direction for the next stage of the programme, to develop costed proposals on three options.

This year has also seen the growth and embedding of the new R&R Client Team as a department reporting to both Houses within Parliament and overseeing the work of the Delivery Authority. We have implemented a new organisational design within the team which has included recruiting new staff alongside the existing talented team. We have also built good relationships with other Parliamentary teams to ensure we can collectively determine the Houses' requirements for the R&R Programme.

The whole team has been focussed on supporting the R&R Programme and Client Boards in their work this year to shortlist from the much wider range of options requested by the House Commissions down to the three options we will now be developing in more depth. A significant amount of engagement took place throughout the year with Members of both Houses; staff; the wider Parliamentary community; the public; and potential suppliers as set out in this year's report.

The R&R Client Team has worked with the R&R Delivery Authority and parliamentary teams to focus on progressing plans for early works to ensure that the benefits from R&R can be delivered as quickly as possible, and continuing building surveys and investigations to increase further our understanding of the Palace.



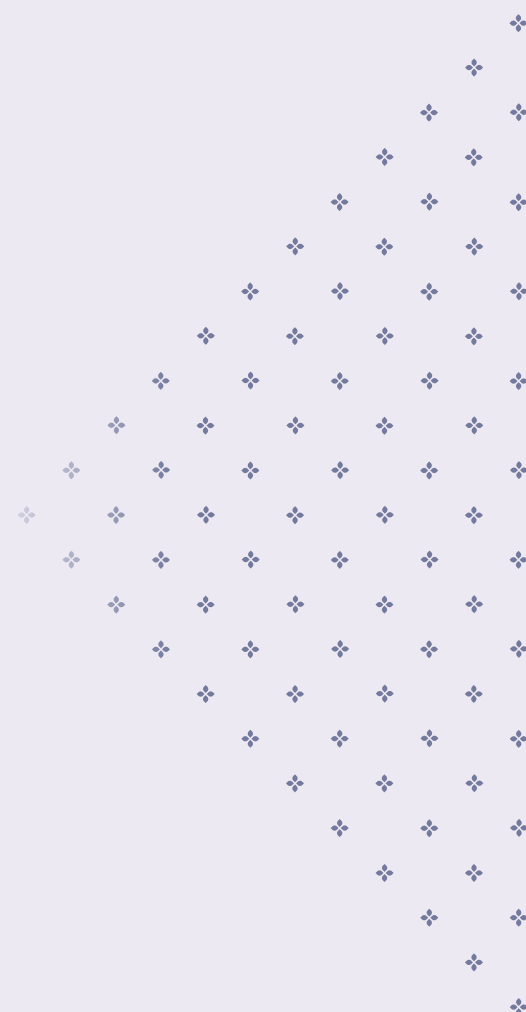
Charlotte Simmonds

Managing Director
of the Client Team
Started 1 August 2024

The programme continues to benefit from support and advice from our international colleagues in other Parliaments who are facing similar challenges to restore their own historic buildings and who generously share their learnings with us. The R&R Programme Board, Client Team and Delivery Authority have also visited other historic building restoration and heritage sites in the UK this year to ensure we can take their learnings and apply them to the R&R programme.

The publication of the strategic case in March 2024 was a significant milestone for the programme and underlines Parliament's commitment to protecting the Palace, what it stands for and all that goes on here.

This financial year will be another important one for R&R, with the General Election leading to a new intake of MPs to work with and engage on the crucial question of how we restore and renew the Palace of Westminster for future generations.



Introduction

This 2023/24 Restoration & Renewal (R&R) Annual Progress Report provides an overview of the ongoing progress of the Parliamentary building works as is required under the Parliamentary Buildings (Restoration and Renewal) Act 2019 (‘The Act’). It aims to consolidate in one place information relating to the Restoration and Renewal Programme for the Palace of Westminster.

Further details of the activities undertaken can be found in the Annual Report and Accounts for the House of Commons, House of Lords and R&R Delivery Authority.



The R&R Programme

The Act as amended defines the Parliamentary building works, allocates responsibilities to the Corporate Officers – the Clerk of the House and the Clerk of the Parliaments – acting jointly, creates the Delivery Authority and confers functions on them, and makes provision for financial and other controls.

The responsibilities conferred on the Clerks include:

- **Determining the strategic objectives of the Parliamentary building works.**
- **Making strategic decisions relating to the carrying out of the Parliamentary building works.**
- **Overseeing the Delivery Authority in the exercise of its statutory functions.**
- **Consulting members of each House and seeking the views of staff, Members' staff and members of the public.**
- **Promoting public understanding of the purposes of the R&R programme; and**
- **Obtaining Parliamentary approval for the proposals for the Palace restoration works.**

The R&R Client Team, a joint department of both Houses supports the Clerks in fulfilling their responsibilities. It was led by Dr Patsy Richards up to July 2024, and from August 2024 by Charlotte Simmonds who is now the Managing Director and Senior Responsible Owner for the R&R Programme. The R&R Delivery Authority is the company limited by guarantee responsible for formulating proposals relating to the Palace restoration works and carrying out those works once they have received Parliamentary approval. It was led by David Goldstone until August 2024, and from September 2024 is led by interim CEO Tanya Coff. Restoration and Renewal is overseen on a day-to-day basis by the R&R Programme Board comprised of Members from the House of Commons and House of Lords, the two Corporate Offices and expert external members. The R&R Programme Board was chaired by the former House of Commons Deputy Speaker the Rt Hon Nigel Evans until the 2024 General Election. A new Chair will be appointed in due course.

The R&R Programme

The Programme Board reports to the R&R Client Board, made up of members of both Houses' Commissions ^[1] and co-chaired by the Speaker of the House of Commons and the Lord Speaker of the House of Lords. The Client Board is responsible for making critical strategic choices relating to the restoration and renewal of the Palace of Westminster and for making recommendations to the two Houses of Parliament.

The R&R programme of works is currently structured into 5 projects:

- **Palace of Westminster restoration**
- **House of Lords temporary accommodation**
- **House of Commons temporary accommodation**
- **Heritage Collections decant**
- **Early and Enabling works**

The Delivery Authority is undertaking further work to develop two options to deliver the Palace of Westminster restoration – a full decant option and a continued presence option – and Parliament's Strategic Estates team are developing a third option – Enhanced Maintenance and Improvement – to deliver the works through a

Option 1: Full decant - Both Houses leave the Palace and relocate nearby on a temporary basis while the majority of the works are completed.

Option 2: Continued presence - A continued presence of the House of Commons Chamber and essential support functions in the Palace throughout the works. Temporary relocation of the House of Lords and other House of Commons functions.

Option 3: Enhanced maintenance and improvement - Enhanced maintenance and improvement of the Palace delivered as part of a rolling, sequenced, programme of works. Some relocation will be required depending on the work.

[1] 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)

rolling programme. The Strategic Estates team are also developing the proposals for House of Commons temporary accommodation. All other aspects of the R&R programme are the responsibility of the Delivery Authority. The R&R Client Team oversees the whole R&R programme and ensures consistency.

Costed proposals for the three options are expected to be presented to both Houses of Parliament for decision in 2025.

All options will seek to deliver a reasonably ambitious scope and achieve improvements in the following areas:

- **Health and safety, including fire safety and addressing the risks posed by asbestos.**
- **Renewal and expansion of mechanical, electrical and other services.**
- **Building fabric conservation.**
- **Air ventilation and heating and cooling to rooms and offices.**
- **Security protection measures.**
- **Accessibility—including to improve audibility and increase step-free access, with the greatest improvements in the most visited and used areas of the Palace and an average enhancement from the current 12% step free access to circa 60% across the Palace and greater coverage in public areas.**

Further work on the enhanced maintenance and improvement option this year will examine what scope it could achieve compared with the full decant and continued presence options.

Programme Governance

The R&R Client Board and R&R Programme Board

The R&R Client Board ^[2] (both Commissions meeting jointly ^[3]) met five times (May 2023, July 2023, November 2023, and twice in February 2024), and the R&R Programme Board ^[4] (comprised of parliamentary members, officials and external members) met eleven times.

Information about the Programme Board and its membership is set out on its website (linked below). Minutes of both Board meetings are published on their respective websites.

[2] R&R Client Board webpage

[3] 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)

[4] R&R Programme Board webpage

The R&R Client Board's membership and attendance from April 2023 to the dissolution of Parliament in May 2024 was as follows:

Members	Attendance
Nickie Aiken MP	1/5
Deirdre Brock MP	3/5
Simon Burton, Clerk of the Parliaments	5/5
Marianne Cwynarski, Director General, Operations	5/5
Lord Gardiner of Kimble	5/5
Tom Goldsmith, Clerk of the House of Commons (from October 2023)	3/3
Andy Helliwell, Chief Operating Officer	5/5
Sharon Hodgson MP	5/5
Shrinivas Honap	4/5
Sir Lindsay Hoyle MP; Speaker (Chair, by virtue of office)	4/5
Earl of Kinnoull	5/5
Charlotte Moar (from September 2023)	3/3
Lord McFall of Alcluith (Chair, by virtue of office)	5/5
Baroness McIntosh of Hudnall	5/5
Lord McLoughlin (from January 2024)	1/2
Penny Mordaunt MP	5/5
Lord Morse (from February 2024)	1/2
Lord Newby	5/5
Lucy Powell MP (from September 2023)	3/3
Nora Senior	5/5
Baroness Scott of Needham Market (from January 2024)	1/2
Baroness Smith of Basildon	5/5
Lord True	4/5
Sir Charles Walker MP	1/5
Catherine Ward (from June 2023)	4/4

Former Members	Attendance
Sir John Benger, Clerk of the House of Commons (until September 2023)	2/2
Thangam Debbonaire (until September 2023)	2/2
Mathew Duncan (until September 2023)	1/2
Lord German (until January 2024)	3/3
Lord Hill of Oareford (until January 2024)	0/3
Lord Vaux of Harrowden (until January 2024)	3/3

The R&R Programme Board’s membership and attendance from April 2023 to the dissolution of Parliament in May 2024 was as follows:

Members	Attendance
Simon Burton, Clerk of the Parliaments	10/11
Lord Collins of Highbury	10/11
Dr Michèle Dix*, external member (from 12 September 2023)	6/6
Paul Duffree, external member	11/11
Nigel Evans MP (chair)	10/11
Tom Goldsmith, Clerk of the House of Commons (from October 2023)	5/6
Steve Hails, external member	11/11
Wera Hobhouse MP	9/11
Sir Edward Leigh MP	10/11
Lord Sherbourne of Didsbury	10/11
Sir Jonathan Stephens, external member	11/11
Mark Tami MP	10/11
Lord Vaux of Harrowden (from 31 January 2024)	2/2

Former Members	Attendance
Sir John Benger, Clerk of the House of Commons (until September 2023)	3/5
Sir Geoffrey Clifton-Brown MP (until January 2024)	7/8
Lord Morse (until January 2024)	8/9

Notes on the table:

*In September 2023, the House of Commons and House of Lords agreed to appoint a fourth external member of the R&R Programme. Dr Michèle Dix with effect from 12th September 2023^[5].

** The Leader of the House of Commons and the shadow Leader of the House of Commons are ex officio members of the R&R Programme Board. However, they can send

delegates. During 2023-24, the delegates were:

Sir Geoffrey Clifton-Brown and Sir Edward Leigh (job-share) for the House of Commons Leader

Mark Tami MP for the House of Commons Shadow

In January 2024 Sir Geoffrey Clifton-Brown stepped down as the House of Commons Leader’s delegate on the Board, leaving Sir Edward Leigh as

the sole delegate for the Leader of the House of Commons.

Lord Morse, Deputy Chair of the R&R Programme Board, stepped down from the Board in January 2024^[6], he has taken up the Chair of the Lords Finance Committee and will therefore join the R&R Client Board by virtue of his office. In February 2024, the Programme Board appointed Lord Vaux as its Deputy Chair and Chair of the Sub Board^[7].

[5] <https://hansard.parliament.uk/Lords/2023-09-20/debates/FO918CF7-6F4C-48B1-9B2D-7F4718A1A14B/RestorationAndRenewalProgrammeBoard>

[6] <https://hansard.parliament.uk/lords/2024-01-24/debates/DFCCOA22-4AE2-4273-98D7-D7753E986C4D/BuiltEnvironmentCommittee>

[7] <https://committees.parliament.uk/publications/44118/documents/218699/default/>

In 2023 the R&R Programme Board established a Sub Board to assist with financial scrutiny and assurance of budgets and costs, in particular scrutiny of the Delivery Authority's main estimate and the costs associated with The Act. The Sub Board is supported in its work by the Finance Directors of both Houses.

Other governance changes

The Programme's Senior Responsible Owner at the time, Dr Patsy Richards, commissioned a review of staff level R&R governance in 2023. Changes have been recommended to ensure better co-ordination between the Delivery Authority and Parliamentary delivered R&R.

In July 2024 Dr Patsy Richards retired from Parliament and Charlotte Simmonds was appointed as the new Senior Responsible Owner of the Programme and Managing Director of the Client Team.

Programme Progress

Strategic case summary

In March 2024, the Client Board published the R&R Strategic Case report. This report outlines the more detailed work planned on three options for R&R, which will be presented to both Houses to enable decisions on a preferred way forward in the new Parliament.

The three options outlined in the report are:

- **A decant option.**
- **A continuous presence option.**
- **An enhanced maintenance and improvement option.**

Publication of the Strategic Case is the most significant milestone for the programme since the agreement of the new mandate for R&R in 2022. The report sets out the considerable work undertaken by the R&R Programme Board throughout 2023 to identify a shortlist of options for R&R and a way forward.

Between March and June 2023, the Programme Board examined 36 options each of which was a combination of potential scope and delivery approaches for R&R. Through a series of meetings and workshops, the Board set out to identify one or a small number of options to take forward for further design work to inform a later decision on fully costed proposals for the works, as required under the Parliamentary Buildings (Restoration and Renewal Act) 2019.

The Programme Board carefully considered the 36 options against a range of criteria, including: value for money, health and safety implications, likely disruption to the work of Parliament, and lasting benefits, including accessibility and sustainability improvements.

Following this extensive shortlisting process, the Programme Board concluded that a reasonably ambitious scope for the works represented the best value for money, and that a decant and a continuous presence option for delivering this should be taken forward for further detailed work.

The R&R Client Board agreed with and endorsed the Programme Board's shortlisting assessment. However, they also considered that further work should be undertaken on a third option of enhanced maintenance and improvement for restoring the Palace.

Further detailed work on each of these three options, and the costs, risks and benefits associated with them, will be undertaken over the next year. Once this work is complete, all three options will be presented alongside one another to enable informed decisions by the Houses and a genuine choice on the preferred way forward.

As part of this further work, consideration will also be given to whether the Parliamentary Buildings (Restoration and Renewal) Act 2019 needs amending, to facilitate greater parliamentary scrutiny and a more flexible programme.

The R&R Strategic Case is available to read on the Client Board's website here^[8].

Engagement and communications

A range of engagement and communications activity this year has supported the development of the strategic case and informed decision-making. This has included:

- **Engagement across the breadth of the parliamentary community, with Members of both Houses, parliamentary governance bodies and committees, Members' staff, and staff of the House administrations.**
- **Extensive technical engagement with parliamentary and external experts (e.g. fire safety, engineering, construction, security, procedural, heritage and technology experts).**
- **Engagement with industry and professional sectors across the UK.**
- **Ongoing public polling.**
- **Delivery of a media strategy to engage via national and industry press and build public understanding of the Programme.**

Parliamentary engagement:

Parliamentary engagement in 2023/24 was concentrated on supporting two of the Programme's major milestones: the options shortlisting process that took place between May and July 2023 and the publication of the Strategic Case in March 2024. This was underpinned by a variety of ongoing engagement activities throughout the year to raise awareness and promote the Programme within the parliamentary community.



[8] <https://committees.parliament.uk/publications/43891/documents/217735/default/>

Programme Progress

Engagement to support shortlisting included conducting a series of 1-1 interviews with MPs and Peers, engagement with a range of parliamentary committees in both Houses, and focus groups with staff, Members' staff, and Trade Unions and Staff Associations. The views captured during these engagements were fed directly into Programme Board options shortlisting deliberations.

Engagement to support Strategic Case publication included:

- **Having well-located stands in both Houses with Programme staff offering copies of the Strategic Case, explaining its contents, answering questions, and taking feedback.**
- **Engagement with parliamentary committees in autumn, prior to publication; and presenting on the Strategic Case to Members, Members' staff, and Houses staff in a series of presentations to Party Group and staff meetings.**

These activities have helped to raise parliamentary awareness and support an understanding of the options set out in the Strategic Case and the R&R governance and decision-making routes that it has gone through. Feedback has been captured from these activities to inform the development of costed proposals for the three shortlisted options.

Regular engagement to maintain awareness and support for the Programme continued throughout the year. This included:

- **Regular R&R tours of the Palace for Members and passholders providing important real-life context to the need for restoration by showing attendees the challenges and opportunities facing the Programme.**
- **Visible engagement stands in both Houses at points throughout the year providing the opportunity for all in the parliamentary community to engage.**
- **Regular engagement with Parliament's trade unions and staff associations, to seek feedback, provide information and maintain discussion as the Programme progresses.**
- **A regular cycle of updates to Parliamentary staff via the usual corporate engagement fora and communications channels.**

Technical Engagement

There has been extensive engagement with Parliamentary subject matter experts throughout the year including a focus on developing the high level 'Client Requirements' and the more detailed 'functional requirements' for the restoration works. The Client Requirements were endorsed by the R&R Programme Board in October 2023 and represent what will be delivered by the R&R Programme. They will inform the further work of the Delivery Authority and Strategic Estates as the options are further developed this year.

There has also been technical engagement on design proposals for R&R which focus on how the Palace will operationally work for users of the Palace. This work is a key next step towards supporting the costed proposals to be brought to both Houses in 2025.

External Engagement

Engagement with audiences external to Parliament has included undertaking public polling in November 2023 and March 2024 to understand public opinion towards the Palace and its restoration. All our public engagement to date indicates that there is strong public support for restoring and renewing this historic building at the centre of our democracy. More than 70% of people surveyed agree that the Palace should be restored and protected for future generations and 84% believe that ensuring the safety and welfare of all individuals working in and visiting the building is the primary benefit of the Programme.

There have been varied engagement activities with external audiences. These have included:

- **A series of UK-wide engagement events, speaking with over 250 representatives of supply chains, small businesses, and local officials in all four nations of the UK.**
- **Programme participation in The Historic Buildings Parks & Gardens Event at the QEII Conference Centre in London (November 2023).**
- **Working with the Inter-Parliamentary Relations teams in both Houses to build relationships with and learn from international parliamentary networks.**

Programme Progress

Communications

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

External communications, primarily led by former House of Commons Deputy Speaker Nigel Evans MP in his role as R&R Programme Board Chair, have continued across social media channels and in the media.

Priorities for R&R engagement in 2024/25

- **Parliamentary engagement following the General Election to provide new Members with a thorough induction to the R&R Programme.**
- **Engagement with the Members and the wider parliamentary community in 2025, in support of the presentation of costed proposals for the shortlisted options.**
- **Engagement with Members and the parliamentary community to support the development of plans for the Houses' temporary accommodation during the works if required.**
- **Technical engagement with parliamentary and external stakeholders in 2024 and 2025 to support the development of costed proposals.**

Early and enabling works, main works and temporary accommodation

Lots of work is underway to ensure any necessary temporary accommodation for the Houses is provided in time for the start of works to the Palace as well as the design work for the Palace itself to reach the intended outcome. This work includes the creation of new and extensive technical information relating to the Palace by the Delivery Authority in areas including building services, fire engineering, structural engineering, building fabric, archaeology, and ground conditions. Further information on progress made with surveying the Palace is provided below.

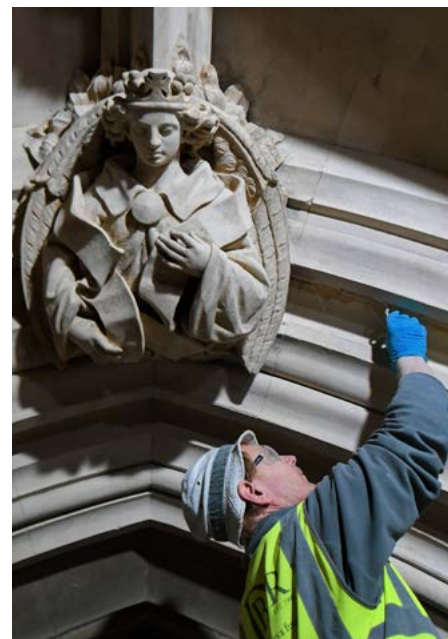
All this knowledge about the Palace is being consolidated into one place – a Building Information Model – to allow for design interrogation and future building management post-R&R. The level of certainty for critical structural hotspots in the model has increased from 0% to just under 50% in some areas and the ongoing surveys will provide further improvement.

Feasibility studies and plans for early and enabling works including engineering and specialist systems, power supply, river jetty and early works to Cloister Court and Victoria Tower are in development. Concept designs for the recommended outcome level for the Palace restoration works and outline design for House of Lords temporary accommodation have been completed. Work also progresses with the temporary accommodation plans for the House of Commons delivered by Parliament’s Strategic Estates team.

This complements early critical works already underway by the Strategic Estates team to progress:

- **Flat roof repairs to failing roof coverings around the Palace to prevent business disruption due to water ingress and loss of historic interiors.**
- **Stonework conservation repairs to decaying exterior stonework around the Palace to reduce the risk of falling stonework and ongoing degradation of historic building fabric.**
- **Mechanical, electric, public health and fire safety replacement of life-expired services to ensure the continued operation of the Palace until the start of R&R.**

And finally, areas of highest heritage value have been determined and agreed with Parliamentary heritage teams and heritage consenting bodies. Progress on the ongoing work to catalogue the nationally important Parliamentary heritage collections is presented below.



Programme Progress

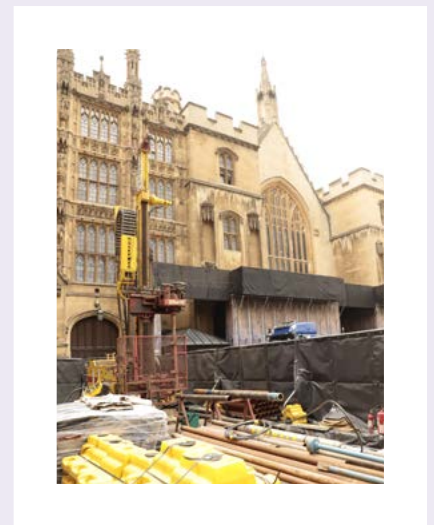
Surveys Progress

An extensive programme of complex surveys continues to be progressed for the Palace of Westminster. Although the surveys will not themselves provide all the answers for the onward restoration of the Palace, they are helping to shape the detailed plans for design and construction work and are enabling the Houses to pull together the most accurate record of the Palace's condition that has ever existed. The survey work has looked at the condition of heritage items in the Palace, the ground conditions around the Palace, the structure and condition of the external stonework, and the pipes and wires within the Palace.

A total of 18 surveys were conducted on the Palace site during 2023/24 including the completion of eight boreholes, bringing the total now complete to 15. The deepest of these boreholes is around 84 metres, which is the deepest to date conducted by the R&R Programme and will allow surveyors for the Delivery Authority to further understand the ground conditions, archaeology, and other useful design parameters ahead of the future works.

A number of archaeological discoveries has included sections of the ancient river walls and piles from the 1800's Charles Barry construction.

A total of 18 surveys were conducted on the Palace site during 2023/24 including the completion of eight boreholes, bringing the total now complete to 15.





Collections cataloguing

Parliament's unique Heritage Collections are of national and international significance and their safeguarding is a key consideration as plans for Restoration and Renewal progress. Working collaboratively with Parliament's Heritage Collections Team, the Delivery Authority will in 2024 finalise its audit of the approximately 13,000 collections objects – paintings, sculptures, furniture, decorative arts and other unique and important objects – currently housed within the Palace. Planning has started for the next phase of object assessment activity which will build an even more detailed understanding of the unique opportunities and challenges for the collection during R&R works within the Palace, including storage, transport, conservation and protection needs. In the meantime, Parliament and the Delivery Authority continue to work closely to ensure that heritage assets are protected during the busy programme of survey activity.

Programme Progress

Assurance

Assurance activities at a Programme level predominantly focused on the development of the strategic case and included:

- **An independent expert review on the approach to wider options development and shortlisting in line with the recommendations set out in the House Commissions report from 2022 ^[9].**
- **An independent gateway review adopting Infrastructure and Projects Authority (IPA) best practice to provide external challenge and support to the Interim Managing Director, the Corporate Officers and the Programme Board by providing a realistic, independent view on the ability to deliver the agreed outcomes and benefits of the Programme.**
- **A ‘keyholder’ review of the draft Programme Business Case (the HM Treasury compliant business case which underpins the strategic case that was considered by the Programme Board and Client Board), whereby the case was assessed by a panel of subject matter experts, internal to Parliament but independent to the R&R Programme.**

In addition, the Client Team have utilised their assurance representative to review the capital costs plans that supported the Programme Business Case, the development of confidence levels (P-values) of the R&R Programme estimates, the benchmarking data from heritage projects currently under construction within Parliament and the Delivery Authority’s strategic partner procurement strategy.

[9] <https://committees.parliament.uk/publications/22640/documents/166417/default/>

The House of Commons Committee of Public Accounts (PAC) continued their inquiry into R&R and published a report - Restoration & Renewal of the Palace of Westminster: 2023 Recall (HC1021) in May 2023 ^[10] to which the Clerks, Client Team and Delivery Authority jointly responded in July ^[11]. A further evidence session was held in October 2023 questioning the two Clerks, the Managing Director of the Client Team and the Chief Executive Officer of the Delivery Authority on current R&R progress and wider safety issues ^[12]. The Committee subsequently sent through a number of written questions, including on the shortlisted R&R options, R&R engagement with Members, staff and the public, and safety on the Parliamentary Estate ^[13]. The response from the Clerks, Client Team and Delivery Authority in January 2024 was published on the Committee's website ^[14].

Assurance for 2024/25 will include a follow up to the Independent Advice and Assurance Panel review to provide independent, objective and expert strategic assurance to Members on the R&R costed proposals and an external review, jointly commissioned with the Delivery Authority to provide independent subject matter expertise on scope, of design, risk, schedule, managing overheads, agility/innovation and benchmarking for the shortlisted options.

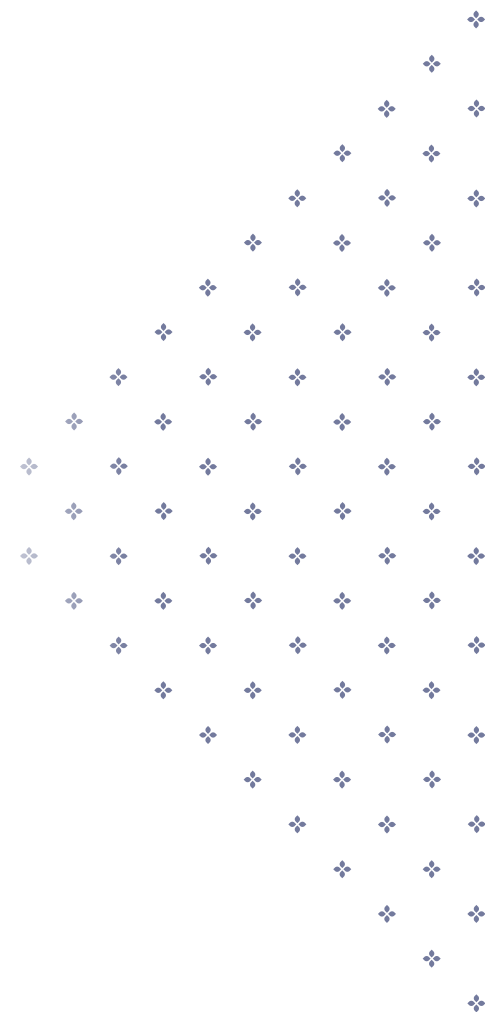
[10] <https://committees.parliament.uk/publications/39929/documents/194658/default/>

[11] <https://committees.parliament.uk/publications/41058/documents/199908/default/>

[12] <https://committees.parliament.uk/oralevidence/13697/pdf/>

[13] <https://committees.parliament.uk/publications/42278/documents/210123/default/>

[14] <https://committees.parliament.uk/publications/43214/documents/215076/default/>



Key Milestones in 2023/24

Key Milestones for the R&R Programme with a look ahead for the next 12 months are set out below:

R&R Surveys	<i>STATUS</i> ONGOING	Continue to plan and undertake intrusive and non-intrusive investigatory survey work on or around the Parliamentary Estate to better understand the Palace and inform future works.
Early and enabling works design	<i>STATUS</i> June 2024 ONGOING	Developing initial plans and designs for early R&R works, and studies for enabling works integrated with ongoing works on the estate to inform the design and Programme Business Case.
Strategic Case endorsed by Client Board	<i>STATUS</i> COMPLETE February 2024 (Changed from October 2023)	The strategic case sets out the way forward for R&R. This milestone was delayed as the Client Board requested revisions to make the report more accessible and to include more information on temporary accommodation and the enhanced maintenance and improvement option.
Strategic Case presented to the Houses	<i>STATUS</i> March 2024 COMPLETE (Changed from December 2023)	The Client Board has published the strategic case. Engagement with Members and others will continue throughout 2024.
2024/25 Delivery Authority Budget Approved	<i>STATUS</i> March 2024 COMPLETE	Agreement to the future Delivery Authority budget based on the next steps put to both Houses. The 2024/25 budget was endorsed by the House Commissions in March 2024 and considered by the Parliamentary Works Estimate Committee in May 2024.
Develop House of Commons and House of Lords Decant Plans	<i>STATUS</i> TBC 2024 ONGOING	Develop plans and confirm preferred locations for the decant of both Houses if needed.
R&R Options Palace Design	<i>STATUS</i> November 2024 ONGOING	Work by the Delivery Authority and in-House parliamentary teams to further develop the Palace designs and proposals for R&R options.
Invitation to tender for Delivery Authority strategic partners	<i>STATUS</i> 2025 NOT YET STARTED	The Delivery Authority is planning to tender for the strategic partners that will deliver the works in Phase 2 of R&R.
Costed proposals presented to the Houses	<i>STATUS</i> 2025 NOT YET STARTED	Proposals will be put to both Houses to agree the R&R option to take forward into Phase 2 (delivery). The proposals will include costs, timescales, deliverability, temporary accommodation proposals, and risk for all three options.

Financial Performance

Expenditure on the Restoration and Renewal Programme

	£m		
£m	2023-24	2022-23	2021-22
Client Team	5.0	6.4*	12.3*
Delivery Authority Resource DEL Equivalent	75.2	71.2	104.8
Delivery Authority Capital DEL Equivalent	0.0	3.9	1.3
Total	80.2	81.5	118.4

Notes on the table:

*2021-23 spend was under the previous Parliamentary Works Sponsor Body which transferred to the Client Team on 1 January 2023.

Further detail on the expenditure by the Delivery Authority is given in their own annual report and account. Further detail on the Client Team spend is given in the House of Commons and House of Lords Annual Report and Accounts.

The 2024/25 Annual Progress Report will include Parliamentary expenditure on the work to develop the Enhanced Maintenance and Improvement option for the Palace restoration and the House of Commons temporary accommodation. All future costs relating to the delivery of R&R will be clearly set out in the Costed Proposals presented to the Houses in 2025 and in the underpinning Programme Business Case.

Summary of main contracts awarded

A breakdown of the Delivery Authority's external expenditure by a) size of organisation and b) region is shown in the following tables for financial year 2023/24. Contracts for the enhanced maintenance and improvement work and House of Commons temporary accommodation work will fall into the 2024/25 financial year and will be reflected in next year's progress report.

a) Breakdown by size

Company size	No. of Suppliers	%	Spend £m	%
SME (Small and medium-sized enterprises)	88	62%	7.0	14%
Large	54	38%	44.5	86%
Total	142	100%	51.5	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	%
North West	22.70	44%
London	19.20	37%
West Midlands	3.00	6%
East of England	2.80	5%
South East	2.40	5%
South West	0.80	2%
Yorkshire & the Humber	0.34	0.6%
Wales	0.11	0.2%
North East	0.02	0.1%
Scotland	0.01	0.1%
Northern Ireland	0.01	0.1%
Rest of World	0.11	0.2%
Total	51.5	100%

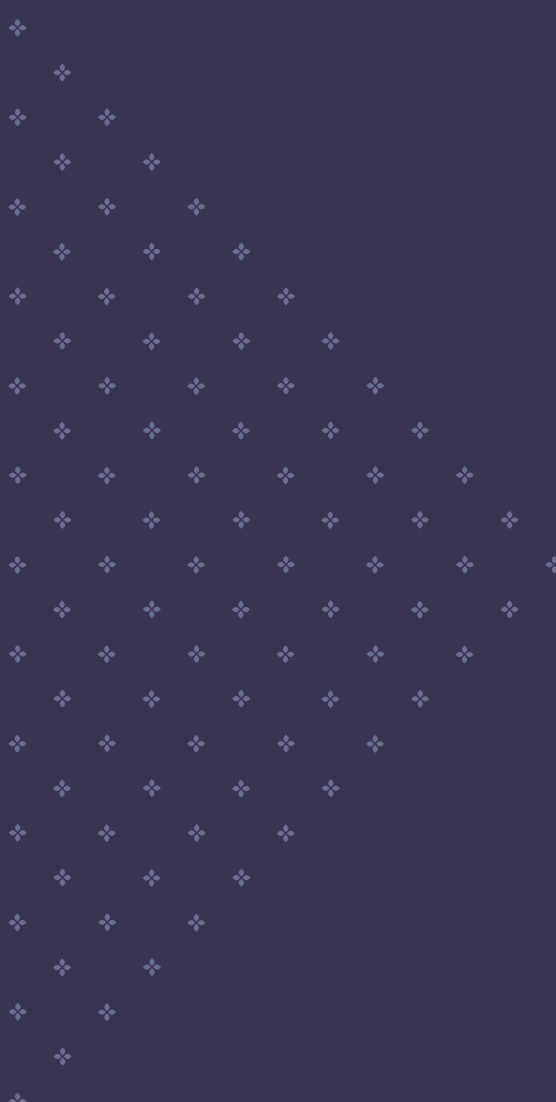
The Programme's transparency reports on spends over £25k are available on our website here: <https://www.restorationandrenwal.uk/about-us/corporate-publications>



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