UK Parliament

# Restoration and Renewal: **Annual Progress Report**

July 2025

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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 | 2025**

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# Foreword —
## Clerk of the Parliaments and Clerk of the House of Commons

**This year has been one of preparation and change for the Restoration and Renewal (R&R) Programme of the Palace of Westminster as we move closer towards a decision on the way forward.**

Following the publication of the R&R Strategic Case in March 2024, Parliament's in-house teams (the R&R Client Team and Strategic Estates) and the independent R&R Delivery Authority have been preparing and developing three delivery options, as well as plans for temporary accommodation. The R&R Delivery Authority has experienced significant change.

As Corporate Officers of both Houses, we remain committed to maintaining the building and ensuring it is safe for all who use it. A lot of work has been undertaken in this last year to continue to maintain and repair the building, to ensure it provides the services needed. This includes a continuation of work to Norman Shaw North on the Northern Estate, stonework restoration, roof repairs, lift refurbishments and partial replacement of mechanical and electrical systems of the Palace of Westminster.

The 2024 General Election saw a large turnover of Members. This change has been reflected in the make-up of the R&R Programme Board, R&R Client Board and the Parliamentary Works Estimates Commission. The Boards have dedicated time to ensuring that new and returning Members of both Houses and relevant committees have been engaged and updated on the Programme and its next steps. Engagement with staff

**Tom Goldsmith**
Clerk of the House

**Simon Burton**
Clerk of the Parliaments

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and other members of the parliamentary community has continued and will continue to be a focus of the Programme's work as it moves closer to the Houses being invited to decide the preferred way forward for the Programme.

This year has also seen changes to the Delivery Authority leadership team, including with a new Chief Executive (Russ MacMillan) and a new Chair (Dr Simon Thurley CBE) being appointed. We look forward to continuing to work closely with Russ and Simon as the Programme goes through this period of preparation and change.

This next financial year is key for progressing the Programme and moving it to the delivery phase. We are confident that the work of the R&R Client Board and R&R Programme Board will support Members of both Houses to make a decision on the preferred way forward for the Programme.

The report on costed proposals is expected in late 2025, which will enable both Houses to make a decision on the preferred way forward shortly after. This decision will allow the Programme to start delivering work to start the restoration and renewal of the Palace that will support jobs and businesses nationwide and preserve the home of UK democracy for future generations.

# Introduction

**The Palace of Westminster is the home of our democracy, a workplace for thousands of people and a symbol of the United Kingdom familiar to millions around the world. The building has played a unique role in our political history for 900 years and is in need of significant work to ensure it can continue to do so into the future. The R&R Programme was established to deliver this important work.**

The Palace's mechanical and electrical services were last holistically replaced after the Second World War. Both House administrations have an extensive programme of ongoing works to keep everyone on the estate safe and the estate running. However, a more comprehensive restoration programme is needed with significant further investment to address ageing infrastructure, deteriorating masonry and outdated systems.

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This 2024/25 R&R Annual Progress Report provides an overview of the ongoing progress of the Parliamentary building works, as required under the Parliamentary Buildings (Restoration and Renewal) Act 2019 ('the Act'). This report consolidates in one place information relating to 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 is a joint department of both Houses that supports the Clerks in fulfilling their responsibilities. Charlotte Simmonds took over from Dr Patsy Richards in August 2024 as the Managing Director of the R&R Client Team and Senior Responsible Owner for the R&R Programme.

The R&R Delivery Authority, a company limited by guarantee, is responsible for formulating proposals relating to the Palace restoration works and carrying out those works once they have received Parliamentary approval. The R&R Delivery Authority is developing two of the delivery options (full decant and continued presence) set out in the R&R Strategic Case, published by the R&R Client Board in March 2024.[1] It is also leading on plans to develop temporary accommodation for the House of Lords. Simon Thurley takes up the position of R&R Delivery Authority Board Chair on 1 April 2025, replacing Mike Brown, and Russ Macmillan started in post as Chief Executive Officer (CEO) of the R&R Delivery

[1] https://committees.parliament.uk/publications/43896/documents/217678/default/

Authority in February 2025. The previous CEO David Goldstone left his post in August 2024 with Tanya Coff serving as interim CEO in the intervening period.

Strategic Estates, a shared team working for both Houses (although formally part of the House of Commons Service), is responsible for the long-term preservation and development of the buildings and supporting infrastructure that constitute the Parliamentary Estate. It is responsible for developing the third R&R delivery option (enhanced maintenance and improvement) and is leading on developing temporary accommodation plans for the House of Commons on the Northern Estate.

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.

## Programme Governance

The R&R Programme has a two-tier governance structure comprising of the R&R Client Board and an R&R Programme Board. These Boards have been integrated into existing Parliamentary structures and are supported by the R&R Client Team.

Information about the Client Board and the Programme Board, including their membership and minutes of Board meetings, are published on their respective websites.[2]

The R&R Client Board, made up of the two House Commissions,[3] is responsible for making critical strategic choices and recommendations relating to the restoration and renewal of the Palace. The R&R Client Board meets at key points in the Programme and considers recommendations from the Programme Board which has delegated responsibility for directing and overseeing the R&R Programme.

Following the 2024 General Election there have been several changes to the membership of the two R&R Boards.

[2] https://committees.parliament.uk/committee/616/restoration-and-renewal-client-board/ https://committees.parliament.uk/committee/652/restoration-and-renewal-programme-board/publications/4/minutes-and-decisions/

[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)

## R&R Client Board

The R&R Client Board met once during 2024/25 (in December 2024).

| Members as at 31 March 2025 | Attendance |
|---|---|
| Rt Hon Sir Lindsay Hoyle MP; Speaker (Chair, by virtue of office) | 1/1 |
| Lord McFall of Alcluith (Chair, by virtue of office) | 1/1 |
| Rt Hon Steve Barclay MP (from December 2024) | 0/1 |
| Rachel Blake MP (from September 2024) | 1/1 |
| Lord Gardiner of Kimble | 1/1 |
| Marie Goldman MP (from October 2024) | 1/1 |
| Shrinivas Honap, external member | 1/1 |
| Earl of Kinnoull | 1/1 |
| Rt Hon Lord McLoughlin CH | 0/1 |
| Charlotte Moar, external member | 1/1 |
| Lord Morse KCB | 0/1 |
| Rt Hon Lord Newby OBE | 1/1 |
| Rt Hon Jesse Norman MP (from November 2024) | 0/1 |
| Baroness Pitkeathley OBE (from January 2025) | N/A* |
| Rt Hon Lucy Powell MP | 1/1 |
| Nora Senior, external member | 1/1 |
| Baroness Scott of Needham Market | 1/1 |
| Rt Hon Baroness Smith of Basildon | 1/1 |
| Nick Smith MP (from October 2024) | 1/1 |
| Rt Hon Lord True | 1/1 |
| Catherine Ward, external member | 1/1 |
| Simon Burton, Clerk of the Parliaments | 1/1 |
| Marianne Cwynarski, Director General (Operations) | 1/1 |
| Tom Goldsmith, Clerk of the House of Commons | 1/1 |
| Andy Helliwell, Chief Operating Officer | 1/1 |

| Former Members | Attendance |
|---|---|
| Nickie Aiken MP (until May 2024) | N/A* |
| Deirdre Brock MP (until May 2024) | N/A* |
| Rt Hon Penny Mordaunt MP (until May 2024) | N/A* |
| Sir Charles Walker MP (until May 2024) | N/A* |
| Rt Hon Chris Philip MP (from July 2024 until November 2024) | N/A* |
| Sharon Hodgson MP (from May 2024 until December 2024) | N/A* |
| Baroness McIntosh of Hudnall (until January 2025) | 1/1 |

*Not a Board member when the Client Board held any formal meetings in 2024/25

## Programme Board

The R&R Programme Board is made up of members of both Houses; the Clerks of both Houses; and lay members, with the right skills and expertise, particularly in major programmes, to fulfil its remit. The Programme Board is the main forum for oversight of the Programme, working to the direction provided by Client Board to make recommendations to the Client Board, reviewing the R&R Delivery Authority's budget, endorsing engagement activities, agreeing temporary accommodation activities, and managing dependencies and conflicts.

The R&R Programme Board met seven times during 2024/25 (in April, May, November and December 2024, and January, February and March 2025).

| Members as at 31 March 2025 | Attendance |
|---|---|
| Judith Cummins MP (Chair) (from November 2024) | 5/5 |
| Lord Vaux of Harrowden (Deputy Chair) | 7/7 |
| Lord Collins of Highbury | 5/7 |
| Dr Michèle Dix, external member | 7/7 |
| Paul Duffree, external member | 6/7 |
| Marie Goldman MP (from November 2024) | 5/5 |
| Steve Hails, external member | 6/7 |
| Lord Mackinlay of Richborough (from January 2025) | 3/3 |
| Rt Hon Mark Tami MP* | 7/7* |
| Sir Jonathan Stephens, external member | 7/7 |
| Simon Burton, Clerk of the Parliaments | 7/7 |
| Tom Goldsmith, Clerk of the House of Commons | 7/7 |

| Former Members | Attendance |
|---|---|
| Rt Hon Nigel Evans MP (Chair) (until May 2024) | 2/2 |
| Wera Hobhouse MP (until May 2024) | 1/2 |
| Rt Hon Sir Edward Leigh MP (until May 2024)* | 2/2* |
| Lord Sherborne of Didsbury (until November 2024) | 2/2 |
| Lord Greenhalgh (from November 2024 until January 2025) | 0/2 |

*The Leader of the House of Commons and Shadow Leader of the House of Commons are ex officio members of the R&R Programme Board. However, they can send delegates. During 2024-25, the delegates were: the Rt Hon Sir Edward Leigh MP for the House of Commons Leader until May 2024; and the Rt Hon Mark Tami MP for the House of Commons Shadow Leader until May 2024 and the House of Commons Leader from November 2024.

## Sub Board

The R&R Programme Board has a Sub Board, which is chaired by the Deputy Chair of the Programme Board, Lord Vaux of Harrowden. A Commons Member and an external member of the Programme Board are the other formal members of the Sub Board. However, any member of the Programme Board can attend the Sub Board. The Finance Directors of both Houses are also invited to attend Sub Board meetings.

The Sub Board is advisory and does not have decision-making powers. It provides additional financial scrutiny, including on the Delivery Authority's budgets and estimates, and assurance to the Programme Board and the Client Board, including on anything delegated to it by the Programme Board.

In 2024/25, the Sub Board met seven times. Its minutes are published on the Programme Board's website.

## Other governance changes

Since the last annual progress report, there have been wider governance changes. In February Russ MacMillan joined the R&R Delivery Authority as its new Chief Executive and at the beginning of April Dr Simon Thurley CBE took the role of Chair of the R&R Delivery Authority.

The RR& Delivery Authority has been going through a period of change following an organisational review and restructure. This has resulted in a reduction in both its head count and its expenditure and reflects its changing role as the Programme moves towards deciding on the preferred way forward.

# The R&R Programme

## Options Development

The R&R Strategic Case[4], endorsed by the R&R Client Board and published in March 2024, set out three delivery approaches for further development. Information on the three options will be set out in costed proposal which are expected to be presented to both Houses in 2025 for a decision on the preferred way forward.

The R&R Delivery Authority is developing the full decant and continued presence options. Additionally, the R&R Delivery Authority is developing proposals for House of Lords temporary accommodation. Parliament's in-house team Strategic Estates is developing the enhanced maintenance and improvement option. Additionally, Strategic Estates is developing a proposal for House of Commons temporary accommodation.

- **Full decant**—both Houses moving out for the majority of the works, with the House of Commons prioritised for an earlier return.
- **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.
- **Enhanced maintenance and improvement** (EMI)—delivered as part of a rolling, sequenced, programme of works. Some relocation will be required.

All three 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; and**
- **accessibility—including to improve audibility and other inclusive design as well as addressing 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 70% across the Palace and greater coverage in public areas. As an example, around 90% step-free access is expected to be achieved on the Principal Floor of the Palace.**

[4] https://committees.parliament.uk/publications/43896/documents/217678/default/'

# Programme Progress

## Option Assessment and Costed Proposal Development

Over the period of January to March 2025, the R&R Programme Board has, in support of its work in advising the R&R Client Board on the three options, scrutinised in detail:

- **the scope of the Programme;**
- **delivery approaches;**
- **temporary accommodation;**
- **costs; and**
- **schedule.**

Ahead of the 2025 summer recess, the R&R Programme Board will consider:

- **disruption and impact on building users;**
- **risk (including health, safety and fire, and security);**
- **accessibility; and**
- **phasing.**

Once the R&R Programme Board has finished considering these issues, advice will be provided to the R&R Client Board on the three options (more detailed timelines are available in the milestone section of this report).

The R&R Client Board will consider the advice and is expected to publish its report on the costed proposals this year, to enable both Houses to make a decision on a preferred way forward shortly thereafter.

The costed proposal report will set out information on all three delivery options covered in the R&R Strategic Case. Information that will be included is likely to include cost, duration and risk as well as temporary accommodation required under each option, scope of the Programme and the different impacts on building users under each option. The report will also incorporate feedback the Programme has gathered in both in 1-1 and group engagement with members of the parliamentary community as well as at the Programme Board, and from public polling.

An R&R Programme Business Case (PBC), developed in accordance with HM Treasury guidelines, will follow the costed proposals report. Once both Houses select a preferred option, the PBC will be finalised and proceed through Accounting Officer approval, scheduled to conclude by the end of next financial year.

## Assurance

An independent assurance provider was appointed to review the information that will feed into the R&R Programme costed proposals before they are considered by the R&R Boards. Independent assurance provides confidence that the inputs are credible and robust to inform the Houses' decision on a preferred way forward.

The assurance reviews focused on the quality and reliability of the underlying assumptions in the following areas:

- **Schedule: a detailed review of the proposed timelines for each delivery approach was undertaken to validate scheduling assumptions and dependencies, as well as identifying risks related to time constraints;**
- **Cost estimate: scrutiny of cost estimates to ensure they were based on rigorous methodologies and realistic inputs and that each option's projected costs were reliable;**
- **risk contingency: evaluation of the adequacy and allocation of risk, for both cost and time;**
- **inflation: review of inflation assumptions to confirm they were based on credible sources and applied consistently across the delivery approaches; and**
- **design: the design proposals for each delivery approach were assessed to give confidence that the delivery approaches would meet the requirements of both Houses.**

In addition, the R&R Client Team has utilised its client assurance representatives (C-Rep's) to conduct reviews into the approach to risk contingency, estimating, overall costings, commercial proposals and to provide objective analysis and challenge on the design proposals from the R&R Delivery Authority and Strategic Estates.

An independent health, safety and fire assurance review was also commissioned by the Clerk of the House of Commons and the Clerk of the Parliaments to provide them, as Corporate Officers, with an assessment of the deliverability of the health, safety and fire outcomes intended for the R&R Programme. All assurance findings will be presented to the R&R boards and incorporated into the costed proposal report to inform decision making.

The independent advice and assurance panel will be re-convened in the coming year to provide Members with independent expert assurance on the Programme as a whole.

# Programme Progress

## Engagement and communications

A range of engagement and communications activity has taken place this year to inform and support decision-making. This has included:

- **engagement across the parliamentary community, with Members of both Houses, parliamentary committees, Members' staff, and staff of the House administrations, including the induction of new Members;**
- **extensive technical engagement with parliamentary and external experts (for example, in fire safety, engineering, construction, security, procedural, heritage and technology experts);**
- **engagement with industry and professional sectors across the UK;**
- **regular public polling; and**
- **delivery of a media strategy to engage the public and stakeholders via national and industry press and to build public understanding of the Programme.**

## Parliamentary engagement

Parliamentary engagement has taken place across the breadth of the parliamentary community, with Members of both Houses, Members' staff, parliamentary committees, staff of the House administrations and Parliament's trade unions. Engagement in April and May 2024 focused on supporting the publication of the R&R Strategic Case in March 2024.

The General Election in July, and the subsequent Dissolution of Parliament, changed the focus of planned engagement activities. The Dissolution period was used to undertake staff engagement, with over 500 staff attending an R&R briefing or event.

Following the General Election, introductory leaflets on the Programme were provided around the Estate as new Members settled in to provide early visibility. Direct engagement commenced in Autumn 2024 focusing on inducting new Members of both Houses to get up to speed with the Programme and the options under development.

In January 2025, the Chair and Deputy Chair of the R&R Programme Board wrote to Members of both Houses encouraging them to engage with the Programme. In the new Parliament, there has been a total of 217 interactions with Members of both Houses about the R&R Programme, including one-to-one briefings, R&R Palace tours, committee sessions and conversations at engagement stands (and 935 direct interactions since 2023). Feedback from the engagement activity is being shared with the R&R boards to inform decision-making.

Engagement with parliamentary unions and associations representing staff of both Houses and Members' staff, and with staff themselves, has continued throughout the year, in the form of briefings and focus groups, as well the unions appearing at specific meetings of the R&R Programme Board. In addition to briefing hundreds of staff at one of their regular monthly team meetings this year we have also seen over 250 staff (House and Members' staff) sign up for bespoke group briefings to give their feedback.

## Technical engagement

Engagement with parliamentary subject matter experts has been ongoing throughout 2024, with a total of over 270 workshops held. This has provided inputs to help develop the designs for the end-state Palace, the proposals for how each of the R&R delivery options could be delivered, and proposals for temporary accommodation under each option.

# Programme Progress

## External engagement

Engagement with external audiences has included undertaking public polling in November 2024 and March 2025 to further understand and monitor public opinion towards the Palace and its restoration.

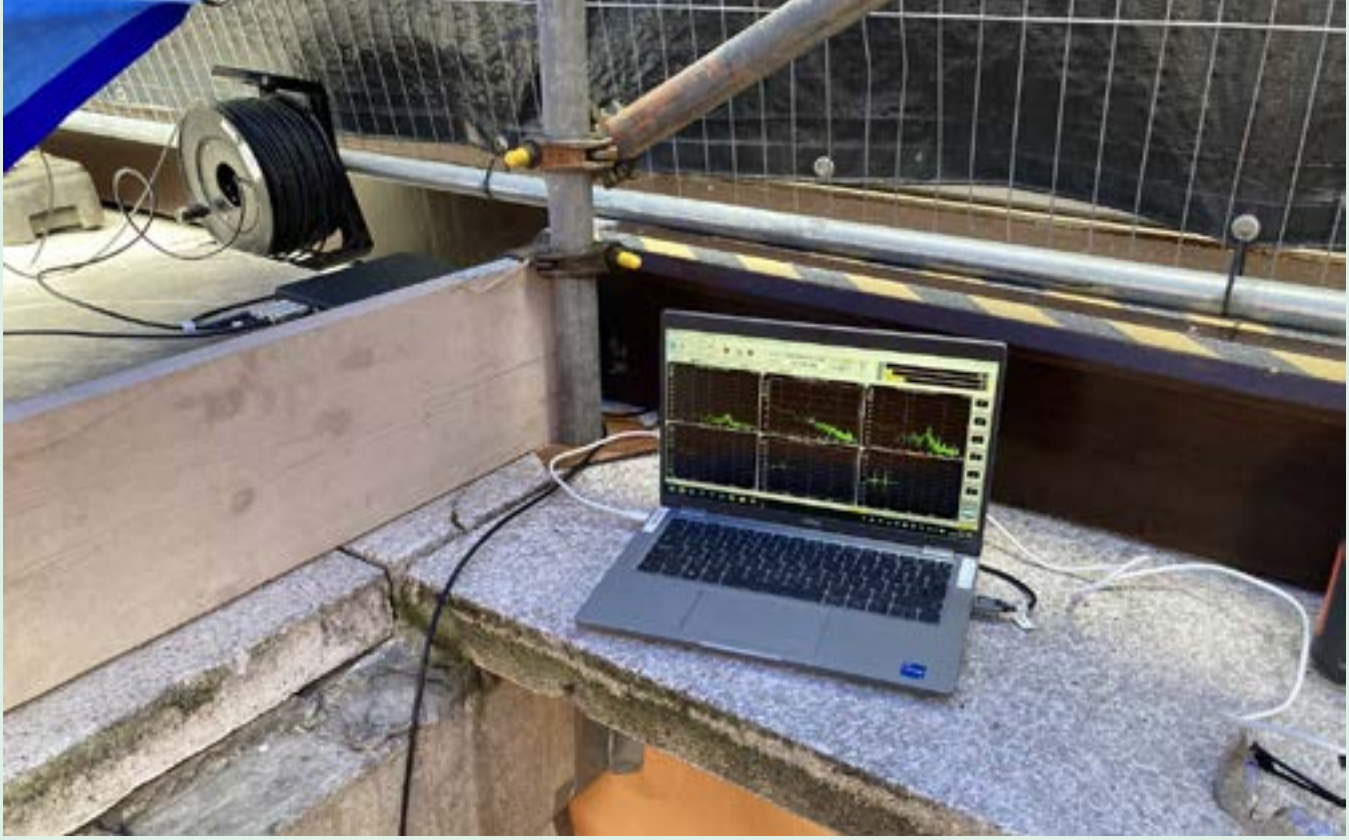
Public engagement to date indicates that there remains strong public support for restoring and renewing this historic building at the centre of our democracy. More than 70% of people surveyed agree with the statement that the Palace should be restored and protected for future generations with 77% recognising it as an 'important part of my country and history' and 85% agreeing that it is a building recognised around the world.

This year an additional polling question was included in order to learn more about the value the public places on the Palace of Westminster. Preserving the UK's national heritage while adapting to future needs is seen as the building's most important cultural value, followed by its role in maintaining London's appeal as a major tourist destination.

There have been varied external engagement activities to maintain awareness and support the progress of the Programme, which have included:

- **Programme participation in the Historic Buildings Parks & Gardens Event in London (November 2024).**
- **publication of the UK-wide supply chain engagement report (January 2025)[5] summarising the roundtables and visits that took place between 2021 and 2024 in each region and nation around the UK;**
- **maintaining relationships with a range of external stakeholders to share learnings and develop awareness of the Programme; and**
- **engagement with other international parliamentary properties that are undergoing similar restoration work, sharing knowledge and benchmarking information.**

[5] UK-wide Supply Chain Roundtables Summary Report



## Early and enabling works

Throughout the year the R&R Programme and parliamentary teams have continued to develop plans for temporary accommodation required by the Houses during the R&R works. These proposals will be considered by the R&R Boards and will inform the costed proposals to be put to both Houses in 2025.

In March 2025, the House of Lords Commission agreed a preferred option for the House of Lords in the full decant and continued presence delivery option.

For the Palace of Westminster itself, a number of technical studies have been completed to understand the challenge of providing temporary building systems during the future works. Procurement for a design consultant to start the initial design of a river jetty that would serve as a main access point for future construction logistics has been undertaken.

Critical works continue to be delivered by parliamentary teams including:

- **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;**
- **flat roof repairs around the Palace to prevent business disruption due to water ingress and the 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, including in Cloister Court and Victoria Tower;**

All proposed works are subject to an “R&R test” to ensure value for money.

# Programme Progress

## Surveys progress

The R&R Delivery Authority's programme of surveys continues, and the outputs are actively shaping the plans for the restoration of the Palace and its current maintenance and repair. Knowledge gained about the Palace is being consolidated into one place – a Building Information Model.

The R&R Delivery Authority has completed a number of different types of surveys this year.

The current programme of borehole surveys to better understand the ground conditions in and around the Palace is nearing completion, with only boreholes in the river bed and on the river Terrace left to undertake in 2025. Individual boreholes have reached a depth of over 80 metres, with the total combined depth, of all the boreholes, over 1km. Vibration monitoring has been used to monitor vibrations caused by borehole drilling. A separate bespoke vibration monitoring survey is due to go live in the summer of 2025.

Drone surveying to capture imagery of and information about the external façades and roof of the Palace concluded this year, as did surveys of above-ground drainage, which involved following pipes through all levels of the building, checking routings and condition.

The Programme also initiated several archaeological trial pits and an archaeological survey of the foreshore in front of the Palace to establish areas of significance that had potential to impact on the R&R designs. This supplements the information gathered about Parliament's heritage collections in 2024/25. More detail on both can be found below.

Structural surveys of the New Palace Yard underground car park, and air pressure leakage testing in rooms within the Palace of Westminster were also completed this year.

## Archaeology

During the year, the R&R Delivery Authority, in collaboration with parliamentary teams, formally adopted a 'Conservation and Archaeology Framework' for the Palace of Westminster This represents a collaborative effort from a range of experts. It is intended to be iterative and has already been used to inform R&R design work.

In July 2024, planning permission was granted for the R&R Programme's first intrusive archaeological evaluation of the Palace of Westminster, following extensive stakeholder engagement and desk-based research of the archives, historic plans and previous fieldwork at the Palace. This work combines 14 trial pits with 10 geoarchaeological boreholes across nine priority areas. The surveys will provide an understanding of the nature, function, date, level of survival and significance of the archaeological and geological age of remains present in this historically significant site. The results will add to the knowledge of the development of the Palace and be used to inform further designs and construction approaches.

Throughout 2024/25, as part of the intrusive archaeological evaluation, six of the trial pits and four geo-archaeological boreholes were excavated on site and a two-phase survey of the River Thames Foreshore in front of Victoria Tower Gardens was completed. Several interesting finds were uncovered including flint items likely from the late Neolithic/Early Bronze Age based on previous archaeological work and these are currently with specialists for assessment and spot dating.

Several interesting finds were uncovered including flint items likely from the late Neolithic/Early Bronze Age based on previous archaeological work and these are currently with specialists for assessment and spot dating.

# Programme Progress

## Heritage collections

In 2024/25, the extensive audit of the nationally significant heritage collections within the Palace of Westminster was completed. The collections include thousands of paintings, sculpture, furniture and other historic items and the audit allows the R&R Programme to plan the careful removal, protection and legal inventory of the collections ahead of construction work. Over the last five years, information has been gathered about some 8,200 objects. More than 3,700 were given a condition score for the first time and some 103,000 photographs of objects were uploaded to the Parliamentary collections database. Overall, 2,252 spaces in the Palace of Westminster were checked for collections.

In November 2024, the R&R Delivery Authority and Parliament launched the Collections Conservation Dynamic Purchasing System (CCDPS) procurement mechanism. This aims to streamline procurement processes, making it easier for small businesses, sole traders, and micro-companies in the heritage conservation sector to bid for high-profile contracts, including those related to the day-to-day care of Parliament's heritage collections as well as significant projects like R&R. Once on the system, successful applicants will be eligible to bid for work with both Parliament and the R&R Programme. For more information on how to register please visit: Work with Parliament's Heritage Collections | Restoration and Renewal.

## Key milestones

Key milestone for the R&R Programme with a look ahead for the next 12 months are set out in the table:

| | | |
|---|---|---|
| **R&R Surveys** | **ONGOING** | Undertaking of intrusive and non-intrusive investigatory survey work on or around the Parliamentary Estate, allowing for better understand the Palace and inform future works. |
| **Develop House of Commons and House of Lords Decant Plans** | **December 2025**<br>**ONGOING** | Develop plans and confirm preferred locations for the decant of both Houses if needed. |
| **R&R Palace Design** | **September 2025**<br>**ONGOING** | Work by the R&R Delivery Authority and in-House parliamentary teams to further develop the Palace designs and proposals for R&R delivery approaches. |
| **Invitation to tender for R&R Delivery Authority strategic partners** | **2026 (changed from 2025)**<br>**ONGOING** | The R&R 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** | **December 2025**<br>**ONGOING** | Following Client Board approval, a costed proposal report will be put to both Houses to agree the R&R delivery approach to take forward into Phase 2 (delivery). The report will include costs, timescales, deliverability, temporary accommodation proposals and risk for all three delivery approaches informed by the ongoing work of the R&R Programme and Client Boards. |
| **2025/26 R&R Delivery Authority Budget Approved** | **March 2025**<br>**ONGOING** | Agreement to the future R&R Delivery Authority budget based on the next steps put to both Houses. The 2025/26 budget was endorsed by the House Commissions in March 2025 and was considered by the Parliamentary Works Estimate Committee in May 2025. |

# Financial performance

## Expenditure on the Restoration and Renewal Programme

This Annual Progress Report includes the directly attributable costs associated with developing the proposals for the Restoration and Renewal Programme.

These costs fall within parliamentary teams as well as the R&R Delivery Authority.

In this financial year, parliamentary expenditure on the work to develop the EMI option has been included.

The table below provides further details of expenditure for the R&R Programme.

| | £m | | |
|---|---|---|---|
| | **2024/25** | **2023/24** | **2022/23** |
| R&R Client Team* | 7.0 | 5.0 | 6.5 |
| Strategic Estates—Enhanced Maintenance and Improvement | 7.2 | - | - |
| House of Lords Restoration and Renewal Team | 0.3 | 0.3 | 0.4 |
| R&R Delivery Authority Resource DEL Equivalent | 79 | 75.2 | 71.2 |
| R&R Delivery Authority Capital DEL Equivalent | 0.1 | 0.0 | 3.9 |
| **Total** | **93.6** | **80.5** | **82** |

*2022/23 spend was under the previous Parliamentary Works Sponsor Body which transferred to the R&R Client Team on 1 January 2023.

Future costs relating to the delivery of R&R will be set out in the costed proposals presented to the Houses in 2025.

## R&R Client Team

In 2024/25, the R&R Client Team maintained strong financial discipline while delivering our operational objectives.

The year began with a total budget allocation of £7.7m Through in-year efficiency measures, including tighter control of recruitment and reductions in non-salary expenditure, the budget was revised down to £7.3m by Period 10—a decrease of £412k (5.34%).

Total expenditure was £7.0m, resulting in an underspend of £301k (4.1%) against the revised budget.

## Strategic Estates - Enhanced Maintenance and Improvement

During 2024/25, Strategic Estates total spend on developing the EMI option was £7.2m. Further details on expenditure on the R&R Programme is given in the Annual Report and Accounts of the House of Commons and House of Lords.

## Lords R&R Team

In 2024/25, the House of Lords expenditure on the R&R Programme was £0.3m, this comprises of the expenditure on the R&R Client Team as set out in the accounts of the House of Lords. Further details on expenditure on the R&R Programme is given in the Annual Report and Accounts of the House of Lords.

## R&R Delivery Authority

Further detail on the expenditure by the R&R Delivery Authority is given in their own annual report and account.

Further detail on the R&R Client Team, Strategic Estates, and expenditure relating to House of Commons temporary accommodation, maintenance and capital works are disclosed within the House of Commons and the House of Lords Annual Report and Accounts.

# Summary of Main Contracts Awarded

## R&R Delivery Authority

Breakdown of the R&R Delivery Authority's external expenditure by a) size of organisation and b) region is show in the following tables for financial years 2024/25.

a) Breakdown by size

| Company Size | No. of Suppliers | % | Spend £m | % |
|---|---|---|---|---|
| Small and Medium-sized Enterprises (SME) | 84 | 62% | 6.6 | 15% |
| Large | 52 | 38% | 37.5 | 85% |
| **Total** | **136** | **100%** | **44.1** | **100%** |

b) Regional spread of expenditure. 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.

Regional spread of expenditure.

| Region | Spend £m | % |
|---|---|---|
| London | 18.3 | 41 |
| North West | 17.8 | 40 |
| South East | 4.2 | 10 |
| West Midlands | 2.6 | 6 |
| East of England | 1.0 | 2 |
| South West | 0.08 | <1 |
| North East | 0.05 | <1 |
| Scotland | 0.03 | <1 |
| Yorkshire & the Humber | 0.01 | <1 |
| Wales | 0.005 | <1 |
| East Midlands | 0.0 | 0 |
| Northern Ireland | 0.0 | 0 |
| Rest of World | 0.03 | <1 |
| **Total** | **44.1** | **100%** |

The R&R Delivery Authority's transparency reports on spends over £25k are available on its website here https://www.restorationandrenewal.uk/about-us/corporate-publications

## Strategic Estates: Enhanced Maintenance and Improvement

Breakdown of Strategic Estates EMI options external expenditure by size of organisation for financial years 2024/25. Both organisations are London based.

Breakdown by size

| Company Size | No. of Suppliers | % | Spend £m | % |
|---|---|---|---|---|
| Small and Medium-sized Enterprises (SME) | - | - | - | - |
| Large | 2 | 100% | 5.1 | 100% |
| **Total** | 2 | 100% | 5.1 | 100% |

The House of Common's transparency reports on spends over £25k, which covers work by Strategic Estates are available here*.

*https://www.parliament.uk/site-information/freedom-of-information/information-we-already-publish/house-of-commons-publication-scheme/finances-and-expenditure/house-of-commons-expenditure

If you would like to provide any feedback on this annual report or to learn more about the R&R Programme please contact **rrengagement@parliament.uk** and visit the R&R Programme Board pages on the UK Parliament website.

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