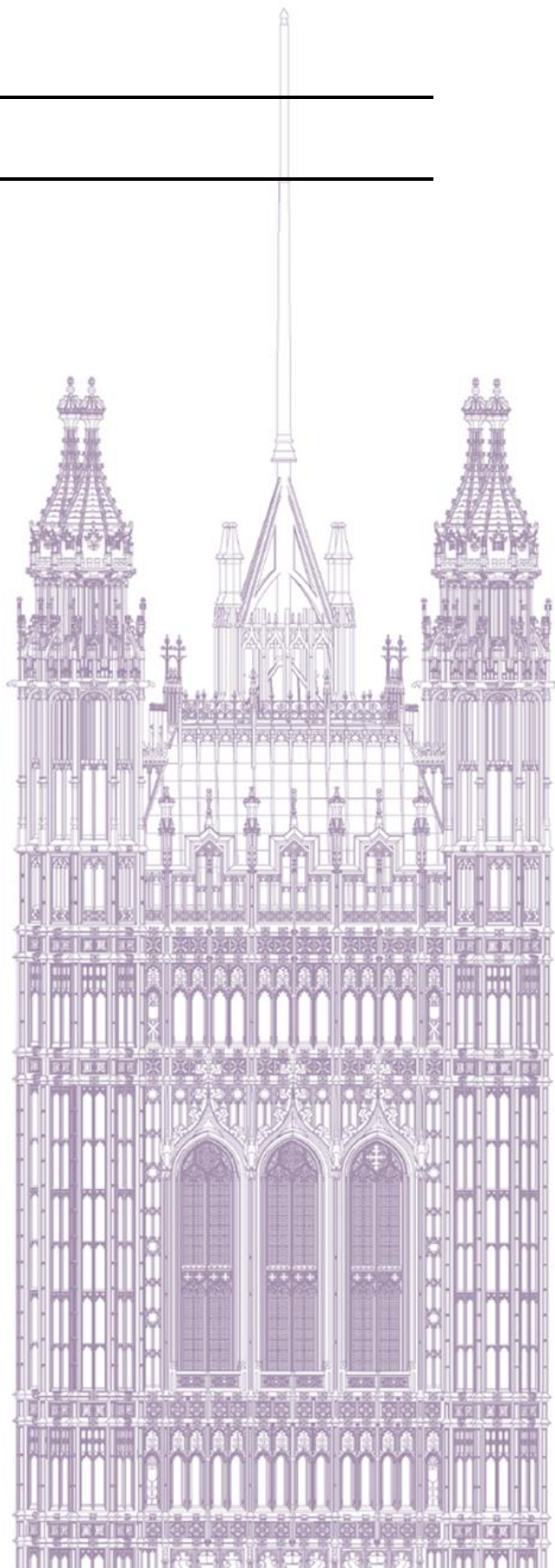


Restoration and Renewal Programme

Sponsor Body Quarter 1 Report

April – June 2021





Contents

CEO Introduction	3
Key Achievements	3
Restoration & Renewal Phase 1	4
Palace of Westminster	4
House of Lords Decant	5
Heritage Collections Decant	5
Consultation, Engagement and External Affairs.....	6
Assurance & Strategic Risk	8
Finance Update.....	9
Skills & Apprenticeships	9
APPENDIX A: Financial Summary & R&R Savings Plan	11
APPENDIX B: Phase 1 Timeline	16
APPENDIX C: Top Strategic Risks	17

CEO Introduction

This report covers the Q1 period (April – June 2021) with a revised reporting format to highlight the activity of the Sponsor Body and the Delivery Authority, bringing in some additional data and metrics to help build the overall picture.

Overall, the programme remains on track to produce the Detailed and Costed Restoration and Renewal Plan for consideration by the two Houses as soon as possible in 2023. Work in a number of key areas continues to progress, including the development of the designs that will inform the cost and schedule for the detailed and costed plan. Significant engagement with colleagues from the two Houses has taken place, including on design assumptions, requirements, proposals for the Lords Decant in the QE2, and the continued presence and House of Commons decant workstreams. During Q1 there was an increase in public engagement activities including through our Online Conversations and our work with the Smart Schools Council. Just after the conclusion of Q1, the Sponsor Body published its first Annual Report and Accounts which covered the consolidated position for both R&R organisations for 2020/21.

In the period, the completion of the first annual review of the Parliamentary Relationship Agreement (PRA) and Programme Delivery Agreement (PDA) was a significant milestone, giving the signatories the chance to reflect on the first 12 months of the programme in its substantive state and to consider areas for improvement. The Accounting Officers for the Sponsor Body, House of Commons and House of Lords also commissioned a piece of work to review the working arrangements between the two Houses and the R&R organisations, the outcomes of which will be implemented in the autumn with a view to strengthening relationships and to help embed the general behaviours set out in the PRA, in particular, collaboration and trust.

Key Achievements

£4.5m Savings delivered in Q1

Essential and Stretch Objectives agreed with the House Commissions

Infrastructure & Projects Authority (IPA) gateway review completed

The first Parliamentary Works Sponsor Body Annual Report and Accounts for 2020/21 laid in Parliament

4 surveys were carried out during the period, including Thermographic, Ecology, Measured Acoustic and Heritage Audit. 11 further surveys planned for the summer recess period.

A House of Commons Decant mandate has been agreed by the Sponsor Body CEO and the Clerk of the House. A working group of colleagues from the Commons, SB and DA has been set up to take this forward

The Shared Apprenticeship Scheme was established, and the first cohort of work placement students, sponsored by the Social Mobility Foundation, joined the Programme

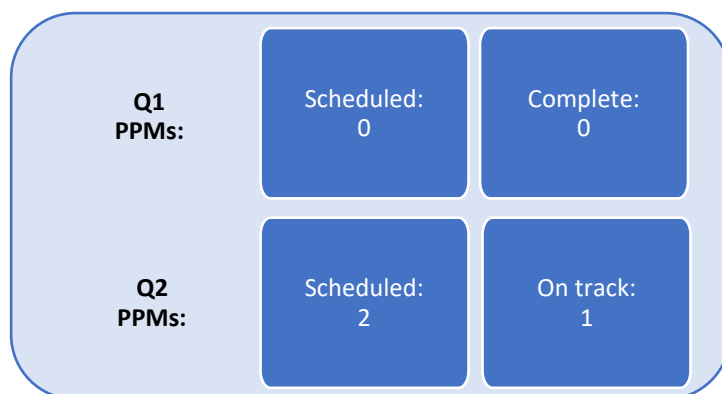
Engagement exercise with the Parliamentary community successfully carried out

Engagement activities to seek the views of the public successfully carried out in partnership with Smart School Councils and CitizenLab

Annual internal audit report giving a positive annual opinion, stating that 'the organisation has an adequate and effective framework for risk management, governance and internal control' in place

The first annual review of the Parliamentary Relationship Agreement (PRA) and the Programme Delivery Agreement (PDA) completed

Restoration & Renewal Phase 1



1. Primary Performance Milestones (PPMs) were established to form the basis for performance management and to demonstrate the extent to which progress is on track through Phase 1.
 - There were no PPMs due in Q1.
 - Looking ahead to Q2, there are two PPMs due, one of which is on track and one of which is delayed:
 - Recommendation on Intermediate Scheme Option provided to Sponsor Body – on track
 - Phase 2 Delivery Strategy approved by Delivery Authority Board – whilst the substantive work will be completed as planned, the re-sequencing of the DA Board meetings means that the formal Board approval will be slightly later than planned. There is no overall schedule impact from this slight delay.

A schedule of the PPM's can be found in Appendix B.

2. There has been a significant amount of engagement with Parliament over this period around the requirements process which has resulted in agreement of a range of design assumptions and a roadmap for identifying further Parliamentary user requirements. These are critical for the design work that will be the basis of the Detailed and Costed Restoration Plan.
3. The Strategic Review recommended a set of essential and stretch objectives that have been used to frame the scheme options. These scheme options offer varying levels of ambition for the restoration and renewal of the Palace of Westminster and will form the basis of the Programme Business Case. Engagement with both Commissions concluded with the endorsement of the objectives and noting of the parameters of the two schemes that are being developed. An assessment framework is being developed to allow for the appraisal of the two schemes and in the next quarter this framework will be discussed with colleagues in the two Houses.
4. In Q1, a House of Commons Decant mandate document was agreed by the Sponsor Body CEO and the Clerk of the House. This helpfully clarifies key assumptions and articulates the activities that are required over the coming months. A working group of colleagues from the House of Commons, Sponsor Body and Delivery Authority has met regularly to agree timescales and to review the activities. Proposals are being developed for additional resource to progress this critical area of work.

Palace of Westminster

5. Phase 1 is generally on track, but the OBC Design Freeze PPM has turned 'red' this period due to two supporting deliverables being forecast as more than 28 days late. Mitigation activities are underway with a view to getting this PPM back to green in the next quarter.

6. Development of the intermediate scheme is progressing but is facing significant design challenges to resolve spatial conflicts within the Palace. These challenges have been escalated and a series of meetings have been convened to seek ways to resolve the issues whilst minimising impact to the Phase 1 plan.
7. In April the House of Commons Commission provided the Sponsor Body with a set of essential and highly desirable functions to facilitate a continued presence of the House of Commons in the Palace during the R&R programme of works. The Programme is conducting a Continued Presence study to understand the options and implications of this scenario and will report the outcome to the Commission in early 2022, providing interim updates as the work progresses. During May and June, the Programme informally engaged with Commons officials to better understand the requirements for this study and to prepare for more detailed workshops planned for July 2021.
8. Non intrusive surveys continued in the Palace during the quarter including thermographic, acoustic, ecology and arboriculture surveys. These provide important context for the Palace design work and reduce the number of unknowns, and therefore risks, in the estimates.

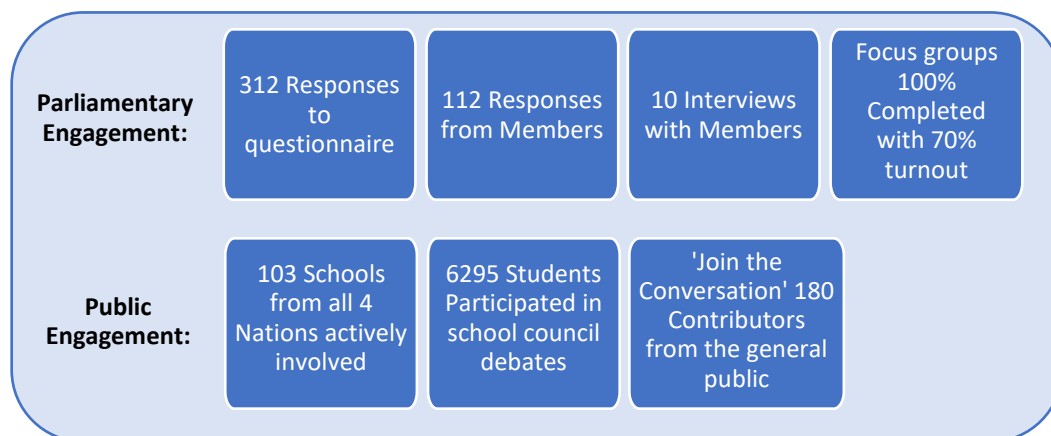
House of Lords Decant

9. Following completion of the concept design stage, which provided; designs, cost estimates, and scheduling information for the remodelling of the QEII building, the programme has been further iterating parts of the design to take on board comments from colleagues in the Parliamentary Security Department.
10. An independent review of the QEII neighbour's compensation strategy is in its final stages with the review providing a positive view of the work undertaken to date and providing specific recommendations to further validate the estimates for the Project Outline Business Case.
11. Engagement with House of Lords colleagues is continuing, although some elements of it are later than planned and this will have an impact on overall schedule. We are working to mitigate that impact and in the next period will focus on the operational implications of each option, in response to the letter from the Clerk of the Parliaments on the operational viability of Option 0 (the do minimum option). This engagement will inform the value for money appraisal prior to the Sponsor Board considering this piece of work later in the year.

Heritage Collections Decant

12. Development of the plan for how the R&R programme and the Heritage Collections teams work together is progressing very well and has been an excellent example of collaborative working. The output of this work will include clear roles and responsibilities and a roadmap for the Heritage Collections which takes into account the shorter term requirements for R&R and the longer term requirements for Parliament. All other work on this project has been scaled back to all but essential support and surveys.

Consultation, Engagement and External Affairs



13. During the quarter, the Sponsor Body has carried out an engagement exercise with the Parliamentary Community, asking about key themes for the restoration of the Palace. It has been very well received, with a good response rate. Some emerging themes are:
 - There are a range of stakeholder views on the priorities for use of space. Strong Member support for an increase in bookable private meeting rooms.
 - Useful feedback on experiences of accessibility and inclusion – themes including disability access across the Palace, heavy doors, dark lighting and suboptimal acoustics in procedural spaces.
 - A majority of Members felt that the Education Centre didn't necessarily have to be in the Palace grounds and if required could be elsewhere on the estate.
 - There were a range of Member views on the requirements for car parking. Opinion was split between support maximising the car parking provision, seeking to reduce by around 50% on current provision, or for minimising parking provision to a core required for accessibility and ministerial cars.
14. Further engagement was held during June and July with 8 Domestic Committees and the Commissions of both Houses on a series of design assumptions to help guide the programme's emerging designs. All meetings were positive, and much useful insight was gained into Members views which is being fed into the ongoing design work.
15. As part of our ongoing engagement plan, further activities are planned for Autumn 2021 with the Parliamentary Community on more specific design themes. This exercise will provide to Members more tangible examples of the options being considered and their relative benefits.
16. During the quarter the programme commenced the first phases of our public engagement activity, in line with the public engagement strategy published in December 2020. The objective in this phase has been to seek the views of the public, in line with the requirements of the Act, with a particular focus on our target audiences of those usually disengaged from politics.
17. The first group we reached out to was young people in schools around the country, through our partnership with the teacher-led charity Smart School Councils: we have held a series of three debates on R&R which have been a vehicle to gather qualitative data on the opinions and feelings of young people about the Palace.
18. In our first three debates, thousands of young people from 103 schools participated, including primary, secondary and SEND school settings from all four nations of the UK, with a particular focus on whether the Palace should be saved for future generations, how the buildings can be sustainable, and the importance of

being able to visit the Houses of Parliament buildings. The total number of participants was 1675 for debate one, 2817 for debate two and 1803 for debate three.

19. Alongside the schools engagement, we ran an online exercise open to any member of the public under the banner 'Join the Conversation', which focussed on the key programme benefits of jobs & skills, sustainability, accessibility, and heritage. Over 180 people contributed thoughts and ideas to the portal, with more than 2,000 further engagements in our social channels (Facebook, Instagram and Twitter).
20. Our audiences and engagement rates in our social and digital channels continue to grow, with nearly 500,000 social media impressions in the month of June and a growing engagement rate with our posts. We have brought forward voices of a diverse range of experts within the Programme and made the general public aware of the apprenticeship opportunities within the Programme. We have also celebrated a range of national moments which have particular importance to the Programme, including International Day of Women in Engineering, Apprenticeships Week and Mental Health Awareness Week.
21. In the next period, the following activities are planned:
 - Further series of qualitative small-group conversations in communities around the UK over the summer. All views gathered will be synthesised and considered as the final schemes are developed.
 - Small group tours and workshops for disabled and 'disengaged' people in the Palace (organised in liaison with the Participation team).
 - Further public engagement with a focus on schools and young people.
 - Engagement with key stakeholders around the UK on collaborative working towards Programme commitments on jobs and skills.
 - First pilot stages of a UK-wide visits programme to engage with business and stakeholder groups in UK regions and nations.

Assurance & Strategic Risk



22. The Sponsor Body continues to hold the Delivery Authority to account and scrutinise its activities through the following:
- Challenge through the joint Sponsor Body/Delivery Authority Programme Group (twice monthly)
 - Challenge at the Commercial and Change Sub Committee (weekly)
 - Delivery assurance sessions between the Sponsors Representatives and Delivery Authority senior leaders. A key focus of these has been ensuring there is a detailed Phase 1 Plan and milestones that can be used to measure progress (monthly)
 - Assurance discussion between the Director for Programme and Assurance and the Chief Executive of the Delivery Authority (monthly)
 - Audit and Assurance Committee meetings of the Sponsor Body (quarterly)
 - Challenge at the Delivery Authority Finance Committee (monthly)
 - Regular discussions between the Sponsor Body Chief Executive, Sponsor Board Chair, Delivery Authority Chair and the Delivery Authority Chief Executive (fortnightly)
 - Review and challenge of individual deliverables as they are produced by the Delivery Authority. In this period the focus was on House of Lords scheme cost and time estimates and emerging Palace cost and time estimates.
- All of the above is in addition to the DA's own Board governance, including the Risk Audit & Assurance Committee; the programme's integrated assurance activity; and the scrutiny of the DA Programme Report at the Sponsor Board each month.
23. The Programme has improved its internal assurance through better clarity over different levels of assurance and through a regular review of delivery by the Sponsor's Representatives. This quarter that has resulted in greater clarity and assurance on the elements of the cost and schedule estimates for the detailed and costed plan.
24. The programme carried out the first of its planned external Infrastructure & Projects Authority (IPA) gateway reviews in April 2021. This focussed on the capability and capacity of the Sponsor Body and the Delivery Authority and whether the Programme was on track to deliver the Detailed and Costed Restoration Plan. The overall assessment of the programme was Amber with the review recognising the significant work that has gone into setting up the new organisations but also giving some useful recommendations on the interface and relationship with the Houses as well as some of the critical dependencies. These recommendations have all been accepted and a management plan put in place which has been reviewed by the Audit and Assurance Committee and the Sponsor Board.
25. The next planned external IPA Gateway review will be carried out in quarter 4 and will focus on assuring the Programme's approach to the Business Case. This will take place after the decision on the Palace intermediate scheme option and ahead of the key Design Freeze Milestone (currently January 2022).

26. The programme published its Information Assurance Strategy. This enables the Programme to establish good practice around the handling of information, promote a culture of awareness and improvement and comply with legislation and Parliamentary standards.
27. The Audit and Assurance Committee was also presented with an annual internal audit report giving a positive annual opinion, stating that ‘the organisation has an adequate and effective framework for risk management, governance and internal control’ in place. All audit actions, set out in the table above, have been accepted by the management team and responsible owners have been identified to address the actions. The Sponsor Body Executive Team reviews the status of all audit and assurance actions on a monthly basis to ensure that target close out dates can be met or further action and support can be given by the management team where issues have arisen.
28. The Sponsor Body continues to develop its approach to managing risks and issues. Significantly at the end of this period the Sponsor Board agreed a Risk Appetite Statement for the organisation which will help to shape our approach to risk and opportunities as well as being a useful tool to compare our risk appetite with key stakeholders, in particular the two Houses.

Finance Update

29. The DA Board has established a Finance Committee to further scrutinise costs and plans during the 2021/22 financial year and to continue to focus on the need to deliver efficiencies and savings. As well as £4.8m savings captured as part of the business plan the DA has proactively identified a further £11.5m savings opportunities as part of the Q1 forecast. In total, over £16m of savings have been identified for the full year, with one-quarter of these already delivered, as set out in Annex A. We will provide an update in Q2 as we further develop the savings plan
30. The Parliamentary Works Sponsor Body Annual Report and Accounts 2020-21 was laid in the two Houses on the 19 July, this reflected the consolidated position for the programme. In addition, the Delivery Authority as a separate legal entity also laid its accounts on the 19 July and submitted them to Companies House in line with the requirements stated in the 2019 R&R Act. Both sets of accounts received a clean audit opinion by the C&AG, National Audit Office.
31. A financial summary is set out in Annex A.

Skills & Apprenticeships

32. The Programme’s partnership with the Social Mobility Foundation (SMF) supporting young people from deprived backgrounds, is now fully operational and seven interns are due to join the programme for year-long paid placements from early August.
33. Plans to recruit a number of directly employed apprentices have also been advanced this quarter. Four directly employed apprentices will be recruited over the coming quarter in finance, project management, quality assurance and digital engineering. Further provision will be made to host apprentices who are employed by our heritage stakeholders such as Historic England on short-term secondments to support development of their skills on a major programme.
34. The newly established Heritage Client Group met in June for the second time, bringing together the R&R Programme, Historic England, Manchester Town Hall, Buckingham Palace, the National Trust, Churches Conservation Trust and the Canals and Rivers Trust to work collaboratively on heritage skills. This group is likely to be critical to addressing skills shortages facing the programme and wider sector in a coordinated and coherent way across the heritage sector.

35. Findings from the Programme's Skills Assessment Research, aimed at providing insight into the skills gaps the R&R Programme is likely to face, were presented to the Programme in June. The research highlights a number of challenges relating to awareness of digital skills in the heritage sector, heritage awareness in construction, the barriers facing small and medium sized enterprises (SMEs) in accessing supply chain opportunities and a number of specific trades and occupations where shortages could impact the programme. A response to the recommendations set out by the research team will be developed in the coming quarter.

APPENDIX A: Financial Summary & R&R Savings Plan

RESTORATION & RENEWAL FINANCIAL OUT TURN	QUARTER 1				FULL YEAR			
	Actual £m's	Budget £m's	Var £m's	%	Forecast £m's	Budget £m's	Var £m's	%
Sponsor Body	2.6	3.5	0.9	25%	14.8	15.7	0.8	5%
Delivery Authority Management	7.5	11.1	3.6	33%	42.7	44.8	2.1	5%
Data & Digital	7.6	8.7	1.1	13%	34.6	34.8	0.2	1%
Palace of Westminster	7.8	8.1	0.3	4%	43.9	42.5	(1.4)	(3%)
House of Lords Decant	0.6	5.7	5.1	90%	5.4	16.6	11.3	68%
Heritage Collections Decant	0.2	1.7	1.4	86%	3.6	7.6	4.0	53%
Delivery Authority Adjustments	0.0	(3.3)	(3.3)	100%	1.4	(6.4)	(7.8)	122%
Total Expenditure	26.4	35.5	9.2	26%	146.5	155.6	9.2	6%

Sponsor Body – The underspend in Q1 is mainly driven by delay in recruitment and re-phasing work to develop the detailed and costed plan. The full year forecast has been reduced accordingly to reflect the savings achieved in staff costs and activities deferred, including Heritage Decant business case development.

Delivery Authority Management – The underspend in Q1 is largely driven by a lower actual headcount than planned, resulting in lower staff costs. The full year forecast underspends are driven by savings on staff costs across all corporate and programme management functions and partially offset by the consolidation of the estimation activities from the projects to the Project Management Office, no impact to the overall forecast.

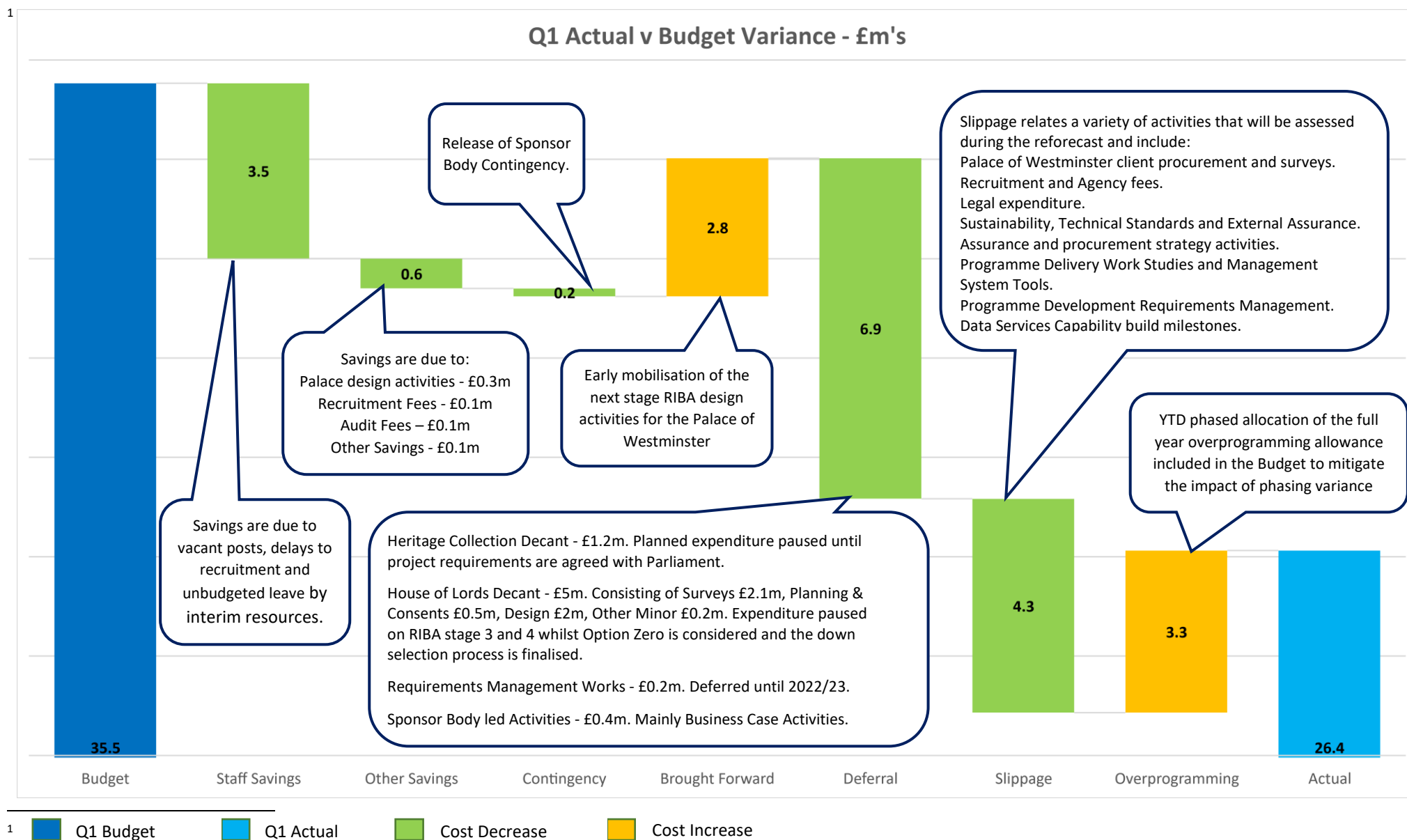
Data & Digital – The Q1 period is underspent against budget due to savings from delayed recruitment. The full year forecast is largely in line with budget with some cost increases due to scope changes including cyber security operations, offset by deferred work relating to requirements management. A deep dive on the full year position will be held after the ongoing independent investment review and updated for the Q2 forecast.

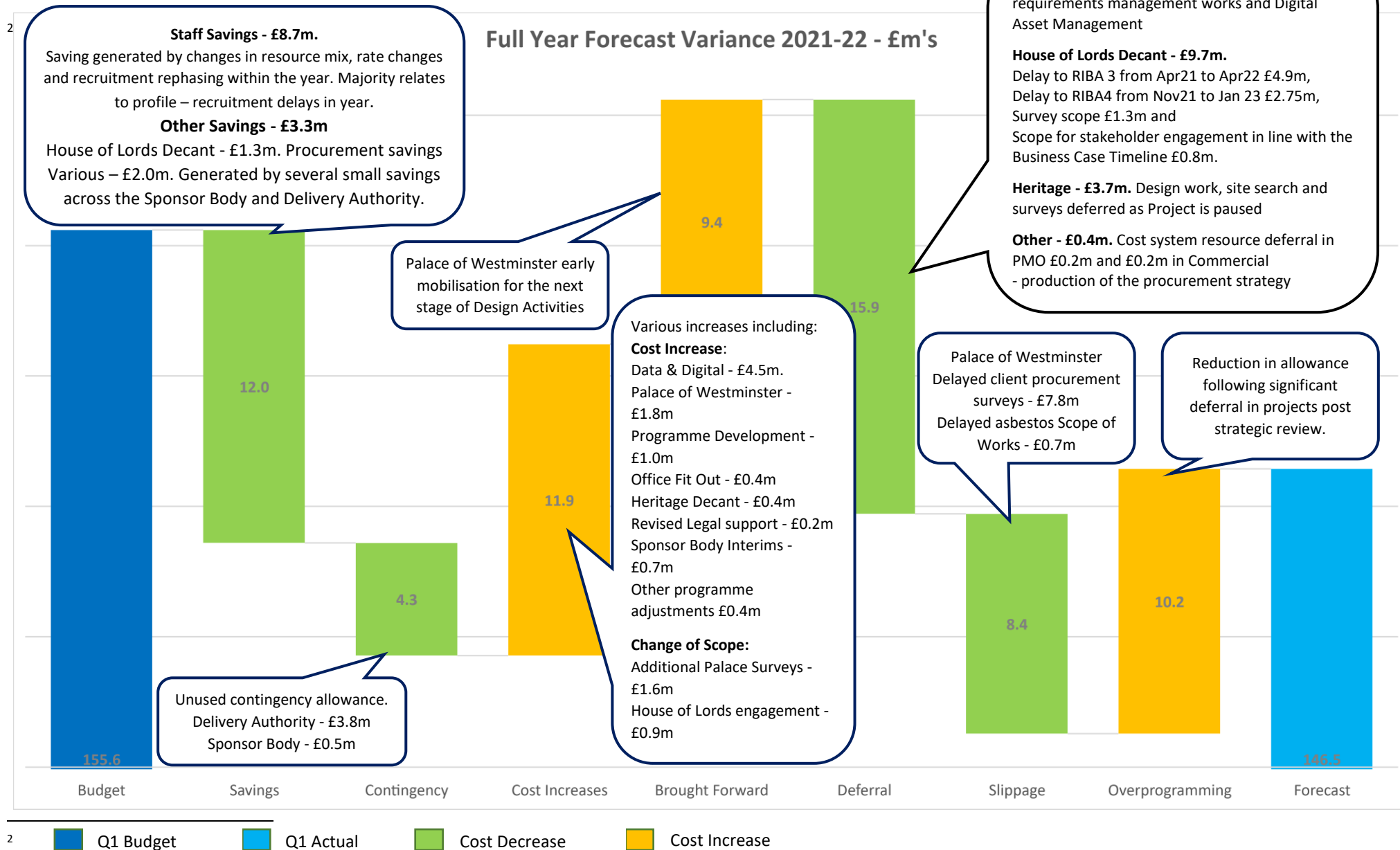
Palace of Westminster – Whilst Q1 is on track against budget the project expects to overspend by the year end due to earlier activity on the concept design and options work following outcome of the Strategic Review, previously expected in the next financial year. This has been partly offset by some deferred survey work into the following year.

House of Lords Decant – The underspend in Q1 is due to the deferred expenditure on detailed design and planning work previously planned in the budget, whilst concept design options are being discussed and agreed. This deferral of work, into the following year, is expected to continue during the year and has resulted in a reduction to the Q1 full year forecast.

Heritage Collection Decant – The underspend in Q1 is due to the paused expenditure on design and planning work previously planned in the budget, awaiting the outcome from the scoping and definition working currently progressing between the Programme and the Parliamentary Heritage team. This deferral of work, into the following year, is expected to continue during the year and has resulted in a reduction to the Q1 full year forecast.

Delivery Authority Adjustments – The overspend against budget in Q1 is the result of the Q1 forecasting exercise which has meant increased expenditure in the Palace of Westminster project and therefore allowing the programme to release contingency. Also the deferred work in House of Lords and Heritage Decant projects, highlighted above, has led to a reduction to the overprogramming adjustment made in the budget. This overspend, in effect, partly offsets the underspends in the projects.





R&R Savings Plan Financial Year 2021/22

Savings (£m)	Non-staff £m's	Staff £m's	Total	
Planned Savings at beginning of Quarter	£1.38	£3.44	£4.82	
Further Savings Identified in Quarter	£3.29	£8.24	£11.53	
Total Planned Savings	£4.67	£11.67	£16.34	%
Delivered Savings	£1.71	£2.80	£4.51	28%
Remaining to be Delivered	£2.96	£8.87	£11.84	72%

As part of our focus on value for money we are committed to delivering savings. As well as savings captured as part of the business plan we have proactively identified further savings opportunities as part of the Q1 forecast. In total, over £16m of savings have been identified.

Two-thirds of the savings identified relate to staffing , with a further c£5m non-staffing relating to third-party spend, including £2m in Data and Digital.

As at Q1, 28% of savings (£4.5m) have been achieved, with plans in place to deliver the remaining amount over the course of 2021/22.

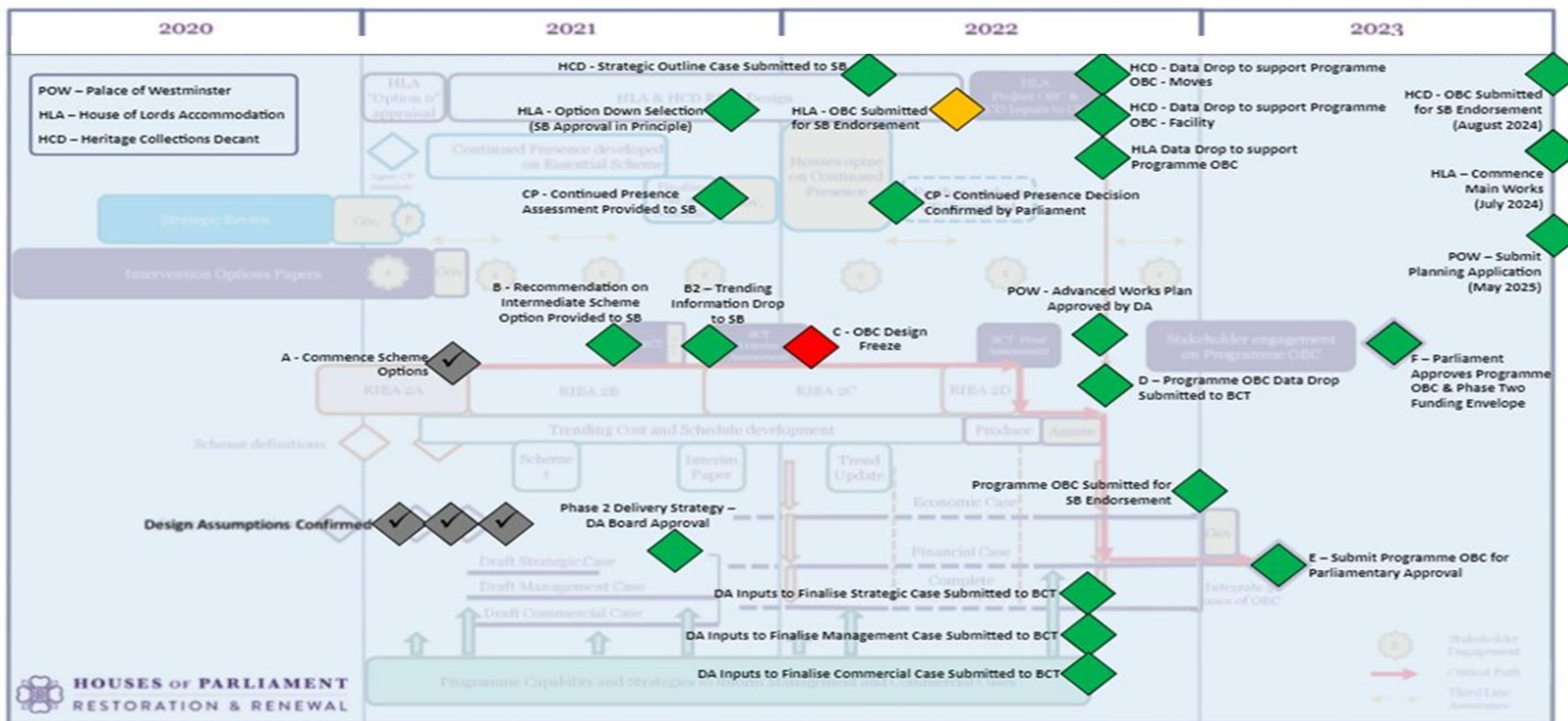
To note, the Q1 full year forecast of £146.5m also includes phasing changes (i.e. deferment and acceleration), as well as scope and cost increases, which is why it does not reconcile to the overall savings position.

APPENDIX B: Phase 1 Timeline

High-Level Phase 1 Timeline

Data to inform the Economic and Financial Cases provided during RIBA 2C and at the end of RIBA 2D.

Assumes Essential Scheme and one intermediate scheme taken forward at gate B. Continued Presence reviewed by Houses during RIBA 2C.



These milestones represent the key indicators of performance to achieve an approved Programme OBC. They are shown here as an overlay on the R&R Programme Phase 1 Plan which has been adopted by the entire Programme to show how all workstreams and projects integrate and provide outputs progressively. **Explanations to RAG status can be found in the project updates earlier in the report.**

Amber: deliverables for the milestone are forecasting a delay of 0 to 28 days.

Red: deliverables for the milestone are forecasting a delay of more than 28 days

APPENDIX C: Top Strategic Risks

The Sponsor Body Risk Appetite Statement was approved by the Sponsor Body Board on 5 July following endorsement by the Sponsor Body Audit and Assurance Committee. Work has now commenced to share this across the wider Programme and also with Parliamentary colleagues.

While the overall risk exposure of the Sponsor Body Strategic Risks is considered to have remained relatively stable over the past quarter, there has been notable movement within the top risks reflecting both the effectiveness of our mitigation strategies but also the continuing uncertainty and challenges facing the Programme as we develop the requirements for both the essential and intermediate design options to support the OBC / Detailed and Costed Plan.

Key movement this quarter include:

- DA38 Uncertainty of Continued Presence Effect: Decreasing risk as greater degree of certainty is now available through the recently submitted Commissioning Brief / Continued Presence Report (now reflected in SR23 below);
- SR20 R&R Strategic Objectives & SR08 Interdependent Projects: Risks assessed as having a reduced profile as a direct result of specific elements of these having now crystallised, e.g. lack of strategies for the House of Commons Decant and Heritage Projects, proposed option for the House of Lords decant not yet endorsed. These elements are now managed through the Sponsor Body's Issue Management process and are reviewed on a weekly basis by the Sponsor Body Executive Team;
- SR23 Continued Presence: Increasing risk reflecting the tight timeframes for work on our response to a continued presence within the House of Commons. The work is based on a number of assumptions which still need to be tested and may not meet the expectations of the House of Commons Commission;
- SR07 Stakeholder Relationships: Increasing risk reflecting the ongoing need to agree the ongoing governance arrangements; and
- DA135 Availability of Palace Survey Information: Increasing risk as while information is now being made available to the programme the volume received and the short time to interrogate the information continues to be a risk to the design development in the Programme.

The top risks are shown within Appendix C. It should be noted that these are only partly in the control of the Sponsor Body and require close working with the Houses to successfully mitigate these in alignment with our now stated risk appetite.




Risk Ref	Title	Description	Effect	Status & 1/4ly Trend	Mitigations	Owner
SR23	Continued Presence	There is a risk that due to the need to make assumptions and the short timeframes for the work the R&R response on Continued Presence does not meet the expectations of the House of Commons Commission.	This may result in additional work being required and a potential delay to the OBC timeframes.		<ul style="list-style-type: none"> Agreed mandate for the work (complete) Develop an overall plan for the work including engagement milestones (complete) Identify resource requirements with the DA (complete) Put in place engagement groups to test assumptions and requirements (complete) Joint working group to monitor and guide work with Parliamentary colleagues (ongoing) Revise Task Brief to include Continued Presence requirements (July 21) 	Mike Brough
SR07	Stakeholder Relationships	Relationship between Programme and key stakeholders breaks down leading to greater difficulties getting decisions	Programme knowingly or unknowingly progressed at risk. Delay to scheme agreements; misalignment of key deliverables, disharmony and blocker.		<ul style="list-style-type: none"> Use new governance structures to reduce areas of uncertainty i.e. Joint Working Group on PRA and Parliamentary Relationship Group. (ongoing) Agreement with Parliamentary stakeholders to work collaboratively to deliver programme outcomes, a Charter to reflect this is being put in place. (ongoing) Implement engagement plan with Parliamentary stakeholders. Build an understanding of members views and expectations and engage effectively to explain our proposed approach and options. (ongoing). Create regular engagement groups between subject matter experts in the Programme and Parliament circa 15 groups. (Complete) Senior engagement plan to align Parliamentary stakeholders with opposites on the Programme (Complete) Following the 3rd line external assurance governance review work in tow to review, clarify and implement changes (Aug 2021) Further planning required to improve data sharing with Parliamentary colleagues (Aug 2021) 	Lucy Owen
DA135	Availability of Palace Survey information	Due to procurement delays, the historic archives pertaining to the building condition being paper based and uncatalogued, a lack of contemporaneous data, and the lack of understanding of the process or resource to access it, there is a risk that information required for decision-making may not be available to the programme in a timely and efficient way	This could lead to; * Programme failing to meet its statutory obligations within the CDM regulations * Unnecessary surveys being undertaken * Nugatory design effort or rework required * Programme executive being exposed to potential legal action		<ul style="list-style-type: none"> Full programme of surveys and data gathering being developed (complete) R&R Surveys Working Group established weekly with 3 key objectives to find and extract existing information, align priorities and processes, and identify opportunities for accelerating (complete) Review effectiveness of Surveys Working Group (complete) Additional resource to be funded by the programme to assist in information sharing (complete) Resolve survey contractor framework procurement routes (complete) Discovery forum to be established & providing outputs (complete) Survey and proprietary project being established with appropriate resources and tools (complete) 	Rob Audsley



					<ul style="list-style-type: none"> Engagement with IHSE to identify location and quality of existing information (July 21) R&R data repository being prepared for housing records (SharePoint 2 and modern workplace) (Nov 21) Receipt of initial survey information from Parliament (Nov 21) Identify routes to procure incumbent services; including Asbestos R&D contractors (July 21) Commitment to incumbent inhouse suppliers to be made available to the Programme. Walk around to be led by Survey team to provide details and level of services required so Parliamentary teams can plan (July 21) Conclude procurement of asbestos surveyor (July 21) Second review of procurement schedule for surveys framework (July 21) 	
SR22	Outline Business Case Approval	Due to the economic or political pressures there is a risk that the overall proposals for Phase 2 in the Programme Outline Business Case may not be agreed, funding levels may not be sufficient or that timescales are unrealistic.	Requirement for significant re-work resulting in additional time and programme costs alongside reputational damage.		<ul style="list-style-type: none"> Business Case Strategy to be revised in line with the Strategic Review outcomes and to set out the scheme options that will form the business case. (complete) Scheme options approach to be progressively shared with Parliamentary stakeholders to build buy-in (ongoing). Invite challenge from Gateway reviews and other external assurance, including the NAO, on the processes employed to generate the Business Case estimates (ongoing) Set out clear engagement plan with Parliament as part of the Phase 1 Timeline including how and when emerging costs will be shared (complete) Develop internal and external benchmarks to justify costs in estimates and any risk and optimism bias provision (Dec 2021) Articulate clear narrative around the OBC estimate including understanding differences from earlier work such as the Independent Options Appraisal. (2022) Government engagement strategy (Sept 2021) 	Lucy Owen
SR21	Political Consensus	Due to the different context and pressures on both Houses and on different stakeholder groups there is a risk that political consensus is difficult to reach	Will impede decision making for the R&R Programme and agreement on preferred solutions becomes difficult to reach.		<ul style="list-style-type: none"> Strategic Review clarifies overall objectives and high-level requirement (complete) Sponsor Board members to be provided with information and key lines to support conversations with colleagues and engagement in the Houses (ongoing) Informal engagement with key stakeholders to align views and understanding (ongoing) Agree a clear roadmap and timeline for engagement and decisions to be taken by the Houses to support the programme (complete) 	Sarah Johnson



					<ul style="list-style-type: none"> Complete governance review with the Houses and implement findings. (Dec 2021) 	
DA141	Definition of Heritage Collections Decant Project Requirements	As a result of a lack of definition of requirement, extent of scope and overlap of responsibilities and authority between R&R and Parliament Teams, there is a risk that we have insufficient schedule information on decanting the Heritage items to inform the Programme OBC	Delay in the provision of required facilities and potential for delay of the start of Palace main works		<ul style="list-style-type: none"> Strategic workshops with parliament to agree ways forward (complete) Receive Parliaments Operating Model (complete) Support development of a strategic road map (July 21) Updated Sponsor Body task brief (Sept 21) Project RACI agreed with Parliament (Sept 21) Business case strategy agreed with Sponsor Body (Sept 21) 	Matt White