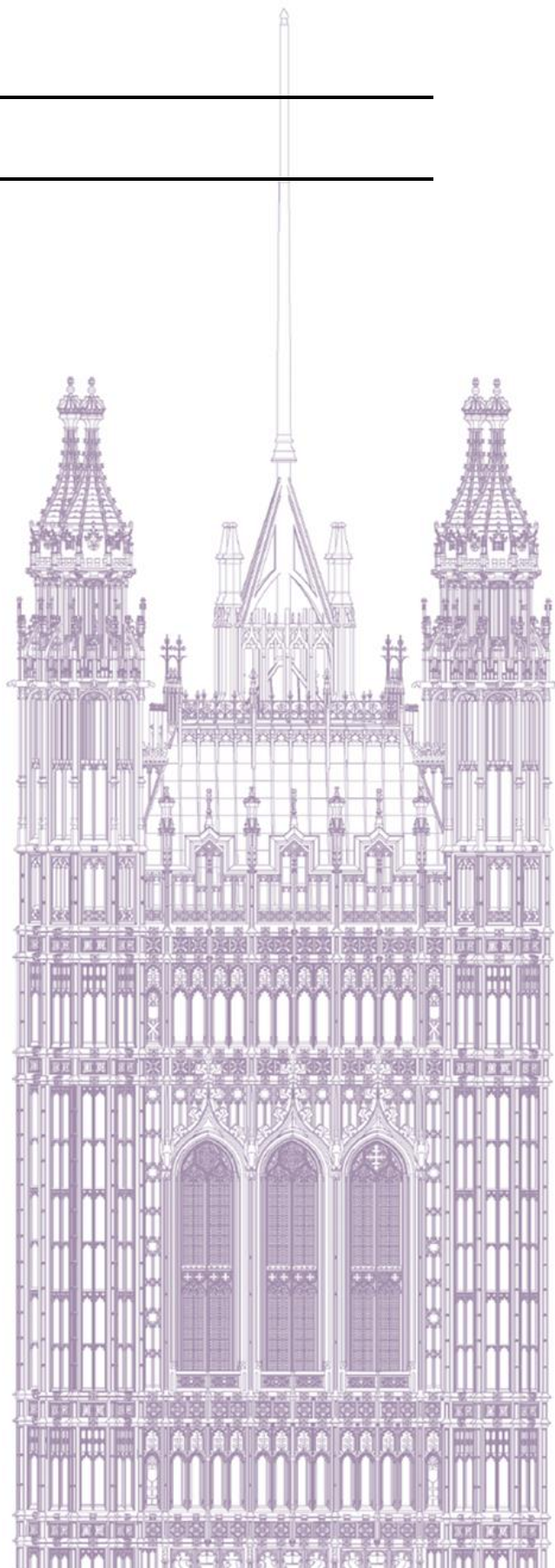




Restoration and Renewal Programme

Sponsor Body Quarter 3 Report

October – December 2021





Contents

CEO Introduction	3
Restoration & Renewal Phase 1	4
Palace of Westminster	4
Surveys	4
House of Lords Decant	5
House of Commons Decant	5
Heritage Collections Decant	5
Consultation, Engagement and External Affairs.....	6
Assurance & Strategic Risk	7
Finance Update.....	8
APPENDIX A: Financial Summary & R&R Savings Plan	9
APPENDIX B: Phase 1 Timeline – As at 31 December 2021.....	12
APPENDIX C: Top Strategic Risks	13

CEO Introduction

- 1) This report covers the Q3 period (October – December 2021) highlighting the activity of the Sponsor Body (SB) and the Delivery Authority (DA).
- 2) In this period, we have made good progress on the initial design work and have further clarified User Requirements through work with the two Houses. We have also produced a report on the potential impact of a Continued Presence for the House of Commons during the R&R works. A draft and preliminary Initial Estimate of Cost and Schedule for the Restoration and Renewal Essential Scheme has been prepared and will be discussed with Parliamentary colleagues and further developed in 2022.
- 3) A significant engagement programme with Members and Parliamentary staff was completed from 1-26 November. This in-person engagement included physical stands in the Palace alongside bespoke briefings to describe the essential work to be carried out in the Palace and to get feedback on those proposals.
- 4) In this quarter the first meetings of the R&R Steering Group (as recommended in the recent Governance Review) were held. These meetings considered critical topics for the Programme, such as Parliament's User Requirements, and including agreeing a refreshed Phase 1 plan setting out the key milestones and work required in the R&R Programme and Parliament to achieve a decision on the Programme Business Case (PBC) in 2023.
- 5) We have conducted a significant amount of business planning activity, prioritising those activities that are essential to preparing the PBC. An Annual Estimate for 2022/23 is being developed for approval by March 2022.
- 6) Our assurance work this quarter has focussed on the draft and preliminary Initial Estimate for Cost and Schedule and the Continued Presence study. We have also benefitted from an external assurance review based on the Infrastructure and Projects Authority (IPA) Gateway model and are currently supporting the National Audit Office in an update to their April 2020 report.

Key Achievements

	£18.8m savings achieved in period	
	Refreshed Phase 1 Plan agreed with Parliament	
	Initial Assessments for time and cost produced	
	Continued Presence Impact Report produced	
	Benefits Management Principles Endorsed by Commissions	
	Governance Review recommendations implemented including the new R&R Steering Group	
	Engagement with Houses' Members and Parliamentary Staff during November	
	A joint roadmap for the Heritage Collections Decant was agreed	



Restoration & Renewal Phase 1

- 7) The Initial Phase Two Delivery Strategy, and the commercial approach for the delivery of the works to the Palace, have been agreed by the DA Board. This work has been completed to agree how the Programme will be delivered in Phase 2 and is required for the Management and Commercial Cases within the PBC.
- 8) The Continued Presence Assessment has been completed, based on delivery of the Essential Scheme with the House of Commons in continued occupation within the Palace. The report assesses the impact of retaining a continued presence within the Palace and is being discussed with the Sponsor Board and the House Commissions in January 2022.

Palace of Westminster

- 9) The 'Concept Designs', which will be used to support the PBC, are on track to be completed on time for both the Essential and the Intermediate Scheme. The first draft emerging cost, schedule and risk estimates on the Essential scheme has been shared with the Sponsor Board and House Commissions, alongside the Continued Presence assessment. The equivalent information for the Intermediate scheme was also produced by the end of the period. A benefits assessment of the two schemes is being developed, which will allow for an interim assessment of the two schemes to be undertaken for discussion later in the Spring.
- 10) The first 'Design Baseline' is due to be completed in January following the endorsement of the Strategic User Requirements by both Commissions. The Design Baseline will establish a stable baseline of scope and requirements for the next stage of design production. Whilst there has been a significant level of effort and progress to develop the suite of items required for this first design baseline, many of the items are subject to further development (principally those relating to User Requirements, Standards, and Accommodation Principles). A second Design Baseline will therefore be established in early April 2022 to capture these outstanding items. The need to delay some items to a second Baseline increases the risk of a delay to the final data required for the PBC. Mitigating actions are under discussion to reduce or eliminate this risk.

Surveys

- 11) The procurement of the Intrusive Surveys Framework (ISF) was completed during the period. Contracts are being awarded across 8 lots, to a range of contractors from across the country, mainly Small and Medium-sized Enterprises. Call-offs under the frameworks are being progressed for the priority surveys. The welfare provision for the intrusive surveys remains the critical issue to be resolved ahead of the contractors mobilising in April 2022 in order to proceed with the priority surveys works. This has been escalated with In-House Services and Estates (IHSE) through the R&R Steering Group, and senior executives met in late November to agree a mutually acceptable way to proceed. This included Parliament agreeing to provide an outline of the welfare that will be made available for R&R works during 2022 Q1/Q2 ('short-term'), and a 'long-term' proposal for a 'contractor hub' solution from July 2022 onwards.
- 12) Asbestos 'look and report' surveys commenced on-site in the Palace of Westminster in December 2021. Nine out of a planned twelve locations were completed (two outstanding locations are due to permissions being withdrawn by the HoL at short notice, the other being due to an under-floor partition wall preventing access – these are being re-planned for the February recess period).

- 13) Four other surveys were also completed including the river wall, and lighting lux levels. Two surveys were cancelled due to Covid impacts. Twenty surveys are planned during Q4, including 17 during the February recess.

House of Lords Decant

- 14) The current round of engagement with the House of Lords in relation to the required QEII facilities has now concluded. The Sponsor Board will make an in-principle decision on the preferred fit out option for QEII in February 2022. The Lords governance bodies will then be formally engaged on this recommendation before the Sponsor Board makes a final decision in June 2022.

House of Commons Decant

- 15) The House of Commons Decant remains a significant risk for the Programme and further work is required to understand whether it can be aligned with the R&R Phase 2 schedule.
- 16) Parliament's Joint Investment Board (JIB) has established a Sponsor Board for the House of Commons Decant; An Executive Sponsor and Senior Responsible Owner (SRO) for the project have both been appointed from within the House of Commons Administration. The R&R Chief of Staff has a place on the Board which has met once. Planning is at an early stage and currently relies heavily on previous work.

Heritage Collections Decant

- 17) Following presentation of the Heritage Roadmap to the Steering Group on 20 October 2021, there remains a lack of clarity from the group as to whether R&R has responsibility for development of the long-term storage facility. It is understood that the IHSE team within Parliament have initiated a strategic options assessment. The SB and DA await details of the study which is understood to aim to conclude at the end of March 2022. Failure to agree future direction with the House authorities means that a Project Business Case for the Heritage Collections Decant Project will not now be completed until after the R&R PBC.

Consultation, Engagement and External Affairs



- 18) The principal Parliamentary Relations activity in November has been the Autumn Engagement in both Houses from 1 to 26 November, consulting with Members and passholders of both Houses at an exhibition that has been set up at different locations on the estate. The exhibition covered:
- A brief overview of the Programme, it's aims and why the Palace needs to be restored.
 - The plans for the essential work to save the Palace –including the replacement of essential building services like new electrical, heating and cooling, and removal of asbestos.
 - The plans for the sympathetic restoration of the Palace's historic spaces –e.g., Chambers, Libraries, Committee Rooms.
 - The plans for accessibility improvements.
- 19) We have had positive engagement with both the R&R Steering Group and Treasury on how we will approach the assessment of the options in the PBC. Both groups expressed the importance of articulating in the business case the result of not undertaking the Programme.
- 20) The first phase of our public engagement activities was concluded successfully. Views on a range of topics and themes related to R&R were gathered from people in all four nations in the UK, in person and online, with a particular focus on young people and those usually 'disengaged' from politics.
- 21) We also engaged with an important group of international stakeholders at the International Network of Parliamentary Properties annual conference, this year hosted by UK Restoration and Renewal and Parliament's IHSE team. More than 70 people attended from 10 different countries to share insights on common challenges.
- 22) Lord Best led a debate on 16 November in the House of Lords on the Parliamentary Works Sponsor Body Annual Report and Accounts 2020–21. Concerns surrounding continued presence were echoed by all speakers. Comments frequently mentioned the need to be accurate with cost estimates, citing the need for value for money as essential and to learn lessons from other major programmes.
- 23) The first two events (Doncaster and the Black Country) in our programme of visits around the UK to engage businesses and communities took place, in partnership with the British Chambers of Commerce. In each location, we held a business roundtable and visited local businesses to learn more about how we can ensure our supply chain includes craftspeople and companies of all sizes from around the UK.
- 24) Communications activities, in particular content on our social channels, continued to demonstrate momentum in the Programme, including the publication of research into the skills needed by the Programme and our early approach to bringing forward jobs and building skills throughout the UK. The DA Chief Executive visited the British Crafts College to launch this research alongside a group of students.

Assurance & Strategic Risk



- 25) Assurance in this period has focussed on the Continued Presence Study and the preliminary assessments for cost and time on the Essential Scheme. Work by the Sponsor's Representatives with the DA has clarified how the estimate is built up ensuring there is a clear narrative of how the overall summary numbers are obtained and what they contain.
- 26) The SB has now completed work with Oxford Global Projects on an academic benchmark (Reference Class Forecast) for the R&R Programme. This benchmark will be used to assess the appropriate level of cost and time contingency to include in the overall PBC and also describes the types of risks that have occurred in other Parliamentary and heritage programmes which R&R will review to ensure that we are sufficiently addressing similar risks in our own plans.
- 27) The SB has continued to work with the DA to show an integrated map and plan of assurance activities across the 3 Lines of Defence which was highlighted as a requirement in the September Audit and Assurance Committee. A dashboard of assurance activities is now in place and used by both SB and DA executives to monitor assurance and actions arising.
- 28) In the last period, the Sponsor's Representatives reported:
- The risk around the completion dates for the three enabling projects which may delay the Palace main works (House of Lords Decant, Heritage Collection Decant & House of Commons Decant).
 - A deep dive on Data and Digital was completed jointly between the Sponsor's Representatives and the DA Assurance Team and recommendations have been accepted.
 - The need to increase momentum on the development of 'bottom-up' Contingency estimates and their integration with cost and schedule.
 - The continuing need for a more robust 2nd line of assurance in the DA in particular on schedule and contingency.

Finance Update

- 29) Against the budget, the Q3 forecast indicates a full year underspend of £35.5m. Of this, £20m relates to the House of Lords Decant and Heritage Collections Decant projects which have both been delayed as a result of Parliamentary decisions requiring further time for option selection or objective agreement. The remaining underspend is driven by delivery of savings across the Programme.
- 30) As part of the ongoing focus on delivering efficiencies and savings, in addition to the £4.4m of savings that were embedded in the budget, a further £8.3m of planned savings are being delivered in the year due to management actions. A summary of savings delivery is shown on page 13.
- 31) Following further scrutiny sessions, the updated DA Business Plan for the next two years (FY2022/23 and FY2023/24) was presented to the DA Board for final approval on the 13 December. This plan has been consolidated with the SB Business Plan and is planned to be presented to the Houses' governance in Q4.
- 32) The December Audit and Assurance Committee reviewed the National Audit Office (NAO) Audit planning report on the 2021-22 financial statement audit and their assessment of risk. An indicative plan was also presented by the Finance team to publish the 2021/22 Annual Report and Accounts before the summer recess.
- 33) The NAO is conducting a short, non-evaluative report (not assessing value for money) which will describe the progress and any significant changes to risks in the R&R Programme since their last report in April 2020.
- 34) A financial summary is set out in Appendix A.

APPENDIX A: Financial Summary & R&R Savings Plan

RESTORATION & RENEWAL FINANCIAL OUT TURN	Year to Date (QUARTER 1, 2 & 3)				FULL YEAR			
	Actual £m's	Budget £m's	Var £m's	%	Forecast £m's	Budget £m's	Var £m's	%
Sponsor Body	8.6	11.6	3.0	26%	12.1	15.7	3.6	23%
Delivery Authority Management	24.5	33.5	9.0	27%	34.8	44.7	9.9	22%
Data & Digital	22.1	25.6	3.5	14%	29.7	34.8	5.1	15%
Palace of Westminster	27.0	32.7	5.7	17%	39.1	42.5	3.4	8%
House of Lords Decant	1.7	13.0	11.3	87%	2.9	16.6	13.7	83%
Heritage Collections Decant	0.6	5.4	4.8	89%	0.9	7.6	6.7	88%
Delivery Authority Adjustments	0.8	(7.2)	(8.0)	111%	0.7	(6.3)	(7.0)	111%
Total Expenditure	85.3	114.6	29.3	26%	120.2	155.7	35.5	23%

Sponsor Body – As at 31 December, there is a £1m saving on Business Case spend with PwC. The delays on planning and design work for the House of Lords Decant and the pause to work while agreement on Heritage Collection Decant objectives and requirements takes place contributed to this underspend. The budget also recognised £800k of contingency, however, there has been no need to make use of this contingency. Headcount costs have been lower than the budget due to recruitment delays and several resignations which culminated a £350k saving year-to-date. Following the publication of the Public Engagement Strategy there was a shift away from use of third-party suppliers and a focus on partnerships and in-house content creation that resulted in a £322k saving. Spend on professional fees was reduced by £200k due to procuring services based on scope of work, and consultancy spend reduced by £180k due to the deferment of budgeted strategic consultancy spend.

Delivery Authority Management – The year-to-date underspend is mainly driven by a lower headcount than budgeted, resulting in lower staff costs. As well as staffing savings, the full year underspend also includes procurement savings from changes in commercial approach, lower consultancy costs, and slippage of legal fees to support the revised House of Lords Decant project timescales.

Data & Digital – The underspend to date and the full year forecast underspend of £5.2m is driven by the proactive deferral of several pieces of work including the Requirements Management system, work to bring R&R data inhouse from the supply chain and software to integrate data across the Programme. Business cases are being developed to identify the value for money of future Data & Digital investments, in line with a revised operating strategy following an investment review.

Palace of Westminster – The underspend of £5.7m to date is driven by the delayed start to intrusive surveys. The intrusive surveys framework was awarded in December which will support an increased level of spend in Q4. The full year underspend reflects this slippage on intrusive surveys into next year, offset by an acceleration in design activity from 2022/23.

House of Lords Decant – The £4.8m underspend to date is due to the paused expenditure on design and planning work previously planned in the budget as a result of Parliamentary decisions. Whilst this is

expected to be agreed in early 2022 due to mobilisation time further slippage in Q4 is expected so the full year forecast underspend is £6.7m.

Heritage Collection Decant – The £11.2m underspend to date is due to the pause on activities to enable time for the agreement of Heritage Collection Decant objectives and requirements. This slippage of work into the following year, is expected to continue during the year resulting in a full year underspend forecast of £13.8m.

Delivery Authority Adjustments – The full year forecast is a £7.0m variance against budget. This reflects a reduced overprogramming allowance due to increased confidence in the current forecasts.

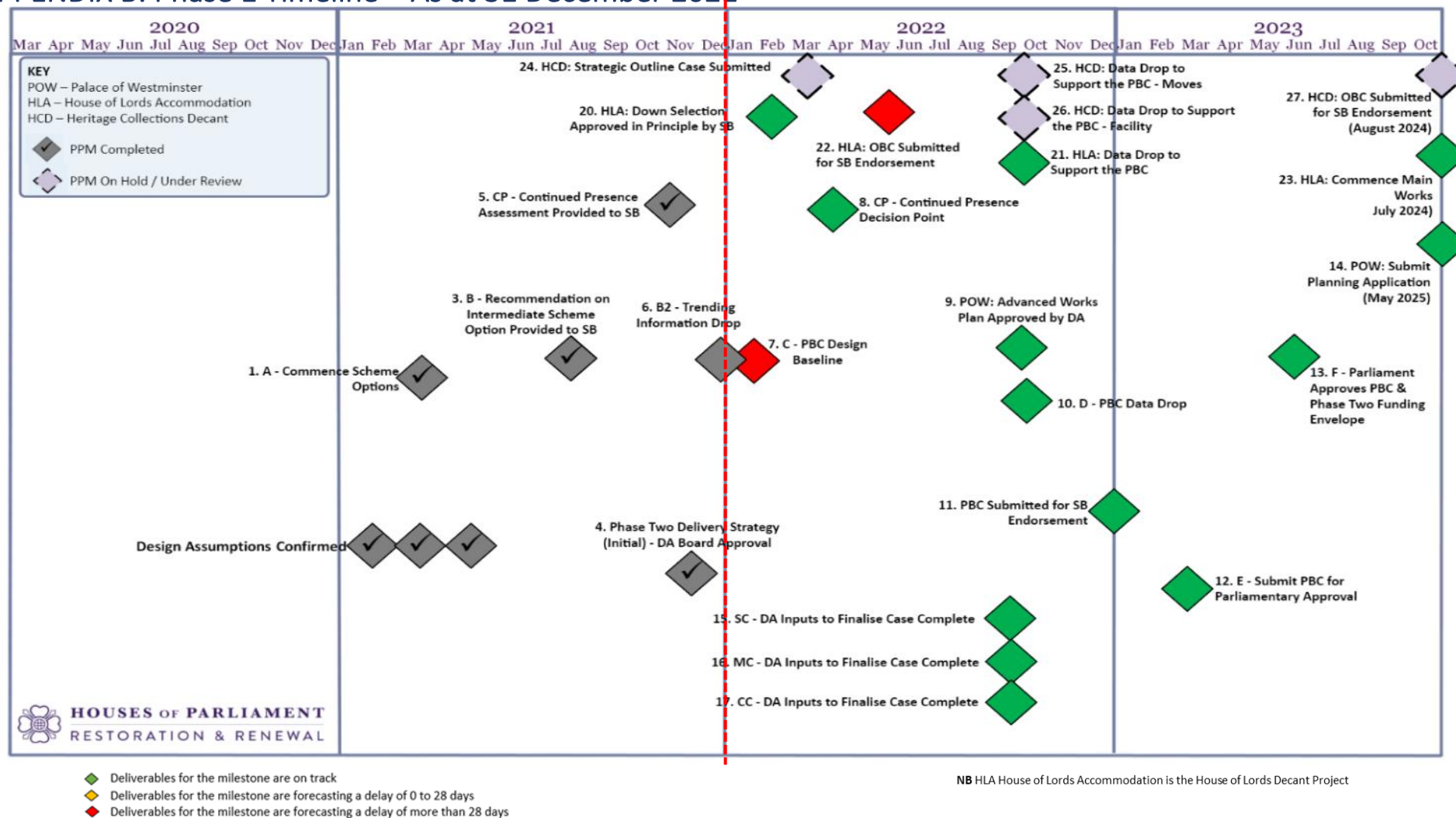
R&R Savings Plan Financial Year 2021/22

	Savings (£m)	Staff £m's	Non- Staff £m's	Total £m's	% Saving on budget	Comments
Delivery Authority	(1) Embedded savings built into base budget*	2.2	2.2	4.4	3%	As part of last year's business planning process, £4.4m of savings were embedded into the Budget
	(2) Full year planned savings identified through forecast process	4.2	4.1	8.3	6%	In addition to embedded savings, a further £8.3m of savings will be delivered through planned management action
	Total – Net Planned Savings	6.4	6.3	12.7	9%	
	(3) Full year unplanned savings identified through forecast process	7.5	5.4	12.9	9%	With the budget set prior to the Strategic Review, and as the Delivery Authority matures as an organisation, we have also identified savings on initial budgeting assumptions of £12.9m. There have also been cost increases of £5.7m identified, which are largely offset through the release of contingency funds of £5.2m.
	(4) Delivery Authority unused contingency			5.2	4%	
	(5) Cost increases	(5.1)	(0.6)	(5.7)	(4%)	
	(6) Total: Net Unplanned Savings			12.4	9%	
Sponsor Body	(7) Savings identified through forecast process	0.1	1.2	1.3	11%	Budgeted contingency for the remainder of the financial year has been released. Savings relating to headcount have been recognised and savings on spend with 3 rd party suppliers have been achieved and reflected in the Q3 Forecast.
Programme	Total savings identified through forecast process (2 + 3 + 4+ 7)			27.7	18%	
Programme	Net savings identified through forecast process (2 + 6 + 7)			20.1	13%	

* As these savings are built into the base budget already, they are not represented in the variance waterfall charts as part of this appendix, which identify changes since the budget was set.

As part of our focus on value for money, the Programme is committed to delivering savings. The DA has made planned savings of £12.7m - £4.4m captured in the business plan, and a further £8.3m which have been recognised in-year. Another £12.9m of unplanned savings have been identified, based on revised assumptions and with greater certainty on the costs of activities, partly offset by in-year cost increases. Learning from this understanding of activity cost and identification of potential efficiencies has been built into the business planning process for 2022/23 to ensure greater accuracy in forecasting and budgeting. Including embedded savings, as at December 2021, £18.8m of savings have been achieved (74%). The Programme is on target to meet the remaining savings through to the end of the financial year.

APPENDIX B: Phase 1 Timeline – As at 31 December 2021



These milestones represent the key indicators of performance to achieve an approved Programme Business Case. 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.

EAG status can be found in the project updates earlier in the report.

APPENDIX C: Top Strategic Risks

The top risks, as considered across both the SB and DA, are shown within Appendix C. These risks are currently assessed as presenting the greatest level of threat to the successful achievement of our strategic objectives and overall vision for the Restoration and Renewal Programme. It should be noted that these risks are only partly within the direct control of the Programme and as such require close working with the Houses to successfully mitigate them in alignment with our stated risk appetite.



Whilst the Autumn Engagement initiative with members and parliamentary staff has helped to promote support for the Programme and helped to clarify requirements, current challenges in the wider political system have a high potential to draw the attention away from the Programme and so increase the challenge of building political consensus and achieving timely decisions regarding the Programme.

Furthermore, a number of key decision points are required over the course of the next few months for the enabling projects (House of Lords Decant, Heritage Collection Decant and House of Commons Decant) which, alongside engagement on the emerging initial cost and time estimates, will significantly inform and influence the Programme's overall risk profile.

Key movement over the past quarter is summarised as follows:

SB181 - Political Consensus: Increased Likelihood.

Risk profile increased in recognition that the engagement around the initial estimate of cost and time for the R&R Programme, and the report on the potential impact of a Continued Presence within the House of Commons, was likely to generate renewed levels of scrutiny and potentially challenge the political consensus around the Programme. This is also set against a backdrop of a pressured timeframe for achieving key decisions for the design baseline and PBC development

Risk Ref	Title	Description	Status & 1/4ly Trend	Mitigations	Owner
SB181	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 affecting ongoing decision making for the R&R Programme. Decision making is slower and agreement on preferred solutions is 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) Clear roadmap and timeline for engagement and decisions to be taken by the Houses to support the programme (complete) Implementation of recommendations from 3rd line external assurance governance review. (complete) Grow informal engagement networks with Members and Parliamentarians in support and understanding of our approach (complete) 6 month plan and engagement pathway to communicate and illustrate purpose and approach of R&R Programme (Mar 2022) Review of new Governance Approach (Mar 2022) 	Sarah Johnson
DA393	Consents for Design and Delivery	Due to a conflict between Business Requirements, affordability and statutory, heritage and planning requirements, there is a risk that a solution acceptable to all approving authorities is not forthcoming, causing schedule delay, reputational impact, and design changes.		<ul style="list-style-type: none"> Initial officer level briefing with key stakeholders (WCC, EA, MMO, PLA) (complete) Design enhancements to make more acceptable (complete) Establish Board and Exec level contacts with stakeholders (complete) Onboard legal planning capability (complete) Engage with The Crown Estate for licence (complete) Explore compensatory enhancements (Feb 2022) Establish a property plan and capability (Jan 2022) Develop negotiation plans for major consents (Jun 2022) 	Matt White



Risk Ref	Title	Description	Status & 1/4ly Trend	Mitigations	Owner
SB397	Continued Presence	Due to the short timeframes and need to make assumptions thereof for the R&R response on Continued Presence (CP), there is a risk that we fail to meet expectations, inadvertently create an increased scope associated with any solution or fail to resolve the CP challenge to the satisfaction of the House of Commons Commission, resulting in additional work being required and a potential delay to the PBC timeframes.		<ul style="list-style-type: none"> Agreed mandate for the CP work (complete) Overall plan for the work including engagement milestones (complete) Resource requirements within the DA identified (complete) Engagement groups to test assumptions and requirements (complete) Joint working group to monitor and guide work with Parliamentary colleagues (complete) Revise Task Brief to include Continued Presence requirements (complete) Regular updates to the HoC Commission on CP (complete) Continued Presence Report being submitted to the HoL and HoC Commissions for discussion (Jan 2022). 	Chris Sexton
DA135	Lack of scheme level coordination between multiple designers, estimators and planners for information needs	Due to an inability to source information through one of the agreed routes, there is a risk that the significant volume of information required for the design, construction planning and overall decision making may not be available to the programme in a timely and efficient manner. This could lead to being unable to provide technical and non-technical proposals of sufficient quality for the PBC that will require additional time to assess causing delays to the programme in Phase 2		<ul style="list-style-type: none"> R&R Surveys Working Group established (complete) Resolve survey contractor framework procurement routes (complete) Discovery forum established & achieving its objectives (complete) Commitment to incumbent inhouse suppliers to be made available to the Programme (complete) Conclude procurement of asbestos surveyor (complete) Second review of procurement schedule for surveys framework (complete) Conduct information gap analysis at scheme level with Design, Estimation & Planning Teams (Jan 2022) Hold bi-weekly triage meetings with Sponsor Body, DA, BDP to approve and prioritise RFIs to Parliament (Mar 2022) Agreement with Parliament setting out turnaround time for RFIs and establishing adequate resource (Feb 2022) 	Rob Audsley

Risk Ref	Title	Description	Status & 1/4ly Trend	Mitigations	Owner
				<ul style="list-style-type: none"> IGG and IEWG to use monthly RFI closeout reports to decide next steps and actions (Mar 2022) 	
SB385 (SR22)	Programme Business Case Approval	Due to changes in political support, there is a risk that the proposals in the Programme Business Case may not be agreed resulting in the need for extensive re-work which will cause substantial increase in time and cost as well as significant reputational damage.	↔	<ul style="list-style-type: none"> Business Case Strategy 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 (complete). Invite challenge from Gateway reviews and other external assurance, including the NAO, on the processes employed to generate the Business Case estimates (ongoing) 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 (complete) Articulate clear narrative around the OBC estimate including understanding differences from earlier work such as the Independent Options Appraisal. (31 Mar 2022) 	Chris Sexton
SB369 (SR07)	Stakeholder Relationships	Relationship between Programme and key stakeholders breaks down leading to greater difficulties getting decisions. Delay to scheme agreements; misalignment of key deliverables, disharmony and blockers.	↔	<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. (complete) Agreement with Parliamentary stakeholders to work collaboratively to deliver programme outcomes, a Charter to reflect this is being put in place. (complete) Implement engagement plan with Parliamentary stakeholders to build understanding of members views and expectations and engage effectively on our proposed approach and options. (complete). 	Chris Sexton

Risk Ref	Title	Description	Status & 1/4ly Trend	Mitigations	Owner
				<ul style="list-style-type: none"> 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) Governance Review recommendations are being progressively implemented: <ul style="list-style-type: none"> R&R Steering Group is operating. Tier 2 Groups (8 in number) have started to form and initial meetings will have taken place by 31 Jan 2022 Proposals for Tier 3 Groups being considered by the R&R Steering Group with any implementation by 31 Jan 2022) 	