
Gate three query process

Strategic solution(s)	SESRO
Query number	SER017
Date sent to company	06/10/2025
Response due by	08/10/2025

Query

Please provide risk scores before and after mitigation for Table 5.1 in Supporting Document D – Project Management Plan, in order to align with the guidance for Programme and Planning which states the submission 'should present original risk scores and residual risk scores following mitigation.'

Solution owner response

As per the guidance for Gate 3 version 3 issued in January 2024, Table 5.1 in Supporting Document D has been updated to provide the risk scores associated with the previously presented qualitative “RAG” status for both the current and residual risk positions.

The mitigating plan actions noted in Table 5.1 are being progressed post Gate 3 to achieve the target residual risk position.

Table 5.1 – Risk Register (Key Risks)

Risk Description	Current Risk	Proposed Mitigation Plan	Residual Risk
Risk of delays in obtaining discharge and abstraction licences from the EA impacting reservoir's operability.	20	Continuation of hydrological studies and proactive engagement with the EA. The EIA scope post Gate 3 will include all required analysis to support Abstraction and Discharge licence applications. A strategic approach is being developed to address abstraction and discharge licence risks, including senior engagement with the EA and relevant government departments.	19
Reservoir embankment design amendments required resulting from geological conditions increasing construction schedule and costs	22	Mitigated via use of conservative assumptions within the DCO utilising results from historic and ongoing ground investigations, including a Clay Compaction Trial (currently being undertaken). A full trial embankment will be undertaken prior to the main works construction to provide greater design certainty and construction methodology.	18
Risk that challenges from local communities and stakeholders impact the DCO schedule	13	Public consultation on emerging proposals for SESRO was held during summer 2024. Feedback is being collated and where relevant will shape the emerging design. Further engagement and public consultation planned during Gate 4, including Statutory Consultation in late 2025.	8
Risk that access to site is not obtained in a timely manner to support the project's timescales, resulting in delays to DCO submission (quality of Environment Assessment) and/or construction start	24	Engagement with landowners has been established with the project seeking to obtain access primarily via negotiations however Statutory Powers of Entry have and will be sought, if required. A Land & Property acquisition strategy has been developed to support the delivery programme, which will take account of prioritisation in terms of construction sequencing (early works).	18
Current site boundaries established to deliver the SESRO Masterplan may prove inadequate following further design development (including logistical, traffic management, geology, Biodiversity Net Gain and sustainability / renewable strategies).	25	Continued development of a robust design together with a delivery strategy considering site access and land needs. Monitoring and responding to changes in policy such BNG and Environmental Net Gain.	18

Risk Description	Current Risk	Proposed Mitigation Plan	Residual Risk
Delays in lengthy enabling works (such as environmental translocation, archaeological trenching, utilities diversions, power supplies) impact water available for use date	25	The project is developing a detailed schedule of enabling works (with key expertise) to establish activities needing to start as soon as DCO is awarded alongside consideration of opportunities within design / planning process to potentially reduce scope of works.	18
Delays in earthworks due to weather.	22	The construction schedule is being development with consideration of seasonality, with learning from other major projects. Opportunities and innovations will be considered to aid schedule and reduce impact of seasonality factors.	19
Risk that the National Policy Statement broadens existing, or introduces new, policies and targets resulting in increased project's requirements which may lead to delay and / or cost pressures.	25	Monitoring and responding to changes in policy such BNG and Environmental Net Gain and continued engagement with government departments.	18

Date of response to RAPID	08/10/2025
Strategic solution contact / responsible person	