



AffinityWater
Taking care of your water



South East Strategic Reservoir Option (SESRO)

Supporting Document D Project Management Plan

J696-AA-XXXX-XXXX-PL-CP-100001

Version: 1.0

Standard Gate three submission for SESRO
SRO

Notice – Position Statement

- This document has been produced as the part of the process set out by RAPID for the development of the Strategic Resource Options (SROs). This is a regulatory gated process allowing there to be control and appropriate scrutiny on the activities that are undertaken by the water companies to investigate and develop efficient solutions on behalf of customers to meet future drought resilience challenges.
- This report forms part of the suite of documents that make up the ‘Gate 3 submission.’ Gate 3 of the RAPID programme represents a checkpoint on the way to solutions being prepared for consent applications. The intention at this stage is to provide RAPID with an update on activities being undertaken in preparation for consent application submission; activities’ progress including programme through to completion; and consideration of specific activities to address particular risks or issues associated with a solution. The regulatory gated process does not form part of the consenting process and will not determine whether an SRO is granted planning consent.
- Given the stage of the SROs in the planning process, the information presented in the Gate 3 submission includes material or data which is still in the course of completion, pending further engagement, consultation, design development and technical / environmental assessment. Final proposals will be presented as part of consent applications in due course.
- The project information captured in this document reflects a design freeze in October 2024 following the non-statutory consultation, to meet the requirements of RAPID’s gated process. Since then, the design has continued to evolve which includes further work with Affinity Water and Southern Water partners to form agreed requirements for the development consent application, such as the incorporation of Southern Water’s proposed water treatment works into the SESRO consent. You can find the latest information about the design and development of the project at <https://thames-sro.co.uk/projects/sesro/>.

Disclaimer

This document has been written in line with the requirements of the RAPID Gate 3 Guidance (v3, January 2024) and to comply with the regulatory process pursuant to Thames Water’s, Southern Water’s and Affinity Water’s statutory duties. The information presented relates to material or data which is still in the course of completion. Should the solution presented in this document be taken forward, the co-sponsors will be subject to the statutory duties pursuant to the necessary consenting process, including environmental assessment and consultation as required. This document should be read with those duties in mind.

Revision history

| Version | Date | Submitted at |
|---------|------------|------------------|
| 1.0 | 04-08-2025 | RAPID submission |
| | | |
| | | |
| | | |
| | | |

Table of contents

| | |
|---|-----------|
| Revision history | 2 |
| 1 Overview | 5 |
| 2 Gate 3 Financial Position | 6 |
| 3 The Project Plan | 7 |
| 3.1 Overview | 7 |
| 3.2 Schedule (Key Project Milestones) | 7 |
| 3.3 Key Activities | 8 |
| 3.4 Management and Reporting of Programme and Forecast | 9 |
| 3.5 Key Assumptions and Dependencies..... | 9 |
| 3.6 Gaps in information | 11 |
| 4 Proposed Gate 4 activities and outcomes | 12 |
| 4.1 Introduction | 12 |
| 4.2 Programme (Key Project Milestones)..... | 12 |
| 4.3 Programme and Resource | 13 |
| 4.4 Scope of works | 16 |
| 4.5 Key Risks and Opportunities for Gate 4 | 18 |
| 5 Key Risks and Mitigations | 19 |
| 5.1 Overview | 19 |
| 5.2 Risk Register (Extract)..... | 19 |
| 5.3 Next Steps for Gate 4..... | 21 |
| Appendix A – Gate 3 Cost Breakdown | 22 |
| Work Breakdown 1: Programme & Project Management. | 22 |
| Work Breakdown 2: Finalised Feasibility and Developed Design. | 23 |
| Work Breakdown 4: Environmental Assessment..... | 27 |
| Work Breakdown 5: Data Collection, Sampling, and Pilot Trials. | 29 |
| Work Breakdown 6: Commercial and Procurement Strategy. | 34 |
| Work Breakdown 7: Planning and Land..... | 35 |
| Work Breakdown 8: Stakeholder Engagement. | 37 |
| Work Breakdown 9: Legal..... | 38 |
| Appendix B – Gate 3 Efficiency of Spend (RAPID Template) | 39 |

List of tables:

| | |
|---|----|
| Table 2.1 – Gate 3 cost summary | 6 |
| Table 3.1 – Key Project Milestones | 8 |
| Table 3.2 – Key assumptions / dependencies..... | 10 |
| Table 3.3 – Information Gaps | 11 |
| Table 4.1 – Key Milestones for Gate 4..... | 13 |
| Table 4.2 – Gate 4 Forecast by RAPID Control Account (22/23 prices) | 15 |
| Table 4.3 – Gate 4 Forecast (FY25/26 & 26/27) by core workstream (22/23 prices) | 15 |
| Table 4.4 – Key Activities | 16 |
| Table 5.1 – Risk Register (Key Risks) | 19 |

List of figures:

| | |
|---|----|
| Figure 4.1 – Gate 4 Programme Summary (DCO) | 14 |
|---|----|

1 Overview

The South East Strategic Reservoir Option (SESRO) is a proposed 150 Mm³ raw water storage reservoir in the upper catchment of the River Thames. The reservoir will abstract water from, and release water to, the River Thames via a 4km long tunnel. In periods of drought the reservoir will supply Thames Water and Affinity Water customers with water via the Thames, and Southern Water customers via the Thames to Southern Transfer scheme (a new pipeline towards Hampshire), subject of a separate DCO application.

The project is overseen by RAPID (Regulators' Alliance for Progressing Infrastructure Development) a joint team of three water regulators Ofwat, Environment Agency (EA) and Drinking Water Inspectorate (DWI). All Strategic Resource Option schemes, such as SESRO, pass through a series of Gates at strategic points before moving onto the next phase.

The key objective of this Project Management Plan (PMP) is to provide a summary of the forward plan for SESRO during Gate 4, as well as reflecting on any key changes between Gate 2 and Gate 3.

It provides:

- **A summary of the final financial position for Gate 3** - providing a summary of the costs for the larger works packages, supporting section 11 of the Gate 3 main report.
- **A project plan** – setting out key milestones to delivery, including key activities and outputs which need to be undertaken and achieved prior to each gate.
- **Proposed gate four activities and outcomes** – summarising the schedule and activities to Gate 4, highlighting key activities and milestones, as well as key risks and opportunities.
- **Key risks and mitigation measures** – providing a summary of key risks and proposed mitigations based on a more mature understanding of the design and conditions from the work undertaken in Gate 3.

2 Gate 3 Financial Position

This section of the Project Management Plan provides a summary of the final financial position in order to deliver Gate 3. This shows that the agreed scope has been undertaken within the budget set out at the start of Gate 3, plus any agreed changes throughout the Gate. This provides good confidence in the financial management for the project which should allow the project to move into the next stage.

Table 11.2 in the Main Gate 3 report (reproduced in summary form below) provides a summary of the financial position in 17/18 prices, aligned to the Work Breakdown Structure.

A full breakdown of costs is provided in the Appendix which accords with RAPID's guidance for Gate 3, breaking down cost items in excess of £500,000. This has been interpreted to apply to current prices, rather than 2017/18 deflated prices.

Table 2.1 – Gate 3 cost summary

| Category | Expenditure* | % of Total |
|--|-------------------|-------------|
| Programme & Project Management | 11,290,376 | 17% |
| Feasibility Assessment and Concept Design | 15,502,376 | 24% |
| Option benefits development and appraisal | 264,373 | 0% |
| Environmental Assessment | 7,976,358 | 12% |
| Data Collection, Sampling, and Trials | 11,592,519 | 18% |
| Procurement Strategy | 4,021,147 | 6% |
| Planning Strategy | 2,580,208 | 4% |
| Stakeholder Engagement | 4,005,360 | 6% |
| Legal | 1,916,204 | 3% |
| Other | 6,290,866 | 10% |
| Total | 65,439,788 | 100% |
| Gate three allowance | 65,490,000 | – |
| Gate Underspend | 50,212 | – |

* (£, 2017-2018 prices)

3 The Project Plan

3.1 Overview

This Project Plan sets out the key milestones to delivery, including key activities and outputs which need to be undertaken and achieved prior to each Gate.

It comprises:

- An overview of the schedule and summary of key activities, including the date when the solution is required, changes from previous gates and the phasing of key activities and decisions.
- A summary of the key assumptions and dependencies
- An overview of any information which is missing and will be provided prior to Gate 4

3.2 Schedule (Key Project Milestones)

The phasing of the project generally mirrors that presented at Gate 2 and is governed by a series of phases. Gate 1 was completed in July 2021, Gate 2 was completed in November 2022 and work associated with Gate 3 was completed in March 2025, with this submission of this Gate 3 document suite to RAPID thereafter.

The key changes from Gate 2 are:

- Gate 3 submission alignment with publication of WRMP24 Annual Review in 2025
- The DCO submission is now anticipated to be prior to Gate 4
- The contract mechanism is now assumed as SIPR (Special Infrastructure Projects Regime), rather than DPC (Direct Procurement for Customers)

Table 3.1 – Key Project Milestones

| Phase | Milestone | Description | Date (indicative) |
|-------|---------------------------------------|--|--------------------|
| 1 | Gate 1 | RAPID Gate 1 Submission | July 2021 |
| 2 | Gate 2 | RAPID Gate 2 Submission | November 2022 |
| 3 | Gate 3 | RAPID Gate 3 Submission | Summer 2025 |
| 4 | SIPR specification | Consideration, consultation and approval of the specification for SESRO | Winter 2025 / 2026 |
| 5 | Gate 4 | <ul style="list-style-type: none"> • RAPID Gate 4 Submission • Complete Preliminary Environmental Information Report (PEIR) • Complete Statutory Public Consultation on the DCO project • Submit the DCO application | Winter 2026 / 2027 |
| 6 | Main Works Contract Award | <ul style="list-style-type: none"> • Early Contractor Involvement to support DCO examination and further develop construction methodology and schedule | Winter 2026 / 2027 |
| 7 | DCO Examination and approval | <ul style="list-style-type: none"> • Secretary of State's award of DCO | Spring 2028 |
| 8 | Infrastructure Provider License Award | <ul style="list-style-type: none"> • OFWAT Stage 4 approved. | Spring 2029 |
| 9 | Delivery | Scheme operational | 2040 |

3.3 Key Activities

A series of activities have been set out to inform an integrated programme and provide an indicative forecast for works.

Gate 4 activities (see section 4 for further detail) are largely based upon:

- development and assessment of the design for the Preliminary Environment Information Report and Environmental Statement.

- development of products for the DCO submission;
- supporting stakeholder engagement activities.
- early strategic land acquisition.
- supporting commercial and procurement activities.

DCO Examination and approval activities comprise support to the examination process through development of documentation and provision of expert witnesses.

Infrastructure Partner Contract Award activities will start in parallel with the development of the DCO submission with the provision of information to support OFWAT Stage 3 and Stage 4, as well as development of works information and schedules for main works procurement.

The **Delivery stage** of the scheme key activities from enabling works through the impounding of the reservoir and commissioning.

3.4 Management and Reporting of Programme and Forecast

The Work Breakdown Structure (WBS) which has been developed for the programme, is as per Gate 2. This will be used to develop, manage and report on the programme and cost profile.

The WBS comprises the following categories:

- Programme & Project Management
- Feasibility Assessment and Concept Design
- Option benefits development and appraisal
- Environmental Assessment
- Data Collection, Sampling and Pilot Trials
- Procurement Strategy
- Planning Strategy (including land support)
- Stakeholder Engagement
- Legal
- Other

Costs will be reported to RAPID on a quarterly basis.

3.5 Key Assumptions and Dependencies

The programme and forecast are underpinned by a number of assumptions and dependencies as stated in Table 3.2, as well as proposed mitigations. These will be reviewed on a regular basis and updated at each key milestone. RAPID will be informed of any key movements on a quarterly basis.

Table 3.2 – Key assumptions / dependencies

| Assumption | Management Proposal |
|--|--|
| A minimum of 50% land access is achieved for 2025 summer survey season | <ul style="list-style-type: none"> Land access negotiation is ongoing with further land parcels becoming available throughout 2025. Thames Water has issued a number of notices under Section 172 of the Housing and Planning Act 2016 to landowners. |
| Geotechnical characteristics and properties align with current expectations. | <ul style="list-style-type: none"> Ground Investigations and Clay Compaction Trial ongoing (to validate previous findings). The DCO design will provide flexibility to manage any uncertainty in ground conditions. Full Trial embankment will be undertaken (amongst other trials) prior to main works construction. |
| Procurement concept (Early Contractor Involvement) is agreed with OFWAT | <ul style="list-style-type: none"> Discussions with RAPID and OFWAT are ongoing to confirm the procurement strategy. |
| PINS and Secretary of State have the resources available to examine and approve application in time set out in schedule. | <ul style="list-style-type: none"> 'Standard' DCO timescales have been set out in the schedule, with 'what if' analysis to be undertaken within Gate 4 to understand any impact of any potential delays. Engagement with PINS throughout DCO development, via the Standard Package for PINS services. Early Contractor Involvement could help mitigate any delays within delivery part of the schedule. |
| Power for the construction and operation of the site is available within the required timescales. | <ul style="list-style-type: none"> Discussions underway with electrical provider in order to determine requirements. Renewable Energy study ongoing to determine power generation options as part of scheme development. |
| The required plant and resource is available to complete earthworks within prescribed timescales | <ul style="list-style-type: none"> Early market engagement is ongoing with potential earthwork contractors and main contractors. |
| Weather allows earthworks to be completed within prescribed timescales | <ul style="list-style-type: none"> What-if analyses to be undertaken in Gate 4 to understand impacts of an additional season. Engagement with the market continues to obtain advice from industry experts. |

3.6 Gaps in information

The scope for Gate 4 seeks to enhance the Gate 3 design into a design ready for both DCO and procurement. It will do this through providing further refinement and / or detail, taking account of ongoing surveys, environmental assessment and stakeholder feedback from consultation.

Further work will also be undertaken on constructability which will further refine the cost estimate and risk models.

Current gaps in information are provided in Table 3.3 below

Table 3.3 – Information Gaps

| Gap | Work to Gate 3 and future mitigation |
|---|--|
| Enhanced understanding of ground conditions | <ul style="list-style-type: none"> Ground Investigations and the Clay Compaction Trial began in Gate 3 and will be concluded and interpreted in the Gate 4 period, informing the DCO design. <i>Note, a Trial Embankment will be undertaken as part of the main works contract post DCO.</i> |
| Environmental Surveys | <ul style="list-style-type: none"> A survey programme started in Gate 3 and will continue through Gate 4 as access to land increases. 2025 summer and Winter seasons (ecology and archaeology) are critical to broadening understanding of requirements for design and mitigation. |
| Environmental Impact Assessment | <ul style="list-style-type: none"> All relevant environmental topics, as agreed through EIA Scoping and Opinion undertaken in Gate 3, will undergo an assessment to inform the DCO design. |
| Construction methodology detail | <ul style="list-style-type: none"> Building on the work undertaken in Gate 3, the construction schedule and methodology will be further developed and refined with the support of industry experts. |
| Public Consultation Feedback | <ul style="list-style-type: none"> Statutory Consultation will be undertaken in winter 2025 in order to obtain formal feedback from stakeholders and members of the public. This will build upon the knowledge obtained to date through consultation and engagement activities. |
| Stage 2 feedback | <ul style="list-style-type: none"> Feedback from the OFWAT Stage 2 submission will inform future procurement and commercial activities. |

4 Proposed Gate 4 activities and outcomes

4.1 Introduction

This section sets out an activity schedule to Gate 4, highlighting key activities and milestones, as well as key risks and opportunities.

Within the Gate 3 period Thames Water has procured a Technical Partner – (Arup-Binnies Joint Venture) – to support the development and delivery of: Gate 4; the Development Consent Order (DCO); and works information for the procurement of the main works contractor.

Gate 4 is currently due to be delivered in the first quarter of 2027, approximately three months after the submission of the DCO.

A series of milestones have been developed to track progress to Gate 4 and support the delivery of key activities on route to the DCO such as the Preliminary Environmental Information Report (PEIR), Statutory Consultation and the Environment Statement.

The development and outcomes of key activities will be shared with our partners (Southern Water and Affinity Water) through various collaboration sessions and prescribed governance routes.

4.2 Programme (Key Project Milestones)

Key milestones are set out in Table 4.1 below. Milestone definitions will be agreed and will be supported by a series of activities and an associated forecast. These will be robustly reviewed and reported on utilising NEC (Option E) contract tools.

Table 4.1 – Key Milestones for Gate 4

| Milestone | Date |
|--|---------------|
| Gate 3 Checkpoint | February 2025 |
| PEI Report Design Freeze (Control Point 1) | May 2025 |
| Gate 3 Submission | August 2025 |
| PEIR Complete | October 2025 |
| SoCC Published | October 2025 |
| Statutory Consultation complete | January 2025 |
| DCO Design Freeze (Control Point 2) | May 2026 |
| Book of Reference and Land Plans complete | July 2026 |
| Environment Statement complete | November 2026 |
| DCO Submission | November 2026 |
| Gate 4 Submission | February 2027 |

As reported in the Main Gate 3 report, a strategy for the development of a Digital Twin is in progress, which will be launched within the Gate 4 period.

The future procurement of contractors is currently being discussed with OFWAT – information can be found within the Stage 2 submission. The preferred strategy is to procure an Early Contractor Involvement contract (ECI) just after the DCO submission (just before the Gate 4 submission).

4.3 Programme and Resource

The programme and resources have been developed against a sequential set of activities which can also be reported against the RAPID work breakdown structure.

As per NEC4 requirements, a Clause 31 programme and associated cost and resource forecast setting the Baseline for Gate 4 has been developed by the Technical Partner and accepted by Thames Water (for the scope being delivered by the Technical Partner). The programme (in accordance with Clause 32 of the NEC4 contract), forecast and application for payment are submitted on a monthly basis for acceptance by Thames Water.

Resources are reviewed on a regular basis with a dedicated Resource Manager ensuring availability of staff.

Figure 4.1 sets out a summary of the Gate 4 programme. Activities are managed on a weekly basis through schedule lookahead and contract meetings.

The critical path has been identified through the environmental assessment of the design; development of the Preliminary Environmental Information Report (PEIR); Statutory Consultation; development of the Environment Statement; and the development and

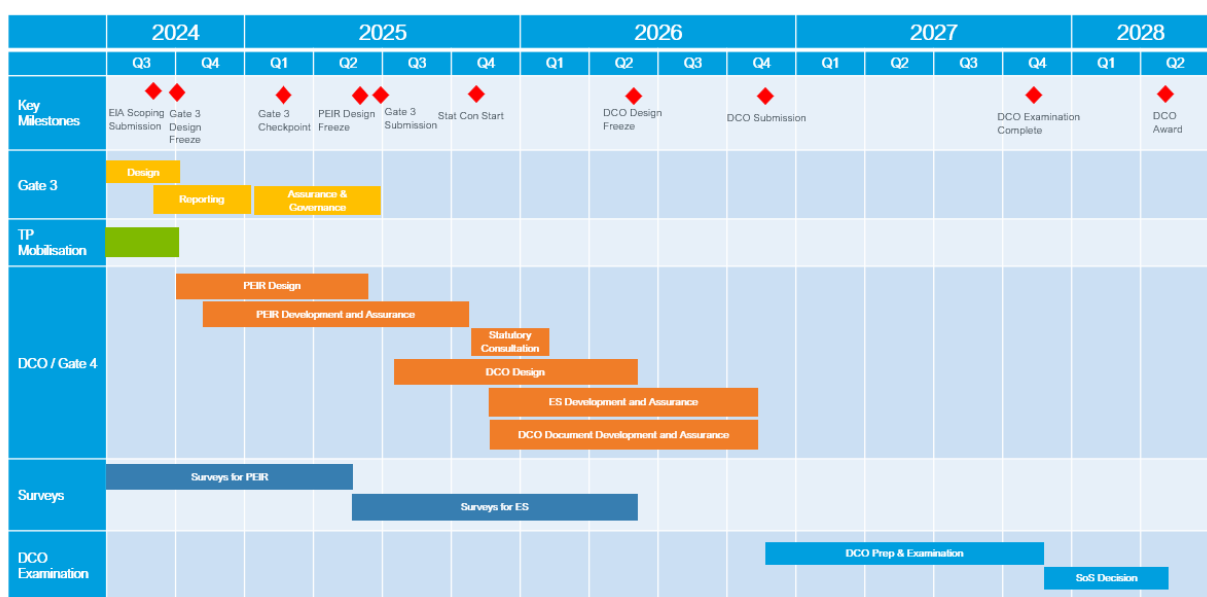
submission of DCO products.

A secondary critical path exists through the development of materials of the Main Works Contract tender in Spring / Summer 2026.

The above critical paths and any other ‘near critical paths’ will be assessed on a regular basis, noting that the key milestones are key to ensuring the scheme is construction ready by 2029.

The key risks against the Gate 4 programme are provided in Section 4.5 and Section 5.

Figure 4.1 – Gate 4 Programme Summary (DCO)



A summary of the current forecast for Gate 4 is provided in Table 4.2 and 4.3 below. The target submission date for Gate 4 is February 2027.

The SESRO Technical Partner was mobilised during Gate 3 to ensure an effective handover of information and also to provide level 3 assurance on critical activities.

RAPID will be updated on progress at Checkpoint Meetings on a quarterly basis by the Project Team. These updates will focus on progress in period and highlight any key risks and opportunities for discussion.

Table 4.2 – Gate 4 Forecast by RAPID Control Account (22/23 prices)

| WBS | Description | AMP7 Early Gate 4 | AMP8 Gate 4 | Total |
|-----|--|----------------------|--------------------|--------------------|
| 1 | Programme & Project Management | - | 31,584,886 | 31,584,886 |
| 2 | Feasibility Assessment and Concept Design | 975,567 | 35,159,289 | 36,134,856 |
| 3 | Option benefits development and appraisal | - | - | - |
| 4 | Environmental Assessment | 455,265 | 29,520,306 | 29,975,571 |
| 5 | Data Collection, Sampling and Pilot Trials | 830,303 | 23,542,717 | 24,373,020 |
| 6 | Procurement Strategy | - | 29,622,269 | 29,622,269 |
| 7 | Planning Strategy and Land Acquisition | 162,595 | 109,855,119 | 110,017,714 |
| 8 | Stakeholder Engagement | 16,260 | 14,573,865 | 14,590,124 |
| 9 | Legal | | 4,582,981 | 4,582,981 |
| 10 | Other – Land Acquisition | 367,183 | - | 367,183 |
| | Total | 2,807,173 | 278,441,432 | 281,248,604 |
| | Contingency | | 10,873,454 | 10,873,454 |
| | Total | 2,807,173 | 289,314,885 | 292,122,058 |

Table 4.3 – Gate 4 Forecast (FY25/26 & 26/27) by core workstream (22/23 prices)

| Description | FY25/26 | FY26/27 | AMP8 Gate 4 |
|---|--------------------|--------------------|--------------------|
| Core Development | 99,287,181 | 78,935,893 | 178,223,074 |
| SIPR (Specified Infrastructure Project Regulations) | 4,205,549 | 13,460,536 | 17,666,085 |
| Land Acquisition & Options | 34,233,327 | 59,192,399 | 93,425,726 |
| Total | 137,726,057 | 151,588,828 | 289,314,885 |

4.4 Scope of works

The Gate 3 design (as recorded elsewhere in this submission) provided an excellent basis for the development of Gate 4, the DCO submission and the tender documentation for main works. Since being mobilised in June 2024 the SESRO Technical Partner has supported Gate 3 assurance (including a review of the EIA Scoping) and identified and assessed key risks and opportunities within the current design to set out the scope of works for Gate 4.

The scope of works for the PEIR Design Stage (Control Point 1) has been developed through known key programme activities and products, a Feasibility Data Review and feedback from Non-Statutory Consultation. This comprises a set of studies and design development activities. Table 4.4 below outlines the key activities against each design development milestone within Gate 4.

Table 4.4 – Key Activities

| Milestone | Date | Key Activities |
|--------------------------------------|---------------------|--|
| PEIR Design Freeze (Control Point 1) | Jan 2025 - May 2025 | <ul style="list-style-type: none"> • Optioneering studies, including Renewable Energy Feasibility Study • A configured draft DCO engineering design (including Masterplan and interim design and access statement) which includes utilities design. • Updated Cost Estimate, risk assessment and Construction Schedule. • Development of Carbon Management Plan • Planning, consent for, and undertaking of winter surveys. • Delivery of Winter Surveys (2024) and development of schedule for summer surveys (2025) • Digital Twin Scoping Report • Develop outline of PEIR chapters • Support DCO Planning, including updated deliverables list and consultee database • Statement of Response for Non-Statutory Consultation, and preparation for Statutory Consultation. • Continuation, and interpretation, of Ground Investigation, Clay Compaction Trial and environmental surveys. • Traffic Surveys • Market engagement for Infrastructure Provider |

| Milestone | Date | Key Activities |
|-------------------------------------|-----------------------|--|
| | | <ul style="list-style-type: none"> Support to Main Works Contractor procurement activities |
| Engagement Update | Jan 2025 – July 2025 | <ul style="list-style-type: none"> Scheduling and organisation of information events for late Spring 2025. Development and assurance of products for engagement. |
| PEIR complete | May 2025 - Nov 2025 | <ul style="list-style-type: none"> Assessment of PEIR Design (frozen in March 2025) Completion and assurance of the PEIR Development of draft Land Plans and Book of Reference. |
| Statutory Consultation | Nov 2025 | <ul style="list-style-type: none"> Statement of Community Consultation Preparation for Statutory Consultation |
| DCO Design Freeze (Control Point 2) | Jun 2025 - May 2026 | <ul style="list-style-type: none"> Additional traffic surveys and Public Rights of Way Survey Summer 2025 Environmental Surveys A configured DCO engineering design (including Masterplan and interim design and access statement). Updated Cost Estimate and QRA Provision of Construction Methodology Report and 4D animations for DCO. |
| MWC Tender and SIPR submission | Jun 2025 – April 2026 | <ul style="list-style-type: none"> A configured reference design for main works tender. Development of tender specifications and drawings. Development of the SIPR specification |
| DCO Submission | Nov 2025 – Nov 2026 | <ul style="list-style-type: none"> Winter Surveys 2025/26 Development and completion of DCO products Development and completion of the Environmental Statement Statements of Common Ground Finalise Book of Reference and associated plans |

| Milestone | Date | Key Activities |
|-------------------|---------------------|---|
| Gate 4 Submission | May 2026 - Feb 2027 | <ul style="list-style-type: none"> • Develop and execute a Gate 4 Delivery Plan – reporting and assurance • Support ongoing engagement with RAPID – technical advice, meetings, studies etc. • Update the Digital Twin Report, scoping of which was provided in Sub-Phase 2 • Support response to RAPID queries |
| Land Acquisition | Mar 2025 – Feb 2027 | <ul style="list-style-type: none"> • Early acquisition of strategic land parcels to reduce future programme risks and seize opportunities. |

4.5 Key Risks and Opportunities for Gate 4

The risks and opportunities across the programme are set out in Section 5 below. This section provides further qualitative narrative to explain the key risks and opportunities for Gate 4, alongside mitigations.

Land Access for fieldwork surveys – Land access has improved through the Gate 3 period and powers under Section 172 of the Housing and Planning Act 2016 have been sought from DEFRA to support this. Further access to land is required to enable the appropriate level of environmental and heritage surveys in order to form a robust Environmental Impact Assessment (EIA) and de-risk the DCO submission. Negotiation with landowners and agents continues with the potential to utilise Section 172 powers, if required.

Network Rail agreement for construction rail siding – The construction of the rail siding is currently a fundamental part of the construction strategy, reducing traffic on local roads. We continue to work with Network Rail within its Project Accelerated in a Controlled Environment (PACE) regime. A preferred option has been agreed at the ES2 stage and we will continue to work with NR to develop a Single Option (ES3) prior to Gate 4 submission.

Reservoir embankment design amendments – Outputs from ongoing ground investigations, including the clay compaction trial may impact the DCO design and schedule.

Environmental surveys requiring further land for mitigation – Outputs from ongoing environmental surveys may reveal the requirement for additional land to ensure efficient relocation of species. There is an opportunity to use any additional land for Biodiversity Net Gain purposes.

Additional highway improvement works – Outputs from new traffic surveys and more detailed traffic modelling may lead to requirements to upgrade local highways.

5 Key Risks and Mitigations

5.1 Overview

This section of the Project Management Plan focuses on the key aspects of the project level RAIDO (Risks, Assumptions, Issues, Dependencies and Opportunities), discussing several key risks and what activity is being undertaken to mitigate immediate cost and programme risks. The costed risks are further discussed in Technical Supporting Document A3, Cost and Risk Report.

Since Gate 2, with an increased understanding of the design and detail of the programme, risk management has become more mature. The team has developed a project level RAIDO Log, to establish a baseline for quantification, management, mitigation and escalation. The RAIDO Log is a project management tool to identify, record and manage potential risks and issues that may arise during the development, delivery and operation of the project and it provides the team with a single point of reference for key sources of project uncertainty through each of the five sections.

The RAIDO log is a primary input in the assessment of the Gate 3 Risk Forecast.

5.2 Risk Register (Extract)

A summary of the key risks for the project are shown below in Table 5.1. This is consistent with the information presented to RAPID through the quarterly dashboards. The Cost and Risk Report (A3 Cost Report) provides further detail of the major drivers of risk across the development, enabling works, main works and commissioning of the project, based on our latest assessment following completion of the above RAIDO development.

The RAG ratings applied are based upon scoring criteria (cost, impacts and likelihood)

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. | | 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. | |

Project Management Plan

| Risk Description | Current Risk | Proposed Mitigation Plan | Residual Risk |
|---|--------------|---|---------------|
| Reservoir embankment design amendments required resulting from geological conditions increasing construction schedule and costs | | Mitigated via use 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. | |
| Risk that challenges from local communities and stakeholders impact the DCO schedule | | 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. | |
| 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 | | 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). | |
| 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). | | 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. | |
| Delays in lengthy enabling works (such as environmental translocation, archaeological trenching, utilities diversions, power supplies) impact water available for use date | | 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. | |
| Delays in earthworks due to weather. | | 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. | |
| 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. | | Monitoring and responding to changes in policy such BNG and Environmental Net Gain and continued engagement with government departments. | |

| Risk Description | Current Risk | Proposed Mitigation Plan | Residual Risk |
|--|--------------|---|---------------|
| Risk of delays in appointing a Main Works Contractor and/or increased target price pricing - Industry and market capacity, supply chain resource constraints, attractiveness of project proposal | | Market engagement continues (events in 2024 and 2025) through Gate 4 ahead of the appointment of a Main Works contractor. Procurement strategy with Early Contractor Involvement being progressed with the aim to provide increased certainty in the delivery of the programme and de-risk the procurement programme and supply chain constraints. | |
| Challenges in the approval of the project's commercial model leading to delays. | | We are continuing to engage with OFWAT and co-sponsors on commercial and procurement strategies with positive feedback on Stage 2 received in Spring 2025. | |
| Risk of Judicial Review being called impacting DCO decision by the Secretary of State, with consequential impact on the start of the delivery activities. | | Programme of stakeholder engagement being undertaken in order to understand issues and opportunities associated with the design. | |

5.3 Next Steps for Gate 4

Throughout Gate 4 the understanding of the design and construction programme will become more mature which will be reflected in a more robust risk profile upon that submission.

A risk management process has been developed which sets out the method to develop, manage, control and assure risk and opportunities through project development. This includes monthly risk review meetings to review changes and check progression of actions, with the updates being recorded in the RAIDO log. Key risks will continue to be presented to RAPID in quarterly updates to ensure there are no surprises at Gate 4.

Collaborative risk sessions will continue with our partners (Southern Water and Affinity Water) on shared risks to ensure mitigation plans are robust and efficient.

Appendix A – Gate 3 Cost Breakdown

Work Breakdown 1: Programme & Project Management.

A breakdown is provided in Table A1 below for the breakdown of the Programme management Office and project controls support.

Table A1 - WBS1, cost breakdown for items over £500k

| PMO, project controls support | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Change Control Management | 211,457 | 3% |
| Cost Management | 428,828 | 7% |
| Estimating/Scheme Development | 449,135 | 7% |
| Governance & Assurance | 442,416 | 7% |
| PMO Leadership | 446,677 | 7% |
| PMO Support | 340,393 | 5% |
| Programming & Scheduling | 298,400 | 5% |
| Project Controls | 439,822 | 7% |
| Risk Management | 231,824 | 4% |
| SRO Sponsor | 127,184 | 2% |
| Reporting | 483,962 | 8% |
| Cost Assurance | 193,655 | 3% |
| Planning Consultant | 340,909 | 5% |
| Project Office Costs | 354,082 | 6% |
| Programme Manager | 173,878 | 3% |
| Digital Management | 260,235 | 4% |
| PP Digital PMO Reporting, Processes and systems | 451,578 | 7% |
| Project Management | 14,663 | 0% |
| Programme Director | 420,249 | 7% |
| Estimating & Risk | 180,174 | 3% |
| TOTAL | £6,289,519 | |

Technical partner, project controls support – G3

Project Management Plan

| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
|--------------------------------------|-------------------------------|------------------------|
| Expenses | 30,854 | 1% |
| Project Management, Project Controls | 280,561 | 13% |
| Project Control - mobilisation stage | 205,597 | 9% |
| Project Management | 185,624 | 8% |
| Senior Leadership Team | 106,071 | 5% |
| Digital - GIS | 336,656 | 15% |
| Digital - BIM | 416,657 | 19% |
| Digital - Leadership & Co-ordination | 410,986 | 19% |
| Health Safety & Wellbeing | 115,873 | 5% |
| Knowledge Exchange | 106,071 | 5% |
| TOTAL | £2,194,949 | |

Technical partner, project controls support – early G4

| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
|--------------------------------------|-------------------------------|------------------------|
| Expenses | 30,898 | 2% |
| Project Management, Project Controls | 294,600 | 15% |
| Project Control - mobilisation stage | 152,023 | 8% |
| Project Management | 171,863 | 9% |
| Senior Leadership Team | 100,627 | 5% |
| Digital - GIS | 359,150 | 19% |
| Digital - BIM | 336,346 | 17% |
| Digital - Leadership & Co-ordination | 290,915 | 15% |
| Health Safety & Wellbeing | 105,452 | 5% |
| Knowledge Exchange | 94,981 | 5% |
| TOTAL | £1,936,856 | |

Work Breakdown 2: Finalised Feasibility and Developed Design.

A breakdown is provided in Table A2 below for the breakdown of the engineering design services and for the technical oversight, management and governance activities.

Table A2 - WBS2, cost breakdown for items over £500k

| Engineering Design Services | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| SESRO Gate 3 - SESRO Initial Gate 3 - Engineering Design Advisory Services - 2023 | | |
| Lead Engineering Consultant | 270,401 | 4.48% |
| Ground Investigation and Survey | 290,888 | 4.51% |
| Groundwater Modelling | 52,574 | 0.56% |
| Rail Options Appraisal | 62,941 | 0.74% |
| Road Alignment Options Appraisal | 84,037 | 1.09% |
| Masterplan for SESRO Site | 69,790 | 0.85% |
| Reservoir and Structure Review | 69,317 | 1.15% |
| Study of Components in the River Thames Floodplain | 96,475 | 2.00% |
| Cost Estimate and WRSE Regional Plan | 50,819 | 0.84% |
| Stakeholder Engagement Support | 8,314 | 0.14% |
| SESRO Gate 3 - SESRO Extension to Gate 3 Submission - Engineering Design Advisory Services - 2024 | | |
| Gate 3, SO01, Work Package 1: Ground Investigation (GI) supervision and reporting | | |
| Ground Investigation | 294,864 | 4.89% |
| Clay Compaction Trial | 187,160 | 3.10% |
| Other Surveys | 56,706 | 0.94% |
| Gate 3, SO01, Work Package 2: Modelling and Assessment Services | | |
| Modelling | 290,810 | 4.82% |
| Assessment | 210,367 | 3.49% |
| Gate 3, SO01, Work Package 3: Engineering Design | | |
| Engineering and investigation | 297,576 | 4.93% |
| Earthworks - Design | 306,672 | 5.08% |
| Earthworks - Reporting | 96,942 | 1.61% |
| Conveyance - Tunnel and Shafts | | 0.00% |
| Design | 351,383 | 5.83% |
| Reporting | 60,360 | 1.00% |
| Conveyance - Pump Station - Design | | |
| Design | 329,113 | 5.46% |
| Reporting | 87,121 | 1.44% |
| Conveyance - Other structures | 330,325 | 5.48% |
| Road, Rail, Utilities and Drainage | 370,700 | 6.15% |

Project Management Plan

| Engineering Design Services | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Watercourse and Wetland Design | 144,911 | 2.40% |
| Gate 3, SO01, Work Package 4: Architectural and Landscape Design Services | | |
| Architectural Design Services | 157,918 | 2.62% |
| Gate 3, SO01, Work Package 5: Risk and Cost Analysis and reporting | | |
| Cost Estimation Services | 314,062 | 5.19% |
| Risk Management Services | 87,165 | 1.44% |
| Gate 3, SO01, Work Package 6: Lead Engineer, including liaison with and handover to the new Technical Partner for SESRO, when appointed in June 2024 | | |
| Engineering Leadership | 274,610 | 4.54% |
| Project Management | 319,611 | 5.28% |
| Technical Coordination, Assurance and Handover | 305,550 | 5.05% |
| Options Appraisal | 139,439 | 2.30% |
| Gate 3, SO01, WP7: Principal Designer (CDM regs) | | |
| 7-01: Principal Designer | 36,790 | 0.61% |
| TOTAL | £6,105,710 | |

| Technical oversight, governance and direction | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Digital | 128,508 | 6% |
| Engineering/Scheme Development | 367,378 | 19% |
| Environment Manager | 63,731 | 3% |
| HSW Manager | 109,996 | 6% |
| Information Management | 344,484 | 17% |
| Project Definition Manager | 302,860 | 15% |
| SRO Sponsors | 212,214 | 11% |
| Sustainable Design Services | 79,674 | 4% |
| Technical oversight and delivery | 370,482 | 19% |
| TOTAL | £1,979,328 | |

| Technical partner engineering services – G3 | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Reservoirs assessment & options | 395,988 | 9% |
| Reservoirs design development | 481,550 | 11% |
| Reservoirs mobilisation/knowledge transfer | 228,816 | 5% |
| Southern Access | 368,785 | 8% |
| Entrance, Operation & Recreation design development | 542,811 | 12% |
| Entrance, Operation & Recreation mobilisation/knowledge transfer | 71,613 | 2% |
| Western Rivers & Wetlands | 509,927 | 11% |
| Tunnels, Transmission & Treatment | 544,241 | 12% |
| Southern Water Treatment | 70,183 | 2% |
| Masterplan oversite design development | 542,811 | 12% |
| Masterplan oversite mobilisation/knowledge transfer | 71,613 | 2% |
| Engineering & Assurance | 228,419 | 5% |
| Eastern Rivers & Wetlands | 333,693 | 7% |
| Expenses | 47,072 | 1% |
| Safety | 25,280 | 1% |
| TOTAL | £4,462,803 | |

| Technical partner engineering services – early G4 | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Reservoirs assessment & options | 222,655 | 11% |
| Reservoirs design development | 111,819 | 6% |
| Reservoirs mobilisation/knowledge transfer | 129,798 | 7% |
| Southern Access | 154,758 | 8% |
| Entrance, Operation & Recreation design development | 236,392 | 12% |
| Entrance, Operation & Recreation mobilisation/knowledge transfer | 53,778 | 3% |
| Western Rivers & Wetlands | 232,136 | 12% |
| Tunnels, Transmission & Treatment | 251,481 | 13% |
| Southern Water Treatment | 38,689 | 2% |
| Masterplan oversite design development | 236,392 | 12% |
| Masterplan oversite mobilisation/knowledge transfer | 53,778 | 3% |
| Engineering & Assurance | 77,379 | 4% |
| Eastern Rivers & Wetlands | 135,413 | 7% |
| Expenses | 17,033 | 1% |
| Safety | 19,713 | 1% |
| TOTAL | £1,971,217 | |

Work Breakdown 4: Environmental Assessment.

A breakdown is provided in Table A3 below for the breakdown of the terrestrial and aquatic environmental assessment items. No further breakdown of activity for the Environment Agency cost line is available as no detailed breakdown is provided with invoices. The scope of this funding was agreed and documented via the All Company Working Group (ACWG).

Table A3 - WBS4, cost breakdown for items over £500k

| Terrestrial Environmental Assessment | | |
|--------------------------------------|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| EIA Scoping Assessment | 247,427 | 24% |

Project Management Plan

| Terrestrial Environmental Assessment | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| EIA Coordination including Project Management | 451,435 | 45% |
| Biodiversity Net Gain and Habitats Regulations Assessment | 48,580 | 5% |
| Early Optioneering and Scoping | 161,016 | 16% |
| Environmental appraisal to support planning application for Clay Compaction Trial | 90,750 | 9% |
| TOTAL | £999,208 | |

| Aquatic Environmental Assessment | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Aquatic assessment management and coordination | 148,430 | 8% |
| Aquatic Environmental Assessment Technical Lead | 388,252 | 22% |
| Options Appraisal & Mitigation Optioneering | 169,811 | 10% |
| Geomorphological and Hydrological Assessments | 329,031 | 19% |
| WFD, BNG & EIA | 244,711 | 14% |
| Water quality, reservoir and river modelling | 475,738 | 27% |
| TOTAL | £1,755,972 | |

| Technical Partner Environmental Works | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Sustainability | 339,519 | 13% |
| PEIR coordination | 339,519 | 13% |
| PEIR land based topics baseline | 479,858 | 19% |
| PEIR water based topics baseline | 479,858 | 19% |
| PEIR human based topics baseline | 359,567 | 14% |
| PEIR up-front chapters | 239,276 | 9% |
| Mobilisation & Scoping Report Critical Friend | 297,203 | 12% |
| Expenses | 30,545 | 1% |

| | | |
|--------------|-------------------|--|
| TOTAL | £2,565,346 | |
|--------------|-------------------|--|

| Technical Partner Environmental Works – early G4 | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Sustainability | 176,155 | 12% |
| PEIR coordination | 176,155 | 12% |
| PEIR land based topics baseline | 282,194 | 20% |
| PEIR water based topics baseline | 282,194 | 20% |
| PEIR human based topics baseline | 191,304 | 13% |
| PEIR up-front chapters | 100,413 | 7% |
| Mobilisation & EIA Scoping Report Critical Friend Review | 199,712 | 14% |
| Expenses | 37,537 | 3% |
| TOTAL | £1,445,665 | |

Work Breakdown 5: Data Collection, Sampling, and Pilot Trials.

A breakdown is provided in Table A4Error! Reference source not found. below for the breakdown of the items associated with terrestrial environmental survey, aquatic and watercourse surveys, ground investigations, the clay compaction trial and the sub-contracting of archaeological intrusive surveys alongside the management and supervision of all site works by a Principal Contractor.

Table A4 - WBS5, cost breakdown for items over £500k

| Terrestrial Environmental Survey | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Ground Investigations: Ecological Clerk of Works (fees + expenses) | 27,882 | 3% |
| Habitat Suitability Modelling (scoping protected species surveys) | 39,770 | 4% |
| Preliminary ecological surveys | 144,593 | 14% |
| Bat surveys | 191,988 | 19% |
| Other survey expenses – survey equipment (bat detectors) and consumables | 102,169 | 10% |

Project Management Plan

| Terrestrial Environmental Survey | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Phase 1 Surveys (PEA, Hedgerow Assessment, UKHabs, Habitat Suitability for GCN, Over-Wintering Birds) and Phase 2 Surveys (other protected species for example badgers, dormice, barn owl, riparian mammals) | 219,900 | 22% |
| Other EIA Baseline Surveys (for example Arboricultural, Traffic, Noise, Air, LVIA, Soils) | 141,947 | 14% |
| Geophysical surveys | 131,241 | 13% |
| TOTAL | £999,490 | |

| Aquatic Environmental Surveys | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| WQ surveys: | | |
| Programme management and coordination | 112,237 | 6% |
| Data reporting and quality assurance | 33,714 | 2% |
| Water quality sampling field survey | 91,727 | 4% |
| Water quality laboratory analysis | 351,517 | 17% |
| Purchase of continuous monitoring sondes | 79,109 | 4% |
| Algae sampling field survey | 82,628 | 4% |
| Health & safety training | 8,866 | 0% |
| Other watercourse surveys | | |
| Aquatic invertebrate and INNS surveys | 211,466 | 10% |
| Algal sampling | 168,414 | 8% |
| Topographical survey of watercourses and structures | 40,963 | 2% |
| Aquatic ecological surveys | | |
| Fish Surveys | 342,455 | 17% |
| Macrophyte & Zooplankton Surveys | 72,677 | 4% |
| Hydrometric Surveys | 115,344 | 6% |
| Multi-Disciplinary Surveys | 255,637 | 13% |
| Survey Specifications and Coordination | 73,356 | 4% |
| TOTAL | £2,040,110 | |

Project Management Plan

| Ground Investigations | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| GENERAL ITEMS, PROVISIONAL SERVICES AND ADDITIONAL ITEMS | | |
| Temporary accommodation, welfare and PPE, site set-up and mobilisation | 187,076 | 7% |
| Protective track matting installation and recovery | 94,691 | 4% |
| Protective track matting maintenance and relocation | 425,547 | 14% |
| Reporting | 79,660 | 3% |
| Inflationary adjustment to staff costs | 11,498 | 0% |
| Site security | 54,093 | 2% |
| PERCUSSION BORING | 60,676 | 3% |
| ROTARY DRILLING | 426,660 | 14% |
| PITTING AND TRENCHING | 95,008 | 4% |
| SAMPLING | 49,697 | 2% |
| PROBING AND CONE PENETRATION TESTING | 47,263 | 2% |
| GEOPHYSICAL TESTING | 137,120 | 5% |
| IN SITU TESTING | 217,163 | 8% |
| INSTRUMENTATION | 56,363 | 2% |
| INSTALLATION MONITORING AND SAMPLING (DURING FIELDWORK PERIOD) | | 0% |
| GEOTECHNICAL LABORATORY TESTING | 89,612 | 4% |
| GEOENVIRONMENTAL LABORATORY TESTING | 20,575 | 1% |
| SUPERVISION | | |
| Technician | 16,144 | 1% |
| Ground Engineering lead | 400,533 | 14% |
| Other Ground engineering staff | 219,940 | 8% |

Project Management Plan

| Ground Investigations | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Other Specialists (UXO clearance, archaeologist etc) | 158,853 | 6% |
| ADDITIONAL ITEMS | 1,090 | 0% |
| TOTAL | £2,849,260 | |

| Clay Compaction Trial | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Earthworks: Mobilisation, site set-up | 86,023 | 4% |
| Earthworks: Temporary works | 186,126 | 10% |
| Earthworks: Reinstatement works | 77,961 | 4% |
| Earthworks: Trial pits and general excavations (incl. stockpiling) | 202,193 | 11% |
| Earthworks: Embankment creation | 42,008 | 2% |
| Earthworks: Borrow pit backfilling | 174,488 | 9% |
| Earthworks: Embankment creation contingency | 100,441 | 5% |
| Compaction testing | 119,510 | 6% |
| Principal Contractor Staff (Management) | 34,992 | 2% |
| Principal Contractor Staff (Agents, engineering and QS) | 114,695 | 6% |
| Principal Contractor Staff (H&S and environment) | 19,616 | 1% |
| Principal Contractor Staff (labourers, traffic and security) | 151,311 | 8% |
| Principal Contractor: Site establishment | 166,676 | 9% |
| Principal Contractor: Plant / Transport | 22,141 | 1% |

Project Management Plan

| Clay Compaction Trial | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Principal Contractor: Temporary works (drainage, fencing) | 122,750 | 6% |
| Principal Contractor: Temporary works (design support) | 75,274 | 4% |
| Management Fee | 215,589 | 11% |
| TOTAL | £1,911,793 | |

| Supervision and safety management of all site works (Principal Contractor) | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Sub-contract staff (including specialists for archaeological trenching) | 44,756 | 4% |
| Contractors Equipment (Hired) | 368,768 | 31% |
| Site Materials | 75,850 | 6% |
| Subcontractor Costs (Excluding labour) | 72,788 | 6% |
| Construction Management - Site Based staff | 332,845 | 28% |
| General Items - Site Based | 67,488 | 6% |
| Management Fees (standard % uplift to base costs) | 215,301 | 18% |
| TOTAL | £1,177,795 | |

| Technical Partner Data Sampling and pilot trials – G3 | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Fieldwork supervision and reporting | 263,110 | 30% |

Project Management Plan

| | | |
|--|-----------------|-----|
| Environmental Survey - ecology topic | 362,134 | 41% |
| Environmental Survey - other topics | 87,013 | 10% |
| Environmental Survey - mobilisation/training | 145,806 | 17% |
| Expenses | 19,749 | 2% |
| TOTAL | £877,812 | |

| Technical Partner - Environmental Surveys – early G4 | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Fieldwork supervision and reporting | 361,298 | 30% |
| Environmental Survey - ecology topic | 498,921 | 42% |
| Environmental Survey - other topics | 87,966 | 7% |
| Environmental Survey - mobilisation/training | 221,051 | 18% |
| Expenses | 32,134 | 3% |
| TOTAL | £1,201,370 | |

Work Breakdown 6: Commercial and Procurement Strategy.

A breakdown is provided in in Table A5 below for the breakdown of the items associated with the technical analysis, including oversight and direction, required to support the Ofwat Stage 2 submission.

Table A5 - WBS6, cost breakdown for items over £500k

| Technical analysis, oversight and direction | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Commerical Strategy and Engagement | 302,980 | 8% |
| Estimating/Scheme Development | 60,354 | 2% |
| Information Management | 88,819 | 2% |
| Procurement Management | 437,566 | 11% |
| Procurement of Technical Partner | 469,014 | 12% |
| Supply Chain Management | 313,757 | 8% |
| Procurement Advisory | 379,873 | 10% |
| Procurement and Supply Chain Management | 154,111 | 4% |
| Strategic Procurement Management | 476,463 | 12% |

| Technical analysis, oversight and direction | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Main Works Procurement | 15,205 | 0% |
| Regulatory Policy and PR24 Support | 630,909 | 16% |
| IP Procurement | 7,512 | 0% |
| Commercial & Procurement Management | 138,311 | 3% |
| Contract Management | 428,053 | 11% |
| Training and Development | 13,641 | 0% |
| Assurance | 25,529 | 1% |
| Team Management | 18,080 | 0% |
| Market Engagement | 23,090 | 1% |
| TOTAL | £3,983,267 | |

Work Breakdown 7: Planning and Land.

A breakdown is provided in Table A6 below for the breakdown of the items associated with the provision of strategic planning and land advisory consultancy services.

Table A6 - WBS7, cost breakdown for items over £500k

| Planning consultancy and land advisory services | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| DCO and strategic planning advisory | 88,544 | 11% |
| Planning advisory services for options appraisal and masterplanning | 107,980 | 13% |
| Planning advisory services for stakeholder engagement events | 31,558 | 4% |
| EIA Scoping Report | 33,370 | 4% |
| Town and Country Planning applications and local planning authority engagement | 49,243 | 6% |
| Land referencing | 176,051 | 22% |

Project Management Plan

| Planning consultancy and land advisory services | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Landowner engagement | 24,081 | 3% |
| Survey access | 200,408 | 25% |
| Land cost estimation | 7,529 | 1% |
| Land advisory services for stakeholder engagement events | 16,098 | 2% |
| Land advisory services into options appraisal and master planning | 25,403 | 3% |
| DCO and strategic land advisory | 7,856 | 1% |
| Property Value Research Work | 15,135 | 2% |
| PV Installations Report | 7,083 | 1% |
| Disbursements and expenses | 16,155 | 2% |
| TOTAL | £806,493 | |

| Technical Partner – early G4 Planning services | | |
|--|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Planning Strategy - Land | 278,376 | 44% |
| DCO Planning / Application | 279,154 | 45% |
| Land analysis - interface with Southern Water | 23,954 | 4% |
| DCO strategy - interface with Southern Water | 36,267 | 6% |
| Planning Strategy - Expenses | 8,324 | 1% |
| TOTAL | £626,075 | |

| | | |
|--|--|--|
| Technical Partner – G3 Planning services | | |
|--|--|--|

| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
|---|-------------------------------|------------------------|
| Planning Strategy - Land | 301,249 | 48% |
| DCO Planning / Application | 302,092 | 48% |
| Land analysis - interface with Southern Water | 25,922 | 4% |
| DCO strategy - interface with Southern Water | 39,247 | 6% |
| Planning Strategy - Expenses | 9,008 | 1% |
| TOTAL | £677,518 | |

Work Breakdown 8: Stakeholder Engagement.

A breakdown is provided in Table A7 below for the breakdown of the items associated with the provision of technical oversight, governance and direction on all matters associated with stakeholder engagement and consultation services.

Table A7 - WBS8, cost breakdown for items over £500k

| Technical oversight, governance and direction | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Consents Management | 169,265 | 5% |
| Engagement Consultations | 355,880 | 11% |
| Information Management | 275,004 | 9% |
| Land Management | 370,992 | 12% |
| Procurement of Technical Partner | 39,205 | 1% |
| Regulations Management | 440,806 | 14% |
| Strategic Engagement | 401,226 | 13% |
| Leadership of Engagement, Land & Consents | 227,107 | 7% |
| Public Liaison and Relations | 275,269 | 9% |
| Regulation Policy Lead & Management | 236,966 | 8% |
| Engagement Lead | 289,698 | 9% |
| Education Management | 75,571 | 2% |
| TOTAL | £3,156,990 | |

| |
|--|
| Technical Partner - Engagement, Land and Consultations |
|--|

| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
|--|-------------------------------|------------------------|
| Engagement & Consultation | 239,294 | 84% |
| Southern Water Engagement & Consultation | 28,131 | 10% |
| Stakeholder Engagement - expenses | 16,383 | 6% |
| TOTAL | £283,808 | |

| Technical Partner - Early Gate 4 - Engagement, Land and Consultations | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Engagement & Consultation | 319,783 | 89% |
| Southern Water Engagement & Consultation | 34,759 | 10% |
| Stakeholder Engagement - expenses | 4,002 | 1% |
| TOTAL | £358,543 | |

Work Breakdown 9: Legal.

A breakdown is provided in Table A8 below for the breakdown of legal support and advisory services.

Table A8 - WBS9, cost breakdown for items over £500k

| Legal support and advisory services | | |
|---|-------------------------------|------------------------|
| Activity | Expenditure (£, 17-18 prices) | % of Total Expenditure |
| Legal oversight and leadership | 167,087 | 10% |
| Legal support and advisory services | 280,320 | 17% |
| SRO SIPR & Regulatory Legal Advice | 132,547 | 8% |
| Consenting and legal advisory | 304,517 | 18% |
| Legal counsel and engagements | 384,885 | 23% |
| Review of draft redaction documents & associated statutory assessment documents | 13,235 | 1% |
| Judicial Review | 394,155 | 24% |
| TOTAL | £1,676,746 | |

Appendix B – Gate 3 Efficiency of Spend (RAPID Template)

See separate template in Supporting Document D: Appendix B



It's everyone's water

Affinity Water

Taking care of your water



from
Southern
Water. 