



SESRO

Supporting Document F-1: Project Delivery Plan

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 suite of documents that make up the 'Gate 2 submission.' That submission details all the work undertaken by Thames Water and Affinity Water in the ongoing development of the proposed SROs. The intention of this stage is to provide RAPID with an update on the concept design, feasibility, cost estimates and programme for the schemes, allowing decisions to be made on their progress and future funding requirements.
- Should a scheme be selected and confirmed in the companies' final Water Resources Management Plan, in most cases it would need to enter a separate process to gain permission to build and run the final solution. That could be through either the Town and Country Planning Act 1990 or the Planning Act 2008 development consent order process. Both options require the designs to be fully appraised and in most cases an environmental statement to be produced. Where required that statement sets out the likely environmental impacts and what mitigation is required.
- Community and stakeholder engagement is crucial to the development of the SROs. Some high level activity has been undertaken to date. Much more detailed community engagement and formal consultation is required on all the schemes at the appropriate point. Before applying for permission Thames Water and Affinity Water will need to demonstrate that they have presented information about the proposals to the community, gathered feedback and considered the views of stakeholders. We will have regard to that feedback and, where possible, make changes to the designs as a result.
- The SROs are at a very early stage of development, despite some options having been considered for several years. The details set out in the Gate 2 documents are still at a formative stage and consideration should be given to that when reviewing the proposals. They are for the purposes of allocating further funding not seeking permission.

Disclaimer

This document has been written in line with the requirements of the RAPID Gate 2 Guidance and to comply with the regulatory process pursuant to Thames 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, Thames Water and Affinity Water 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.

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1. Introduction

1.1 Context and Purpose of document

1.1 The Gate 2 submission for SESRO consists of a wide range of technical supporting documents, to provide RAPID with the evidence required to assess the robustness and completeness of the analysis completed to Gate 2.

1.2 This document is Supporting Document F-1, the Project Delivery Plan.

1.3 It provides an overview of the proposed indicative programme, associated scope of work and costs and an assessment of the key delivery risks. It should be noted that this information is based upon the current project scope and known issues only, as required to meet the requirements set out by RAPID for Gate 2. Therefore, it should be treated as indicative and will be subject to change as the project progresses.

1.2 Structure and content of this document

1.4 This document is structured as follows:

- Section 2 explores the details of the scope of work that is expected to be required to deliver the future project, focusing on the next stage of work (i.e. to RAPID Gate 3) in detail and proposed timing of the next RAPID governance Gates.
- Section 3 provides an overview of the indicative programme schedule from RAPID Gate 2 until scheme commissioning, detailing the key assumptions and dependencies that have helped develop this and the key risks that are considered.
- Section 4 outlines the key programme level risks that have been identified, along with the proposed mitigation for each and the residual consequence and likelihood of each.

2. Scope Breakdown

2.1 Overview

- 2.1 This section of the report provides details of the planned scope of work that is required to deliver the future phases of the project. This scope will, however, be subject to change as the project progresses and the exact requirements of the technical studies changes in response to consultation, regulator feedback and / or survey outcomes.
- 2.2 The breakdown of future work is aligned with a phasing of the future project around key regulatory and consenting milestones. Suggested timings (and rationale) for future RAPID gateways are also provided, aligned with the programme Gantt chart summarised in Section 3.
- 2.3 An overview of the key tasks and objectives of all future phases is set out, from RAPID Gate 2 through to project commissioning. However, the detailed work breakdown structure is only provided for the next stage of work, i.e. to RAPID Gate 3, as the exact scope of subsequent phases is uncertain and depends on the outcome of key activities within the next phase of work.

2.2 Phasing of future work

- 2.4 The project is conceptualised into a series of future phases of work, in accordance with the schedule presented in Section 3. These are illustrated on a timeline in Figure 3.1 **Error! Reference source not found.** and the outcomes to be achieved by each phase defined in Table 2.1 below. Phase 1 was completed in July 2021 and Phase 2 is expected to complete in November 2022, with the submission of this Gate 2 document suite to RAPID.

Table 2.1: Phases of future project delivery

Phase	Name	Outcome required
1	Gate 1	RAPID Gate 1 submission
2	Gate 2	RAPID Gate 2 submission
3	Gate 3	<ul style="list-style-type: none">• RAPID Gate 3 submission• PINS provide EIA Scoping Opinion• Undertake initial non-statutory engagement(s) on the DCO project• Ofwat Control Points B and C (for Direct Procurement for Customers, DPC) approved
4	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• Ofwat Control Points D and E (for DPC) approved
5	DCO submission and approval	<ul style="list-style-type: none">• Partner company approval to submit DCO application• Secretary of State's award of DCO
6	Contract award	<ul style="list-style-type: none">• Ofwat Control Point F (for DPC) approved• CAP awarded contract for delivery• Land acquisition contracts completed

7	Construction	Scheme commissioned and operational
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2.3 Overview of key aspects and content of future phases of work

2.5 The breakdown of the project into a series of future phases enables us to plan and to develop the scope for the next phase in detail, whilst also keeping in mind the preparation or activity that might be required to facilitate subsequent phases. This continual ‘horizon scanning’ approach enables us to keep the risk register up-to-date and to adjust our activities as required to help optimise delivery in response to external factors.

2.6 A breakdown of the key activities that are currently envisaged up to Gate 3 are shown in Table 2.2 below, with more detail of expectations for future phases included in Appendix A. The detailed work breakdown structure, programme and cost profile for Phase 3 then builds on this in the next section. The detailed activity for future phases will be developed at each subsequent Gate. These proposed activities are indicative only, and subject to change as the scope of required work is clarified during subsequent stages.

2.7 On the basis of the activities that we believe should be done before the next RAPID governance gateway (Gate 3), and the timing required to achieve these, we suggest that **RAPID Gate 3 for SESRO will be in Q1 2025**, subject to agreement with RAPID and delivery of the required outcomes.

Table 2.2: Indicative, planned activities within Phase 3

Phase	Timing *	Indicative planned activities	Key decision(s)
3	Nov 2022 – Jan 2025	<ul style="list-style-type: none"> • Alignment of scheme need, timing and scale to Revised Draft WRMP24 (or Final, if available) • Commence environmental and engineering baseline data collection and survey • Undertake options technical appraisal for key aspects of the project and include in non-statutory engagement(s) • Undertake Non-statutory engagement(s) on options and initial preferred scheme • Develop EIA Scoping Report, submit to Planning Inspectorate (PINS) and receive formal EIA Scoping Opinion • Further design refinement and development of initial preferred scheme to reflect survey data collection and stakeholder feedback at engagement • Ongoing liaison and negotiation with affected landowners 	<ul style="list-style-type: none"> • RAPID Gate 3 approval • PINS EIA Scoping Opinion • Ofwat Control Points B and C (for DPC)

	<ul style="list-style-type: none"> • Draft Value for Money assessment, DPC Statement of Case and Procurement Plan; submit for approval of Ofwat DPC Control Points B and C • Submit update to RAPID for Gate 3 	
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* Excluding risk allowances; completion aligned with projected dates for RAPID submission

2.4 Work Breakdown Structure to RAPID Gate 3

- 2.10 A detailed work breakdown structure (WBS) has been developed for the programme to RAPID Gate 3, in accordance with the overview discussed previously. This WBS is then used to derive the programme shown in Section 3 and the estimated cost profile to Gate 3, as shown in Supporting Document F-2: Efficiency of Spend.
- 2.11 The WBS is tabulated in accordance with the spend categories requested by RAPID, with estimated activities against each work category. In Supporting Document F-2: Efficiency of Spend, costs are then be assigned at an activity level. This spend profile forms the baseline for Gate 3, against which actual spend and progress can be monitored. An overview of the WBS is shown in Table 2.3 below.

Table 2.3: Phase 3 Work Breakdown Structure (indicative of tasks currently planned, but may be subject to change)

RAPID work category	Indicative planned activities
Programme & Project Management	<ul style="list-style-type: none"> ▪ Day to day management and coordination, including project controls, programme and cost tracking and project performance reporting and partner company governance and oversight ▪ Technical Assurance
Feasibility Assessment and Concept Design	<ul style="list-style-type: none"> ▪ Carry out options technical and cost appraisal for various aspects of the project to include in non-statutory engagement(s) ▪ Continue development of outline design for key engineering aspects ▪ Further design refinement and development of initial proposed scheme to reflect survey data collection and stakeholder feedback ▪ Initiate Dam Safety Review Panel to provide expert technical review and oversight function across all design work
Option benefits development and appraisal	<ul style="list-style-type: none"> ▪ Review and refine cost-benefit appraisal for scheme selected by draft (or revised draft, if different) WRMP24 ▪ Undertake thorough cost-benefit appraisal of key options for enhanced shared benefits from the scheme. ▪ Further modelling of need and alternatives, as required, using WRSE regional system simulator and investment model, to reflect commentary from public consultations on WRSE and WRMP strategic plans.
Environmental Assessment	<ul style="list-style-type: none"> ▪ Carry out options environmental appraisal for key aspects of the project, to integrate with feasibility assessment ▪ Develop EIA Scoping Report, submit to PINS and receive formal EIA Scoping Opinion

RAPID work category	Indicative planned activities
	<ul style="list-style-type: none"> ▪ Continued development and refinement of models to help inform impact assessment, including water quality models, licensing models and other impact assessment tools (e.g. air quality and noise models)
Data Collection, Sampling, and Pilot Trials	<ul style="list-style-type: none"> ▪ Commence environmental and engineering baseline data collection and survey at the reservoir site ▪ Continuation of Gate 2 survey programme in River Thames
Procurement Strategy	<ul style="list-style-type: none"> ▪ Develop document suite required for Ofwat Control Points B and C ▪ Undertake initial market ‘sounding’ to support Control Point B submission ▪ Undertake more extensive market engagement to inform modelling parameters that feed in to detailed financial model ▪ Proactive engagement with Ofwat throughout
Planning Strategy (including land support)	<ul style="list-style-type: none"> ▪ Pursuant to consultation on WRMP24, draft initial plans for informal engagement(s), including sharing with relevant local stakeholders for commentary ▪ Proactive engagement with OCC, VoWH and PINS throughout ▪ Secure planning permission, as required, for survey work (e.g. long-term monitoring installations) ▪ Input into EIA Scoping Report initial chapters and planning policy overview ▪ Overseeing all land access engagement (including communications, negotiations, logistical planning and managing compensation payments)
Stakeholder Engagement	<ul style="list-style-type: none"> ▪ Continue to support public consultations on WRSE and WRMP strategic plans through provision of scheme specific information ▪ Undertake Non-statutory engagements on options and initial preferred scheme ▪ Ongoing liaison and negotiation with affected landowners ▪ Ongoing liaison with all statutory consultees and regulators via Technical Liaison Groups
Legal	<ul style="list-style-type: none"> ▪ Review of key legal documents and issues, particularly associated with environmental permitting and compliance ▪ Land access licences and / or statutory notices, if required ▪ Review of DCO documents and Gate 3 submission to ensure legal compliance ▪ Ad hoc support, as required
Other	

3. Programme Overview

3.1 Introduction

3.1 This section provides an overview of the proposed schedule for the project, from Gate 2 onwards to scheme commissioning.

3.2 At this early stage in the project delivery lifecycle, this schedule has to be relatively high level as the exact make-up and sequencing of activities is uncertain. However, the critical dependencies and assumptions that underpin it are documented. This outline programme has informed the dates when the water is assumed available for the purposes of the WRSE Draft Regional Plan and Affinity Water's and Thames Water's Draft WRMP24 submissions.

3.3 A number of broad (as yet undefined) risks are also built into the schedule in order to explore the sensitivity of these factors to the final commissioning date.

3.2 Key dependencies and assumptions

3.4 The key assumptions and dependencies that apply to the programme are detailed in Table 3.1.

3.5 For SESRO, the need identified by the WRSE draft Regional Plan and by the draft WRMP24 means that the scheme needs to be 'construction ready' by the end of AMP8 (i.e. April 2030). The programme for Gate 3 reflects this current level and timing of need.

3.3 Gantt Chart

3.6 A summary Gantt chart, based upon the scheduling of the required scope of work in accordance with the current dependencies and assumptions, is provided in **Error! Reference source not found.**, to show the complete baseline for the project. A second figure shows a more granular breakdown of the key activities across the different workstreams up to delivery contract award(i.e. phases 3 – 5).

Figure 3.1 Overview of future project phasing (excluding risk)

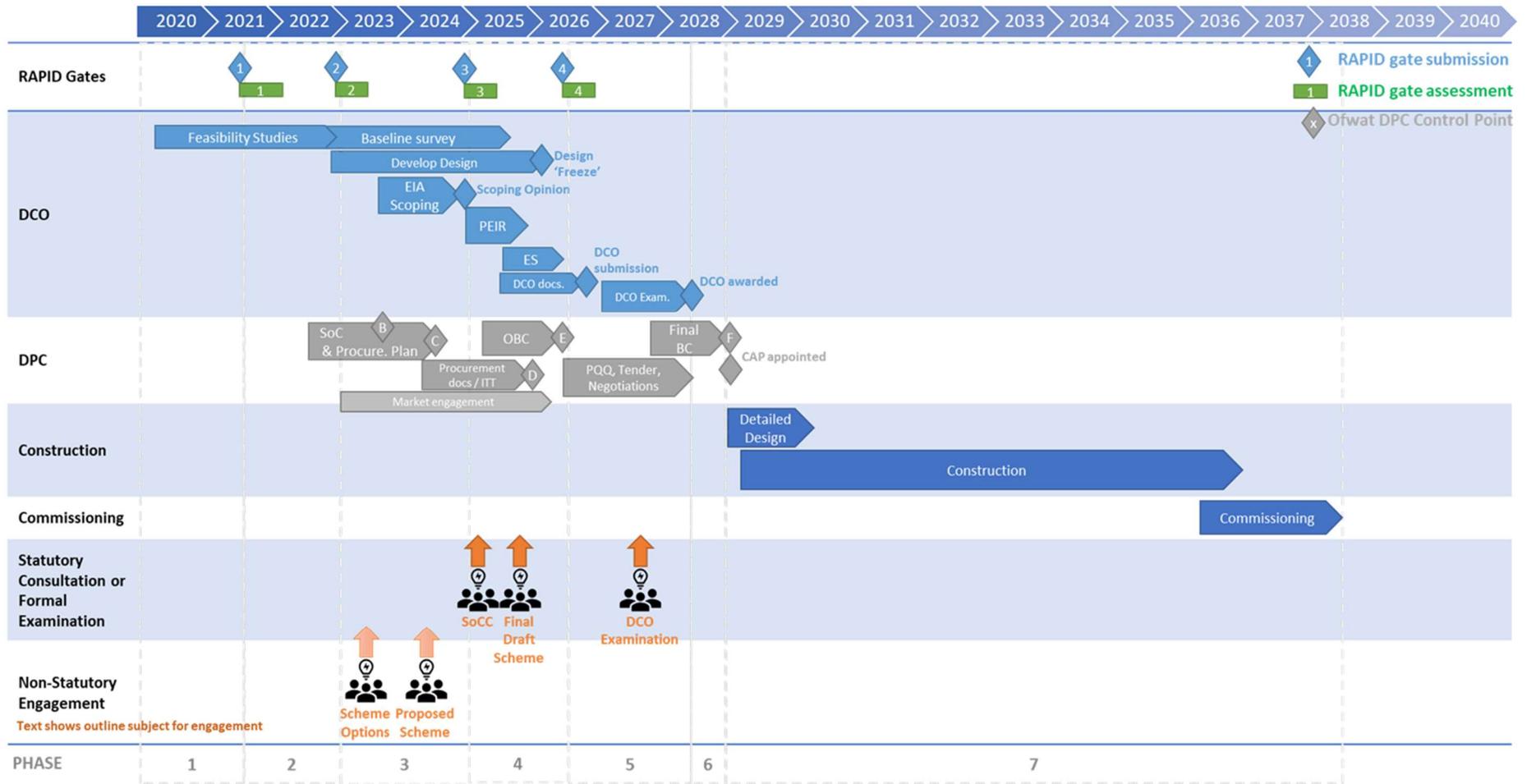


Figure 3.2 Overview of Phase 3, 4 and 5

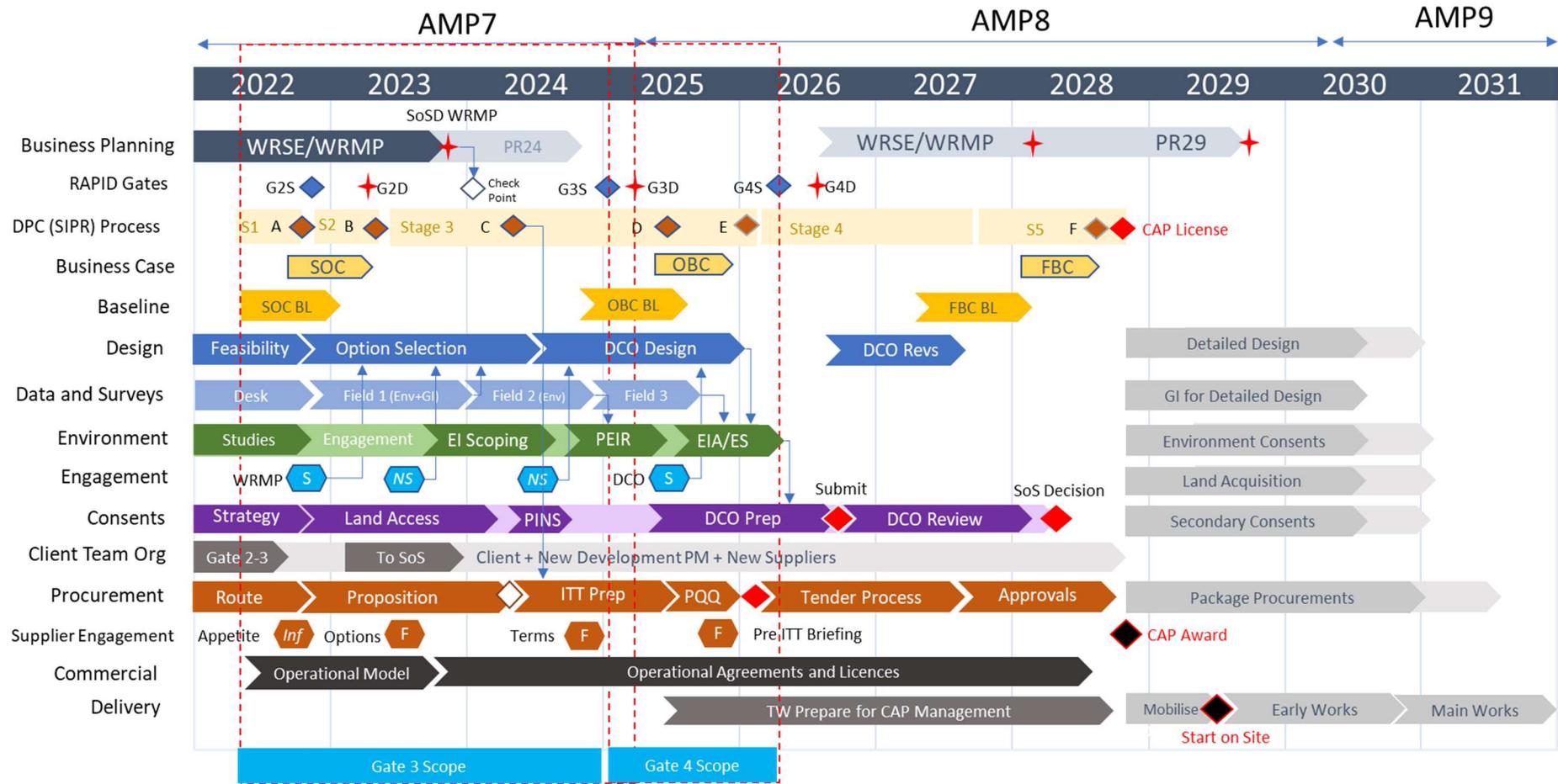


Table 3.1: Summary of key programme dependencies and current assumptions (subject to future analysis and validation)

Assumption or Dependency	Source / Rationale	Impact
The submission of a DCO application will post-date the publication of the National Policy Statement (NPS) on Water Resources	To ensure that the proposed NSIP is aligned with National Policy	The timing of the DCO application may be subject to change from the current indicative programme, dependent on the timing of the NPS by Defra
No statutory powers of land access will be applied for survey work until after the consultation on the draft WRMP24	To ensure that consultation on WRMP24 is completed and corporate sponsorship of scheme exists before landowners are subjected to such statutory powers	Summer 2023 should be the first available survey season although likely to be subject to land access constraints; some early survey in 2022/23 may be possible via mutual agreement or licence
Access to some areas of the site for survey work will require use of legal powers ¹ , which will require approval from Secretary of State (Defra)	Large areas of the site are currently in third party ownership and access may not be granted through informal agreement	Full baseline survey coverage in spring / summer 2023 may not be possible / achievable and 2024 is first full survey season.
The scheme is assumed to be EIA development, subject to confirmation by PINS.	EIA Regulations ² , SESRO considered to fall under Schedule 1, part 15 <i>“Dams and other installations designed for the holding back or permanent storage of water, where a new or additional amount of water held back or stored exceeds 10 million cubic metres”</i>	Lengthy period required for baseline data collection and impact assessment
At least 2 years of baseline survey data collection will be required to inform the EIA for the scheme	To establish a robust baseline for detailed environmental impact assessment	DCO submission unlikely to be possible before mid-2026 at the earliest
Currently, 2 informal engagements and 1 formal statutory public consultation are envisaged prior	To ensure local communities and stakeholders have opportunity to comment	Engagements planned for mid-2023 and mid-2024 with Statutory Consultation following publication of

¹ under s172 Housing and Planning Act, 2016 - [Housing and Planning Act 2016 \(legislation.gov.uk\)](https://legislation.gov.uk)

² [The Town and Country Planning \(Environmental Impact Assessment\) Regulations 2017 \(legislation.gov.uk\)](https://legislation.gov.uk)

Assumption or Dependency	Source / Rationale	Impact
to the submission of the DCO application, but this may be subject to change as required by consultation on WRMP24 or other factors.	on and influence the development of the SESRO scheme	the final WRMP, with design iteration stages to follow each
Submission and publication of an EIA Scoping Report expected to be subsequent to the second informal engagement period (on the initial preferred scheme)	To ensure that local communities and stakeholders have opportunity to comment on and influence the development of the SESRO scheme prior to submission of Scoping Report to PINS	EIA Scoping Report submission to PINS in mid-2024 at the earliest
Statutory consultation on DCO should post-date direction from Secretary of State (Defra) to publish Final WRMP24; timing of this depends on approval of rdWRMP24 by Defra	To ensure that consultation on SESRO is robust and transparent to stakeholders in the context of (and subsequent to) WRMP24	DCO statutory consultation might be as late as mid 2025
Procurement of scheme is likely to be via DPC or a Specified Infrastructure Projects Regulations (SIPR) route	Supporting Document E: Commercial and Procurement Strategy	A standard process with set control points, mandated by Ofwat, needs to be followed
The publication of tender documents (PQQ and ITT) may need to run in parallel to the finalisation, submission and examination of the DCO. This differs to theoretical optimal position, which might run tender process after DCO approval, to provide commercial certainty.	To enable CAP award and start of construction by 2029, enabling commissioning to be complete in time for 2040 delivery date	Tenderers will not have commercial certainty that the contract they are tendering for will be consented, which may compromise commercial offers. Mitigate through review of construction and commissioning programme at Gate 3 to confirm options to accelerate.
Ofwat Control Point F and CAP award cannot take place until DCO has been made by Secretary of State.	To prevent contract award against a scheme that has not been consented	CAP award is dependent upon the submission and approval of the Final Business Case to Ofwat, which forms the critical dependency in this logic, which cannot occur until after DCO award.

Assumption or Dependency	Source / Rationale	Impact
Required abstraction and discharge licences would not normally be expected to be granted via DCO, but via separate subsequent application – but all pertinent issues addressed within DCO Environmental Statement	Certain environmental permits may be awarded under DCO powers, but recent experience on other DCOs suggests a separate licensing process is likely to be required. Further engagement / discussion with EA is required to agree the approach required and detail needed	Progress required on secondary consents and permits in parallel with DCO application to ensure timely delivery
Earthworks plant takes up to 3 years to procure; Main reservoir earthworks require 4 annual seasons	Based upon construction programme originally developed by Costain and Jacobs, reviewed by Mott MacDonald	Defines main period of earthworks activity, which constrains when filling can begin
Nearly 2 years may be required to fill the reservoir for first commissioning ³ – making use of two sequential winter refill periods.	150 Mm ³ option requires at least 150 days at full re-fill capacity to refill from empty	Defines majority of commissioning duration and when full DO available

³ SESRO does not need to be fully filled before releases can take place to provide water supply, although delivery of full DYAA Deployable Output would require reservoir to be full

3.4 Key programme risks

3.7 In line with the recommendations of the Treasury Green Book (supplementary guidance, Optimism Bias⁴), the schedule for a project of the scale and type of SESRO should be adjusted to account for unknown risks in the delivery of future activities. This is not done at an activity level, but assigned to the higher-level programme, to account for unknown risks that have yet to be defined by the project. The recommended allowance for non-standard Civil Engineering activities is in the range of 3 - 25%. To account for such unknown risks at this stage, the schedule is therefore conservatively adjusted to account for such optimism bias using:

- Requirement for an additional year of baseline data collection for the EIA, due to the inability to collect sufficient data during a previous season or the identification of a particularly sensitive receptor, which requires additional surveys.
- A 25% extension to the duration of time required to achieve a satisfactory DCO submission (i.e. acceptable to PINS), driven by factors such as completeness of environmental baseline or assessment, issues raised by statutory consultees or the likelihood of material changes following pre-application consultation, all of which have the potential to delay submission.
- After Examination in Public, the potential for a 6 month delay in the granting of a DCO by the Secretary of State, potentially driven by new or unresolved issues emerging.
- A 25% extension to the overall construction and commissioning programme(s), driven by factors such as supply chain issues, potential delays on site, unsuitable weather conditions for embankment excavation and placement or the suitability of hydrological conditions for refill in accordance with the current commissioning plan.
- We have also adjusted the programme to allow for a risk of needing an additional excavation season for the embankments, which amounts to a 25% delay in this aspect of the works, and an additional delay to ensure that two complete refill seasons are available to refill the reservoir during commissioning.

3.8 It is considered that the scheme could still meet the requirement to be "construction ready" in AMP 8 and water delivered by 2040, albeit that additional mitigation could be required, such as running procurement and consenting tasks in parallel. Overall, these risks could delay key dates within the indicative programme as follows.

Table 3.2: Summary of changes to indicative programme dates due to optimism bias delays

Key Date	Baseline date	Revised date (including risk allowance)
DCO accepted by PINS	October 2026	April 2028
DCO awarded	May 2028	April 2030

⁴ HM Treasury, 2013, "Green Book supplementary guidance: optimism bias", [Green Book supplementary guidance: optimism bias - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/270407/green-book-supplementary-guidance-optimism-bias.pdf)

Key Date	Baseline date	Revised date (including risk allowance)
Start on site	April 2029	January 2031
Construction complete	August 2037	December 2040
Commissioning complete	September 2038	November 2043

3.9 A more detailed appraisal of programme risks and proposed mitigation can be found in Section 4 below. We will continue to actively monitor progress against the key risks and proposed mitigation, to minimise the risk of these programme delays from manifesting.

4. Risk Management

4.1 Introduction

4.1 Risk is managed across the programme using two specific tools:

- A programme level risk register has been developed, with the primary focus on programme level delivery and consenting risks inherent through the pre-construction phases of the project.
- A construction phase costed risk register, focused on the quantification and mitigation of cost risks during the future construction of the SRO.

4.2 The programme level risk register enables the development of a coherent and holistic mitigation strategy to address the primary consenting risks, which remain a priority at this stage in the project. These risks are generally hard to quantify in cost and programme terms, but can be categorised and prioritised relative to each other. This register forms the basis of the quarterly reporting that the SRO issues to RAPID and the monthly risk review undertaken by the Programme Management Board.

4.3 This section of the Programme Delivery Plan focuses on the key aspects of the programme level risk register only, discussing the highest priority risks and what activity is being undertaken to mitigate the major cost and programme risks during Phases 2 – 7 of the project. The costed risk register is discussed further in Technical Supporting Document A2, Cost Report.

4.2 Programme Level Risk Register

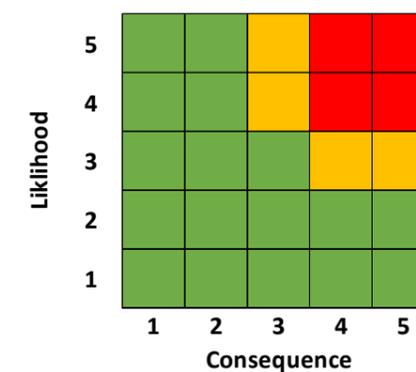
4.4 A summary of the most important risks to the project is shown in Table 4.1. This information is consistent with that shared previously with RAPID.

Table 4.1: Summary of Programme Level Risk Register at Gate 2 (highest risks pre-mitigation only)

Risk Theme	Details	Pre-Mitigation Risk	Proposed Mitigation	Post-Mitigation Risk
Environment	There is a risk to hydromorphology and aquatic receptors due to the discharge effect from reservoir flow.	High	The effect of the discharge to be assessed through 1D and 2D hydrodynamic modelling and velocity analysis and continued development of design of abstraction / discharge structure to minimise localised impacts. Consideration of water quality management and mitigation for reservoir, informed by complex CFD and algal bloom predictive modelling.	Medium
Environment	There is a risk in attaining WFD compliance in either the River Thames water body or the River Ock waterbodies.	High	Ongoing water quality and aquatic ecology monitoring; Hydrodynamic modelling and water quality assessment will help update mitigation strategy and WFD assessment, as appropriate	Low
Environment	Abstraction and discharge impacts from SESRO might have impacts on fish habitat and migration habits in the affected reaches	High	Ongoing water quality and aquatic ecology monitoring; Hydrological and water quality assessment and modelling; Continued development of design of abstraction / discharge structure to minimise localised impacts. Fisheries impact assessment at Gate 2 as explicit part of Aquatic Environmental Appraisal Report.	Medium
Environment	Challenges in ensuring that scheme can deliver the required Biodiversity Net Gain.	High	Work completed for Gate 2 suggests that sufficient ditch habitat can be created on-site to manage this BNG risk without the need for off-site works, but to be confirmed as site baseline data is extended in next phase of works. Further assessment of BNG requirements will be required as scheme design progresses to determine exact length of linear terrestrial habitat required and incorporate into scheme requirements.	Low
Environment	Stakeholder perceptions on landscape impacts	High	Initial landscape and visual impact assessment, including close liaison with Natural England and North Wessex Downs AONB to ensure design sympathetic to AONB management strategy. Development of initial landscape and visual impact assessment for Gate 2 and build principles into Master Plan, in close liaison with OCC, VoWH and AONB landscape specialists.	Medium
Land/Planning	Failure to secure all of the powers and land rights sought in the DCO – which would render implementation more difficult at the very least.	High	The Book of Reference and Land Plans will be kept under regular review. A fully-articulated case will be made to justify the compulsory acquisition powers and land rights sought in the DCO.	Low
Land/Planning	The DCO application is not accepted for examination.	High	Extensive pre-application consultations will be undertaken to pass the ‘adequacy of consultation’ test at the DCO acceptance stage. The DCO application will comprise a comprehensive array of documentation produced by experienced practitioners in accordance with relevant regulations including the Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009 and the Infrastructure Planning (Environmental Impact Assessment) Regulations 2017.	Low
Programme	Dependency between Final WRMP24 publication and statutory DCO consultation.	High	Mitigated via proactive stakeholder engagement for WRMP24 and close alignment of the scheme need, timing and scale to Regional (WRSE) Plan and WRMP24. Current critical path programme analysis suggests that delay on final WRMP24 to March 2025 will not delay subsequent DCO submission.	Medium

* Assessment of risk in accordance with a standard 5 x 5 matrix of likelihood and consequence (red = high risk, amber = medium risk and green = low risk):
 Score of 1 is lowest for each category. Indicative definitions of likelihood and consequence listed below:

Score	Consequence	Likelihood
1	Negligible impact on project	Unlikely
2	Low or limited impact on project delivery or cost	Possible
3	Medium impact on project delivery or cost	Probable
4	High impact on project delivery or cost	Expected
5	Major impact on project delivery or cost	Definite



Appendix A Indicative, planned activities after Phase 3

Phase	Timing *	Indicative planned activities	Key decision(s)
4	Jan 2025 – April 2026	<ul style="list-style-type: none"> • Publication of Final WRMP24 and final alignment of scheme need and timing • Statement of Community Consultation drafted, agreed and published • Further design refinement and development of initial preferred scheme to reflect survey data collection and stakeholder feedback at engagements; Draft outline design, as required for DCO submission • Carry out ongoing baseline data collection and survey • Preliminary Environmental Information Report (PEIR) • Statutory consultation(s) on proposed preferred scheme • Ongoing liaison and negotiation with affected landowners • Development and submission of DPC Procurement documents and Outline Business Case (as required for Ofwat Control Points D and E) • Submit update to RAPID for Gate 4 	<ul style="list-style-type: none"> • RAPID Gate 4 approval⁵ • Ofwat Control Points D and E (for DPC)
5	April 2026 – May 2028	<ul style="list-style-type: none"> • Finalise Environmental Statement • Final baseline data collection and survey (if required) • Finalise outline design for planning • Creation of full DCO application document suite • DCO submission to PINS • Notification of application acceptance to stakeholders, affected parties and public • Examination of the application Planning Inspector's report to Secretary of State and Secretary of State's decision • Progress PQQ and ITT for procuring the Competitively Appointed Provider (CAP) • Ongoing negotiations with preferred bidder(s) DCO 	<ul style="list-style-type: none"> • Partner company approval to submit DCO application • Secretary of State's award of DCO
6	May 2028 – March 2029	<ul style="list-style-type: none"> • Secure land control / acquisition • Discharge DCO requirements • Final Business Case submission to Ofwat (as required for Ofwat Control Point F) • Final contract negotiations and CAP award • Detailed design by CAP • Construction lead-in and pre-mobilisation activities 	<ul style="list-style-type: none"> • Ofwat Control Point F (for DPC) • Contract award for delivery • Land acquisition contracts
7	March 2029 – July 2038	<ul style="list-style-type: none"> • Construction and Commissioning 	<ul style="list-style-type: none"> • Final system testing • Handover

* Excluding risk allowances; completion aligned with projected dates for RAPID submission

⁵ subject to agreement of Gate 4 timing and outcomes with RAPID

Affinity Water 

