

## Policy and Need

### 1. INTRODUCTION

**1.1** My name is Ian Galloway and I am a resident of Kelsale-cum-Carlton, a retired Programmes and Projects professional with over thirty years' experience across business sectors including; Telecommunications, Financial Services, Local Authorities, Government Departments, NGO's, Third Sector, Information Technology and Health.

### 2. BACKGROUND

**2.1** During the last cycle of Open Floor and Issue Specific Hearings (**Tuesday 24<sup>th</sup> thro' Friday 27<sup>th</sup> August**), the Applicant once again stressed the need for 'urgency', in respect to:

The timely conclusion of Examination and DCO processes

The construction and delivery of the proposed Sizewell C power station

Electricity generation at SZC

**2.2** In early August EDF disclosed that it was now expected that the final investment decision on SZC was unlikely to be made before the end of 2022 or in 2023, rather than mid-2022 as previously trailed.

**2.3** In late July it was announced that the Applicant would be consulting (**August 2021**) on the installation of a desalination plant at the Sizewell site to overcome the shortage of potable water, whilst they work with Northumbrian Water Ltd on plans for a 20+ kilometre water main to supply potable water to site from the Waveney Catchment Area, a project estimated to be completed up to four years after construction starts.

**2.4** At the earlier ISH round, during the Traffic and Transport Issue Specific Hearings (**Wednesday 7th and Thursday 8th July 2021**) Ms Williamson for the Applicant outlined that a recent review of the SZC Project Plans had;

**2.4.1** Highlighted that achieving a 'generation ready' date in 2035 would not be possible should the Applicant continue with their existing Project Management approach (understood to be 'Waterfall' or similar.)

**2.4.2** Determined that it was essential to move to a more flexible Project Management approach whereby different workstream activities could simultaneously be undertaken (assumed to be similar to an 'Agile' approach.

### 3. SYNOPSIS

**3.1** The 'Sizewell C Project Examination Library' amply demonstrates the;

**3.1.1** scope of the "extraordinarily large and complex" project SZC is

**3.1.2** volume of 'product' the Applicant provides to the ExA

**3.1.3** extent of; updating, amendment and revision undertaken by the Applicant & how often it occurs

**3.1.4** the individual strands of; analysis, statistics, information and supplementary data the Applicant has placed in the public domain

**3.2** However what I am unable to see (and it maybe that I just don't know where to find it) is a consolidated 'Project Plan' that as a minimum describes the;

**3.2.1** Overarching Project Architecture

**3.1.2** Project 'Key Milestones'

**3.1.3** Project 'Critical Path'

**3.1.4** Dependencies and Interdependencies

**3.1.5** Workstream specific 'Milestone and Critical Path'

**3.1.6** Dependency and Interdependency maps

**3.1.7** Resources Plan(s)

## **4. CONCLUSIONS**

**4.1** It is my contention that without clarity (in this level of detail) it would be difficult for both the ExA and Interested Parties to;

**4.1.1** discern whether there is a credible, robust and viable plan for delivery of the proposed SZC station to the 'urgency milestone' so regularly quoted by Counsel for the Applicant

**4.1.2** understand the interaction of individual elements

**4.1.3** obtain clarity on the risk to specific project 'products' as a result of; supply side deficiencies; labour shortages, interdependent activities, productivity, weather, equipment failure etc.

**4.1.4** understand the planned contingencies within both individual workstreams as well as the overall Project 'Critical Path'.

WRITTEN REPRESENTATION ENDS