

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00491	C1 Feasibility/ Business Case	Need Case and Options Appraisal Not Demonstrated	The public case for Peak Cluster may assert an overall "need" (decarbonising cement/lime and securing domestic supply) without publishing a sufficiently transparent options appraisal showing that the preferred CCS pipeline + storage route is the best available solution versus credible alternatives.	A clear, publishable decision basis: full options appraisal, assumptions, metrics, sensitivities, and a transparent rationale showing why this option is preferred. <b>What Could Go Wrong?</b> A politically attractive solution proceeds without robust comparative evidence, leading to avoidable impacts, cost escalation, public distrust, and a lock-in to a suboptimal pathway.	Consultation material exists, but the public-facing narrative can be too high-level to validate key decision inputs (alternatives assessed, why rejected, comparative costs, risks, and impacts).	1. Request publication of the full business case and options appraisal (including assumptions and sensitivity ranges). 2. Define a "Need Test" checklist (metrics required before consent). 3. Track claims vs evidence in an Evidence Bank (date/source/metric/assumption). 4. Require decision gates: "no DCO submission until X evidence is published/verified".

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
Decision-making is being driven by strategic narrative and programme momentum faster than evidence is being made publicly verifiable.	The preferred option advances through consenting and funding stages without transparent comparative analysis.	A major infrastructure scheme is consented and built without a defensible "best option" case, increasing the likelihood of poor value and long-term controversy.	4	4	16	Mitigate	4	12	Winter, David	20Dec26	Open	27Feb26

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Publish the full business case and options appraisal.	Winter, David	28Apr26	Open
#2	Define a 'need test' checklist.	Winter, David	28Apr26	Open
#3	Setup Evidence Bank for tracing claims vs evidence.	Winter, David	28Apr26	Open
#4	Setup Decision Gates and invite public participation.	Winter, David	28Apr26	Open

**Last 10 RM Events (Meetings/Interviews/Workshops).**

Mtg.	Date	Title / Person / Department	Objective	(0 Events held.)

**Comments**

**History**

**Top Risk Summary**

Peak Cluster may progress through consenting and funding without publishing a decision-grade options appraisal. Without transparent comparisons (cost, impact, deliverability, and alternatives), the preferred solution could be selected for momentum and narrative rather than best value, creating avoidable disruption and long-term controversy.

**Top Risk Mitigation**

Require publication of the full business case and options appraisal in an accessible format: objectives, alternatives considered, rejection rationale, assumptions, uncertainties, and sensitivities. Define a PHC "Need Test" checklist and make it a decision gate (no advancement until evidence is provided). Build an Evidence Bank linking each public claim to a source, metric, and assumption. Track unanswered questions and formal responses over time. Encourage independent review (technical, economic, environmental) and structured community feedback by route section. Publish periodic PHC updates that separate verified evidence from assertions.