Appendix 2 NWT Projects

RAPID Gate 2 Submission: Direct Procurement for Customers and Procurement Strategy Assessments

UU Sources, Vyrnwy Aqueduct and Kielder Components

Commercial – July 2022



NWT Projects

DPC Assessment criteria

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below £100m
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources	Asset materially contributes towards appointee meeting statutory obligations
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	Assets that are actively managed as part of the overall system operation of the network
	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced	Assets where capacity is rarely needed (e.g Resilience schemes) and contracting requirements difficulty to specify
Contributions to supply capacity and ability to specify outputs	Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity requirements are not well understood uncertain
		Schemes where outputs cannot be clearly defined
	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery
		Assets where there are no alternative back up supplies

Summary of DPC and Commercial Assessments



NWT Projects - UU Sources and Vrynwy Aqueduct

Summary of Gate 2 Submission Direct Procurement for Customers and Procurement Strategy Assessments

Project Names	Description		Di	rect Procurement f	or Customers Assessm	ent		Commercial St	rategy Assessment
		Project Size Capex		"Project D	iscreteness"		Somewhat suitable Yes/No	Primary Output	Secondary Output
		>£100m	Stakeholder interactions and statutory obligations	Interactions with the network	Contributions to supply/ capacity and ability to specify outputs	Asset and operational failures			
UU Sources WR015 SWN River Irwell Heaton Park Option 1	Identify those UU Sources that could be used to provide resilience of supply within UU geography	√	√	√	×	V	Yes	DBOM/BOO	Strategic Relationship
UU Sources River Irwell River Roch STT041b Heaton Park RESERVE Option	Identify solutions that could be used to provide resilience of supply from Kielder Water	√	√	\checkmark	×	√	Yes	DBOM/BOO	Strategic Relationship
UU Sources WR076 SWN River Bollin	New surface water abstraction expected to yield 25Ml/d	√	√	√	√	√	Yes	Strategic Relations hip	BOO/DBOM/Agg Call Off
UU NWT Vyrnwy Aqueduct Operational Modifications	<i>Identify the solution for the provision of water from Vyrnwy to the South-East</i>	\checkmark	×	×	×	\checkmark	No	Strategic Relations hip	DBOM/ BOO/D&B Comp/Fram ework
Copyright © United	d Utilities Water Limited 2020					Кеу:	√ ×	"somewhat suitable f "somewhat less suita	

NWT Projects - UU Sources UU Sources – Remaining Options DPC Assessments

WRMP Ref	Name		Direct Pr	ocurement for Cus	tomers Assessment	:		DRAP	Primary Output	Secondary Output
		Project Size		"Project Disc	reteness"		Somewhat suitable Yes/No			
Key:	 ✓ "somewhat suitable for DPC" ✗ "somewhat less suitable for DPC" 	>£100m	Stakeholder interactions and statutory obligations	Interactions with the network	Contributions to supply/ capacity and ability to specify outputs	Asset and operational failures				
WR102b	GWE_WIDNES	×	\checkmark	×	\checkmark	×	No	CDP	Agg call off	Spot Buy
WR107a2	GWE_AUGHTON PARK a2	×	\checkmark	×	\checkmark	×	No	CDP/NMS	Agg call off	Spot Buy
WR107b	GWE_RANDLES BRIDGE	×	\checkmark	×	\checkmark	×	No	CDP/ MSP	Agg call off	Spot Buy
WR111	GWE_WOODFORD	×	\checkmark	×	\checkmark	×	No	CDP /MSP	Agg call off	Spot Buy
WR113	GWE_TYTHERINGTON	×	\checkmark	×	\checkmark	×	No	MSP	Agg call off	Spot Buy
WR149	ITC_WIGAN	×	\checkmark	×	\checkmark	×	No	CDP	Agg call off	Spot Buy
WR049d	SWN_RIVER RIBBLE 49d	√	\checkmark	×	\checkmark	×	No	Competitiv e Tender	SR	Agg call off/JS/ OM
WR105a1	GWE_LYMM a1	×	\checkmark	×	\checkmark	×	No	CDP/NMS	Agg call off	Spot Buy
WR106b	GWE_WALTON_2	×	\checkmark	×	\checkmark	×	No	CDP/MSP	Agg call off	Spot Buy
WR144	SWN_RIVER TAME	×	\checkmark	×	\checkmark	×	Νο	CDP	SR/ Agg call off	JS/OM/SB/ Proj

NWT Projects – WIT_THIRD Party_22 WR812c Kielder Components

Summary of Gate Submission Direct Procurement for Customers and Procurement Strategy Assessments

Project Names	Description		Di	rect Procurement f	or Customers Assessn	nent		Procurement Str	ategy Assessment
		Project Size		"Project	Discreteness"		Yes/No	Primary MEM Output	Secondary MEM Output
		>£100m	Stakeholder interactions and statutory obligations	Interactions with the network	Contributions to supply/ capacity and ability to specify outputs	Asset and operational failures			
UU KIELDER Component 1	Raw Water from Kielder water to Watchgate water treatment works. Increase capacity of existing Watchgate WTW by 100 MI/d	~	V	V	√	√	Yes	DBOM/DBFO/BOOT/ BOO	Project Partnering/ Strategic Relationship
UU KIELDER Component 2a	Raw Water from Kielder Water to Watchgate water treatment works with enhanced treatment works at existing site. Increase capacity of existing Watchgate WTW by 100 MI/d	√	×	×	V	×	No	DBFO/BOOT	DBOM/BOO/ Strategic Relationship
UU KIELDER Component 2b	Increase capacity of Haweswater Aqueduct to enable delivery of additional water (5th siphon line across river valleys)	~	√	√	√	\checkmark	Yes	DBFO/BOOT	DBOM/BOO/ Strategic Relationship
UU KIELDER Component 3	New Treated Water Pipeline from Watchgate to Woodgate Hill (Haweswater Aqueduct 5 th Syphon)	√	√	√	\checkmark	1	Yes	DBOM/DBFO/ BOOT/BOO/ Joint Specification	Project Partnering/ Strategic Relationship

Scheme DPC and Commercial Assessment Outcomes



UU Sources Scheme DPC and Commercial Assessment Outcomes



DIRECT PROCUREMENT FOR CUSTOMERS ASSESSMENT as at Gate 2 June 2022

STT041b SWN River Irwell_Roch– Identify solutions that could be used to provide resilience of supply from River Irwell only and if combined including River Roch. New surface water abstractions from River Irwell. Raw water rising mains and new WTW of expected output 40 MI/d

Direct Procurement Types Service Criteria met (%) trictly not allowed by criteria (Not specified in criteria (%) 60x 14 40× θz Allians 60X 402 θz 0.1..... 50x •z Transactional Criteria met (%) Not specified in criteria (%) trictly not allowed by criteria (DECIMI 70× 302 θz DBF0/PFI 65× 35× •z BOOT 65x 35% 800 70x 30× θx Project Parlarrian 60x 40x θx

Non-Direct Procurement Types

Service	C	Criteria met (%)	Not specified i	n criteria (%)	itrictly not allowed by criteria (2
1	25×		75×		•×
Serial	C	Criteria met (%)	Not specified i	n criteria (%)	itrictly not allowed by criteria (:
DPS	45×		55×		€z
Aggergaled wall aff	60×		40×		€z
Slealegiaečakiy	65×		35×		€z
Transactional	C	Criteria met (%)	Not specified i	n criteria (%)	trictly not allowed by criteria (
Transactional Spiller	40x	Criteria met (%)	Not specified i	n criteria (%)	trictly not allowed by criteria (2
	_	Criteria met (%)		n criteria (%)	
Spations	40×	Criteria met (%)	60x	n criteria (%)	¢z
Spal kay UU fallapra	40x 65x	Criteria met (%)	60x 35x	n criteria (%)	•z •z

UU Commercial Assessment

Primary Contractual Mechanisms to be considered are:

- Design Build Operate Maintain
- Build Own Operate

Secondary Contractual Mechanism to be considered are:

• Strategic Partnership

Alternative Options which could still be explored

- Joint Full Specification
- UU Full Specification

NWT Projects - UU Sources DIRECT PROCUREMENT FOR CUSTOMERS ASSESSMENT as at Gate 2

WR015 NWT SWN River Irwell Only – New surface water abstraction from River Irwell and River Roch. Raw water rising mains and new WTW of expected output 40 MI/d.

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below ${\tt f100m}$	Estimate £100m - £169m for this large scheme	Project is "somewhat suitable
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	During Water Trading, UU will require this additional Raw Water Source to meet its obligations	for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	A <i>discrete</i> project to provide 40 – 58 Ml/d	
nteraction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	A major construction project of low technical complexity with key defined touchpoints to UU's supply network, interacting with the primary water source in Manchester (Manchester Ring Main). It is anticipated the reservoir lining works will not be included within the DPC	 Reasoning: Project a "discrete" activity
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees More passive assets (e.g. network enhancement pipes) that	Assets that are actively managed as part of the overall system operation of the network	A new separate water asset in the form of a water treatment works facility and pumping station Opportunities for multiple appointees to share the	 Control of Assets can sit outside UU Build and Operation can be
Contributions to supply capacity and ability to specify outputs	are not actively managed as part of the overall system Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity is rarely needed (e.g Resilience schemes) and contracting requirements difficulty to specify Assets where capacity requirements are not well understood uncertain	Output Clearly defined and manageable - can be contracted for by UU to Build and Operate. In principal outputs to be easily defined	 Build and Operation can be contracted and managed Impact on UU's statutory obligations can be contracted
		Schemes where outputs cannot be clearly defined		C C
Asset and operational failures	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Risk and mitigation across all new assets are understood through asset integration / supportability and operations. Heaton Park has been operative in previous years therefore operational failure risk and mitigations are well understood and will be monitored throughout the project duration.	discretely
	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide construction and operational solutions	
	ities Water Limited 2020	Assets where there are no alternative back up supplies	No back up supplies	

NWT Projects - UU Sources DIRECT PROCUREMENT FOR CUSTOMERS ASSESSMENT as at Gate 2

STT041b SWN River Irwell Roch – New surface water abstractions from River Irwell and River Roch. Raw water rising mains and new WTW of expected output 58 MI/d.

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below £100m	Estimate £100m - £169m for this large scheme	Project is "somewhat suitable
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	During Water Trading, UU will require this additional Raw Water Source to meet its obligations	for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	A <i>discrete</i> project to provide 40 – 58 Ml/d	
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	A major construction project of low technical complexity with key defined touchpoints to UU's supply network, interacting with the primary water source in Manchester (Manchester Ring Main). It is anticipated the reservoir lining works will not be included within the DPC	Reasoning:Project a "discrete" activity
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	Assets that are actively managed as part of the overall system operation of the network	A new separate water asset in the form of a water treatment works facility and pumping station Opportunities for multiple appointees to share the output	 Control of Assets can sit outside UU Build and Operation can be
Contributions to supply capacity and ability to specify outputs	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity is rarely needed (e.g Resilience schemes) and contracting requirements difficulty to specify Assets where capacity requirements are not well understood uncertain	Clearly defined and manageable - can be contracted for by UU to Build and Operate. In principal outputs to be easily defined	contracted and managedImpact on UU's statutory
		Schemes where outputs cannot be clearly defined		obligations can be contracted
Asset and operational failures	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Risk and mitigation across all new assets are understood through asset integration / supportability and operations. Heaton Park has been operative in previous years therefore operational failure risk and mitigations are well understood and will be monitored throughout the project duration.	discretely
	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide construction and operational solutions	
		Assets where there are no alternative back up supplies	No back up supplies	

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR076 SWN River Bollin - New surface water abstraction expected to yield 25Ml/d



Transactional	Criteria I	met (%)	Not specifi	ed in criteria (%)	Strictly not allowed by criteria (%)
Spot buy	50%		50%		0%
UU full spec	60%		40%		0%
Joint spec	60%		40%		0%
0&M	60%		40%		0%
Project Partnering	50%		45%		5%

UU Commercial Assessment

Primary Contractual Mechanisms to be considered is:

• Form a Strategic Relationship

Secondary Contractual Mechanism to be considered are:

- Aggregated Call-Off
- Build Own Operate
- Design Build Operate Maintain

Alternative Options which could still be explored

- Joint Full Specification
- UU Full Specification
- Operate & Maintain

DIRECT PROCUREMENT FOR CUSTOMERS ASSESSMENT as at Gate 2 June 2022

WR076 SWN River Bollin – New surface water abstraction expected to yield 25Ml/d

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below £100m	£115m Capex expenditure	Project is "somewhat suitable
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	Anticipated Appointee would become duty holder for quality of water delivered via a new Water Treatment Works	for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	Completely bespoke solution so limited opportunities for Economies of Scale	
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	Controllable with a single delivery point into Manchester Ring Main	Reasoning:
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees	Assets that are actively managed as part of the overall	Proposed solution is limb of the network	
	More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	system operation of the network		Discrete solution
Contributions to supply	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced	Assets where capacity is rarely needed (e.g., Resilience schemes) and contracting requirements difficulty to specify		Proposed solution is a limb
capacity and ability to specify outputs	Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity requirements are not well understood uncertain	Utilisation of this solution yet to be established	of the network
		Schemes where outputs cannot be clearly defined		
	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations		
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Capability exists in the market though not yet in the UK	
		Assets where there are no alternative back up supplies	No reserve option for this solution	

Vyrnwy Aqueduct Operational Modifications Scheme DPC and Commercial Assessment Outcomes



STT Projects –STTA4 NWT Vyrnwy Aqueduct SUGGESTED COMMERCIAL APPROACH as at Gate 2

NWT Vyrnwy Aqueduct Operational Modifications - Operational modifications to existing critical infrastructure that supplies treated water to the Liverpool conurbation. Modifications will enable flow within the aqueduct to be reversed during periods of water trading and returned to normal service upon completion of deployment for transfer.

Service	Crite	eria met (%)	Not specified	l in criteria (%)	Strictly not allow	ved by criteria (%)
J۷	50%		50%		0%	
Alliance	50%		50%		0%	
Outsource	45%		55%		0%	
	Crite	eria met (%)	Not specified	l in criteria (%)	Strictly not allow	ved by criteria (%)
DBO (M)	60%		40%		0%	
DBFO/PFI	55%		45%		0%	
BOOT	55%		45%		0%	
					_	
B00	60%		40%		0%	
BOO Project Partnering rect Procurement Types	60% 55%		40% 45%		0% 0%	
Project Partnering	55%	eria met (%)	45%	1 in criteria (%)	0%	ved by criteria (%
Project Partnering	55%	eria met (%)	45%	l in criteria (%)	0%	ved by criteria (%)
Project Partnering rect Procurement Types Service	55%	eria met (%)	45% Not specified	l in criteria (%)	0% Strictly not allow	ved by criteria (%)
Project Partnering rect Procurement Types Service	55%	eria met (%) eria met (%)	45% Not specified 70%	l in criteria (%) l in criteria (%)	0% Strictly not allow	
Project Partnering rect Procurement Types Service Insource	55%		45% Not specified 70%		0% Strictly not allow	ved by criteria (% ved by criteria (%
Projeot Partnering rect Procurement Types Service Insource Serial	55%		45% Not specified T0% Not specified		0% Strictly not allog Strictly not allog Strictly not allog	
Project Partnering rect Procurement Types Service Insource Serial DPS	55% 55% Crite 30% Crite 40%		45% Not specified 70% Not specified 60%		0% Strictly not allow 0% Strictly not allow 0%	
Project Partnering rect Procurement Types Service Insource Serial DPS Aggregated call off	55% 55% 30% Crite 40% 60%		45% Not specified 70% Not specified 60% 40%		0× Strictly not allow 0× Strictly not allow 0× 0×	
Project Partnering rect Procurement Types Service Insource Serial DPS Aggregated call off	55% 55% 30% 40% 60% 65%		45% Not specified 70% Not specified 60% 40% 35%		0x Strictly not allow 0x Strictly not allow 0x 0x 0x 0x	

Definition: "Strategic Relationship" is where we work with the Supply Chain to codevelop outcomes, e.g. CDP type, ESP type, IT LOT A type examples

0%

0%

O&M

Project Partnering

50%

55%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

Form a Strategic Relationship

Secondary Contractual Mechanism to be considered are:

- Design Build Operate Maintain
- Build Own Operate
- D&B Comp
- Framework (CDP)

Alternative Options which could still be explored

- Design Build Operate Finance
- Build Own Operate Transfer
- Project Partnering

NWT Projects –STTA4 NWT Vyrnwy Aqueduct DIRECT PROCUREMENT FOR CUSTOMERS ASSESSMENT as at Gate 2

NWT Vyrnwy Aqueduct Operational Modifications -. Operational modifications to existing critical infrastructure that supplies treated water to the Liverpool conurbation. Modifications will enable flow within the aqueduct to be reversed during periods of water trading and returned to normal service upon completion of deployment for transfer.

57	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below £100m	Project estimated tbc (expected to exceed £100m)	Project is "somewhat less suitable for DPC"
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources	Asset materially contributes towards appointee meeting statutory obligations	85% of the capacity will be for UU, while 15% will be subject of water trading. The proposed changes will involve potable water. With customers along the route, this is required for UU to maintain their statutory duties	
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	Considered difficult to gain economies of scale since due to interaction with existing infrastructure and blending tank	Reasoning:
nteraction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	Significant and Frequent interactions between existing UU infrastructure assets and the proposed new Blending tank and Aqueduct around Oswestry	 Highly integrated with UU supply network
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	Assets that are actively managed as part of the overall system operation of the network	When modifications this project is a critical part of the UU supply system	 Materially impacts UU's ability to meet statutory obligations Modifications to existing asset
	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced	Assets where capacity is rarely needed (e.g., Resilience schemes) and contracting requirements difficulty to specify	When NWT Water Trading is underway it is anticipated that c15% will be required for Trading	which supplies Liverpool
Contributions to supply capacity and ability to specify outputs	Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity requirements are not well understood uncertain	and this is a resilience scheme. Control of the Asset is required to effectively run the UU supply network; maintaining UU control is important Assets required to be live and operational throughout the construction after. Critical part of	 Modifications will enable reversa of flow and will only be called or during Tradiug
		Schemes where outputs cannot be clearly defined	UU supply structure to meet obligations.	during Trading
	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Operational risk of failure is well understood, but mitigation would not be sufficient to supply the (see point 1 re UU statutory obligations)	No mitigation/back up supplies
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide construction solutions but not considered appropriate for ownership to be external to UU	
		Assets where there are no alternative back up supplies	No back up supplies	

Kielder Components Scheme DPC and Commercial Assessment Outcomes



NWT Projects - Kielder Components

SUGGESTED COMMERCIAL APPROACH as at Gate 2

NWT UU Sources Kielder Component 1 – Raw Water Pipeline from Kielder to Watchgate

	Criteria met (%)	Not specified in criteria (%)	Stright and allowed by aritatin (**	
Service			Strictly not allowed by criteria (%	
JV	502	502	02	
Allianco	502	502	02	UU Commercial Assessment
Outrource	502	502	02	
	_			
Transactional	Criteria met (%)	Not specified in criteria (%)	Strictly not alloved by criteria (%	
DB0(M)	702	302	02	
DBF0/PFI	702	302	02	Brimany Contractual Machanisms to be considered are:
BOOT	702	302	02	Primary Contractual Mechanisms to be considered are:
B00	702	302	02	
Project Partnering	602	402	02	Design Build Operate Maintain
on-Direct Procurement Typ				 Design Build Finance Operate
on-Direct Procurement Typ	ies			- ·
				Build Own Operate transfer
Service	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%	Build Own Operate
Instance	202	802	02	Bana Own Operate
Instarce	202	802	02	
Serial	202 Criteria met (%)	802 Not specified in criteria (%)	02 Strictly not allowed by criteria (%	
Serial	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%	
Serial DPS	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (% 02	
Serial DPS Aqqreqated call aff	Criteria met (%) 502 552	Not specified in criteria (%) 502 452	Strictly not allowed by criteria (% 02 02	·
Serial DPS Aqqreqated call aff	Criteria met (%) 502 552	Not specified in criteria (%) 502 452 402	Strictly not allowed by criteria (% 02 02 02	Secondary Contractual Mechanism to be considered are:
Serial DPS Aqqroqatod callaff Stratoqicr/rhip	Criteria met (%) 502 552 602	Not specified in criteria (%) 502 452	Strictly not allowed by criteria (% 02 02	Secondary Contractual Mechanism to be considered are:
Serial DPS Aggregated call off Strategicr/thip Transactional	Criteria met (%) 502 552 602 Criteria met (%)	Not specified in criteria (%) 502 452 402 Not specified in criteria (%)	Strictly not allowed by criteria (% 02 02 03 Strictly not allowed by criteria (%	
Serial DPS Aqaroqatod callaff Stratogicr/rhip Transactional Spatbuy	Criteria met (%) 502 552 602 Criteria met (%) 502	Not specified in criteria (%) 502 452 402 Not specified in criteria (%) 502	Strictly not allowed by criteria (% 02 02 02 02 Strictly not allowed by criteria (% 02	Secondary Contractual Mechanism to be considered are: • Project Partnering
Serial DPS Aqqroqatod call off Stratogic r/rhip Transactional Spatbuy UU full zpoc	Criteria met (%) 502 552 602 Criteria met (%) 502 402	Not specified in criteria (%) 502 452 402 Not specified in criteria (%) 502 602	Strictly not allowed by criteria (% 02 02 02 Strictly not allowed by criteria (% 02 02	Secondary Contractual Mechanism to be considered are: Project Partnering
Serial DPS Aqqreqated call off Strategicr/rhip Transactional Spatbuy UU full spec Jaint spec	Criteria met (%) 502 552 602 Criteria met (%) 502 402 652	Not specified in criteria (%) 502 452 402 Not specified in criteria (%) 502 602 352	Strictly not allowed by criteria (% 02 02 03 03 Strictly not allowed by criteria (% 03 02 02	Secondary Contractual Mechanism to be considered are: • Project Partnering

NWT Projects – WR812c WIT_THIRD PARTY_22 Kielder Components

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

NWT UU Sources Kielder Component 1 – Raw Water Pipeline from Kielder to Watchgate

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below ${\tt \pm100m}$	Estimate £700m for this large scheme	Project is "somewhat suitable
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	During Water Trading, UU will require this additional Raw Water Source to meet its obligations	for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	A discrete project to provide 100 MI/d raw water	
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	A major construction project of low technical complexity Standalone project (pipeline)	Reasoning:
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees	Assets that are actively managed as part of the overall	A new separate water asset in the form raw water pipeline and pumping station	 Project a "discrete" activity Control of Assets can sit
	More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	system operation of the network	Opportunities for multiple appointees to share the output	 Control of Assets can sit outside UU
Contributions to supply capacity and ability to specify outputs	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity is rarely needed (e.g Resilience schemes) and contracting requirements difficulty to specify Assets where capacity requirements are not well understood uncertain	Clearly defined and manageable - can be contracted for by UU to Build and Operate. In principal outputs to be easily defined	• Build and Operation can be contracted and managed
		Schemes where outputs cannot be clearly defined		 Impact on UU's statutory
	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Risk and mitigation across all new assets are understood through asset integration / supportability and operations.	obligations can be contracted discretely
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide construction and operational solutions	
		Assets where there are no alternative back up supplies	No back up supplies	

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

NWT UU Sources Kielder Component 2 – Raw Water Pipeline from Kielder to Watchgate plus Water Treatment Plant

Service	Cr	iteria met (%)	Not specified in criteria (%)	Strictly not alloved by criteria (%)	
JV	502		502	02	
Allianco	502		502	02	LUL Commercial According
Outrource	402		602	02	UU Commercial Assessment
Transactional	Cr	iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	
DBO(M)	702		302	02	Primary Contractual Mechanisms to be considered is:
DBF0/PFI	752		252	02	
BOOT	752		252	02	Design Build Finance Operate
B00	702		302	02	Design Build Finance Operate
Project Partnering	602		402	02	Build Own Operate Transfer
Ion-Direct Procurement Ty Service	Cr	iteria met (%)	Not specified in criteria (%)	⊐ ∋trictly not allowed by criteria (%)	Secondary Contractual Mechanism to be considered are
Incource	202		802	02	
in burco	202		802	02	 Design Build Operate Maintain
Serial		iteria met (%)	802 Not specified in criteria (%)	02 Strictly not allowed by criteria (%)	
		iteria met (%)			Build Own Operate
Serial	Cr	iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	
Serial DPS	Cr 402	iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%) 02	Build Own Operate
Serial DPS Aggrogatod call aff	Cr 402 552 702		Not specified in criteria (%) 602 452 302	Strictly not allowed by criteria (%) 02 02 02	 Build Own Operate Strategic Relationship
Serial DPS Aggrogatod call aff	Cr 402 552 702 Cr	iteria met (%) iteria met (%)	Not specified in criteria (%) 602 452 302 Not specified in criteria (%)	Dirictly not allowed by criteria (%) 02 02 02 02 Dirictly not allowed by criteria (%)	Build Own Operate
Serial DPS Aqqroqatod call aff Stratogicr#hip	Cr 402 552 702 Cr 502		Not specified in criteria (%) 602 452 302 Not specified in criteria (%) 502	Strictly not allowed by criteria (%) 02 02 02 02 Strictly not allowed by criteria (%) 02	 Build Own Operate Strategic Relationship Alternative models which may also be considered are:
Serial DPS Aqqreqated call aff Strategier/rhip Transactional Spatbuy UU full zpec	Cr 402 552 702 Cr 502 402		Not specified in criteria (%) 602 452 302 Not specified in criteria (%) 502 602	Description Description D2 D2 D2 D2 D2 D2 D3 D2 D4 D2 D5 D1 D6 D2 D7 D2 D8 D2 D1 D2 D2 D2 D3 D3	 Build Own Operate Strategic Relationship
Serial DPS Aggregated coll off Strategier#hip Transactional Spatbuy UU full rpec Jaintrpec	Cr 402 552 702 Cr 502 402 652		Not specified in criteria (%) 602 452 302 Not specified in criteria (%) 502 602 352	Description Description D2 D2 D2 D2 D2 D2 D4 D1 D5 D1 D2 D2 D4 D2 D5 D1 D2 D2 D3 D2	 Build Own Operate Strategic Relationship Alternative models which may also be considered are: Joint Specification
Serial DPS Aqqreqated call aff Strategier/rhip Transactional Spatbuy UU full zpec	Cr 402 552 702 Cr 502 402		Not specified in criteria (%) 602 452 302 Not specified in criteria (%) 502 602	Description Dtrictly not allowed by criteria (%) Dtrictly not allowed by criteria (%)	 Build Own Operate Strategic Relationship Alternative models which may also be considered are: Joint Specification

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

NWT UU Sources Kielder Component 2a – Raw Water Pipeline from Kielder to Watchgate plus Water Treatment Plant, amending existing UUW facility

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below £100m	Estimate £1.1bn for this large scheme	Project is "somewhat less
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	During Water Trading, UU will require this additional Raw Water Source to meet its obligations	suitable for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	A <i>discrete</i> project to provide 100 MI/d raw water and 100ML/D treatment at watchgate	
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	A major construction project of low technical complexity Standalone project (pipeline and water treatment works upgrade)	Reasoning:
	Separate non-contiguous networks or assets within the appointees area	Assets that are actively managed as part of the overall	A new separate water asset in the form raw water pipeline and pumping station and 100ML/D	Reasoning.
	Assets where capacity is shared by multiple appointees More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	system operation of the network	treatment capacity at watchgate Opportunities for multiple appointees to share the output	 Project is the modification of an existing critical operational works
Contributions to supply	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced	Assets where capacity is rarely needed (e.g Resilience schemes) and contracting requirements difficulty to specify	One ontwiking for UII to Design to Duild and	 Control of Assets cannot sit
capacity and ability to specify outputs	Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity requirements are not well understood uncertain	Opportunities for UU to Design to Build and Operate. In principal outputs to be easily defined	outside UUImpact on UU's statutory
		Schemes where outputs cannot be clearly defined		obligations cannot be contracted
Access and an oversition of	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Risk and mitigation across all new assets are understood through asset integration / supportability and operations.	discretely
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide design, construction and operational solutions	
		Assets where there are no alternative back up supplies	No back up supplies	

NWT Projects – WR812c WIT_THIRD PARTY_22 Kielder Components

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

NWT UU Sources Kielder Component 2b – Raw Water Pipeline from Kielder to Watchgate plus new "sister" Water Treatment Plant at Watchgate

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below ± 100 m	Estimate £1.1bn for this large scheme	Project is "somewhat suitable
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	During Water Trading, UU will require this additional Raw Water Source to meet its obligations	for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	A <i>discrete</i> project to provide 100 MI/d raw water and 100ML/D treatment at watchgate	Reasoning:
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	A major construction project of low technical complexity Standalone project (pipeline and water treatment works upgrade)	 Project a "discrete" activity
	Separate non-contiguous networks or assets within the appointees area Assets where capacity is shared by multiple appointees	Assets that are actively managed as part of the overall	A new separate water asset in the form raw water pipeline and pumping station and 100ML/D treatment capacity at watchgate	 Control of Assets can sit outside UU
	More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	system operation of the network	Opportunities for multiple appointees to share the output	 Build and Operation can be
	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced	Assets where capacity is rarely needed (e.g., Resilience schemes) and contracting requirements difficulty to specify		contracted and managed
Contributions to supply capacity and ability to specify outputs	Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity requirements are not well understood uncertain	Opportunities for UU to Design to Build and Operate. In principal outputs to be easily defined	 Impact on UU's statutory obligations can be contracted
		Schemes where outputs cannot be clearly defined		discretely
	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Risk and mitigation across all new assets are understood through asset integration / supportability and operations.	• UU to consider how combine output from both works into
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide design, construction and operational solutions	supply
		Assets where there are no alternative back up supplies	No back up supplies	

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

NWT UU Sources Kielder Component 3 – New Treated Water Pipeline from Watchgate to Woodgate Hill (Haweswater Aqueduct 5th Syphon)

Service	Criteria met (%)	Not specified in criteria (%)	Strictly not alloved by criteria (%)	
JV	60%	40%	0%	UU Commercial Assessment
Alliance	60%	40%	0%	
Outsource	45%	55%	0%	
~				
Transactional	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	Primary Contractual Mechanisms to be considered are
DBO (M)	75%	25%	0%	Trindry contractadi meenanishis to be considered are
DBF0/PFI	75%	25%	0%	
BOOT	75%	25%	0%	Design Build Operate Maintain
B00	75%	25%	0%	
Project Partnering	65%	35%	0%	Design Build Finance Operate
				Build Own Operate Transfer
Direct Procurement Ty	pes			·
				Build Own Operate
Service	Criteria met (%)	Not specified in criteria (%)	Strictly not alloved by criteria (%)	Joint Specification
Service Insource	Criteria met (%)	Not specified in criteria (%) 75%	Strictly not allowed by criteria (%) 0%	·
				·
				·
Insource	25%	75%	0%	·
Insource Serial	25% Criteria met (%)	75% Not specified in criteria (%)	0% Strictly not allowed by criteria (%)	Joint Specification
Insource Serial DPS	25% Criteria met (%) 45%	75% Not specified in criteria (%) 55%	0% Strictly not allowed by criteria (%) 0%	·
Insource Serial DPS Aggregated call off	25% Criteria met (%) 45% 60%	75% Not specified in criteria (%) 55% 40%	0% Strictly not allowed by criteria (%) 0% 0%	Joint Specification
Insource Serial DPS Aggregated call off	25% Criteria met (%) 45% 60%	75% Not specified in criteria (%) 55% 40%	0% Strictly not allowed by criteria (%) 0% 0%	Joint Specification Secondary Contractual Mechanism to be considered are
Insource Serial DPS Aggregated call off Strategic r/ship	25% Criteria met (%) 45% 60% 70%	75% Not specified in criteria (%) 55% 40% 30%	0% Strictly not allowed by criteria (%) 0% 0%	 Joint Specification Secondary Contractual Mechanism to be considered are Strategic Relationship
Insource Serial DPS Aggregated call off Strategic r/ship Transactional	25% Criteria met (%) 45% 60% 70% Criteria met (%)	75% Not specified in criteria (%) 55% 40% 30% Not specified in criteria (%)	0% Strictly not allowed by criteria (%) 0% 0% Strictly not allowed by criteria (%)	Joint Specification Secondary Contractual Mechanism to be considered are
Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy	25% Criteria met (%) 45% 60% 70% Criteria met (%) 40%	75× Not specified in criteria (%) 55× 40× 30× Not specified in criteria (%) 60×	0% Strictly not allowed by criteria (%) 0% 0% 0% Strictly not allowed by criteria (%) 0%	 Joint Specification Secondary Contractual Mechanism to be considered and Strategic Relationship
Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy UU full spec	25% Criteria met (%) 45% 60% 70% Criteria met (%) 40% 55%	75× Not specified in criteria (%) 55× 40× 30× Not specified in criteria (%) 60× 45×	0x Strictly not allowed by criteria (%) 0x 0x 0x 0x Strictly not allowed by criteria (%) 0x	 Joint Specification Secondary Contractual Mechanism to be considered are Strategic Relationship

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

NWT UU Sources Kielder Component 3 – New Treated Water Pipeline from Watchgate to Woodgate Hill (Haweswater Aqueduct 5th Syphon)

	Project somewhat suitable for DPC	Project Somewhat less suitable for DPC	ASSESSMENT COMMENTS	Assessment:
Project size	Very Large Schemes with CAPEX Values in excess of £100m	Small Schemes with Totex Values close to or below £100m	Estimate £1bn for this large scheme	Project is "somewhat suitable
Stakeholder Interactions and statutory obligations	Limited or marginal impact on the appointees ability to meet item statutory obligations (e.g. Non potable or raw water sources)	Asset materially contributes towards appointee meeting statutory obligations	During Water Trading, UU will require this treated water Source to backfill demand and meet its obligations	for DPC"
	Assets where there are limited economies of scale and scope with the rest of the appointees network system OR where those economies of scale or scope could be maintained through contracts	Assets where there are material economies of scale and scope with the rest of the appointees network system or where economies of scale or scope cannot be maintained through contracts	An integrated project which will provide an additional 100ML/D of treated water	Decembra
Interaction with network	Simple or limited, well understood and manageable interactions with the appointee's network	Significant, complex and frequent interactions with the appointees' network	A major construction project of medium- High technical complexity. (5 th syphon 46 km along the HA)	Reasoning:Project is to be "Integrated " into
	Separate non-contiguous networks or assets within the appointees area	Assets that are actively managed as part of the overall	A upgrade to the HA to enable an additional 100ML/D of treated water to be transferred to	day-to-day HA management
	Assets where capacity is shared by multiple appointees More passive assets (e.g. network enhancement pipes) that are not actively managed as part of the overall system	system operation of the network	Manchester Opportunities for multiple appointees to share the output	 Build and Operation can be contracted and managed in a
Contributions to supply capacity and ability to specify outputs	Assets where capacity is regularly needed and contracting requirements can be more easily defined and priced Schemes where outputs can be clearly defined and are not subject to substantial change from other factors or difficult to predict in the future (e.g. Around asset condition at hand back)	Assets where capacity is rarely needed (e.g Resilience schemes) and contracting requirements difficulty to specify Assets where capacity requirements are not well understood uncertain	Opportunities for UU to Design to Build In a similar method to HARP project In principal outputs to be easily defined	 similar fashion to HARP project UU to consider how to operate the upgraded HA to meet its
		Schemes where outputs cannot be clearly defined		future and current transfer
	Assets where operational failure risk is well understood and mitigations well established for similar assets	Assets where operational failure risk is not well understood with limited track record of effective mitigations	Risk and mitigation across require further assessments	obligations
Asset and operational failures	Well-developed market or technical supply chains with strong experience of similar project delivery	Weak market or technical supply chains with limited experience of similar project delivery	Market could provide design, construction and operational solutions in a similar method to HARP	
		Assets where there are no alternative back up supplies	Some opportunities back up supplies	

Appendices

Project Timeline Commercial Assessments of UU Sources Projects



NWT Projects Vyrnwy Aqueduct, Kielder and UU Sources

OBJECTIVE: Approve the current Procurement Strategy and Direct Procurement for Customer Assessments to support the creation of the Gate 2 submission document

Procurement assessment consists of two elements...

1. Direct Procurement for the Customer Assessment	2. Procurement Strategy Assessment
Our assessment is based on Ofwat's' KPMG Technical review framework for identifying DPC projects	Our assessment method the proprietary UU Market Engagement Methodology (MEM) Tool which suggests optimum commercial options for consideration

...and is kept **under review through the Gates** as more becomes known about feasibility, design and solutions



UU Sources – Other Schemes Scheme DPC and Commercial Assessment Outcomes



SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR111 – GWE Woodford

Direct Procurement Types

Service	Criteria me	et (%) Not specifie	ed in criteria (%)	Strictly not allowed by criteria (%)	
JV	40%	55%		5%	UU Commercial Assessment suggests
Alliance	40%	55%		5%	
Outsource	45%	55%		0%	
Transactional	Criteria me	et (%) Not specifie	ed in criteria (%)	Strictly not allowed by criteria (%)	Drimary Contractual Machanisms to be considered is:
DBO (M)	35%	60%		5%	Primary Contractual Mechanisms to be considered is:
DBF0/PFI	30%	65%		5%	
BOOT	30%	65%		<mark>5</mark> %	Aggregated Call-Off
B00	40%	55%		<mark>5</mark> %	Aggregated Call-Off
Project Partnering	35%	55%		10%	
ect Procurement Types Service	Criteria m		ed in criteria (%)	Strictly not allowed by criteria (%)	
	Criteria mo	et (%) Not specifie		Strictly not allowed by criteria (%)	
Service					
Service		60%			Secondary Contractual Mechanism to be considered ar
Service Insource	40%	60%	ed in criteria (%)	0%	Secondary Contractual Mechanism to be considered ar
Service Insource Serial	40% Criteria me	60% et (%) Not specifie	ed in criteria (%)	0% Strictly not allowed by criteria (%)	Secondary Contractual Mechanism to be considered ar
Service Insource Serial DPS	40% Criteria m 50%	60% et (%) Not specifie 45%	:d in criteria (%)	0% Strictly not allowed by criteria (%) 5%	
Service Insource Serial DPS Aggregated call off	40% Criteria me 50% 70%	60% et (%) Not specifie 45% 25%	:d in criteria (%)	0× Strictly not allowed by criteria (%) 5× 5×	
Service Insource Serial DPS Aggregated call off	40% Criteria me 50% 70%	60% et (%) Not specifie 45% 25% 40%	:d in criteria (%)	0× Strictly not allowed by criteria (%) 5× 5×	• Spot Buy
Service Insource Serial DPS Aggregated call off Strategic r/ship	40% Criteria ma 50% 70% 55%	60% et (%) Not specifie 45% 25% 40%	ed in criteria (%) ed in criteria (%)	0% Strictly not allowed by criteria (%) 5% 5% 5%	• Spot Buy
Service Insource Serial DPS Aggregated call off Strategio r/ship Transactional	40% Criteria m 50% 70% 55% Criteria m	60% et (%) Not specifie 45% 25% 40% et (%) Not specifie	ed in criteria (%) ed in criteria (%)	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5% 5%	• Spot Buy A number of alternative Options which could still be
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy	40% Criteria me 50% 70% 55% Criteria me 60%	60% et (%) Not specifie 45% 25% 40% et (%) Not specifie 35%	ed in criteria (%) ed in criteria (%)	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5% 5% 5%	• Spot Buy
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy UU full spec	40% Criteria ma 50% 70% 55% Criteria ma 60% 50%	et (%) Not specifie 45% 25% 40% et (%) Not specifie 35% 45%	ed in criteria (%) ed in criteria (%)	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5% 5%	A number of alternative Options which could still be

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR015 – SWN River Irwell

Direct Procurement Types

Service	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
JV	55%		40%		<mark>5</mark> %
Alliance	55%		40%		5%
Outsource	35%		65%		0%

Transactional	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
DBO (M)	60%		40%		0%
DBFO/PFI	45%		55%		0%
воот	45%		55%		0%
800	65%		35%		0%
Project Partnering	50%		45%		5%

Non-Direct Procurement Types

Strategic r/ship

70%

Service	C	riteria met (%)	Not specified in criteria (%)		Strictly not allowed by criteria (%)
Insource	25%		75%		0×
Serial	C	riteria met (%)	Not specified in c	riteria (%)	Strictly not allowed by criteria (%)
Serial DPS	C 40%	riteria met (%)	Not specified in c	riteria (%)	Strictly not allowed by criteria (%)

30%

0%

Transactional	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
Spot buy	50%		50%		0%
UU full spec	60%		40%		0%
Joint spec	60%		40%		0%
0‰M	60%		40%		0%
Project Partnering	50%		45%		<mark>5</mark> %

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered are:

- Form a Strategic Relationship ٠
- **Aggregated Call-Off** •

н.

Secondary Contractual Mechanism to be considered are:

- Joint Full Specification \bullet
- **UU Full Specification** \bullet
- Operate & Maintain \bullet

Alternative Options which could still be explored

- Build Own Operate ullet
- Design Build Operate Maintain •

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

STT041 – SWN River Roch

Direct Procurement Types

Service	Criteria m	net (%)	Not speci	fied in criteria (%)	Strictly not allowed by criteria (%)
J۷	55%		40%		5%
Alliance	55%		40%		5%
Outsource	35%		65%		0×

Transactional	Criteria me	t (%)	Not speci	ified in criteria (%)	Strictly not allowed by criteria (%)
DBO (M)	60%		40%		0%
DBF0/PFI	45%		55%		0%
BOOT	45%		55%		0%
BOO	65%		35%		0%
Project Partnering	50%		45%		5%

Non-Direct Procurement Types

Service		Criteria met (%)	Not specified in criteria ((%)	Strictly not allowed by criteria (%)
Insource	25%		75%		0%
]				

Serial	Crit	eria met (%)	Not s	pecified in criteria (%)	Strictly not allowed by criteria (%)
DPS	40%		60%		0%
Aggregated call off	70%		30%		0%
Strategic r/ship	70%		30%		0×

Transactional	Criteria me	et (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)
Spot buy	50%	50%		0%
UU full spec	60%	40%		0%
Joint spec	60%	40%		0%
0&M	60%	40%		0%
Project Partnering	50%	45%		5%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered are:

- Form a Strategic Relationship
- Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

- Joint Full Specification
- UU Full Specification
- Operate & Maintain

Alternative Options which could still be explored

- Build Own Operate
- Design Build Operate Maintain

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR107b – GWE Randles Bridge

Direct Procurement Types

Service		Criteria met (%)	Not speci	ified in criteria (%)	Strictly not allowed by criteria (%)
JV	40%		55%		5%
Alliance	40%		55%		<mark>5</mark> %
Outsource	45%		55%		0%
Transactional		Criteria met (%)	Not speci	ified in criteria (%)	Strictly not allowed by criteria (%)
DBO (M)	35%		60%		5%
DBF0/PFI	30%		65%		<mark>5</mark> %
BOOT	30%		65%		<mark>5</mark> %
B00	40%		55%		<mark>5</mark> %
Project Partnering	35%		55%		10%
Direct Procurement Types					
Service		Criteria met (%)	Not speci	ified in criteria (%)	Strictly not allowed by criteria (%)
Insource	40%		60%		0%

Serial	Criteria	met (%)	Not speci	fied in criteria (%)	Strictly not allowed by criteria (%)	
DPS	50%		45%		5%	
Aggregated call off	70%		25%		<mark>5</mark> %	
Strategic r/ship	55%		40%		5%	

Transactional	Criteria me	et (%)	Not specif	ied in criteria (%)	Strictly not allowed by criteria (%)
Spot buy	60%	:	35%		<mark>5</mark> %
UU full spec	50%	۰	45%		5%
Joint spec	45%	:	50%		<mark>5</mark> %
O&M	40%	5	55%		5%
Project Partnering	35%	Ę	55%		10%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

• Spot Buy

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR105a1 – GWE Lymm a1

Direct Procurement Types

Service	Criteria	met (%)	Not specified in	n criteria (%)	Strictly not allowed by criteria (%)
JV	45%		55%		0%
Alliance	45%		55%		0%
Outsource	50%		50%		0%

Transactional	Crit	eria met (%)	Not specified in	criteria (%)	Strictly not allowed by criteria (%)
DBO (M)	40%		55%		5%
DBF0/PFI	35%		60%		<mark>5</mark> %
воот	35%		60%		<mark>5</mark> %
B00	45%		50%		<mark>5</mark> %
Project Partnering	40%		55%		5%

Non-Direct Procurement Types

Service		Criteria met (%)	Not specifie	d in criteria (%)	Strictly not allowed by criteria (%)
Insource	40%		60%		0%
Serial		Criteria met (%)	Not specifie	d in criteria (%)	Strictly not allowed by criteria (%)
DPS	55%		40%		<mark>5</mark> %
A second sell off	75.4		20%		5%
Aggregated call off	75%		207.		
Strategic r/ship	55%		40%		5% 5%
		Criteria met (%)	40%	d in criteria (%)	
Strategic r/ship		Criteria met (%)	40%	d in criteria (%)	5% Strictly not allowed by criteria (%) 5%
Strategic r/ship Transactional	55%	Criteria met (%)	40% Not specifie	d in criteria (%)	5% Strictly not allowed by criteria (%) 5% 5%
Strategic r/ship Transactional Spot buy	55% 60%	Criteria met (%)	40% Not specifie 35%	d in criteria (%)	5% Strictly not allowed by criteria (%) 5% 5% 5%
Strategic r/ship Transactional Spot buy UU full spec	55% 60% 50%	Criteria met (%)	40% Not specifie 35% 45%	d in criteria (%)	5% Strictly not allowed by criteria (%) 5% 5%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

• Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

• Spot Buy

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR107a2 – GWE Aughton Park a2

Service		Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%
JV	40%		55%	5%
Alliance	40%		55%	5%
Outsource	45%		55%	0%
Transactional		Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%
DBO (M)	35%		60%	5%
DBFO/PFI	30%		65%	5%
BOOT	30%		65%	5%
BOO	40%		55%	5%
Project Partnering	35%		55%	10%
irect Procurement Types		Criteria mat 19/1		Strictly and allowed by order in 18
Service	494	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%
	40%	Criteria met (%)	Not specified in criteria (%) 60%	Strictly not allowed by criteria (% 0%
Service Insource	40%		60%	0%
Service Insource Serial		Criteria met (%) Criteria met (%)	60% Not specified in criteria (%)	0% Strictly not allowed by criteria (%
Service Insource Serial DPS	40% 50% 70%		60%	0%
Service Insource Serial	50%		60% Not specified in criteria (%) 45%	0% Strictly not allowed by criteria (%
Service Insource Serial DPS Aggregated call off	50% 70%		60% Not specified in criteria (%) 45% 25%	0% Strictly not allowed by criteria (% 5% 5%
Service Insource Serial DPS Aggregated call off	50% 70%		60% Not specified in criteria (%) 45% 25%	0% Strictly not allowed by criteria (% 5% 5%
Service Insource Serial DPS Aggregated call off Strategio r/ship	50% 70%	Criteria met (%)	60% Not specified in criteria (%) 45% 25% 40%	0% Strictly not allowed by criteria (% 5% 5% 5%
Service Insource Serial DPS Aggregated call off Strategio r/ship Transactional	50% 70% 55%	Criteria met (%)	60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%)	0% Strictly not allowed by criteria (% 5% 5% 5% Strictly not allowed by criteria (%
Service Insource Serial DPS Aggregated call off Strategio r/ship Transactional Spot buy	50% 70% 55% 60%	Criteria met (%)	60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%) 35%	0% Strictly not allowed by criteria (% 5% 5% Strictly not allowed by criteria (% 5%
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy UU full spec	50% 70% 55% 60% 50%	Criteria met (%)	60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%) 35% 45%	0% Strictly not allowed by criteri 5% 5% Strictly not allowed by criteri 5% 5%
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy UU full spec	50% 70% 55% 60% 50%	Criteria met (%)	60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%) 35% 45%	0% Strictly not allowed by criteria (% 5% 5% Strictly not allowed by criteria (% 5% 5%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

• Spot Buy

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR113 – GWE Tytherington

Procurement Types					
Service	Cri	iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	UU Commercial Assessment suggests
JV	40%		55%	5%	oo commercial Assessment suggests
Alliance	40%		55%	5%	
Outsource	45%		55%	0%	
					Brimany Contractual Machanisms to be considered is:
Transactional		iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	Primary Contractual Mechanisms to be considered is:
DBO (M)	35%		60%	5%	
DBF0/PFI	30%		65%	5%	• Aggregated Call-Off
BOOT	30%		65%	5%	Aggregated Call-Off
B00	40%		55%	5%	
Project Partnering	35%		55%	10%	
rect Procurement Types					
rect Procurement Types Service	Cri	iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	
	Cri 40%	iteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)	
Service		iteria met (%)			Secondary Contractual Mechanism to be considered are
Service	40%	iteria met (%) iteria met (%)			Secondary Contractual Mechanism to be considered are
Service Insource	40%		60%	0%	
Service Insource Serial	40% Cri		60% Not specified in criteria (%)	0% Strictly not allowed by criteria (%)	Secondary Contractual Mechanism to be considered are Spot Buy
Service Insource Serial DPS	40% Cri		60% Not specified in criteria (%)	0% Strictly not allowed by criteria (%) 5%	
Service Insource Serial DPS Aggregated call off Strategic r/ship	40% Cri 50% 70% 55%	iteria met (%)	60% Not specified in criteria (%) 45% 25% 40%	0% Strictly not allowed by criteria (%) 5% 5% 5%	• Spot Buy
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional	40% Cri 50% 70% 55% Cri		60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%)	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%)	• Spot Buy A number of alternative Options which could still be
Service Insource Serial DPS Aggregated call off Strategic r/ship	40% Cri 50% 70% 55% Cri 60%	iteria met (%)	60× Not specified in criteria (%) 45× 25× 40× Not specified in criteria (%) 35×	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5%	• Spot Buy
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional	40% Cri 50% 70% 55% Cri 60% 50%	iteria met (%)	60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%) 35% 45%	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5%	• Spot Buy A number of alternative Options which could still be
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy	40% Cri 50% 70% 55% Cri 60%	iteria met (%)	60× Not specified in criteria (%) 45× 25× 40× Not specified in criteria (%) 35×	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5%	• Spot Buy A number of alternative Options which could still be
Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy UU full spec	40% Cri 50% 70% 55% Cri 60% 50%	iteria met (%)	60% Not specified in criteria (%) 45% 25% 40% Not specified in criteria (%) 35% 45%	0% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5% 5% Strictly not allowed by criteria (%) 5%	• Spot Buy A number of alternative Options which could still be

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR149 – GWE Wigan

Service	Cr	iteria met (%)	Not specified in (criteria (%)	Strictly not allowed by criteria (%)
JV	40%		55%		5%
Alliance	40%		55%		<mark>5%</mark>
Outsource	45%		55%		0%
Terrortional		·····			
Transactional	Cr	iteria met (%)	Not specified in (criteria (%)	Strictly not allowed by criteria (%)
Transactional DB0 (M)	Cr 35%	iteria met (%)	Not specified in (criteria (%)	<mark>5</mark> %.
		iteria met (%)		criteria (%)	5% 5%
DBO (M)	35%	iteria met (%)	60%	criteria (%)	5% 5% 5%
DBO (M) DBF0/PFI	35% 30%	iteria met (%)	60% 65%	criteria (%)	5% 5% 5%

Non-Direct Procurement Types

Direct Procurement Type

Service	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
Insource	40%		60%		0%

Serial	Criteria n	net (%)	Not specifi	ied in criteria (%)	Strictly not allowed by criteria (%)
DPS	50%	4	45%		5%
Aggregated call off	70%	2	25%		5%
Strategic r/ship	55%	4	40%		5%

Transactional	Criteria met (%)	Not specified in c	riteria (%) Strictly not allowed by c	criteria (%)
Spot buy	60%	35%	5%	
UU full spec	50%	45%	5%	
Joint spec	45%	50%	5%	
0&M	40%	55%	5%	
Project Partnering	35%	55%	10%	

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

• Spot Buy

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR049d – SWN River Ribble 49d

Direct Procurement Types

Service	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)
JV	60%	35%	5%
Alliance	60%	35%	5%
Outsource	30%	70%	0%

Transactional	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
DBO (M)	60%		40%		0%
DBF0/PFI	40%		60%		0×
воот	40%		60%		0×
BOO	65%		35%		0%
Project Partnering	55%		40%		5%

Non-Direct Procurement Types

Service		Criteria met (%)	Not specif	ied in criteria (%)	Strictly not allowed by criteria (%)
Insource	30%		70%		0%
•	_				
Serial		Criteria met (%)	Not specif	ied in criteria (%)	Strictly not allowed by criteria (%)
Serial DPS	35%	Criteria met (%)	Not specif	ied in criteria (%)	Strictly not allowed by criteria (%)
		Criteria met (%)		ied in criteria (%)	

Transactional	Criteria me	et (%)	Not speci	fied in criteria (%)	Strictly not allowed by criteria (%)
Spot buy	55%		45%		0%
UU full spec	55%		45%		0%
Joint spec	65%		35%		0%
0&M	60%		40%		0%
Project Partnering	55%		40%		5%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

• Form a Strategic Relationship

Secondary Contractual Mechanism to be considered are:

- Aggregated Call-Off
- Joint Specification
- Operate & Maintain

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR106b – GWE Walton 2

Direct Procurement Types

Service	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
JV	45%		55%		0%
Alliance	45%		55%		0%
Outsource	50%		50%		0%

Transactional	Criteri	a met (%)	Not specified in	criteria (%)	Strictly not allowed by criteria (%)
DBO (M)	40%		55%		5%
DBFO/PFI	35%		60%		5%
BOOT	35%		60%		5%
B00	45%		50%		5%
Project Partnering	40%		55%		5%

Non-Direct Procurement Types

Service	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
Insource	40%		60%		0%

Serial	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)
DPS	55%		40%		5%
Aggregated call off	75%		20%		5%
Strategic r/ship	55%		40%		5%

Transactional	Criteria m	et (%)	Not specified	in criteria (%)	Strictly not allowed by criteria (%)
Spot buy	60%		35%		5%
UU full spec	50%		45%		5 <mark>%</mark>
Joint spec	50%		45%		5%
0&M	45%		50%		5 <mark>%</mark>
Project Partnering	40%		55%		5 <mark>%</mark>

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

• Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

• Spot Buy

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR144 – SWN River Tame

Service	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)
JV	65%	35%	0%
Alliance	65%	35%	0%
Outsource	35%	65%	0%
Transactional	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)
DBO (M)	60%	40%	0%
DBFOIPFI	40%	60%	0%
BOOT	40%	60%	0%
B00	65%	35%	0%
Service	60% Criteria met (%)	40% Not specified in criteria (%)	0% Strictly not allowed by criteria (%)
Direct Procurement Types			
Direct Procurement Types Service Insource	Criteria met (%) 35%	Not specified in criteria (%) 65%	Strictly not allowed by criteria (%) 0%
Direct Procurement Types Service	Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%)
Direct Procurement Types Service Insource Serial	Criteria met (%) 35% Criteria met (%)	Not specified in criteria (%) 65% Not specified in criteria (%)	Strictly not allowed by criteria (%) 0% Strictly not allowed by criteria (%)
Direct Procurement Types Service Insource Serial DPS	Criteria met (%) 35% Criteria met (%) 40%	Not specified in criteria (%) 65% Not specified in criteria (%) 60%	Strictly not allowed by criteria (%) 0% Strictly not allowed by criteria (%) 0%
Direct Procurement Types Service Insource Serial DPS Aggregated call off	Criteria met (%) 35% Criteria met (%) 40% 75%	Not specified in criteria (%) 65% Not specified in criteria (%) 60% 25%	Strictly not allowed by criteria (%) O: Strictly not allowed by criteria (%) O: O:
Direct Procurement Types Service Insource Serial DPS Aggregated call off	Criteria met (%) 35% Criteria met (%) 40% 75%	Not specified in criteria (%) 65% Not specified in criteria (%) 60% 25%	Strictly not allowed by criteria (%) O: Strictly not allowed by criteria (%) O: O:
Direct Procurement Types Service Insource Serial DPS Aggregated call off Strategic r/ship	Criteria met (%) 35% Criteria met (%) 40% 75% 75%	Not specified in criteria (%) 65% Not specified in criteria (%) 60% 25% 25%	Strictly not allowed by criteria (%) 0% Strictly not allowed by criteria (%) 0% 0%
Direct Procurement Types Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional	Criteria met (%) 35% Criteria met (%) 40% 75% 75% 75% Criteria met (%)	Not specified in criteria (%) 65% Not specified in criteria (%) 60% 25% 25% Not specified in criteria (%)	Strictly not allowed by criteria (%) 0% Strictly not allowed by criteria (%) 0% 0% 0% 0% 5% Strictly not allowed by criteria (%)
Direct Procurement Types Service Insource Serial DPS Aggregated call off Strategic r/ship Transactional Spot buy	Criteria met (%) 35% Criteria met (%) 40% 75% 75% 75% Criteria met (%) 55%	Not specified in criteria (%) 65% Not specified in criteria (%) 60% 25% 25% 25% Not specified in criteria (%) 45%	Strictly not allowed by criteria (%) O: Strictly not allowed by criteria (%) O: Strictly not allowed by criteria (%) O:

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered are:

- Form a Strategic Relationship
- Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

- Joint Specification
- Operate <u>& Maintain</u>
- Spot Buy
- Project Partnering

SUGGESTED COMMERCIAL APPROACH as at Gate 2 July 2022

WR102b – GWE Widnes

Service		Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%
JV	40%		55%	<mark>5</mark> %
Alliance	40%		55%	5%
Outsource	45%		55%	0%
Transactional		Criteria met (%)	Not specified in criteria (%)	Strictly not allowed by criteria (%
DBO (M)	35%		60%	5%
DBO (M) DBFO/PFI	35% 30%		60% 65%	5% 5%

Non-Direct Procurement Types

Service Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)	
Insource	40%		60%		0%

Serial	Criteria met (%)		Not specified in criteria (%)		Strictly not allowed by criteria (%)	
DPS	50%		45%		5%	
Aggregated call off	70%		25%		5%	
Strategic r/ship	55%		40%		5%	

Transactional	Criteria met	rt (%) Not s	pecified in criteria (%)	Strictly not allowed by criteria (%)
Spot buy	60%	35%		5%
UU full spec	50%	45%		5%
Joint spec	45%	50%		5%
0‰M	40%	55%		5%
Project Partnering	35%	55%	1	10%

UU Commercial Assessment suggests

Primary Contractual Mechanisms to be considered is:

• Aggregated Call-Off

Secondary Contractual Mechanism to be considered are:

• Spot Buy