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Tender

Defence Water Services Programme - UK4

Defence Infrastructure Organisation

UK4: Tender notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2026/S 000-001236

Procurement identifier (OCID): ocds-h6vhtk-050318 ([view related notices](#))

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Scope

Reference

714602450

Description

The Defence Infrastructure Organisation (DIO) on behalf of the Ministry of Defence (MOD), is looking to secure the provision of end-to-end WWW services for the MOD's specified estate in England and Wales, through a single Managed Service Provider (MSP).

MOD has a significant and geographically dispersed WWW estate in England and Wales with a combination of public supply and its own private water network. The Contract will go-live in 2 main stages with Wales and South-West England going first on 01 Dec 2028, with the rest of England on 30 Mar 2030, with the other smaller requirements going live as the Authority's other contracts and agreements expire or earlier with the agreement of the MSP.

The Defence Water Services Programme (DWSP) will deliver a single contract to effectively support, manage and assure supply chain WWW service provision, delivering a

common user experience across the England and Wales estate. Due to the extent and dispersed nature of MOD WWW assets, the MSP will need to demonstrate all technical competencies required to deliver the full spectrum of WWW services which may include but may not be limited to:

Operational Water and Wastewater Services

Water Abstraction & Treatment Water Abstraction & Treatment

Abstraction licensing management

Water resource management

Operation and maintenance of raw water reservoirs and water treatment works

Provision of emergency water supplies and alternative supplies for security and resilience

Long-term asset management planning

Potable Water Distribution & Measurement Maintenance of water mains and service pipes

Lead pipe replacement

Operation and maintenance of service reservoirs, booster pumps and Pressure Reducing Valves (PRVs)

Additional dosing

Metering and measurement

Pre-planned maintenance and reactive repairs

Proactive investment planning

Long-term asset management planning

Non-Potable Water Systems (e.g. Fire Mains) Operation and maintenance of emergency water storage, dedicated fire mains, valves and hydrants, softened water systems and saltwater systems

Pre-planned maintenance and reactive repairs

Proactive investment planning

Wastewater Collection (Sewerage & Pumping) Sewage collection and sewerage systems

Operation and maintenance of sewage pumping stations, rising mains, combined sewer overflows

Resolve sewer blockages and flooding

Long-term asset management planning

Wastewater Treatment & Discharge Sewage treatment

Management of discharge consents/permits

MCERTS calibration and reporting

Sludge treatment and disposal

Pre-planned maintenance and reactive repairs

Proactive investment

Long-term asset management planning

Surface Water Systems Operation and maintenance of oil water interceptors, surface water sewers and surface water discharges

Flood defences and surface water flooding management

Reactive repairs

Proactive investment

Long-term asset management planning

Helpdesk & Stakeholder Management 24/7 omnichannel helpdesk

Incident management and emergency Water and Wastewater services

Job triage, scheduling, and feedback

Complaints resolution

Performance management

Water and Wastewater Sampling & Analysis Water and Wastewater quality sampling

Specialist laboratory and testing

Reporting

Specific sampling and analysis services

Water and Wastewater Management Services

Statutory Undertaker (SU) & Retailer Charges SU relationship management

Cost forecasting

SU annual negotiations

Maximum Daily Demand (MDD) tariffs management

Management of trade effluent discharge consents

Retailer contract negotiation

Issue resolution

Estate Development & Change Liaison with estate development teams and developers

Approvals for WWW connections

Acceptance and management of third-party assets

Management of MOD Third-Party agreements Easements and access rights

MOD customer management and charging

Third party agreements and base separations

Supplier Management Appointment and management of suppliers

Small to medium sized enterprise (SME) analysis

Other Services

Energy management Implementation of an energy management strategy

Network optimisation Advise MOD on asset optimisation

Identify over/under capacity

Recommend removal of surplus or redundant assets

Security and Resilience of Supply Collaborate with MOD to mitigate security and supply resilience issues

Demand Supply Balancing Ensure a sustainable water supply that meets actual and forecasted demand

Meter Calibration Verify and adjust water meter accuracy

Anomaly Investigation

Detection of unusual behaviours in water systems

Analysis of deviations from normal operations

Response to anomalies across the water cycle

Licensing and Permit Management Management of licenses and permits

Innovation Support MOD in driving and implementing innovation

Further information regarding the scope of the contract and the key features of the future arrangements can be found in the DWSP Concept Paper. During the life of the contract there may be growth or reduction in estate driven by changes in defence outputs and requirements.

Total value (estimated)

- £2,300,000,000 excluding VAT
- £2,760,000,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 1 February 2028 to 31 January 2035
- Possible extension to 31 January 2038
- 10 years

Description of possible extension:

There is an option to extend for up to three years (3) which may be taken at the Authority's discretion.

Main procurement category

Services

CPV classifications

- 65110000 - Water distribution
- 50413200 - Repair and maintenance services of firefighting equipment
- 50411100 - Repair and maintenance services of water meters
- 45232450 - Drainage construction works
- 71900000 - Laboratory services
- 44482200 - Fire hydrants
- 48444100 - Billing system
- 44163100 - Pipes
- 79993000 - Building and facilities management services
- 38421100 - Water meters

- 45232410 - Sewerage work
- 45246400 - Flood-prevention works
- 45246410 - Flood-defences maintenance works
- 72253000 - Helpdesk and support services
- 79112100 - Stakeholders representation services
- 71314200 - Energy-management services

Contract locations

- UKL - Wales
- UKC - North East (England)
- UKD - North West (England)
- UKF - East Midlands (England)
- UKG - West Midlands (England)
- UKJ - South East (England)
- UKK - South West (England)
- UKH - East of England

Justification for not using lots

The Authority is looking to deliver all its WWW Services across the England and Wales estate, this will be through a single supplier holistic approach to enable consistency and the ability to react to the changes in the MOD demand, therefore lots do not support this approach.

Submission

Enquiry deadline

11 March 2026, 12:00pm

Submission type

Requests to participate

Deadline for requests to participate

18 March 2026, 12:00pm

Submission address and any special instructions

https://contracts.mod.uk/esop/toolkit/opportunity/ns/60136/detail.si?isOnModification=false&_ncp=1757597434013.143919-2

Tenders may be submitted electronically

Yes

Languages that may be used for submission

English

Suppliers to be invited to tender

Maximum 6 suppliers

Selection criteria:

As described in the PSQ Guidance document on the Defence Sourcing Portal.

Award decision date (estimated)

17 August 2027

Award criteria

Name	Description	Type
Cost	Cost - The Authority intend to use a Willingness to Pay (WtP) Most Advantageous Tender (MAT) methodology. WtP does not use traditional weightings, instead, the Authority will determine a single variable that reflects its willingness to pay (or not pay) for incremental delivery improvements (i.e. each point increase in the quality score). This WtP gradient is known as the Cost of One Point Increase in Score (COPIS). The COPIS will be provided as part of the Tender documentation.	Cost

Name	Description	Type
Quality	The Authority intend to use a number of scored weighted quality questions. The headings of the scored weighted quality questions may include Resourcing to manage, deliver and assure services; Mobilisation and Transition; Helpdesk; Sustainability; Data, Management Information and Business Processes; Collaboration; Social Value, other questions related to the required services as deemed necessary by the Authority. Further information will be provided as part of the Tender Documentation.	Quality

Weighting description

The Authority intend to use a Willingness to Pay (WtP) Most Advantageous Tender (MAT) methodology. WtP does not use traditional weightings, instead, the Authority will determine a single variable that reflects its willingness to pay (or not pay) for incremental delivery improvements (i.e. each point increase in the quality score). This WtP gradient is known as the Cost of One Point Increase in Score (COPIS). The COPIS will be provided as part of the Tender documentation.

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Other information

Payment terms

All payments will be made through the Authority's Contracting, Purchasing & Finance (CP&F) system and will be in accordance with future contractual arrangements.

Description of risks to contract performance

The following are known risks which, if they were to materialise, could prevent the satisfactory performance of the Contract for the Authority and require a subsequent modification to the contract under paragraph 5 of Schedule 8 of the Procurement Act 2023.

The Authority reserves the right to amend the scope, timeline and contract value accordingly without a further procurement procedure, under the grounds permitted for materialisation of a known risk within the Procurement Act 2023.

External Standards and Policy Changes

Changes to external standards, regulations, or policies, beyond the Authority's control including changes in allowable funding may necessitate contract amendments. These could result in unforeseen impacts on delivery timelines and associated costs.

Geopolitical and Defence Landscape Shifts

Evolving geopolitical conditions, shifting Defence priorities, or changes in the nature of conflict may alter the demand profile. The supplier must remain adaptable to accommodate fluctuations in service requirements.

Water Supply Disruption or Contamination Events

Any discovery of contamination or limited access to potable water which could disrupt operations and affect the usability of buildings or sites. This may lead to unanticipated costs and potential contract modifications.

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

This tender notice is for the award of a public contract through a competitive flexible procedure in accordance with section 20(1) and (2)(b) of the Procurement Act 2023.

Potential Providers must complete the Conflict-of-Interest declaration that will be made available as part of the Procurement Specific Questionnaire (PSQ) supporting documents and to inform the Authority whether they have identified from this review any actual, potential or perceived conflicts of interest arising from the Potential Provider or any other identified party's participation in the procurement. Please note that any incumbent supplier providing Water and Wastewater (WWW) Services and or supporting the DWSP or Aquatrine that is shortlisted to participate in the Tender Process will be required to sign the Ethical Walls Agreement made available as part of the PSQ supporting documents. Failure to do so may result in the Potential Provider being excluded from further participation in the procurement process.

The PSQ (including Conditions of Participation) is available within the Defence Sourcing Portal (DSP) and will be used to down select to no more than 6 suppliers, who will be invited to the next stage of the Tender process. This will also include the assessment of whether a supplier, its connected persons, associated persons or any intended subcontractors are excluded or excludable persons and whether the suppliers are UK suppliers under the Procurement Act 2023.

A clarification process will be used during the PSQ period to allow suppliers to seek clarification from the Authority. All clarification questions must go through the DSP, further information regarding this process can be found in the DWSP PSQ guidance document.

Within the PSQ there are a mix of questions: Pass/Fail and scored questions. A Fail in a

Pass/Fail question will result in exclusion and further evaluation will not take place.

For those suppliers who Pass all the Pass/Fail questions, their overall technical score will determine their ranking. Those suppliers ranking in the top 6 will be Invited to Tender.

Where there is a tie at Positions 6 and 7 (or more), the decision on which supplier(s) will be Invited to the next stage will be based on the 4 scored questions at 3.9 (Technical Ability and Project Experience) of the PSQ, the process will be as followed:

1. Initially on the highest score on question 3.9.1 of the Technical Conditions of Participation.
2. Where this still results in a tie, the decision will be based on the highest score for question 3.9.2.
3. Where this still results in a tie, the decision will be based on the highest score for question 3.9.3.
4. Where this still results in a tie, the decision will be based on the highest score for question 3.9.4.

If this sequential process does not result in a clear 6th place, then the Authority reserves the right to proceed to tender with additional suppliers who share equal 6th position.

Following the down selection, the down selected Bidders will be given access to the AWARD system. Tender documentation will be available on AWARD at the appropriate stages. A clarification process will be used during the tendering period to allow Bidder the opportunity to seek clarification from the Authority. A summary of the award criteria will be explained further in the Tender documentation. The Authority reserves the right to refine the award criteria before and during the Tender period in accordance with section 24 of the Procurement Act 2023. This may include revision to the scored quality questions including revision to the weightings.

The following supplementary processes may be used by the Authority (further details are set out in the additional tender documentation):

- Co-create workshops - where bidders have an opportunity to comment on key Tender documentation prior to the invitation to submit outline solutions.
- Invitation to Submit Outline Solutions (ISOS) - this may include a down select to 3 tenderers, details of the criteria for down-select will be included in the Tender documentation.
- Dialogue sessions will be held with each tenderer – this is for the Authority to understand

the proposed outline solution and where necessary request further explanation.

- Supplier presentations / site visits / other collaborative behavioural assessments – may take place during the Tender, and Tender Evaluation.
- Invitation to Submit Detailed Solution (ISDS).
- Clarifications – The Authority to confirm understanding during the tender evaluation period
- Best and Final Offer
- Preferred Supplier Stage

The Authority reserves the right to amend the procurement, where such amendment would not be substantial, as follows, including and not limited to;

- amendments to the tender documents which may provide clarification
- refining the specification as the competitive flexible procedure progresses
- reduce and or increase timescales.

If any amendments are made, the Authority will consider whether any applicable tender deadlines should be revised, and whether any tender documents or notices need to be re-issued.

Under Section 43 of the Procurement Act 2023, the Authority reserves the right to Direct Award should there be no suitable tenders or requests to participate be received.

Documents

Documents to be provided after the tender notice

All PSQ and Tender documentation will be shared via DSP. Tender documentation will only be available to downselected bidders.

The Authority will additionally provide access to a Virtual Data Room in which to share additional data to support Tender preparation to the downselected bidders at the Tender stage.

Contracting authority

Defence Infrastructure Organisation

- Public Procurement Organisation Number: PPWG-8368-RJMG

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United Kingdom

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Region: UKG24 - Staffordshire CC

Organisation type: Public authority - central government