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Contract

Strategic Review of Major Project Procurement Models to Align with Frontier Shift Efficiency Ambitions of Ofwat in the New Legislative Landscape

The Water Services Regulation Authority

UK7: Contract details notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2026/S 000-011184

Procurement identifier (OCID): ocds-h6vhtk-064aac

Published 6 February 2026, 5:45pm

Scope

Reference

PROC.0227

Description

Phase 1: 'As-Is' Analysis (5 days)

Undertake a detailed diagnostic review of the two major project procurement contract documents provided by Ofwat, including the Thames Tideway model. The analysis will map the existing contractual provisions against key metrics, including:

- ? Incentivisation of collaborative behaviours and innovation.
- ? Risk allocation and dispute resolution mechanisms.

- ? Competence of duty holders.
- ? Data management, performance monitoring, and data recovery requirements.
- ? Alignment with social value and wider public benefit objectives.
- ? Compliance with the new legislative landscape.

Phase 2: 'To-Be' Framework Definition (5 days)

Drawing on expertise and targeted research, define best-in-class 'to-be' procurement wording. This wording will be synthesised from current UK industry practice and thought leadership, focusing on achieving Ofwat's strategic goals for:

- ? Accountability & Productivity: Incorporating principles from Integrated Project Delivery (IPD) to align commercial interests and drive efficiency.
- ? Value for Money & Asset Performance: Defining mechanisms for establishing a 'digital data truth' through Common Data Environments (CDEs) and the 'golden thread' concept, enabling robust, whole-life asset performance monitoring.
- ? Social Value: Embedding the Procurement Act's shift to 'Most Advantageous Tender' to ensure competency and social value are a measurable and managed outcome.
- ? Legislative Compliance: Ensuring the framework is fully aligned with the specific requirements of the PA2023, ECCTA, and BSA.

Phase 3: Gap Analysis & Action Plan Formulation (20 days)

In the final phase, bring the findings together to provide Ofwat with a clear path forward.

- ? Conduct a systematic comparison of the 'as-is' analysis with the 'to-be' framework, producing a detailed gap analysis that highlights areas of misalignment and opportunity.
- ? From this, develop a pragmatic and prioritised set of recommended actionable terms for use with NEC4. This will provide Ofwat with a set of usable terms to bridge the gap between the current state and the desired future-ready model.
- ? These terms will be the subject of 2 x 1 day workshops facilitated to reflect Ofwat and industry consultation.

Contract 1

Supplier

- Black Pear Advisory Ltd

Contract value

- £40,500 excluding VAT
- £48,600 including VAT

Below the relevant threshold

Date signed

16 December 2025

Contract dates

- 22 December 2025 to 31 March 2026
- Possible extension to 31 May 2026
- 5 months, 10 days

Description of possible extension:

The contracting authority reserves the right to extend [or modify] the Agreement by contract duration and/or contract cap up to an additional 50% of the original value under the conditions set out in Regulations 74(1)(c) and 74(4)(b) (meaning of 'below-threshold modification') of the Procurement Act 2023.

Estimated extension end date provided but may not be taken up.

Main procurement category

Services

CPV classifications

- 79400000 - Business and management consultancy and related services

Contract locations

- UKC - North East (England)
- UKD - North West (England)
- UKE - Yorkshire and the Humber
- UKF - East Midlands (England)
- UKG - West Midlands (England)
- UKH - East of England
- UKI - London
- UKJ - South East (England)
- UKK - South West (England)

Procedure

Procedure type

Below threshold - without competition

Supplier

Black Pear Advisory Ltd

The Old Barn Hatfield

Norton Worcester

WR5 2PZ

United Kingdom

Email: procurement@ofwat.gov.uk

Website: <https://www.blackpearadvisory.com/>

Region: UKG12 - Worcestershire

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

Contract 1

Contracting authority

The Water Services Regulation Authority

- Public Procurement Organisation Number: PPCX-7855-VXBT

Ofwat, Centre City Tower, 7 Hill Street

Birmingham

B5 4UA

United Kingdom

Email: procurement@ofwat.gov.uk

Region: UKG31 - Birmingham

Organisation type: Public authority - central government