

# Agenda

- 10:30-10:45 Welcome and Introduction
- 10:45-11:30 Capacity Requirement and De rating
- 11:30-13:00 Product (i) Scarcity (ii) Market Reference Price
- Lunch
- 13:45-14:15 Product (iii) Strike Price (iv) Other
- 14:15- 14:30 Eligibility
- 14:30-15:15 Supplier and Institutional Arrangements

# **I-SEM CRM Consultation Paper Workshop**

## **Capacity Requirement**

**Dundalk, 28 September 2015**



# Determining the Capacity Requirement



| Topics Covered                                   | Decision   |
|--|--|
| 1) Security Standard                             | 8 Hours Loss of Load Expectation                     |
| 2) Accounting for Unreliability                  | De-rated Requirement, based on marginal de-rating    |
| 3) Accounting for Demand Forecasting Uncertainty | Optimal Scenario. Allow to evolve with best practice |
| 4) Adjusting Capacity Requirement                | Single capacity zone for the I-SEM                   |

# Security Standard – 8 Hour LoLE

- Existing 8 Hour LoLE Security Standard to be retained
  - Starting point is to take each situation as it is at present and only change it if necessary
  - €0 - €19.1 million/year cost
  - Reserve margin needed for a small system is proportionately higher than for a large system resulting in greater cost per customer to maintain given LOLE standard

# Accounting for Plant Unreliability

Two options were presented :

- **Total Requirement:** This approach would determine the total "nameplate" or "installed" capacity required to meet the specified security standard. May result in a capacity requirement greater than forecast demand, with a margin to cover for the risk of plant outages.
- **De-rated Requirement:** Under a de-rated approach, capacity providers will only be eligible for capacity contracts up to a defined fraction of their nameplate capacity. This will vary by capacity type, reflecting typical reliability and hence impact on the total nameplate for capacity

Decision: **De-rated Requirement:**

- Supports efficient competition between different plant types

# Options to Model Forecasted Demand

## Single average Scenario

- Based on an average set of inputs
- Risks delivering a capacity requirement that is too low

## Worst Case Scenario

- Based on a 1 in 20 “bad” winter
- Risks over procuring capacity in most years

## Optimal Scenario

- Requirement is determined based on a number of scenarios
- Optimal scenario is the one which minimises the regret cost

## Stochastic Modelling

- Employ a method of modelling in which one or more of the inputs within the model are random

# Selecting the Optimal Scenario

| Scenario | Forecast Peak Demand (MW) | Capacity Requirement (MW) | VoLL (€/MWh) |
|----------|---------------------------|---------------------------|--------------|
| 1        | 6,700 MW                  | 7,500 MW                  | €10k         |
| 2        | 6,850 MW                  | 7,600 MW                  | €10k         |
| 3        | 7,000 MW                  | 7,700 MW                  | €10k         |
| 4        | 7,250 MW                  | 7,900 MW                  | €10k         |

1

Establish the Scenarios

| Regret cost of too much capacity |                 |          |          |          | Increased MWh lost from too little capacity |    |     |      | Regret Cost (at VoLL) of too little capacity |       |         |          |
|----------------------------------|-----------------|----------|----------|----------|---|----|-----|------|--|-------|---------|----------|
|                                  | "True" Scenario |          |          |          | "True" Scenario                             |    |     |      | "True" Scenario                              |       |         |          |
|                                  | 1               | 2        | 3        | 4        | 1   | 2  | 3   | 4    | 1  | 2     | 3       | 4        |
| <b>CONE (€/Mwy)</b>              | €50.00k         | €50.00k  | €50.00k  | €50.00k  |   |    |     |      |  |       |         |          |
| <b>Scenario Being Evaluated</b>  | 1               | €0k      | €0k      | €0k      | 0   | 67 | 670 | 3350 | €0k  | €670k | €6,700k | €33,500k |
|                                  | 2               | €5,000k  | €0k      | €0k      | 0   | 0  | 103 | 685  | €0k  | €0k   | €1,028k | €6,850k  |
|                                  | 3               | €10,000k | €5,000k  | €0k      | 0   | 0  | 0   | 70   | €0k  | €0k   | €0k     | €700k    |
|                                  | 4               | €20,000k | €15,000k | €10,000k | €0k   | 0  | 0   | 0    | €0k  | €0k   | €0k     | €0k      |

2

Evaluate components of Regret Cost

| Combined Regret Costs           |                 |          |          |          |            |
|---------------------------------|-----------------|----------|----------|----------|------------|
|                                 | "True" Scenario |          |          |          | Max Regret |
|                                 | 1               | 2        | 3        | 4        |            |
| <b>Scenario Being Evaluated</b> | 1               | €0k      | €670k    | €6,700k  | €33,500k   |
|                                 | 2               | €5,000k  | €0k      | €1,028k  | €6,850k    |
|                                 | 3               | €10,000k | €5,000k  | €0k      | €700k      |
|                                 | 4               | €20,000k | €15,000k | €10,000k | €0k        |

3

- Look at total Regret Cost
- Select Scenario with "least worst" regret cost

Figures are for illustrative purposes only

# Adjusting the Capacity Requirement

## Auction for a single zone

Consistent with current arrangements  
Simplest to implement  
Assumes construction of N-S Interconnector

## Auction for multiple zones

Split the Capacity market in two or more sub markets  
More complicated to implement  
Potentially raises issues around market power

## Locational Price Adjustment

Option can be combined with either above options  
Adjusts the price of bids to reflect cost of choosing one provider over another

- TSO Generation Capacity Statement indicates that the North-South interconnector will be in place by 2019
- The I-SEM is expected to continue to be a single energy zone



# De-rating Approach

Consultation 1

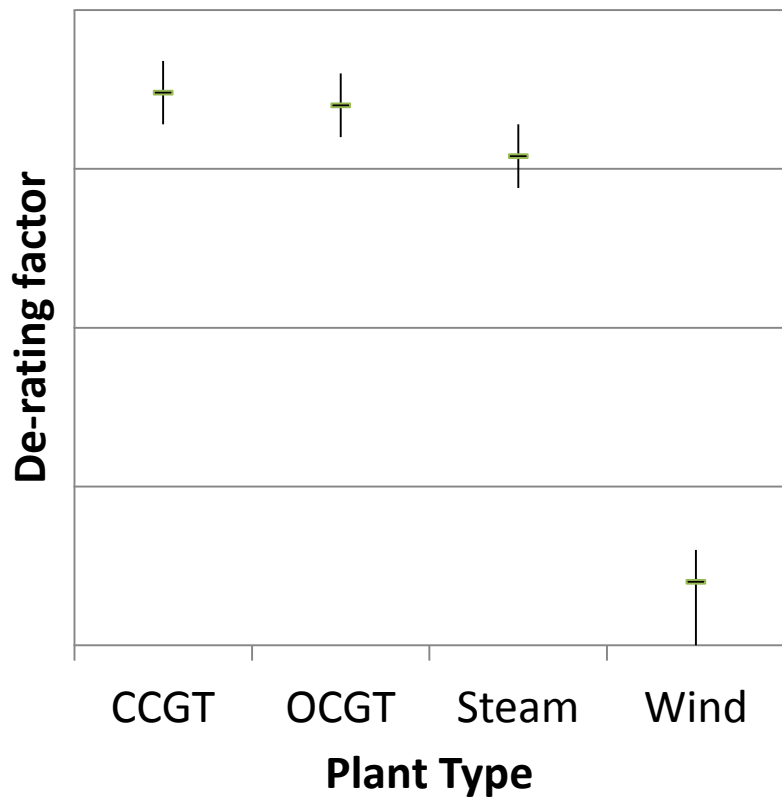


De-rating Approach



| Topics Covered                               | Decision  |
|--|---|
| 1) Technology 'v' Plant Specific             | Technology with relative dead-band                            |
| 2) Historic 'v' Projection 'v' Hybrid        | Hybrid – Historic, adjust for projection in exceptional cases |
| 3) Marginal 'v' Average (Forced Outage Rate) | Marginal de-rating factors                                    |
| 4) Grandfather de-rating factors             | No grandfathering   |

# Technology with a dead-band



- Standard de-rating factor will be determined for each technology type – based on historic data
- Operators will be free to choose their de-rating factor within a range
- TSOs to develop detailed methodology for determination of de-rating factors
  - Early work indicates de-rating factor will vary with plant size

# Questions

# I-SEM CRM Consultation Paper Workshop

Product: Scarcity Pricing

Dundalk, 28 September 2015



# Administered Scarcity Pricing

## Key decisions

### Key Decision 1: Should we have Administered Scarcity Pricing (ASP)?

- **Option 1: In the Balancing Market (BM)**
- Option 2: As a additional performance incentive in the CRM only
- Option 3: No, do not include

### Key Decision 2: How should we define Scarcity?

- **Option 1: When there is reduced operating reserve**
- Option 2: When there is Lost Load only, in which case the price would be VoLL

### Key Decision 3: Administered Scarcity Price level

- Option 1: Cap at the same level in GB (£3,000 until Winter 2018/19, £6,000 thereafter)
- Option 2: **Based on SEM VoLL**

# Key decision 1: Should we have administered scarcity?

| Option                | Pros  | Cons  |
|-----------------------|---|---|
| Option 1: Yes-in BM   | Capacity providers strongly incentivised              | Exacerbates any hole in the hedge                 |
|                       | Suppliers strongly incentivised to reduce consumption |   |
|                       | Consistent with GB approach - if coincident scarcity  |   |
|                       | Consistent with EC direction                          |   |
| Option 2: Yes-via CRM | Capacity providers strongly incentivised              | Potential distortion in trade with GB             |
|                       | Reduces impact of hole in the hedge issue             | Suppliers less incentivised to reduce consumption |

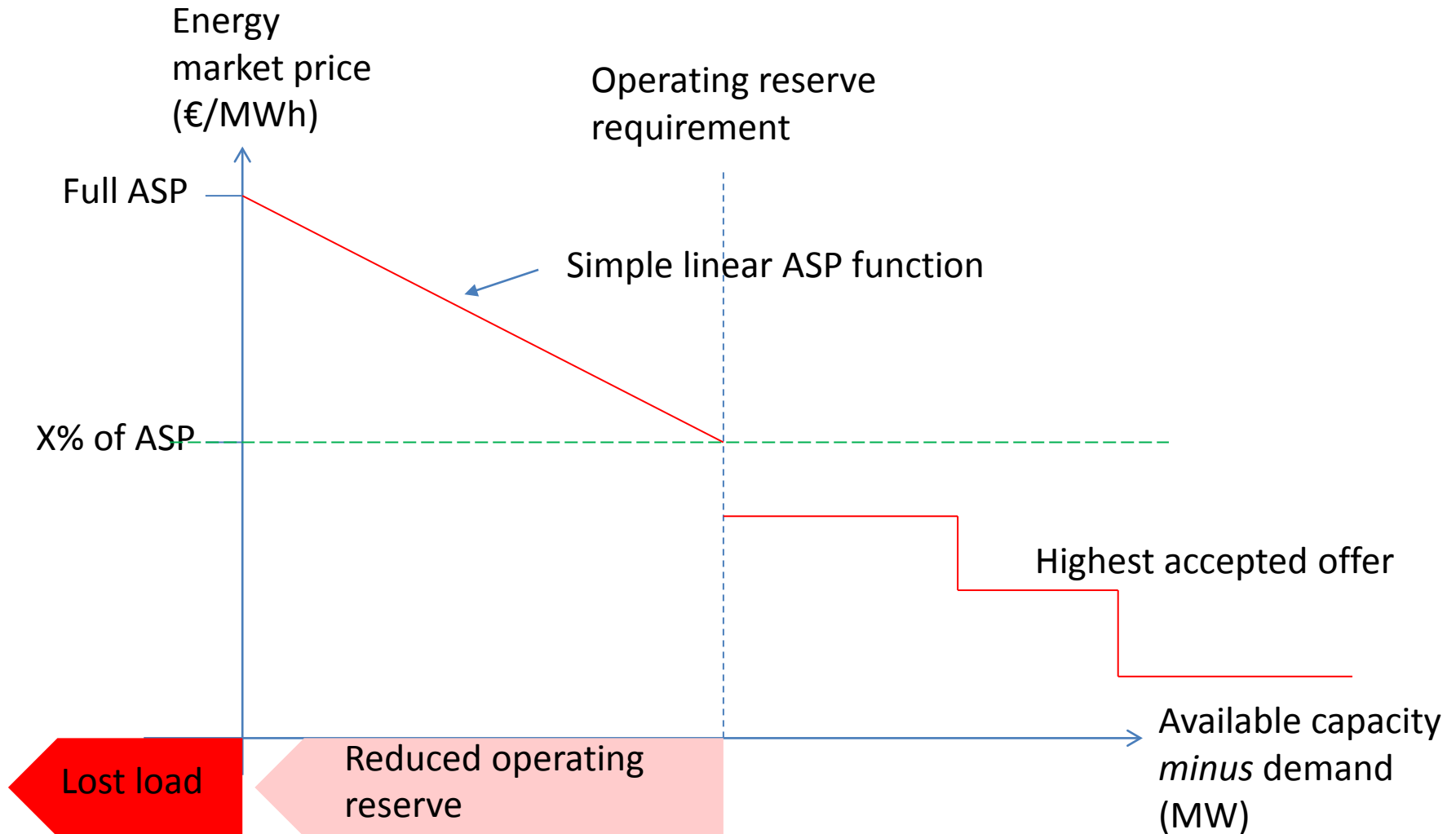
- Introducing scarcity based pricing in the energy BM:
  - Generates purer economic signals
  - Consistent with EC direction
- Risk to unhedged Suppliers (hole in the hedge is manageable)

# Key decision 2: Definition of scarcity and implication for price formation

| Option   | Pros  | Cons  | Residual issues   |
|--|---|---|---|
| Option 1: Reduced operating reserve: (a) coupled with LoLP multiplier; (b) simple two tier pricing (c) linear approach | Stronger signals at times before load shedding occurs | More instances of high prices, so higher risk       | Requires adjustments to RO pay out for instructed reserve |
|  | Consistent with approach in US markets                | Requires LoLP calculation implementation (1a only)  |   |
|  | Supported by Eirgrid                                  |   |   |
| Option 2: Lost load  | Fewer higher prices so less risk                      | Weaker signals at times before load shedding occurs |   |
|  | Simple to implement                                   |   |   |

- Option 1 provides stronger signals at times before load shedding occurs
- Likely to go for simple linear function without LoLP calculation. Market price will be higher of market determined and ASP during reduced reserve
- Risk to unhedged Suppliers (hole in the hedge is manageable)

# Option 1c- Simple linear function





# Key decision 3: level of Full ASP

| Option  | Pros   | Cons                                    |
|---|--|---|
| Option 1: Cap at GB levels (£3000 before Winter 2018/19, £6000 from Winter 2018/19) | Removes trade distortion during coincident system stress | Weaker incentives on capacity providers |
|   | Lower hole in the hedge risk                             |   |
| Option 2: Based on SEM VoLL (approx €11,000, inflated annually)                     | Strong incentives on capacity providers                  | Higher hole in the hedge risk           |
|   | Reflects true economics for all-island customers         | Higher risk priced into auction bids    |

- Option 2 provides stronger incentives and reflects true economics
- Risk to unhedged Suppliers (hole in the hedge is manageable)
- Higher risk to capacity providers only in event of failure to perform

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Product: Market Reference Price

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# Market reference price options

- Option 1: BM price
  - Option 1a: BM price without scarcity pricing;
  - Option 1b: BM price with scarcity pricing (and Eirgrid proposed a variant of this)
- Option 2: 100% Intra-day market price;
- Option 3: 100% DAM price;
- Option 4: Multiple reference market option:
  - Option 4a: A blended price option;
  - **Option 4b: A split market price option.** Any volumes sold in DAM settled at DAM price, remaining unsold RO volume settled against BM price\*

\*extend to include Intra-Day Market price component

# Comparing Option 3 and Option 4b

Key scenario: peaking plant has no real capability to deliver capacity

| Assumptions            |       |
|------------------------|-------|
| RO Strike Price        | 500   |
| Day Ahead Market Price | 100   |
| BM price               | 10000 |

| Capacity provider     | Nameplate  | ROQ        | EAQ        | MQ         |
|-----------------------|------------|------------|------------|------------|
| A (thermal baseload)  | 100        | 90         | 100        | 100        |
| B (thermal mid-merit) | 100        | 90         | 70         | 100        |
| C (thermal peaker)    | 100        | 90         | 0          | 0          |
| D (wind)              | 100        | 10         | 30         | 30         |
| <b>Total</b>          | <b>400</b> | <b>280</b> | <b>200</b> | <b>230</b> |

| Supplier     | Deemed ROQ | EAQ        | MQ         |
|--------------|------------|------------|------------|
| E            | 100        | 100        | 100        |
| F            | 130        | 100        | 130        |
| <b>Total</b> | <b>230</b> | <b>200</b> | <b>230</b> |

**Stronger penalty for generator who has not delivered**

| Generator payment: Option 4b |                |                 |                  |                  |
|------------------------------|----------------|-----------------|------------------|------------------|
|                              | Ex ante trades | BM payments     | RO diff payments | Total            |
| A                            | €10,000        | €0              | €0               | €10,000          |
| B                            | €7,000         | €300,000        | -€156,071        | €150,929         |
| C                            | €0             | €0              | -€702,321        | -€702,321        |
| D                            | €3,000         | €0              | €0               | €3,000           |
| <b>Total</b>                 | <b>€20,000</b> | <b>€300,000</b> | <b>-€858,393</b> | <b>-€538,393</b> |

| Supplier payment: Option 4b |                 |                  |                  |                 |
|-----------------------------|-----------------|------------------|------------------|-----------------|
|                             | Ex ante trades  | BM payments      | RO diff payments | Total           |
| E                           | -€10,000        | €0               | €0               | -€10,000        |
| F                           | -€10,000        | -€300,000        | €285,000         | -€25,000        |
| <b>Total</b>                | <b>-€20,000</b> | <b>-€300,000</b> | <b>€285,000</b>  | <b>-€35,000</b> |

| Generator payment: Option 3 (DAM) |                |                 |                  |                 |
|-----------------------------------|----------------|-----------------|------------------|-----------------|
|                                   | Ex ante trades | BM payments     | RO diff payments | Total           |
| A                                 | €10,000        | €0              | €0               | €10,000         |
| B                                 | €7,000         | €300,000        | €0               | €307,000        |
| C                                 | €0             | €0              | €0               | €0              |
| D                                 | €3,000         | €0              | €0               | €3,000          |
| <b>Total</b>                      | <b>€20,000</b> | <b>€300,000</b> | <b>€0</b>        | <b>€320,000</b> |

| Supplier payment: Option 3 (DAM) |                 |                  |                  |                  |
|----------------------------------|-----------------|------------------|------------------|------------------|
|                                  | Ex ante trades  | BM payments      | RO diff payments | Total            |
| E                                | -€10,000        | €0               | €0               | -€10,000         |
| F                                | -€10,000        | -€300,000        | €0               | -€310,000        |
| <b>Total</b>                     | <b>-€20,000</b> | <b>-€300,000</b> | <b>€0</b>        | <b>-€320,000</b> |

|                             |     |
|-----------------------------|-----|
| Gen load following adj      | 82% |
| Supplier load following adj | 1   |

**Greater protection for Supplier in imbalance**

# Option 4b and two-way CfDs

## Example 1- ASP in BM

- 2 way CfD payments unaffected
- Generators A, B, D have same net revenue
- Generator C BM revenue capped, used to limit Supplier BM price exposure

| Assumptions            |     |                       |       |
|------------------------|-----|-----------------------|-------|
| RO Strike Price        | 500 | EAP (Day Ahead Price) | 100   |
| 2 way CfD Strike Price | 80  | IMBP                  | 10000 |

| Capacity provider | Nameplate  | ROQ        | 2 way CfD  | EAQ        | MQ         |
|-------------------|------------|------------|------------|------------|------------|
| A (baseload)      | 100        | 90         | 90         | 100        | 50         |
| B (mid-merit)     | 100        | 90         | 90         | 100        | 100        |
| C (peaker)        | 100        | 90         | 20         | 10         | 100        |
| D (wind)          | 100        | 10         |            | 30         | 30         |
| <b>Total</b>      | <b>400</b> | <b>280</b> | <b>200</b> | <b>240</b> | <b>280</b> |

| Supplier     | Deemed ROQ | 2 way CfD  | EAQ        | MQ         |
|--------------|------------|------------|------------|------------|
| E            | 140        | 100        | 120        | 140        |
| F            | 140        | 100        | 120        | 140        |
| <b>Total</b> | <b>280</b> | <b>200</b> | <b>240</b> | <b>280</b> |

| Generator payment (without RO), €k |              |               |                  | Generator payment (with RO under Option 4b), €k |              |               |                  |               |
|------------------------------------|--------------|---------------|------------------|---|--------------|---------------|------------------|---------------|
| Day Ahead trades                   | BM           | Old 2 way CfD | Total without RO | Day Ahead trades                                | BM           | New 2 way CfD | RO diff payments | Total with RO |
| 10.0                               | -500.0       | -1.8          | -491.8           | 10.0  | -500.0       | -1.8          | 0.0              | -491.8        |
| 10.0                               | 0.0          | -1.8          | 8.2              | 10.0  | 0.0          | -1.8          | 0.0              | 8.2           |
| 1.0                                | 900.0        | -0.4          | 900.6            | 1.0   | 900.0        | -0.4          | -760.0           | 140.6         |
| 3.0                                | 0.0          | 0.0           | 3.0              | 3.0   | 0.0          | 0.0           | 0.0              | 3.0           |
| <b>24.0</b>                        | <b>400.0</b> | <b>-4.0</b>   | <b>420.0</b>     | <b>24.0</b>                                     | <b>400.0</b> | <b>-4.0</b>   | <b>-760.0</b>    | <b>-340.0</b> |

| Supplier payment (without RO), €k |               |               |                  | Supplier payment (with RO under Option 4b), €k |               |               |                  |               |
|-----------------------------------|---------------|---------------|------------------|--|---------------|---------------|------------------|---------------|
| Day Ahead trades                  | BM            | Old 2 way CfD | Total without RO | Day Ahead trades                               | BM            | New 2 way CfD | RO diff payments | Total with RO |
| -12.0                             | -200.0        | 2.0           | -210.0           | -12.0  | -200.0        | 2.0           | 190.0            | -20.0         |
| -12.0                             | -200.0        | 2.0           | -210.0           | -12.0  | -200.0        | 2.0           | 190.0            | -20.0         |
| <b>-24.0</b>                      | <b>-400.0</b> | <b>4.0</b>    | <b>-420.0</b>    | <b>-24.0</b>                                   | <b>-400.0</b> | <b>4.0</b>    | <b>380.0</b>     | <b>-40.0</b>  |

# Option 4b and two-way CfDs

## Example 2- ASP in DAM and BM

- Generators A, B have same net revenue
- Generator C,D revenue capped
- Used to limit Supplier to DAM above 2 way CfD volume and BM price exposure

| Assumptions            |     |                       |       |
|------------------------|-----|-----------------------|-------|
| RO Strike Price        | 500 | EAP (Day Ahead Price) | 10000 |
| 2 way CfD Strike Price | 80  | IMBP                  | 10000 |

| Capacity provided | Nameplate  | ROQ        | 2 way CfD  | EAQ        | MQ         |
|-------------------|------------|------------|------------|------------|------------|
| A (baseload)      | 100        | 90         | 90         | 50         | 50         |
| B (mid-merit)     | 100        | 90         | 90         | 100        | 100        |
| C (peaker)        | 100        | 90         | 20         | 100        | 100        |
| D (wind)          | 100        | 10         |            | 30         | 30         |
| <b>Total</b>      | <b>400</b> | <b>280</b> | <b>200</b> | <b>280</b> | <b>280</b> |

| Supplier     | Deemed ROQ | 2 way CfD  | EAQ        | MQ         |
|--------------|------------|------------|------------|------------|
| E            | 140        | 100        | 140        | 140        |
| F            | 140        | 100        | 140        | 140        |
| <b>Total</b> | <b>280</b> | <b>200</b> | <b>280</b> | <b>280</b> |

| Generator payment (without RO), €k |            |                 |                  | Generator payment (with RO under Option 4b) |            |               |                  |               |
|------------------------------------|------------|-----------------|------------------|---|------------|---------------|------------------|---------------|
| Day Ahead trades                   | BM         | Old 2 way CfD   | Total without RO | Day Ahead trades                            | BM         | New 2 way CfD | RO diff payments | Total with RO |
| 500.0                              | 0.0        | -892.8          | -392.8           | 500.0                                       | 0.0        | -37.8         | -855.0           | -392.8        |
| 1,000.0                            | 0.0        | -892.8          | 107.2            | 1,000.0                                     | 0.0        | -37.8         | -855.0           | 107.2         |
| 1,000.0                            | 0.0        | -198.4          | 801.6            | 1,000.0                                     | 0.0        | -8.4          | -855.0           | 136.6         |
| 300.0                              | 0.0        | 0.0             | 300.0            | 300.0                                       | 0.0        | 0.0           | -95.0            | 205.0         |
| <b>2,800.0</b>                     | <b>0.0</b> | <b>-1,984.0</b> | <b>816.0</b>     | <b>2,800.0</b>                              | <b>0.0</b> | <b>-84.0</b>  | <b>-2,660.0</b>  | <b>56.0</b>   |

| Supplier payment (without RO), €k |            |                |                  | Supplier payment (with RO under Option 4b) |            |               |                  |               |
|-----------------------------------|------------|----------------|------------------|--|------------|---------------|------------------|---------------|
| Day Ahead trades                  | BM         | Old 2 way CfD  | Total without RO | Day Ahead trades                           | BM         | New 2 way CfD | RO diff payments | Total with RO |
| -1,400.0                          | 0.0        | 992.0          | -408.0           | -1,400.0                                   | 0.0        | 42.0          | 1,330.0          | -28.0         |
| -1,400.0                          | 0.0        | 992.0          | -408.0           | -1,400.0                                   | 0.0        | 42.0          | 1,330.0          | -28.0         |
| <b>-2,800.0</b>                   | <b>0.0</b> | <b>1,984.0</b> | <b>-816.0</b>    | <b>-2,800.0</b>                            | <b>0.0</b> | <b>84.0</b>   | <b>2,660.0</b>   | <b>-56.0</b>  |

# Comparison of 4b and DAM options

## Summary evaluation

- Option 3 does not adequately incentivise capacity providers to be reliable
- Option 4b can serve to cap the exposure of Suppliers to high prices on unexpected volume changes.
  - Supports competition from small non-vertically integrated Suppliers;
- Two-way CfDs can be adapted appropriately

# **I-SEM CRM Consultation Paper Workshop**

**Product: Strike Price**

**Dundalk, 28 September 2015**





# Emerging thinking summary

- Floating price:
  - Tracks fuel cost, low risk of interference with energy market
- Hypothetical plant (high SRMC)
  - Low risk of interference with marginal plant
  - Can reflect hypothetical small back-up generators, not currently exporting to the transmission or distribution grids
  - May also include element for other DSU costs
- Don't grandfather
  - Avoid multiple Strike Prices in a delivery year

# Reference formula

$$\textit{Strike Price} = \textit{Max} [T\% \times \textit{Max} [\textit{GRP}, \textit{ORP}], \textit{DSU}]$$

- T% is the reference thermal efficiency for the hypothetical Peak Energy Rent unit
- GRP is the gas reference price, which will be consulted on further, but which is likely to be a gas spot reference price (e.g. an NBP spot reference price plus a transport adder)
- ORP is the oil reference price, which will be consulted on further, but which is likely to be a gas oil spot reference price (e.g. an ARA gas oil reference price plus a transport adder)
- DSU is the cost of a reference demand side unit, €/MWh which reflects the cost incurred by demand side in switching off, which may not be related to the cost of energy
- Probably also appropriate to adjust this formula to include an element of the carbon price

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Product: Other

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# Emerging thinking

- **Load following: Yes**
  - Strongly favoured by respondents
  - Suppliers will be able to get the volume hedge they need, but will not benefit from windfall gains
  - May be feasible to use any over-recovery to set up an insurance fund to insure Suppliers against any hole in the hedge cost
- **Additional performance incentives: No**
  - Not required if adopt Administered Scarcity Pricing in BM, Option 4b
  - Does not apply to Implementation Agreement, availability testing failure
- **Caps on penalties and incentives: yes, caps on RO exposure, but can lose more than option fee.**
  - More detail to be confirmed

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## Eligibility

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# Emerging thinking

| Issue   | Emerging thinking  |
|---|--|
| Supported generation  | Option 3: All eligible   |
| Renewables not receiving support                              | Eligible   |
| Treatment of non-firm generation                              | Further consideration required   |
| Mandatory vs discretionary bidding                            | Mandatory for dispatchable generators, within tolerance levels. Discretionary for intermittent, but must pre-qualify to allow adjustment of capacity requirement |
| Adjusting the capacity requirement for non-bidding generation | Yes, adjust  |
| Demand Side Participation treatment options                   | Further consideration required   |
| Pre-qualification criteria                                    | Need to consider interaction with DS3 further  |

# I-SEM CRM Consultation Paper Workshop

Supplier and Institutional  
Arrangements

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# Supplier Arrangements

## Consultation 1



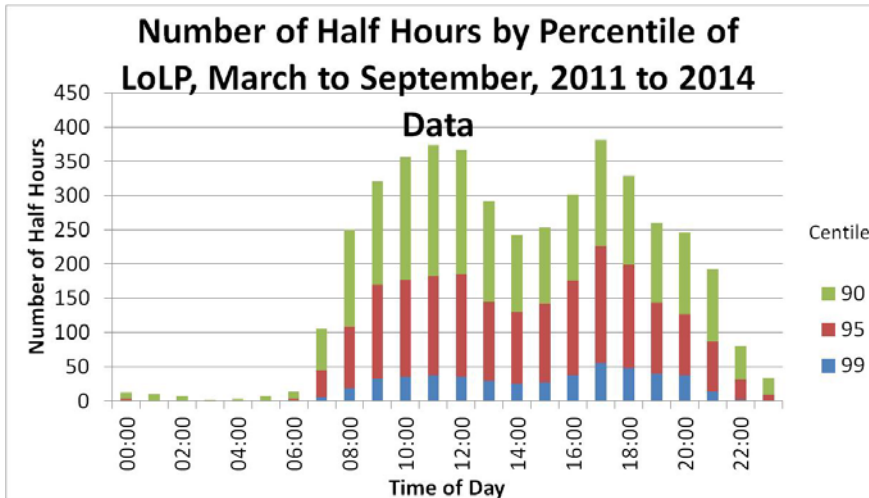
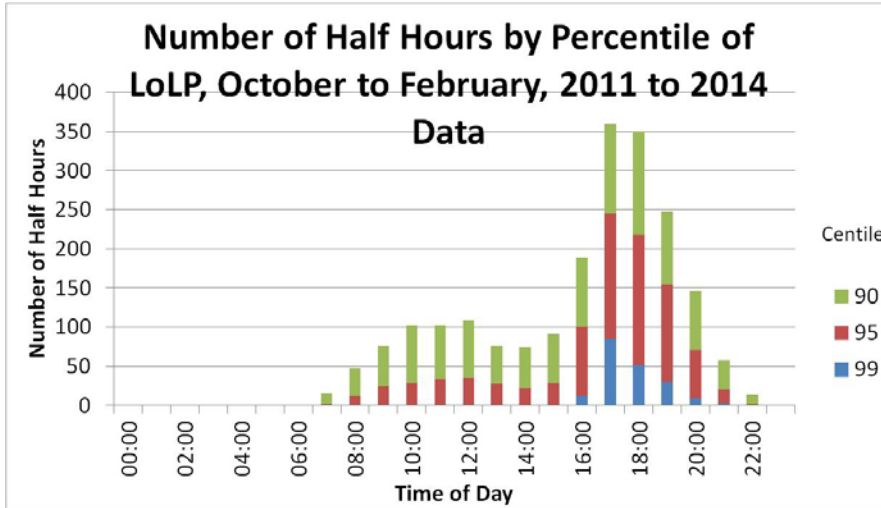
Supplier Arrangements



| Topics Covered                   | Decision  |
|----------------------------------|---|
| 1) Recovery of Admin Costs       | With other I-SEM admin costs  |
| 2) Flat 'v' Profiled 'v' Focused | Appropriately Focused   |
| 3) Option Fee Cash flow          | Match with Generators   |
| 4) Credit Cover Level            | Level set at maximum indebtedness<br>Applies to both Generators and Suppliers |
| 5) Treatment of Exchange Rate    | Mutualised  |



# “Focused” Cost Recovery



- Focus charges on times when LoLP likely to be high
- Set profile ex-ante – e.g. 4 months ahead
- Keep under periodic review
- Example
  - Between 16:00 and 21:00, October to February
  - Between 08:00 and 21:00 March to September
  - Captures
    - 99% of top percentile LoLP
    - 90% of top 5 percentile of LoLP
    - 85% of top decile of LoLP

# Institutional Framework

## Consultation 1

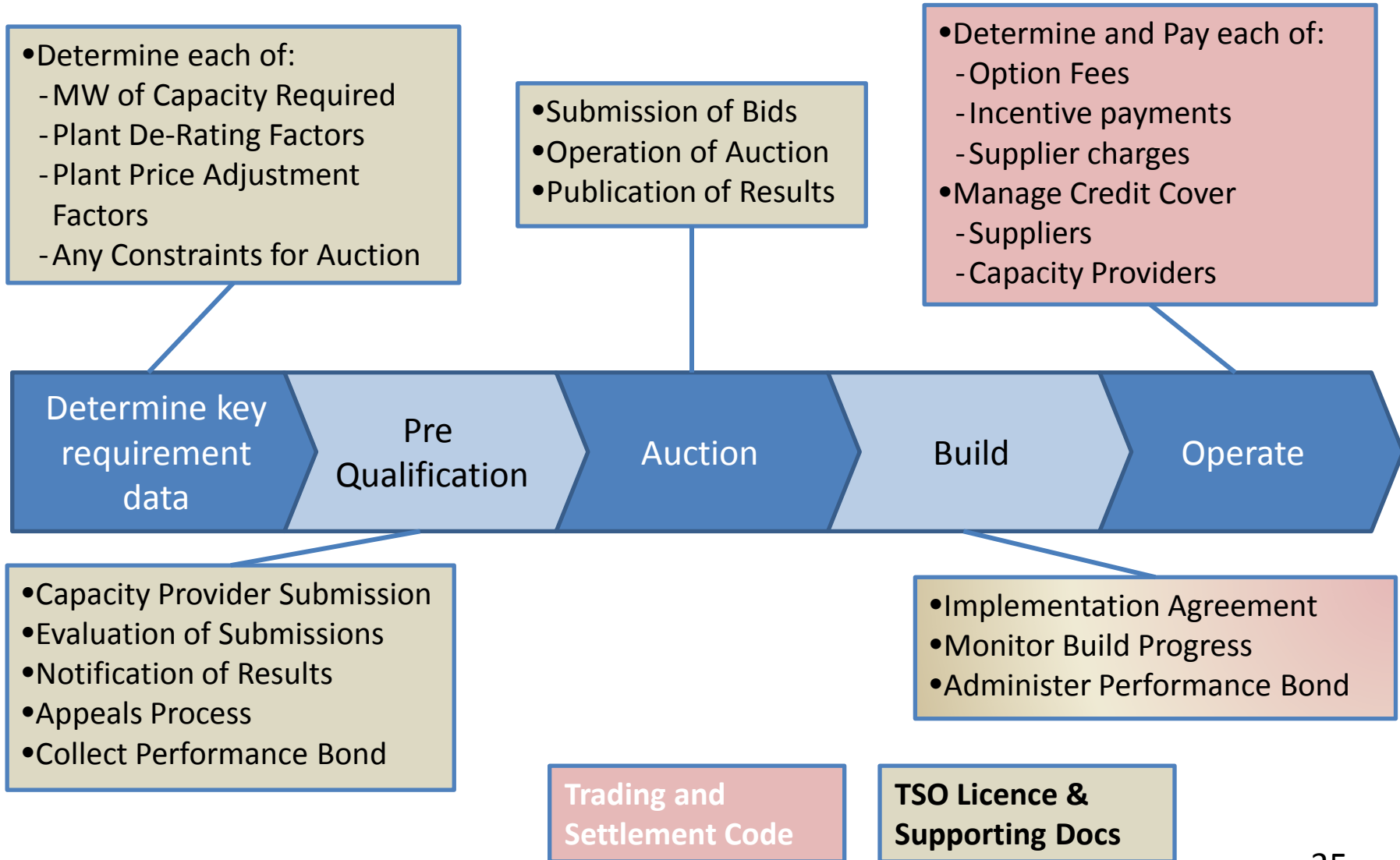


## Institutional Framework



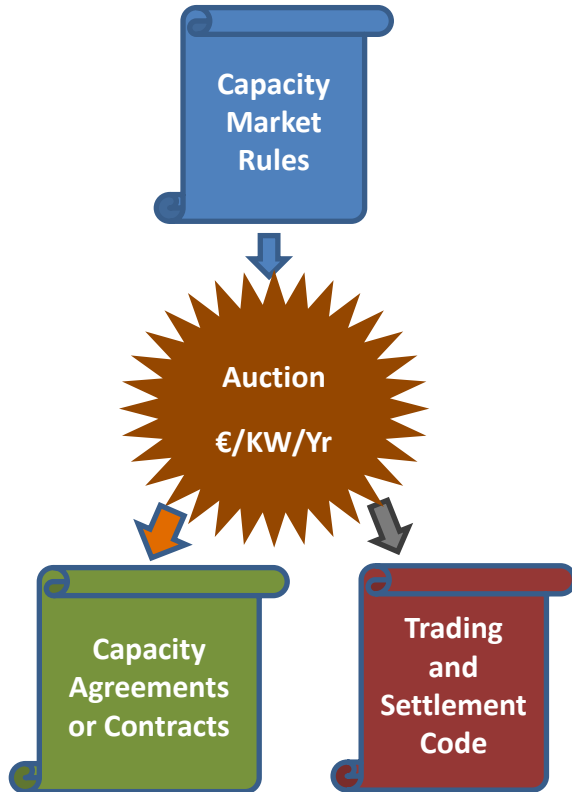
| Topics Covered  | Decision                     |
|---|------------------------------|
| 1) Proposed Governance OK?  | Yes                          |
| 2) Contractual Model: Rules Based 'v' Separate Options 'v' Hybrid | Rules Based                  |
| 3) Need Implementation Agreements?                                | Yes – use generic milestones |

# Governance Arrangements

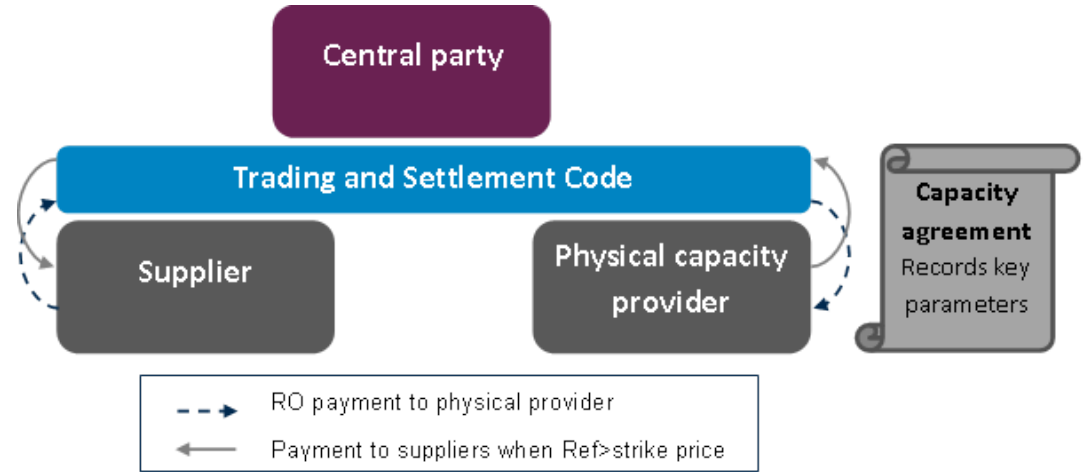


# Contractual Framework

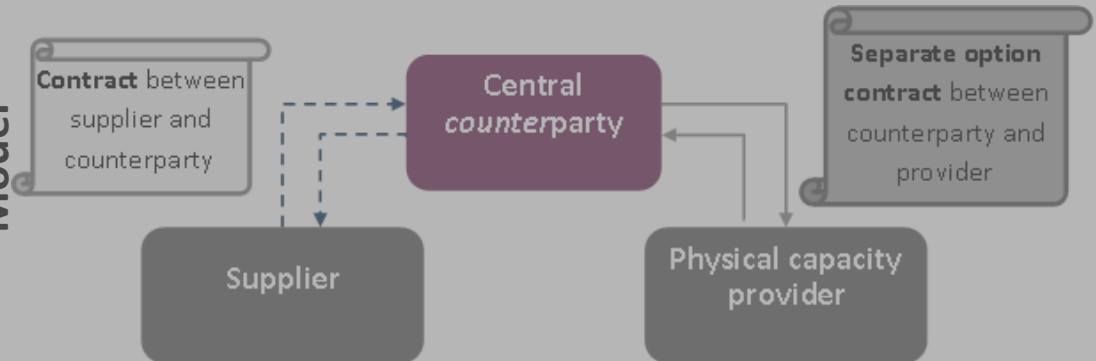
## Key Contractual Elements



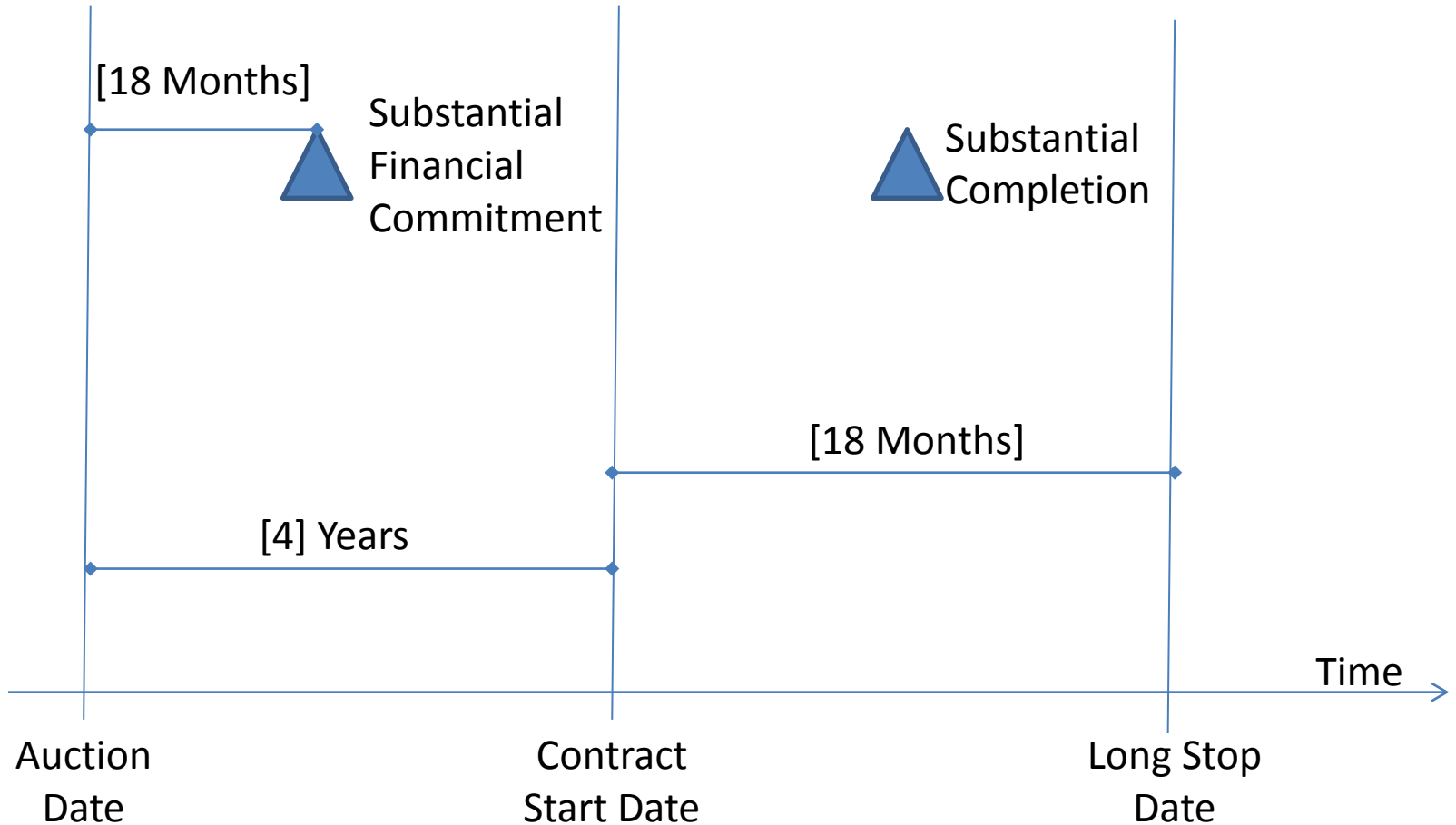
## Rules Based Model



## Separate Options Model



# Need for Implementation Agreements



**Timescales and milestones to be considered in Consultation 2**