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Call-Off Schedule 20 (Call-Off Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Call-Off Contract.

1. PURPOSE

1.1 The National Infrastructure Commission ("NIC", "The Commission", "we") require transport analysis and modelling services to support our interurban transport project for the second National Infrastructure Assessment.

1.2 The technical services comprise four main tasks:

1.2.1 to use a model of the interurban road and rail networks to identify key corridors for a list of priority places;

1.2.2 Identify missing links for priority places by comparing expected interaction with observed travel time;

1.2.3 to develop and assess the impacts of six transport portfolios on the connectivity of these priority places, and;

1.2.4 to develop cost estimates for these portfolios.

2. BACKGROUND TO REQUIREMENT/ OVERVIEW OF REQUIREMENT

2.1 In November 2021, the Commission published a baseline report, which summarises the current performance of the infrastructure sectors and we used this to establish the main priorities we intend to focus on in the second NIA.

2.2 In the Baseline Report the Commission committed to examine interurban transport, specifically the relative priorities and long term investment needs, including the role of the new technologies as part of a strategic multimodal plan.

2.3 The aim of this work is to identify key corridors and investment priorities for the interurban network for the next 30 years. We intend to do this in two ways. First by identifying areas where improvements to the existing network could improve the connectivity of places. Secondly by examining where there may be missing links on the current network, specifically between places with theoretically high levels of interaction but that have poor connectivity that suppress this. We will then use this analysis to develop six portfolios in which we test the connectivity effects these improvements would have and to develop cost estimates for their implementation.

2.4 To undertake this work, the NIC will consider the need places have for improvements in their connectivity to support levelling-up (for both private and public transport). Specifically, we will look at passenger travel between built-up areas in Great Britain to develop a prioritised list of places for inclusion in the analysis. We will also examine freight movements by including major nodes on the freight network, for example international gateways (ports and airports) and major logistics and distribution centres in the list of priority places for analysis.

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2.5 We then require the successful Supplier to use models of the road and rail network to identify the 80 – 100 corridors or links that are important, (i.e. the quantity of notional demand expected to utilise a certain corridor to/from the priority places) and also underperform (i.e. relative to crow-fly speed) for these prioritised places across both road and rail networks.

2.6 We require the Supplier to identify missing links for Travel to Work Areas (TTWAs), and nodes on the freight network by comparing expected interaction of these places with other places – using a gravity model – with observed journey times. Where there is significant expected interaction and poor journey times this may indicate that there is a missing, indirect or poorly performing link.

2.7 We will require the Supplier to use the results of these analyses to form six different portfolios of the most important improvements for specific groups of places. These groups of places will reflect different strategic priorities identified by the NIC and will comprise the missing links and corridors identified in the previous analysis. We require the Supplier to test the effects of these on the connectivity of both prioritised places and all other built-up areas.

2.8 We understand that the precise methodology may vary depending on the model(s) available to the Supplier.

2.9 We also require the Supplier to develop cost estimates for these portfolios based on unit-cost benchmarks from similar types of interventions. We will facilitate engagement with National Highways and Network Rail to access evidence which may be able to supplement publicly available information should this be necessary.

2.10 We then intend to use this analysis to support the recommendations we intend to make in the second Assessment relating to interurban transport priorities.

2.11 Any work or reports produced by the Supplier must not contain recommendations.

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3. DEFINITIONS

Expression or Acronym	Definition
BUA	Built-up area as defined by the Office for National Statistics
Connectivity	This is the measure used by NIC to indicate how well connected a particular built-up area is, as measured by the demand weighted speed of travel by private or public transport between its centre and any other point in Great Britain in comparison to a theoretical crow-fly equivalent. Further information on our connectivity metric can be found here: Transport connectivity - NIC
Cost benchmark	A unit cost measure of infrastructure cost, for both construction and operation and maintenance, based on robust comparisons with similar historic projects.
Model	A representation of the interurban transport network, representing connections and journey times between nodes
NIC	National Infrastructure Commission
Portfolio	A suite of multiple improvement projects. We intend to develop improvement portfolios to target certain improvements – e.g. improvements in rail connectivity for places with lower than average productivity
TTWA	Travel to work area as defined by the Office for National Statistics

4. SCOPE OF REQUIREMENT

4.1 We require the Supplier to fulfil the requirements as set out in this specification.

4.2 This includes internal quality assurance and reviewing processes, including engagement with NIC staff and the NIC's expert panel on this work.

4.3 This includes a time allocation for ad-hoc and semi-regular engagement with the Commission's staff overseeing the work.

4.4 The requirements must be fulfilled to allow the Commission to make strategic policy insights relating to infrastructure investments on the interurban transport network. It does not need to be as detailed as a typical Strategic Outline Business Case appraisal of a specific transport project. As such, we expect the proposed methodology to be proportionate to this aim.

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4.5 We are interested in identifying strategic priorities for the interurban network that will support long distance trips.

4.6 As set out in section 1 and 2 this scope of requirements covers four main activities:

4.6.1 Determining 80 – 100 transport corridors of importance and in need of improvement for a list of priority built-up areas and key nodes on the freight network across the road and rail networks

4.6.2 Identifying possible missing links on the network connections to both priority built up areas and key nodes on the freight network for road and rail networks

4.6.3 Use the findings of these analyses to form and then assess the impacts of six intervention portfolios on the connectivity of prioritised built-up areas and key nodes on the freight network

4.6.4 Develop cost estimates for the intervention portfolios based on suitable benchmarks of similar projects

5. THE REQUIREMENT

5.1 Determining transport corridors of importance and in need of improvement for a list of priority build-up areas and international gateways

5.1.1 The objective of this activity is to produce a list of 80 - 100 corridors or links, across both road and rail networks, that are assessed for either their importance to the prioritised places (that they have a high demand weighting for priority places) or underperform (that they underperform relative the crow-fly benchmark speeds) for a list of built-up areas and international gateways as a collective.

5.1.2 The Commission are interested in key corridors for both passenger and freight travel. For passenger travel we will provide a list of built-up areas that we have prioritised. For the freight travel we will provide a list of the key nodes on the freight network. For passenger travel this will include built-up areas that have been prioritised either for their levelling-up need, by looking at productivity and/or wages, or connectivity for private and public transport using our recently updated connectivity data for interurban transport. In the case of the freight travel these would be important locations such as gateways or major consolidation or distribution centres.

5.1.3 The first activity would be to develop a working definition of a corridor for the analysis. This should break down the network into roughly equal sized units to use for the subsequent assessment and as such should be a manageable number.

5.1.4 The Supplier should then calculate the notional demand for travel between our prioritised places and all other built-up areas (BUAs) in Great Britain using principles of a gravity model or similar.

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Specifically, population sizes, distance and a decay function over distance. This demand should then be applied to a model representation of the road and rail networks to understand the routes by which this demand, as a collective, would travel. We will work with the Supplier to determine suitable substitutes for population for calculating the importance of links for freight travel.

5.1.5 We expect the Supplier to use a model that is consistent with how our connectivity scores are measured, i.e. that journey speed for each link and notional demand from our prioritised place to all other built-up areas are calculable and readily applicable to the model selected.

5.1.6 We define importance as being corridors or links that would be expected to be heavily used as calculated by applying the notional demand between the priority places and all other built-up areas to the network. The links with a high expected volume of users scoring highly. We define in need of improvement as having poor average travel time compared to an appropriately benchmarked crow-fly travel time. Corridors should only be included where they are part of the transport network administered by the UK national government.

5.1.7 The Supplier should identify a readily available model and/or dataset to undertake this analysis. This should be specified in the response to this invitation to tender. The model should have a relatively recent base year and will need to be projected forward to 2053 assuming 3 plausible scenarios of varying growth rates across different places to assess whether places growing at different rates would have a material difference on the corridors identified. We will work with the Supplier to specify these variable growth rates. They should apply to the work in 6.1 and 6.2.

5.1.8 Additionally, it will need to assume committed infrastructure investments (e.g. High Speed 2, the Integrated Rail Plan and RIS 2) are delivered and the effects are taken account of. We suggest that off-peak data for road analysis should be used. We would expect using peak data to be unrepresentative of the majority of long-distance journeys and would skew the results towards finding poor performance at the periphery of major urban areas during peak time. We would welcome alternative suggestions from the Supplier on this point and if both off-peak and peak time could be used within the budget envelope this would be preferable.

5.1.9 The Supplier should undertake the analysis to enable us to identify a list of corridors and links that are important or underperform for our prioritised places as a collective (i.e. rather than a list of corridors per place). We would expect the analysis assigns a quantitative score for each corridor to understand the relative differences between them and enable a selection of the 80-100 most important / worst

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performing collectively. We would expect this to be undertaken for both road and rail separately as well as for both international gateways and prioritised built-up areas. The Supplier should consider how this process can be automated to make this analysis as efficient as possible.

5.1.10 To identify the important corridors/links for our prioritised places we require the demand of these places to be able to be isolated from the aggregate national level demand. For the creation of portfolios in 6.3. we will also require demand to be isolated for different groups of places too. Additionally, due to the relative size of London compared to other places and subsequently its significant population weighting and the effect this may have on the results, we may require this analysis to be run with or without London included as a destination. We will advise on this point at the inception of the work.

5.1.11 The NIC will work closely with the Supplier to determine suitable thresholds or filters for importance and need of improvement as the data is collected and assessed to create the lists of corridors. We understand that it may be necessary to treat built-up areas and key nodes on the freight network as separate entities, for the purposes of this analysis the freight network will require different representation, as it doesn't have a population in the same way a town does.

5.1.12 In the response to this invitation to tender the Supplier should make clear how the proposed approach to this work would support the analysis required in section 6.3. Specifically, we expect the same model will be utilised for both pieces of analysis.

5.1.13 The Supplier shall provide a methodology note to accompany the analysis summarising the data sources used and methodology employed. The results shall be mapped spatially as well as described and provided alongside the methodology note.

5.2 Identify potential missing links on the interurban network

5.2.1 The Supplier shall also undertake a simple supplementary analysis designed to identify missing links not on the current road and rail networks.

5.2.2 This will include undertaking a calculation of expected interaction between all ONS Travel to Work Areas (TTWAs) in Britain containing a priority place and all other TTWAs using a simple gravity model, of population and distance with a distance-decay function.

5.2.3 For priority places that are a key node on the freight network we will discuss with the Supplier at inception what constitutes a suitable way of weighting destinations for these places. This may be centres of population, to reflect the end market, or places with significant

warehousing, logistics and distribution activity, representing this part of the logistics process.

5.2.4 Where expected interaction between places is above a certain threshold, the journey time (by road and by rail), from a publicly available or other journey planning system, should be compared to a crow-fly expected journey time. The exact crow-fly assumed speed will need to be determined in conjunction with the NIC for use in calculating expected journey times.

5.2.5 Places that have high hypothetical interaction and a poorer observed travel times than expected we could expect have a missing link, or less than adequately performing existing infrastructure. These new links could be considered within some of the portfolios for assessment in 5.3 in addition to improvements to the corridors identified in the rest of 5.1.

5.3 Assess the impacts of intervention portfolios on the connectivity of built-up areas and international gateways

5.3.1 The objective of this task is to calculate the expected effects of six portfolios on the connectivity of built-up areas and international gateways in the UK.

5.3.2 Our connectivity metric calculates the travel time from a built-up area to all others, weighted by demand, and normalised in comparison to a crow-fly speed. This metric was originally developed by Prospective Labs on behalf of the Commission to inform the first Assessment. The methodology note that sets out how the metric has been developed is provided as an Annex to this statement of requirements (Annex A – NIC Transport Connectivity 2022 – Methodology Report V6).

5.3.3 The Supplier shall work closely with the NIC in the development of the portfolios for testing. We intend to design the portfolios to reflect the corridors that are important or underperform for a specific group of places within our longer list of prioritised places. We intend for this to be done quantitatively using the outputs of the analysis in 6.1. and 6.2. These target places will be places with certain characteristics, to be determined, but will likely include different regional balances, mix of small and large places, high, medium and low fiscal envelopes, freight and passenger importance, and different mixes across modes. A short period of time, around two weeks, shall be allowed for stakeholder engagement to be undertaken by the NIC to test and agree these portfolios with stakeholders external to the NIC.

5.3.4 The Supplier shall then design and specify the improvements in these portfolios. This will be simplistic and only need be sufficient to estimate impacts on travel time that can be used to calculate changes to the expected connectivity of places. We would like the portfolio

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design to consider what infrastructure improvements could constitute a given percentage improvement in journey time on each of the most important links for the given list of places, rather than assessing different improvement options on each link. But we expect that these would be assessed in a set of six portfolios rather than individually. The interventions should only be made on the parts of the network that are the responsibility of the UK national government, although measurement of connectivity benefits shall include locations in all of Great Britain.

5.3.5 The Supplier may be required to support engagement and attend meetings with Sub-national Transport Bodies and others, including our expert panel, as we develop the portfolios. The Supplier shall develop a short list of intervention types, across both road and rail, and identify an assumed travel time benefit they would provide to support this exercise.

5.3.6 The Supplier shall use the model outputs to input the expected change in travel times from the portfolio and use this to calculate the expected change to the connectivity of the prioritised places, assumed the demand weightings remain constant as per the connectivity methodology (link above). This will involve inputting the modelled travel time changes into the connectivity equation to calculate the expected changes in connectivity for our priority places and other BUAs. The Supplier shall make clear the intended model they propose to use as part of the response to the invitation to tender.

5.3.7 We don't expect a full variable demand model would be necessary for the travel time analysis, but a simpler fixed demand model would be sufficient. We would expect this would be the same model as in 6.1. If a reassignment model can be incorporated within the budgetary envelope this would be preferred, but we understand that it may be necessary to assume improvements based on existing usage of the infrastructure.

5.3.8 Should a reassignment model be feasible within the budgetary envelope for this work then we would welcome analysis being undertaken that considers the effects improvements have on the need for others. For example, if an improvement were made to the M1 the relative attractiveness of the M40 would change for travel from London to Birmingham, and hence expected assignment to it and resultantly the importance of that link for further improvements. We only expect this would have a material effect where routes are genuine alternatives. If permissible within the budgetary envelope we would welcome suggestions from the Supplier on how best to account for this issue when specifying the portfolios.

5.3.9 Separately, we intend to test whether the portfolios of interventions would have any effect on demand for travel. We welcome responses

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from Suppliers on what a suitable modelling suite, or model, could be used to undertake this analysis in house that is built on up-to-date data sources. As a fall-back, we can facilitate this analysis by running through the Department for Transport's National Transport Model. If there are significant effects on demand patterns and subsequently on journey times at this stage, this can then be reflected in the connectivity results.

5.3.10 We also intend to specify a small number of sensitivity tests on the portfolios that would also be assessed in the same way, either through the National Transport Model or via a Supplier held model. This would include testing the effects of projected travel demand changes in reflecting different ONS based regional population forecasts or the DfT's Road Traffic Forecasts and other factors, for example the effects of technological changes as appropriate. We will work closely with the Supplier to specify these tests.

5.3.11 Should the fallback position be needed, the Supplier shall work with the Commission and the Department to support the specification of these model runs, expected to be around four, as in 6.3.8 and 6.3.9. although the modelling itself would be undertaken by DfT. We expect that a small amount of time will need to be allocated for specifying these model runs and for working with the DfT and NIC to interpret the outputs.

5.3.12 The Supplier shall provide a report that summarises the methodology employed and the results of it. This shall include explicitly showing the connectivity for each BUA or node on the freight network: currently; after taking account of committed investment (e.g. RIS 2 and the IRP), and; after each of the six portfolios. The results shall also be presented at an aggregate level; showing the changes in connectivity of the shortlist of places for a given portfolio, the wider list of prioritised places as well as all other BUAs or freight nodes and the aggregate change in connectivity at a regional level. This shall enable us to compare the effects of the intervention between portfolios and with existing commitments from an 'as-is' baseline.

5.3.13 The analysis shall consider all BUAs as origins with a population greater than 20,000 in England, Wales and Scotland but the demand weighting is calculated to all BUAs irrespective of size. The Commission will provide a list of all BUAs and those prioritised at the time of contract award.

5.4 Develop cost estimates for intervention portfolios

5.4.1 The objective of this task is to develop a cost estimate for the portfolios.

5.4.2 The Supplier will be required to undertake a cost estimation process and present the estimates as an annualised profile from 2023 to

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2053, in calendar years, for each intervention portfolio and profile the costs by intervention type and by construction, operational and renewal costs over the appraisal period. The costs shall be presented in real terms for each portfolio and disaggregated by region.

5.4.3 The profiling of the cost estimates shall be estimated based on professional judgement and developed in discussion with the NIC.

5.4.4 We propose the Supplier shall utilise existing benchmarks where possible and we will support engagement with National Highways, Network Rail and the Department for Transport in identifying and accessing suitable benchmarks.

5.4.5 The benchmarks shall assume that an environmental net gain principle is required from future projects and an appropriate element of cost should be included in the benchmark.

5.4.6 The cost estimates shall include an element of cost for the geography in which the intervention is located. For example, heavily built-up area, flood plains, areas with hilly topography or over rivers or estuaries are likely to cost significantly more than in other areas. We propose the Supplier makes use publicly available environmental and geographic data to inform any allowances for natural and geographical effects on cost.

5.4.7 There may be a need for a limited amount of research to inform benchmark calculations.

5.4.8 The Supplier shall adhere to all guidance on the treatment of costs in the HM Treasury Green Book and appropriate Department for Transport's Transport Analysis Guidance. This includes but is not limited to the application of risk, optimism bias and inflation, conversion to common base year and application of discount rates. The Supplier should adhere to the NIC's Common Analytical Standards as appropriate too. The Supplier should provide the costs as ranges that reflect the uncertainty of the portfolios, rather than as point estimates.

6. KEY MILESTONES AND DELIVERABLES

6.1 The following Contract milestones/deliverables shall apply:

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Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Initiation meeting: to discuss methodology, ways of working and communication for the project	Within 1 week of contract award
2	Quality assurance plan: a plan setting out the Suppliers approach to quality assurance, see section 12 quality assurance	Within 1 week of contract award
3	Project plan: the Supplier shall set out a programme for completing the work, detailing activities, any interdependencies, key milestones (below), client approvals and any stakeholder engagement	Within 2 weeks of contract award
4a	Transport corridors and missing links methodology: this should cover methodology of 5.1. and 5.2 of the specification	Within first 4 weeks of the contract award, to be agreed before the Supplier runs calculations and provide results
4b	Transport corridors and missing links note: this should cover methodology and results of 5.1. and 5.2 of the specification Ahead of producing the final note, any interim outputs should be provided to the NIC when developed	Interim draft in October 2022, to be agreed in the project plan at deliverable 3. Final draft two weeks later, after responding to any comments provided by the NIC on the interim draft
5a	Portfolio analysis methodology note: this should detail the methodology for the connectivity analysis of portfolios considered	In October 2022, to be agreed before the Supplier runs calculations and provide results

5b	Portfolio analysis note: this should detail the results and methodology for the connectivity analysis of portfolios considered Ahead of producing the final note, any interim outputs should be provided to the NIC when developed	Interim draft in December 2022, to be agreed in the project plan at deliverable 3. Final draft two weeks later, after responding to any comments provided by the NIC on the interim draft
6a	Cost estimation methodology note: this should detail and set out the cost profiles for each portfolio and any assumptions in the benchmarks	In October 2022, to be agreed before the Supplier runs calculations and provide results
6b	Cost estimation note: this should detail and set out the cost profiles for each portfolio and any assumptions in the benchmarks Ahead of producing the final note, any interim outputs should be provided to the NIC when developed	Interim draft in December 2022, to be agreed in the project plan at deliverable 3. Final draft two weeks later, after responding to any comments provided by the NIC on the interim draft

7. MANAGEMENT INFORMATION/REPORTING

7.1 The Supplier is required to provide fortnightly updates verbally via a progress call, or in a short email, to the NIC on progress, risks and issues relating to the delivery of the services and review their project programme.

7.2 Additionally, the Supplier shall allocate a small amount of time to support ad-hoc engagement with the Commission and our external engagement and panels to discuss the work, methodology and outputs. This includes our expert panel, internal Analytical Working Group and other engagement with the staff of the Commission and stakeholders. We expect this could include up to ten, hour long meetings.

8. VOLUMES

8.1 We have not specified exact volumes for all aspects of this work. We have instead specified the budget and time constraints with room within the

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specification for the prospective Suppliers to demonstrate how they would approach the work within these constraints.

8.2 The Supplier shall identify 80-100 corridors across both the road and rail networks as specified in 5.1.

8.3 The Supplier shall develop and assess the connectivity effects of six investment portfolios as specified in 5.3.

8.4 The Supplier shall develop cost estimates for six investment portfolios as specified in 5.4.

9. CONTINUOUS IMPROVEMENT

9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered, including through consideration of improvements to the methodology and outputs of the work, throughout the Contract duration.

9.2 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. QUALITY

10.1 The NIC expect the work to be of a quality commensurate to the objectives of the project. The NIC expect to work closely with the Supplier to identify a proportionate approach to the analysis.

10.2 The NIC expect the analysis to be undertaken to comply with relevant guidance, where proportionate, including:

10.2.1 The NIC's Common Analytical Standards which sets out how costs, benefits and other calculations should be presented. A copy of the Common Analytical Standards will be provided on commencement of the work.

10.2.2 The HMT Green Book guidance.

10.2.3 The DfT's Transport Analysis Guidance.

10.3 The NIC expect the work to be undertaken and presented to a publishable standard and that the Supplier undertakes a quality assurance process to be agreed with the NIC and supports quality assurance undertaken by the NIC.

11. QUALITY ASSURANCE

11.1 Responsibility: Responsibility for the quality of outputs sits with the Supplier, whether outputs are produced directly by the Supplier or whether work has been subcontracted to a third party. To reflect this responsibility, any report published will be published in the Supplier's name on behalf of the Commission, which provides transparency and accountability.

11.2 Transparency: Methodology and assumptions used should be communicated clearly and be open to interrogation rather than in a 'black-box'. Analysis should be documented, and documentation made available to the Commission.

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11.3 Assumptions & Sources: Assumptions logs should be provided, listing for each assumption, for example: what the assumption is, its effective date, source, level of certainty, materiality, and the sensitivity of output to changes in the assumption. All facts, figures and evidence used must be correctly sourced, appraised and referenced and subject to internal peer review.

11.4 Validation: Outputs of analysis should be reconciled with previous outputs from the Supplier (or sub-contractor) if these exist, as well as against outputs of related analysis published by third parties, and differences explained.

11.5 Evidence of quality assurance: The Supplier shall provide details of how their analysis will be quality assured in a quality assurance plan agreed with the Commission at the project's inception meeting. This plan shall include specifying someone, independent of the project, who will take overall responsibility for the Supplier's quality assurance. Evidence of the supplier's quality assurance process being followed must be available, including detail of the quality assurance checks undertaken. The Supplier may be expected to present their analysis to the Commission and its relevant experts and answer detailed questions on the analysis and quality assurance undertaken. The Supplier shall complete a quality assurance log, in a similar form to the Commission's template, which will be shared with the Supplier on commencement of the work.

11.6 Expert panel: The NIC will use its internal resource, and an expert panel, to undertake quality assurance and provide advice throughout the work. The Supplier will work with the NIC and expert panel (through the NIC) in support of this and take into consideration feedback provided.

11.7 Planning: Appropriate time for quality assurance is expected to be built into the project plan throughout the project lifecycle, and in discussion with the Commission, time and resource should be allocated to joint review meetings (as noted above). The dates and times of the meetings will be agreed as part of the initiation meeting in milestone 1.

12. STAFF AND CUSTOMER SERVICE

12.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

12.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard including that relating to transport modelling and analysis.

12.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

13. SERVICE LEVELS AND PERFORMANCE

13.1 The Authority will measure the quality of the Supplier's delivery by:

13.1.1

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KPI/SLA	Service Area	KPI/SLA description	Target
1	Project Management	The Supplier should meet the target dates for the milestones of the work.	95% delivered on time, with any tasks completed late to be finished within 5 working days of the milestone deadline
2	Project Management	Regular updates to be provided fortnightly on progress, programme, risk and issues	95% of updates provided on time
3	Modelling and analytics	Analysis to fulfil the specification of this Statement of Requirements	All requirements fulfilled

13.2 Should any delivery milestones fall more than four weeks behind schedule or the Supplier is unable to fulfil requirements of this contract the NIC reserve the right to exercise early termination of the Contract.

14. SECURITY AND CONFIDENTIALITY REQUIREMENTS

14.1 Due care must be taken by the Supplier to protect the confidentiality of all modelling, documentation, and other outputs relating to this requirement, to avoid pre-empting the NIC's placement of any of its contents into the public domain.

15. INTELLECTUAL PROPERTY RIGHTS (IPR)

15.1 The required outputs of this Contract (including datasets, documentation, research and notes) shall be provided to the NIC for future use. Any models developed specifically for the purposes of this work will be the property of the NIC. The Supplier must not disclose the outputs of this work (either in part or in full) or other work in progress to any third parties prior to publication by the NIC, unless the NIC gives express consent to do so.

16. PAYMENT AND INVOICING

16.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

16.2 These include a payment of 25% after completion of milestone 4, 50% after completion of milestone 5 and 25% after completion of milestone 6.

16.3 Invoices must include the contract reference number stated clearly. The contract reference number will be provided by the NIC once the Supplier is appointed.

16.4 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

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17. CONTRACT MANAGEMENT

17.1 Attendance at Contract Review meetings shall be at the Supplier's own expense.

18. LOCATION

18.1 The location of the Services will be carried out at the offices of the Supplier and/or remotely. Meetings with the NIC will normally be virtual using an agreed digital service. However, certain meetings (e.g. to discuss key milestones) may be in person at NIC's offices REDACTED TEXT under FOIA Section 40, Personal Information, or at other locations in central London. Organisation of in person meetings will be in accordance with Covid-19 restrictions and agreed between the NIC and the Supplier.