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## 1. PURPOSE

- 1.1 The purpose of this requirement is to provide the National Infrastructure Commission (NIC) with research, consultation, analysis and documentation to deliver a set of **publishable design principles** that will be used to guide Nationally Significant Infrastructure Projects across a range of infrastructure sectors and be promoted by a **National Infrastructure Design Group** to improve outcomes on infrastructure projects.

## 2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The NIC aims to be the UK's most credible, forward-thinking and influential voice on infrastructure policy and strategy. The Commission's remit covers six Infrastructure sectors:
- Transport
  - Energy
  - Water and sewerage
  - Flood Risk
  - Digital
  - Waste
- 2.2 The NIC engages widely across the infrastructure industry, associated delivery organisations and stakeholders both public, private and voluntary.
- 2.3 The Commission's remit is to address the lack of a long-term infrastructure strategy, siloed decision making in infrastructure sectors and short termism.

## 3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The National Infrastructure Assessment July 2018 recommends that to embed design in the culture of infrastructure planning:
- All Nationally Significant Infrastructure Projects, including those authorised through hybrid Parliamentary bills, should have a board level design champion and use a design panel to maximise the value provided by the infrastructure.
  - Design panels for nationally significant infrastructure projects having regard to design principles to be published by the National Infrastructure Commission based on advice received from the National Infrastructure Design Group.



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- 3.2 To achieve these objectives the Commission is establishing a National Infrastructure Design Group to support the delivery of the highest quality of national infrastructure by embedding design into the culture of infrastructure planning, thereby saving money, reducing risk, adding value, supporting environmental net gain and creating a legacy that looks good and works well.
- 3.3 As well as advising the Commission the National Infrastructure Design Group will develop design principles for publication. The purpose of the design principles will be to establish the design ambition for major infrastructure projects and guide how good well-orchestrated design is embedded in the culture of infrastructure planning and delivery, including supporting design champions at board level and design panels.
- 3.4 The purpose of this commission is to recruit a supplier to develop these principles with guidance from the Commission, the interim Design Task Force and the Design Group once established.
- 3.5 A scoping exercise has already been undertaken, including a review of other existing design principles in “Developing Design Principles for National Infrastructure”<sup>1</sup> published in 2018 alongside the National Infrastructure Assessment.
- 3.6 Please also refer to two other studies commissioned to inform the National Infrastructure Assessment statement on design:
- 3.6..1 Value of Design in Infrastructure Delivery.
  - 3.6..2 Design and Infrastructure – Sector Review of Attitudes.
- 3.7 For reference these documents can be found here (<https://www.nic.org.uk/?s=design>).
- 3.8 Once the National Infrastructure Design Group is established the supplier will present to and seek guidance from the Design Group who will act as a sounding board on the development of the Design principles and their application for the remainder of this commission. The supplier’s initial presentation and report on approach and activities will be on the 17<sup>th</sup> April 2019.

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<sup>1</sup> <https://www.nic.org.uk/assessment/national-infrastructure-assessment/choosing-and-designing-infrastructure/>



## 4. DEFINITIONS

Expression or Acronym	Definition
design principles	Refers to the Design Principles to be developed for use on Nationally Significant Infrastructure projects.
DTF	Refers to the interim Design Task Force.
Design Group	Refers to the National Infrastructure Design Group.
Assessment	Refers to the National Infrastructure Assessment 2018.
Commission	Refers to the National Infrastructure Commission.

## 5. SCOPE OF REQUIREMENT

- 5.1 The scope of the requirement is to appoint a suitably experienced supplier to develop and deliver the Design Principles.
- 5.2 The Commission has, therefore, identified the need for research – impartial and evidence-based – to:
- Review where and how design principles can best be used to support the Commission objectives.
  - Research and evaluate how design principles could have led to better outcomes on past projects by referring to relevant or associated past projects and how and where principles might have improved their processes.
  - Develop a methodology and approach for collaborating and consulting with the full range of interests who will be expected to use the design principles so they are published with a wide level of awareness and support.
  - Analyse and assess findings and existing reports to determine the nature and composition of any proposed design principles.
- 5.3 Assess and test future scenarios of developed design principles to ensure appropriateness and applicability and potential to deliver Commission and National Infrastructure Design Group objectives.
- Prepare a publishable set of principles with relevant guidance, supported by appropriate branding and graphic design.
  - Support dissemination and take up of the design principles.



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- 5.4 All of the above activities must be undertaken to ensure that the design principles are well researched, based on evidence where possible and applicable cross sector. If cross sector design principles are not possible then sub - permutations for different infrastructure types might be considered, but this is not a preferred option.
- 5.5 The Commission includes consideration of how the principles can be promoted and influentially communicated to the infrastructure industry including through digital and printed media.

## 6. THE REQUIREMENT

- 6.1 This Commission will provide the NIC with a clear, concise, evidence-based, publishable design principles. A supporting report should outline the methodology for developing the design principles, the findings from research and consultation and provide evidence that supports their credibility and potential to influence the infrastructure sector.
- 6.2 The Commission will have three distinct phases:
- Phase 1.** Initial set up and scoping, pilot research, testing, development of approach and engagement with stakeholders.
- Phase 2.** Presentations and engagement with the Design Group to guide delivery.
- Phase 3.** Documentation and final development of design principles and dissemination.
- 6.3 The design principles should be effective cross sector and/or adaptable where necessary to be supportable by the range of sectors involved in major infrastructure.
- 6.4 The initial scoping report recommends that the design principles should:
- Capture an expansive definition of design that goes beyond the aesthetics.
  - Be clear, easy to use, and accessible, avoiding jargon.
  - Be flexible enough to make provision for a variety of contexts and to anticipate substantial change.
  - Encourage excellence as well as bringing the general standard of infrastructure design up to an agreed standard.
  - Prioritise and reward innovation.
  - Be an integrating force, requiring different disciplines to work together for their drafting and delivery.



- Create improvements in quality of life for communities.
- Have different tiers, with overarching principles clearly linked to more specific principles for sectors and/or projects.
- Be capable of having measurable outcomes.
- Support and integrate with the existing process of design review in infrastructure projects.
- Be 'owned' by client, public, contractors and stakeholders, through their input.
- Be embedded into the structure of project from the earliest stages, and carried through the life of the project.

6.5 Because the principles will relate principally to Nationally Significant Infrastructure Projects they will be most effective if adopted in the earliest stage of programmes and projects development through existing Government processes. This includes new programmes or projects on existing infrastructure that require adaption, redesign, modification or re-development later in their lifecycle.

To ensure the principles are relevant they should consider:

- The skills and understanding of the people and organisations who are tasked with implementing projects and their various roles. This includes the range of project departments, project owners, procurement dynamics, delivery methodologies and end users across the range of six infrastructure sectors that the Commission's remit covers.
- Issues around scale or types of infrastructure related to the six sectors within the Commission's remit.
- The range of different geographic, location and place types where infrastructure supports new or existing settlements types. E.g. rural vs cities.
- If the principles should or could support the ambitions and process for multiple Project owners, Project Sponsors, users and suppliers to deliver outside of project red line boundaries and integrate projects where necessary to achieve more balanced user focused environments.

6.6 Other areas for consideration during the project, notwithstanding the views that will be solicited from the DTF and Design Group once established include:



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- How the Design Principles improve outcomes and can support the Board Design Champion and design panels in advising on infrastructure projects?
  - Understanding, identifying and overcoming the barriers to securing support for the design process and the value of design in improving national infrastructure planning and development.
  - How and when the principles should be adopted and reviewed by design panels in the project lifecycle from initiation through internal and external project assessment processes for Nationally Significant Infrastructure projects.
  - How the principles might be filtered through and adopted in early risk allocation, finance and funding activities that sit behind large infrastructure projects, to ensure well designed and integrated design solutions.
  - How the principles could best be integrated into and enhance government processes such as the Infrastructure Projects Authority Gateway process and initiatives such as Transforming Infrastructure Performance (TiP). Specifying the key points in the HM Treasury delivery processes where the principles may support improved outcomes.
  - How the principles might influence the spatial integration and user focused design development of projects and products within their surroundings to improve quality of life benefits.
  - How the principles might support pre-procurement phases to achieve better solutions later in the project life including supporting the right level of flexibility in programmes and projects to respond appropriately to users' needs and create seamless, integrated, beautifully designed, easy to use places and services.<sup>2</sup>
  - How the principles will be communicated in documentation and can be included in training for public procuring bodies.

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• <sup>2</sup> For example, artificial red line boundaries on projects can mitigate against its smooth integration into its setting or place. For users these boundaries are irrelevant create disjunctions and inefficiencies. Perhaps a principle of a fiscal or physical “Fuzzy edge/boundary” should be considered?



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6.7 The final output will be a set of publishable design principles in clear succinct language that that can be graphically supported that:

- Reflects the objectives of the NIC <sup>3</sup>with a particular emphasis “to improve the quality of life” and respond to the NIC mission. (2.1).
- Capable of clear and effective communication to multi-sector organisations, leaders, professionals, operators the public’ and other stakeholders.
- Capable of adapting to the changing nature of infrastructure provision, due either to technological change or as a response to political or physical environments.
- Capable of adoption as principles at the inception of projects and initial assessment stages or on existing projects through to the definition of user requirements.
- Straightforwardly and clearly communicable to the infrastructure industry and peer group at different levels.
- Be adaptable for different levels of communication and sector types if necessary.
- Be capable of communication in an influential way.

The principles should be capable of fostering change at high level on Infrastructure projects and support the Infrastructure Projects Authority priorities<sup>4</sup>.

6.8 The NIC therefore requires the provider to:

- Review other Design Principles and how design panels operate to improve outcomes including other principles being used or developed by other government agencies, and comment on their effectiveness.

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• <sup>3</sup>i) Support sustainable economic growth across all regions of the UK; ii) Improve competitiveness; and iii) Improve quality of life.

<sup>4</sup> IPA priorities include i) Setting up a project for success, ii) Creating market confidence, iii) Building delivery capability in government, iv) Measuring and improving performance.



- Undertake a sector review and research how and where design principles might have delivered better projects or not.
  - Develop an approach to different types of project, processes and points of intervention where design principles could improve the outcome.
  - Develop the Design Principles based on consultations and meetings with input from DTF or Design group and Commission and possibly undertake workshop processes.
  - Gather evidence from stakeholders and other sources, or carry out workshops to distil principles.
  - Identify how the principles should be developed and communicated to achieve adoption by Nationally Significant Infrastructure Projects.
  - Analyse test and review findings with the DTF or Design Group.
  - Supply the principles in an agreed form for digital and written media promotion and circulation.
- 6.9 We anticipate that the principles will be delivered as a coherent set of points with linked guidance that can be clearly communicated via the NIC web site or other media sources.
- 6.10 We anticipate that there will be cause for primary research in the form of workshops, interviews, roundtables or questionnaires. Suppliers should explicitly state their methodologies for each stage of the research process and demonstrate their experience and the suitability of this methodology to the task.
- 6.11 At the start of the project we will hold an inception/scoping meeting with the successful supplier, to clarify the approach to be taken, along with a plan setting out key milestones and dates for regular updates, deliverables, risks and how these will be managed etc. – for agreement, before proceeding to carry out the analysis.
- 6.12 During the evidence gathering and subsequent phases we expect the bidder to work closely with the Commission and the DFT or Design Group including through regular meetings and other communication.
- 6.13 The Provider should also be prepared to present to the DFT or Design Group and to members of the Commission in a clear and concise fashion, to set out the key findings and assumptions, results, and caveats in a clear and concise fashion, to ensure these are fully understood.



6.14 Analysis should be derived from a broad range of credible sources, in particular drawing on information and analysis that is already in the public domain and analysis of relevant studies and intelligence.

6.15 The supplier will be responsible for the development of a project plan and timetable and milestones to meet the needs of the NIC and the DTF (indicative timescales are set out in **Section 7** below).

## 7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone	Description	Timeframe
Phase 1	Project inception and soundings meeting with NIC and DTF on approach to be taken, along with a plan setting out key milestones and dates for deliverables, risks and how these will be managed, and support requirements.	Within 2 weeks of contract award
Phase 1	Meetings and briefings with Design Group and NIC Secretariat.	17 April 2019
	Develop set up, scoping, pilot research, testing, approach and planning of engagement with stakeholders and delivery.	May 2019
Phase 2	Early outcomes and presentation of emerging findings presented to the Design Group.	June 2019
Phase 2	Workshops and development of principles continuing engagement.	July 2019
Phase 2	Draft recommendations provided to Design Group and for Commission review.	Mid July 2019
Phase 3	Report updated and comments included.	August 2019
Phase 3	Agreement on graphic and visual communication approach.	August 2019
Phase 3	Final peer reviewed report and principles ready for publication.	September/October 2019



## **8. MANAGEMENT INFORMATION/REPORTING**

- 8.1 The Commission will provide relevant evidence gathered through previous stages of its work. The NIC has already and will continue to engagement with key stakeholders and will provide views and findings from those engagements to support the delivery and ensure that the contract runs smoothly.
- 8.2 The Commission will support engagement with but not limited to stakeholder organisations including the IPA, BEIS, DEFRA, CPRE, DCMS, DfT, MHCLG, NAO, RTPI, NIPA, RIBA and ICE.

## **9. CONTINUOUS IMPROVEMENT**

- 9.1 The successful Provider will be expected to give due consideration to how the way in which the required Services are to be delivered throughout the Contract duration can be continually improved.
- 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 Design Group will be looking to use the research and analysis and principles to inform its report and recommendations to the Commission in July 2019 and the final Principles should be ready by late August 2019 ready for a launch and publication in September 2019. Therefore it is critical that the project runs to time, with all assumptions and caveats clearly highlighted.
- 10.2 This is a substantial piece of work – the expectation is that all the outputs and related materials will be of a high quality and publishable standard.
- 10.3 The Commission will also seek views from the DTF/ Design Group, the Commissioners and other Government Departments on the work and findings of this research. Any advice or comments will be fed back to the supplier via the NIC.

## **11. PRICE**

- 11.1 Prices are to be submitted via the e-Sourcing Suite using Attachment 4 - Price Schedule, including all expenses but excluding VAT. This Excel spreadsheet is to be submitted at question level on the eSourcing Suite .



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- 11.2 The maximum budget for the full requirement is £50,000 (exc. VAT), and bids received over this budget will be deemed non-compliant.
  - 11.3 Prices MUST be inclusive of all expenses and exclusive of VAT, no additional claims for travel and subsistence can be made following contract award.

## **12. STAFF AND CUSTOMER SERVICE**

- 12.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.
- 12.2 Potential Provider's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.
- 12.3 The Potential Provider 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 with reference to the key milestones set out in paragraph 7.
- 13.2 As referenced in paragraph 13.3, the Commission will seek and feedback views of the NIC's Design Task Force/Design Group, which should be factored into the suppliers work. In addition, all suppliers must have a peer review process included as part of their proposal.
- 13.3 In the instance that the supplier is unable to organise the delivery in a consistent and coherent way in the NIC's opinion and the findings are not well presented the NIC reserves their right to terminate this contract with 2 weeks' notice.

## **14. SECURITY AND CONFIDENTIALITY REQUIREMENTS**

- 14.1 The Supplier will acknowledge and protect all sensitive and confidential information its employees have access to during the contract period. The Supplier will also ensure their IT security systems are sufficiently robust to prevent confidential and sensitive material being made available in the public domain.

## **15. PAYMENT AND INVOICING**

- 15.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Initially proposed to be at delivery of task stages 3, 5 and 7.



- 15.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 15.3 Invoices should be submitted to Kay Hughes or Nick Francis at the National Infrastructure Commission 4th Floor, Finlaison House, 15-17 Furnival Street, London EC4A 1AB.

## **16. CONTRACT MANAGEMENT**

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

## **17. LOCATION**

- 17.1 The location of the Services will be carried out at the offices of the supplier. However frequent meetings will need to take place with the National Infrastructure Commission at 4<sup>th</sup> Floor, Finlaison House, 15-17 Furnival Street, London EC4A 1 AB.