



-  **FUNDING & COMPETITIONS**
-  **PROJECTS**
-  **EVENTS & NETWORKING**

# NVN Production Readiness 2024 Competition Briefing



[www.nichevehiclenetwork.co.uk](http://www.nichevehiclenetwork.co.uk)



## Aims of this briefing

To help you to understand:

- Scope and eligibility criteria
- Timelines and deadlines
- Application process
- Changes compared to the 2023 competition

Please note, this briefing will only cover the current Production Readiness competition – any future Proof of Concept collaborative R&D competition will have a separate briefing document.





# Production Readiness 2024 Competition

- Lead applicant must be an SME
- Consortium must include 3-4 partners
- Project duration of up to 9 months
- Total project costs up to £600k
- Up to 50% grant funding
- Successful projects must start on 1st July 2024

**Entry Criteria:** Applicants should **already have completed (and can evidence) Proof of Concept level prior to commencement**, with an initial physical technology demonstration already built. Production Readiness projects should aim to advance both the technology and manufacturing towards production-intent level, including non-commercial demonstration on a zero tailpipe emission UK niche vehicle.

It is also expected that all Production Readiness applicants can clearly articulate their **intended route to market, and target Start of Production (SoP) date.**



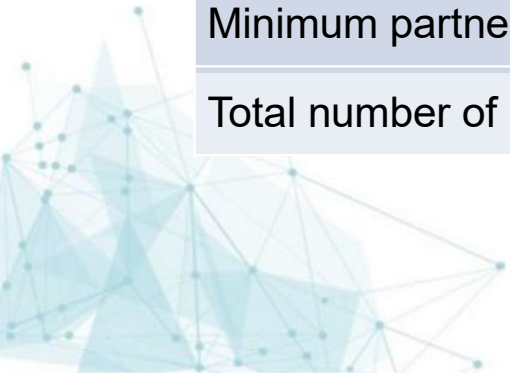
# Competition Timing

	NVN Production Readiness 2024
Competition opens	01/03/2024
Bid submission deadline	17/04/2024 (17:00 GMT)
Assessment period	19/04/2024 – 05/05/2024
Initial feedback to applicants by	10/05/2024
Interview panel presentations (selected bids)	03/06/2024 – 05/06/2024
Winners notified by	17/06/2024 (subject to Funder Approval)
Due diligence and project contracting	Completed by 30/06/2024
Project starts	01/07/2024
Project completes	31/03/2025
Final report submission	30/04/2025



# Competition Funding

	NVN Production Readiness 2024
Maximum total project cost	£600,000
Maximum total project grant	£300,000
Minimum total project cost	£300,000
Maximum grant intervention rate (per partner)	50%
Max. lead partner (SME) share of project	50%
Max. large company share of project	30% (1 large partner) 50% (2 large partners, where 1 is a Niche OEM)
Minimum partner share of project	10%
Total number of partners (including Lead)	3 or 4





# Eligibility Criteria

- Collaborations must be business-led and address the specific requirements of the competition
- All funded activities must be undertaken in the UK by UK-registered companies
- **A clear route to market for the end-product must be identified**, with a focus on niche vehicle technologies
- The lead partner must be a UK-registered SME (including Micro) company active in the UK niche sector
- Organisations cannot lead or be a partner in more than one submitted bid
- Large companies, RTOs, Universities or University Group Companies cannot be the lead applicant
- Only one large organisation can be included as a project partner in each bid, unless the consortium includes a niche vehicle manufacturer/Tier-1 supplier/vehicle fleet operator in addition to an RTO, University or University Group Company



# Technology Scope

Projects need to demonstrate the accelerated development of technologies based around one or more of the following areas, directly applicable to on-road or off highway, zero tailpipe emission UK niche vehicles:

- Electric machines
- Power electronics
- Energy storage and energy management systems
- Fuel cells and associated systems
- On-board hydrogen storage
- Lightweight vehicle body, chassis and powertrain structures \*
- Aerodynamics for improved energy efficiency \*
- Other disruptive on-vehicle technologies that enable progression towards net zero

*\*Light weighting and aerodynamics projects must be able to demonstrate **significant vehicle-level benefits**, such as range extension, reduced energy consumption and/or negating the weight impact of adopting zero tailpipe emissions propulsion systems*



# Technology Scope – Exclusions

The following technologies are specifically **out of scope and ineligible** for funding in this competition:

- Development of AI systems, autonomous systems & associated software
- Conversions of internal combustion engines (ICE) to run on gaseous / alternative / zero carbon / synthetic 'e' fuels
- Activities related to any conventional engine R&D work – including range extenders
- Hybridization technologies
- Fuels & lubricants
- Off-board vehicle charging solutions, including Vehicle to Grid







# Vehicle / Sector Types

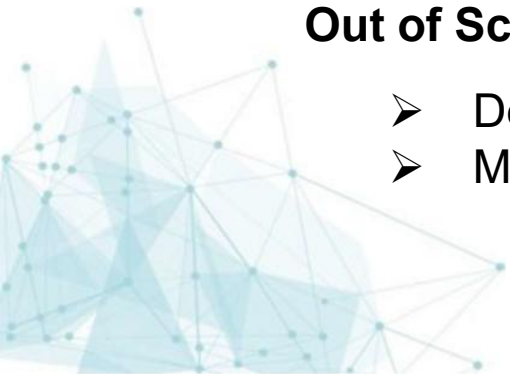
## In Scope:

Powered, wheeled or tracked vehicles used on-road or off-highway, with niche vehicle applicability:

- E-bikes, e-trikes, e-cargo bikes, (including last mile delivery), e-scooters
- Motorbikes, quadricycles, cars, light commercial vehicles, taxis, last mile delivery vehicles
- Buses, commercial, municipal, agricultural & construction vehicles
- Special purpose vehicles (ambulances, fire & rescue etc)
- Driverless vehicles and PODs

## Out of Scope:

- Dedicated motorsport and race vehicles
- Marine, rail, aerospace and drones



# Special Areas of Interest

**New for 2024**, whilst the competition is open to all projects meeting the outlined technology scope, eligibility and vehicle / sector type criteria, for this competition there is a particular interest in applications that address the following challenges / market needs:

- Low-cost last mile/urban niche delivery vehicles – including passenger carrying derivatives
- Road legal niche vehicles which provide improved accessibility
- Niche vehicles specifically designed for forestry, grounds care, agriculture, waste management, construction support & warehouse/logistics
- Repowering / retrofit niche vehicles to zero tailpipe emissions
- Sustainable lightweight materials (including manufacturing process development to reduce CO<sub>2</sub>e)

However, **ALL** applications into the competition will go through exactly the same assessment process (as described in the Application Guidance Notes, page 7), with no special 'weighting' applied.

## Entry & Exit Criteria

We expect that the technologies to be developed through this competition **will already have achieved the proof of concept level typical of an early stage R&D project, with a physical technology demonstration completed.** Successful Production Readiness projects should aim to advance both the technology and manufacturing towards pre-production readiness, such that by project end:

- Vehicle or system performance has been established through initial testing
- The technology has been demonstrated in a relevant vehicle application
- Pre-pilot production (or equivalent) capability has been developed
- Cost targets have been shown to be viable
- The supply chain requirements have been identified

We are ideally looking for projects to demonstrate TRL 5-7 and MRL 4-6 by completion, based on Automotive Technology and Manufacturing Readiness Levels





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# Application Process





# Application Process

Applications must be submitted online via the NVN Gateway, where you can also download the Application Pack which contains the following documents:

- Applicant guidance notes
- 'Annex A' project finances template
- Collaboration agreement template
- Project plan template
- Risk register template
- Frequently asked questions

The competition uses a **10-question application format** and provides an indication of the type of information we are expecting to see included in your response. Please bear in mind each question has a limit on the number of words that can be submitted, so **try to be clear, concise & factual with your responses.**

You will also be asked to upload compulsory attachments to certain questions to support your application and provide further details. Limits on file size and format for attachments are clearly identified.

# Lead Applicant

In collaborative R&D projects, the leadership role is crucial in achieving a successful outcome and subsequent exploitation. The lead partner chooses the other project partners - partners are defined as organisations that together form a consortium to work on a specific project within the NVN Programme. Consideration should be given to what capabilities are required to deliver the project and potential routes to market for the technologies developed or applied within the project.

- The lead partner must be a UK SME or Micro company active in the UK niche sector
- The lead partner is responsible for preparing and submitting the bid
- The lead partner chooses the other project partners and forms the consortium
- The lead partner is responsible for delivering the Collaboration Agreement
- The lead partner is responsible for managing the project
- The lead partner is responsible for communication with NVN throughout the project life
- Organisations cannot lead or participate in more than one submitted bid
- Large companies, RTOs, Universities or University Group Companies cannot be the lead applicant





# Collaboration Agreement

The Lead Partner is responsible for ensuring that the collaboration is subject to a legal agreement between all the project partners. This is primarily to ensure that the intellectual property rights (IPR) of each partner resulting from the project are clearly defined before the project is assessed. It is anticipated that any developed IPR would normally be accessible to all project partners on a shared royalty-free basis.

Subcontractors must be legally excluded from sharing the project IPR.

A standard Collaboration Agreement template is supplied as part of the Application Pack, which can be amended as the consortium determines. Please note that **this must be submitted in final (unsigned) form with the bid**. The lead partner must ensure that, subject to the bid being successful, all partners will sign the Collaboration Agreement without further amendment. Please note that NVN is not a party to the consortium's Collaboration Agreement.

**Projects will not be permitted to commence until a signed Collaboration Agreement between all parties is in place.**



# Financial Details

The provided 'Annex A' spreadsheet template must be used to submit the project costs for all consortium members. Organisation names and sizes must be Details of how costs should be calculated, and what is eligible or not eligible can be found in the Guidance notes document.

However, costs must be populated based on the following categories:

- Labour
- Overheads (max 20% of the labour costs)
- Travel and Subsistence
- Software
- Capital Equipment
- Materials
- Subcontracts

The cost phasing across the three quarters must also be populated for all applicants – please ensure this reflects your best assessment of when cost will be incurred & defrayed on the project, taking into account lead times and supplier payment terms. As a reminder, you can only claim for costs that have been invoiced **and paid** during any quarter. The biggest source of underspends is consistently due to the late receipt and payment of external invoices.



# Ineligible Costs

The following costs are ineligible and should be excluded from any part of the project costs and any overhead calculations:

- Input VAT
- Dividend payments
- Use of blended labour rates inclusive of overheads
- Discretionary bonuses or performance related payments of any kind
- Time spent not working directly on the project (e.g. sick, non-productive time or training days)
- Forecasted pay increases
- Interest charges, bad debts, profits, advertising, entertaining
- Hire purchase interest and any associated service charges
- Advertising and marketing costs/activities
- Profit earned by a subsidiary of a project partner or by an affiliated company undertaking work subcontracted out under the project
- Inflation and contingency allowances (as an overall arbitrary percentage) additional to eligible costs – however reasonable inflation rates can be included in labour and material cost estimates
- The value of existing assets such as IPR, data, software programmes and other exploitable assets that any of the collaborators contribute towards the project
- Project audit/legal fees – the legal costs of setting up the project or the collaboration and costs associated with conducting audits or making grant claims are ineligible
- Royalties or payments to third parties associated with preparing project applications



# Value for Money (VfM) Assessment

**New for 2024**, each partner is required to complete a VfM Sheet within the 'Annex A' finance spreadsheet, which looks at a 10-year forecast period in terms of the projected impact of the proposed project on each company, together with the potential environmental and sustainability benefits. Each partner should provide projected details (for their individual business) of the following information categories, ensuring that the data is directly attributable to the proposed project:

- Projected Sales per annum
- Projected Revenue per annum
- Headcount / Jobs forecast
- CO2 / CO2e Savings

Respondant name	(Please enter your name)									
Company	0									
Position	0									

**SALES AND REVENUE FORECAST**  
For each year, please indicate the forecast sales & revenue that is directly related to your completed NVN R&D project (can include spin-off opportunities resulting from the project)

	FY	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Vehicle sales volume (units p.a.)	0										
Component / system sales (units p.a.)	0										
Associated product sales revenue p.a.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Associated consultancy / services revenue p.a.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

**HEADCOUNT / JOBS FORECAST**  
NOTE: Please report all numbers in terms of Full Time Equivalents (FTE)

Current Company Total Headcount:

For each year, please indicate the number of jobs that are directly related to your completed NVN R&D project (can include spin-off opportunities resulting from the project)  
 R&D/Design + Manufacturing jobs CREATED - for each year, report the number of jobs that will be created because of this project, and that persist in that year  
 R&D/Design + Manufacturing jobs SAFEGUARDED - for each year, report the number of jobs that will be safeguarded because of this project, and persist in that year

	FY	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
UK R&D/Design jobs created											
UK R&D/Design jobs safeguarded											
UK Manufacturing jobs created											
UK Manufacturing jobs safeguarded											
UK R&D/Design employees upskilled											
UK Manufacturing employees upskilled											

**SUPPLY CHAIN VALUE FORECAST**  
For each year, please indicate the forecast supply chain value that is directly related to your completed NVN R&D project (can include spin-off opportunities resulting from the project)  
 (a) how much do you expect to spend purchasing materials, components etc

	FY	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Vehicle sales volume (units p.a.)	0	0	0	0	0	0	0	0	0	0	0
Component / system sales (units p.a.)	0	0	0	0	0	0	0	0	0	0	0
UK supply chain value p.a.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Non-UK supply chain value p.a.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

**CO2 / CO2e SAVINGS FORECAST**

**IN-USE SAVINGS**

Assumed CO2 / CO2e saving per vehicle	0	g/km		
Assumed annual mileage per vehicle	0	miles	0	km
Annual CO2 / CO2e saving per vehicle	0	kg	0	tonnes

**COMPONENT MANUFACTURING SAVINGS**

Material / manufacturing CO2 saving per kg	0	kg		
Amount of material used per vehicle/part	0	kg	0	tonnes
CO2 / CO2e saving per vehicle/part	0	kg		

**TOOLING MANUFACTURING SAVINGS**

Material / manufacturing CO2 saving per kg	0	kg		
Amount of tooling material used	0	kg		
Tooling CO2 / CO2e saving	0	kg	0	tonnes

	FY	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Annual CO2 / CO2e saving per vehicle (kg)	0	0	0	0	0	0	0	0	0	0	0
Annual CO2 / CO2e saving per vehicle (T)	0	0	0	0	0	0	0	0	0	0	0
Cumulative CO2 / CO2e saving (tonnes)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Basis for CO2 / CO2e saving assumption(s):  
 Please explain the basis of your calculations, including comparison to current state of the art / market leader



# Value for Money (VfM) Assessment

**Projected Sales per annum** – this is the value of vehicles (or components) projected to be sold, which will utilise the technology (and/or design) developed within your project. Please choose whether the figures relates to vehicle or component sales.

**Projected Revenue per annum** – please choose whether it relates to product (vehicle or component) sales, or services (which could include consultancy, design/engineering services, IP licensing, etc.). For businesses involved with the supply of hardware and associated services, it is permissible to include both revenue types.

**Headcount / Jobs forecast** – please indicate how many new roles will be created and/or safeguarded in each category, along with how many employees are expected to be upskilled.

**CO<sub>2</sub> / CO<sub>2</sub>e Savings \*** – these should be stated at vehicle level (g/km) relative to the intended target application, including an explanation of the calculations / assumptions used to derive the CO<sub>2</sub> or CO<sub>2</sub>e saving, as well as the assumed annual mileage. Where the technology is intended to deliver a reduction in embodied CO<sub>2</sub> (CO<sub>2</sub>e) through use of more sustainable materials and/or more energy-efficient manufacturing processes, use the box provided to explain your calculation of annual CO<sub>2</sub> savings.

*\* Depending on the nature of the project and consortium, it is accepted that for some partners there may not be an individual and attributable CO<sub>2</sub> / CO<sub>2</sub>e benefit*

# Assessment & Approval Process





# Bid Assessment & Award Process

## Stage 1: Independent assessment of written bids

- A minimum of 4 Assessors will assess each submission
- Each of the 10 questions scores equally
- Projects are scored and then ranked according to quality & merit
- Bids rejected at this stage will be notified, with assessor feedback

## Stage 2: Interview panel

- Selected submissions are invited to a virtual panel interview
- Applicants make a short project presentation followed by a Q&A session
- Projects scores are updated by the Assessors and a revised ranking produced
- Shortlisted projects are reviewed with the respective funders
- Bids rejected at this stage will be notified, with assessor feedback



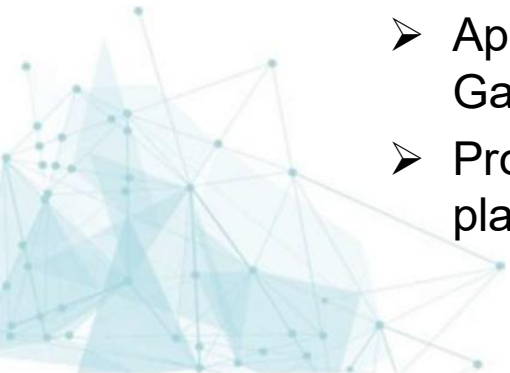
# Bid Assessment & Award Process

## Stage 3: Due diligence

- Financial checks are carried out to ensure applicant suitability for funding
- We are unable to award organisations that are considered to be in financial difficulty (prohibited subsidy)
- Projects invited to the Stage 2 Interview Panel (as above) will be asked for certain financial information in advance of the Interview Panel

## Stage 4: Formal offers & contracting

- Grant offer letters are issued by email to each successful consortium member
- Applicants sign & upload (along with finalised collaboration agreements) to NVN Gateway
- Projects will not be permitted to commence until all required documentation is in place





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# Project Reporting & Claims Evidence







# Project Reporting

Projects start: 1<sup>st</sup> July 2024

Projects end: 31<sup>st</sup> March 2025

- All projects are required to completed a monthly RAG status with supporting comments via the NVN Gateway (completed by the lead applicant)
- Formal quarterly monitoring meetings (face to face) which **all** consortium members are expected to attend
- A final project summary report must be submitted by the lead applicant no later than one month after project completion
- Quarterly grant claims are submitted individually by each consortium member via the NVN Gateway, and paid in arrears





# Claims Evidence – Quarterly (1)

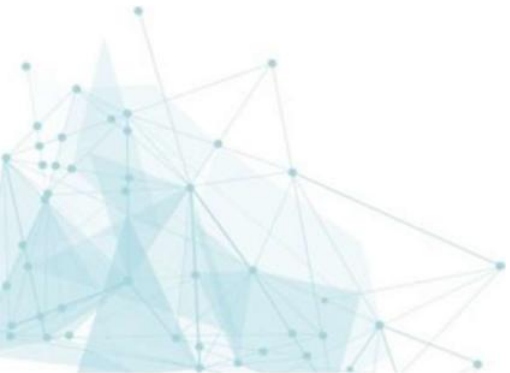
**New for 2024**, all applicants are required to provide sufficient details and evidence to support all eligible project costs and associated grant claim amounts:

- **Labour** – a summary table/spreadsheet to show who has booked to the project in each quarter, their hourly or daily cost rate (based on employee payroll costs), how many hours/days they have worked on the project each month, and the associated total cost. Names can be removed and replaced with titles if required (such as ‘Engineer 1’, ‘Mechanic 1’, ‘Fabricator 2’ etc.). Copies of timesheets may be requested by the NVN Monitoring Officer as evidence to support your claim.
- **Travel & Subsistence (T&S)** – a breakdown for all the T&S costs incurred in each quarter, to include the date, the type of cost (i.e. mileage, travel meal, hotel etc.), the purpose of the travel, and what currency the payment was made in. Copies of receipts and expense claims may be requested by the NVN Monitoring Officer as evidence to support your claim.
- **Software** – a breakdown for all Software costs incurred in each quarter, including the invoice date, date of payment to the supplier, name of supplier, what was purchased, the cost and what currency the payment was made in. Where the cost is for a proportion of an annual licence, please provide details of the annual cost of the license, and % utilisation on the project in the quarter being claimed. Copies of invoices and payment confirmations may be requested by the NVN Monitoring Officer as evidence to support your claim.



## Claims Evidence – Quarterly (2)

- **Capital Equipment usage** – a summary table/spreadsheet listing what equipment has been used during the quarter, the starting and closing value of that equipment (as per your company accounting/depreciation policy), the % utilization on the project during the quarter, and the associated capital usage cost being requested.
- **Materials** – a breakdown for **all** the materials costs incurred in each quarter, including the invoice date, date of payment to the supplier, name of supplier, what was purchased, the cost and what currency the payment was made in. Copies of invoices and payment confirmations may be requested by the NVN Monitoring Officer as evidence to support your claim.
- **Sub Contracts** – a breakdown for **all** the sub con costs incurred in each quarter, including the invoice date, date of payment to the supplier, name of supplier, what was purchased, the cost and what currency the payment was made in. Copies of invoices and payment confirmations may be requested by the NVN Monitoring Officer as evidence to support your claim.





# Claims Evidence – Project Completion

**New for 2024**, at the end of the project, all applicants are required to provide a formal **Statement of Expenditure**, including eligible costs incurred and defrayed, signed by a Director of the company.





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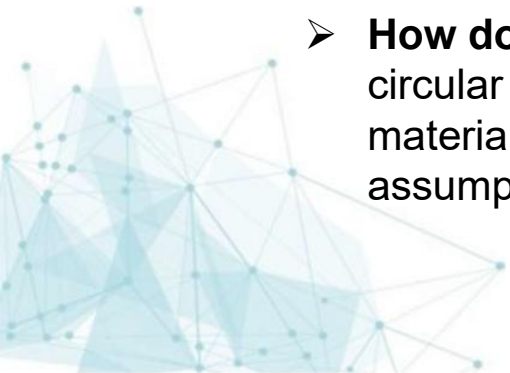
# What Makes a Project Fundable?



# Important Considerations (1)

**Please carefully read the Applicant Guidance notes BEFORE starting your application**

- Is the content of your project clearly aligned with the published scope and eligibility criteria?
- Is it directly applicable to zero tailpipe emission UK niche vehicles?
- Is your technology at the right readiness level for the competition – **have you already achieved (and can evidence) proof of concept demonstration?**
- For light weighting or aerodynamics focussed projects have you clearly explained how it will deliver significant vehicle-level benefits? **We are not looking to fund marginal component level improvements.**
- What novelty is there in your idea? Have the novel steps already been taken and proven? Describe the areas of technical and/or commercial innovation; try to be specific and be clear what differentiates your product from a technical or commercial standpoint.
- **How does the project support the transition to Net Zero**, including sustainability and/or circular economy principles? This could include factors influencing the selection or processing of materials, and end of life. How robust is the basis for any claimed CO<sub>2</sub>e benefits – have the assumptions been clearly defined and explained?



## Important Considerations (2)

- Describe the market in terms relevant to your intended product; **what evidence is there that the market will want it?** Will the timing be right for maximising its exploitation potential?
- How does it compare to current or future competitor products? How will they affect your sales?
- **What is your route to market and target start of production (SoP)?**
- Are you selling directly, through a higher tier, and is the supply chain going to be in place?
- **What evidence can you present that you objectively understand the price the market is prepared to pay?**
- **Please give sufficient detail for the assessors to clearly understand what work will actually be undertaken, assuming they have no prior knowledge.**
- Explain how the technology or concept works from an engineering standpoint
- Be clear about your starting point – how has learning from a previous Proof of Concept project influenced the proposed approach? What are the opening TRL & MRL levels?
- The technical approach needs to give confidence that you will address the technical challenges in a logical, efficient and realistic way – including project phasing, gateways/milestones, work packages, responsibilities, outcomes.



## Important Considerations (3)

- The project management approach needs to be complementary; is there a good management structure, is it collaborative, are partner roles clear?
- **The timing plan (Gantt chart) must be supplied with your application and needs to bear close scrutiny; include important dependencies and avoid unrealistic compression of key tasks in the later stages.** Every year we see evidence of unrealistic timings, leading to delayed vehicle builds and testing not being completed within the planned project duration.
- How have you selected the consortium? When describing the consortium be factual, objective and remember the context; be straightforward about company status, especially if you're pre-trading / start-up. How is the consortium's 'whole' greater than 'the sum of its individual parts'?
- Are the partners' skills complementary? Do the partners have any experience of working with one another? If so, in what context? Are there gaps, and are these covered by subcontractors?
- Have you agreed on the terms of collaboration?
- Do you have a realistic and objective perspective on what could go wrong on the project and the extent that these risks can be mitigated or managed? Good risk identification, realistic ratings, appropriate mitigation and a strong risk management ethos are what is required.
- **An initial Risk Register must be supplied with your application.**

## Important Considerations (4)

- **Be very clear about what physical and virtual outputs you are committing to produce, as you will be monitored against them.** Is it a prototype system, or a system installed into an advance prototype or pre-production vehicle?
- **Vehicle-level demonstrations can only be on a zero emission UK niche vehicle.**
- **Be clear who owns which assets after the project completion** – both tangible and intangible; especially tooling, vehicles & IPR
- How will hardware be used during & after the project? Is sufficient time allowed for it to be useful? Will it be safe to demonstrate and what type of demonstration are you planning?
- What will happen to the vehicle after the project is completed? How long will it be available for dissemination purposes? Is there a firm commitment to provide the vehicle for project use?
- Please indicate your team's willingness to participate in dissemination activities, including the NVN Symposium and Cenex Expo (previously Cenex LCV) Show. Specify the nature of your dissemination, including seminar presentations, press features, poster and desk-top displays, simulations, vehicle static displays and drive demonstrations. You should state any known constraints you will have (technical, operational, commercial).





## Important Considerations (5)

- Explain why you need grant funding; **How does the project ‘add value’ to ALL the partner businesses?** Be as objective as possible – are your metrics credible?
- **We cannot fund ‘business as usual’ bids** (routine product development or your core business)
- Check that the split of funding between partners relates directly to who is paying for what – including parts procurement, supply of free issue parts, vehicles, subcontracting and testing.
- The overall sharing of the grant is subject to limitations, depending on the size of each organisation (see guidance)
- **The most common cause of project failure is disputes arising between partners** – often with partners falling out because there was **not enough clarity on roles, responsibilities, expectations, and IP arrangements BEFORE the project commenced.**
- A lack of regular communication can lead to misunderstandings, and partners do sometimes withdraw and want to take their hardware with it, or OEMs change their mind about providing a vehicle – what early preventative steps have been taken to avoid these issues occurring?
- Projects will not be allowed to commence until a signed Collaboration Agreement is in place.





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## Contacts / Links





## Contacts / Links

Funding gateway: <https://gateway.nichevehiclenetwork.co.uk>

Competition queries: [nvn@cenex.co.uk](mailto:nvn@cenex.co.uk)

NVN LinkedIn group page queries: [nvn@cenex.co.uk](mailto:nvn@cenex.co.uk)

Gateway registration issues, passwords & general IT support:  
[technical@mg.nichevehiclenetwork.co.uk](mailto:technical@mg.nichevehiclenetwork.co.uk)





-  **FUNDING & COMPETITIONS**
-  **PROJECTS**
-  **EVENTS & NETWORKING**

# Thank you



[www.nichevehiclenetwork.co.uk](http://www.nichevehiclenetwork.co.uk)