

PART D FURTHER TECHNICAL QUESTIONS

These Further Technical Questions form Part D of the Franchise EoI for the South Western Franchise, dated November 2015 and are being made available for Franchise Applicants to view on the e-sourcing portal on issue of the Franchise EoI Pack.

Responses to these Further Technical Questions should not be submitted as part of the initial Franchise Application. The Further Technical Questions will only be activated where Franchise Applicants are to be ranked for the purposes of shortlisting, as set out in section 4.4 of the Franchise Pre-Qualification Process Document for the South Western Franchise competition dated November 2015 (“PDD”). If responses to the Further Technical Questions are required, the Authority will expressly confirm to Franchise Applicants that the Further Technical Questions have been activated and that it requires responses from them.

Further Technical Questions

D1. – D5. FRANCHISE SPECIFIC CAPABILITY AND TECHNICAL ABILITY	
D1.1	<p>Serving and growing diverse markets</p> <p>The South Western franchise serves a diverse range of passengers, including regular London commuters, shorter-distance local and inter-regional passenger and longer-distance discretionary passengers.</p> <p>Using examples from the past five (5) years please demonstrate your ability to manage, grow and maximise revenue in a business serving diverse passenger transport markets whilst continually improving quality of service.</p>
D2.1	<p>Managing and Increasing Capacity</p> <p>The South Western franchise currently experiences very high demand on the network, particularly on peak services into and out of Clapham Junction, Vauxhall and London Waterloo, Additional suburban capacity is planned to be delivered early in the next franchise. There remains the challenge to deliver further additional capacity, particularly on longer-distance services.</p> <p>Using examples from the past five (5) years please demonstrate your experience and approach to making the best use of capacity, including:</p> <ul style="list-style-type: none"> • How you have optimised the use of existing assets and available capacity to maximise value and reduce crowding on services; and • How you have worked with industry stakeholders to successfully develop options and plans for delivering additional capacity to meet future growth.
D3.1	<p>Major Projects and Infrastructure Improvements</p>

	<p>It is expected that the next South Western franchise will see significant investment in rolling stock and infrastructure projects.</p> <p>Using examples from the past seven (7) years demonstrate your experience in working collaboratively with industry partners to deliver large scale infrastructure and capacity enhancement schemes, including:</p> <ul style="list-style-type: none"> • How you proactively engaged with stakeholder and worked collaboratively with industry partners; • How you minimised disruption for passengers during planning and delivery phases; • How you helped ensure that major projects and infrastructure improvements were • delivered to the required time, cost and quality; and • How you successfully managed the risk to the business and operations during associated organisational and external change.
D4.1	<p>Customer Experience</p> <p>The Department requires the South Western franchise to deliver an excellent experience for passengers. Using examples from the past three (3) years please demonstrate your ability to deliver excellent customer experience in a passenger transport environment, including:</p> <ul style="list-style-type: none"> • How you put passengers at the heart of your business, so that you deliver excellent customer service for different passenger markets; • How you have achieved excellent standards in relation to the presentation of the fleet and passenger environments such as stations; and • How you have provided passengers with the information that they need to plan their full journey experience during the normal course of business, and during times of planned and unplanned disruption.
D5.1	<p>Ticketing</p> <p>The Department requires the South Western franchise to deliver an effective and efficient ticketing experience for passengers,</p> <p>Using examples from the past three (3) years please demonstrate your ability to deliver ticketing initiatives that improve the customer experience in a passenger transport environment, including:</p> <ul style="list-style-type: none"> • How you have satisfied demand from passengers for different methods of buying tickets; • How you have developed and implemented innovative ticketing solutions, such as the use of mobile and smart technology; and • How you have implemented effective and efficient arrangements for compensating passengers when their journey is delayed.

If responses to the Further Technical Questions are requested by the Authority, the Franchise Applicant will be required to respond to the questions above in relation to the following:

- the Franchise Applicant (including, where the Franchise Applicant is a joint venture or consortium, the members of that joint venture or consortium who will be involved in operating the Franchise);
- any other person on which the Franchise Applicant will rely to operate the Franchise (whether or not an Affiliate of the Franchise Applicant);
- any person (whether or not an Affiliate of the Franchise Applicant) whose resources (including management, manpower, equipment and knowhow) the Franchise Applicant will use to operate the Franchise; and
- any person (whether or not an Affiliate of the Franchise Applicant) which uses the same resources (including management, manpower, equipment and knowhow) that will be used to operate the Franchise.

Franchise Applicants will be expected to respond to the questions on the basis of how the Franchise Applicant intends to operate the Franchise should the Franchise Applicant be successful. In particular, responses should rely on the capability and technical abilities of any person only in relation to the elements of the Franchise operation which such person will perform.

Further information on how a Franchise Applicant should respond is set out in the PDD, particularly in section 3.2 and 3.6. The Franchise Applicant's responses to the Further Technical Questions must be consistent with the responses that they have already given to Part D (Capability and Technical Ability) of the Passport PQQ (in the Passport Application and/or Temporary Visa Information as applicable), subject to any changes that have been or are notified to the Authority in accordance with section 5.4 of the Passport PPD, in terms of (where relevant) the allocation of elements of the Franchise operations across members of the joint venture or consortium, and/or reliance on the capability, competence and past experience of any other person.

The Franchise Applicant (as defined in B1 of the EoI) must notify the Authority, by way of an update to B1.3(iii) of the EoI if it has shown significant or persistent deficiencies in the performance of a substantive requirement under any contract or operation on which the Franchise Applicant relies on in its responses to the Further Technical Questions, where:

- it had not anticipated relying on that contract or operation as part of its original response to B1.3; and
- In relation to which the Franchise Applicant has been engaged within the last 3 years, and which led to early termination of that prior contract, damages, enforcement action taken pursuant to Section 55 of the Railways Act (or equivalent under the laws and regulations of any State), failure to be awarded a contract renewal or extension that would otherwise have been awarded, or other comparable action or sanctions.

Franchise Applicants will be scored using the marking scheme in Table 2 within the PPD, which is repeated below for ease of reference.

Marks	Characteristics
100	Evidence submitted shows the ability to deliver, very strongly supported by relevant and transferable past experience and achievements.
80	Evidence submitted shows the ability to deliver, supported by relevant and transferable past experience and achievements.
60	Evidence submitted shows the ability to deliver in most areas, but the Authority has concerns in a few areas, about the relevance and transferability of past experience and achievements and/or about the approach described.
40	Evidence submitted shows the ability to deliver in some areas, but the Authority has concerns in some areas, about the relevance and transferability of past experience and achievements and/or about the approach described.
20	Evidence submitted shows the ability to deliver in a few areas, but the Authority has concerns in most areas, about the relevance and transferability of past experience and achievements and/or about the approach described.
0	Evidence submitted does not show the ability to deliver.

The following weightings apply:

D1 - D5			FRANCHISE SPECIFIC CAPABILITY AND TECHNICAL ABILITY		
Question		Question Weighting			
D1.1	Serving and growing diverse markets	15%			
D2.1	Managing and Increasing Capacity	30%			
D3.1	Major Projects and Infrastructure	25%			

	Improvements	
D4.1	Customer Experience	20%
D5.1	Ticketing	10%