



Department
for Transport

Rail Franchising

East Midlands Franchise

Further Technical Questions

July 2017

FURTHER TECHNICAL QUESTIONS

These Further Technical Questions form Part D of the Franchise EoI for the East Midlands Franchise dated July 2017 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 East Midlands Franchise competition dated July 2017 (Franchise PPD). 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 by a particular date.

Where responses are required, the Franchise Applicant must produce a separate document (to be formatted in compliance with section 3.2 of the Franchise PPD) containing the Franchise Applicant's responses to the Further Technical Questions set out below. The separate document should also include the Franchise Applicant's response to the required update to question B1.3(iii) of the Franchise EoI, as set out below. Franchise Applicants should note the page limit in section 3.2(f) of the Franchise PPD – the total responses to the four Further Technical Questions, including supporting information, must not exceed 20 sides of A4. For the avoidance of doubt, the response to the required update to question B1.3(iii) will not count towards this page limit.

This separate document must be converted to a searchable pdf, which must then be uploaded via the portal. Franchise Applicants must upload a fully completed response together with the required supporting information using the Authority's franchising e-sourcing portal, before the return deadline specified by the Authority when the Further Technical Questions are activated.

No other documents or information should be submitted.

Further Technical Questions

| D1 FURTHER TECHNICAL QUESTIONS | |
|---------------------------------------|---|
| D1.1 | Customer Experience The Department requires the East Midlands 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: |

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| | <p>(a) How you put passengers at the heart of your business, so that you deliver excellent customer service for different passenger markets;</p> <p>(b) How you have achieved excellent standards in relation to the presentation of the fleet and passenger environments such as stations; and</p> <p>(c) 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.</p> |
| D1.2 | <p>Serving and growing diverse markets Using examples from the past three (3) years demonstrate your experience of a market focused approach to passenger services delivery including:</p> <p>(a) how you have identified and implemented differentiated marketing and branding strategies;</p> <p>(b) how you have responded to differing and sometimes conflicting customer priorities in diverse market segments;</p> <p>(c) how you have made use of market segmented costs and revenues to identify opportunities for efficiencies; and</p> <p>(d) what innovative approaches you have developed to deliver passenger services tailored to local market requirements.</p> |
| D1.3 | <p>Managing and Increasing Capacity Using examples from the past three (3) years demonstrate your experience and approach to making the best use of capacity in passenger transport, including:</p> <p>(a) how you have focused on demand and maximised the use of resources to reduce crowding on services;</p> <p>(b) how you have optimised the utilisation of capacity to maximise value, for example through timetabling, fleet deployment and operational robustness;</p> <p>(c) how you have planned capacity to meet future growth and dealt with permanent changes in demand and seasonal variation/special events; and</p> <p>(d) what innovative solutions have been used and the outcomes achieved.</p> |
| D1.4 | <p>Collaborative Working</p> |

| | |
|--|--|
| | <p>Using examples from the past five (5) years demonstrate your experience in working collaboratively with industry partners to support development or delivery of large scale infrastructure schemes and/or deliver improvements to the operation of the railway, including:</p> <p>(a) How you proactively engaged with stakeholder and worked collaboratively with industry partners;</p> <p>(b) What collaborative activities have you been involved with the infrastructure provider and what benefit did this achieve for the railway;</p> <p>(c) How you minimised disruption, and communicated with, passengers during planning and delivery phases of infrastructure scheme; and</p> <p>(d) How you helped support development and delivery of major projects, infrastructure enhancements or renewals.</p> |
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If responses to the Further Technical Questions are required by the Authority, the Franchise Applicant will be required to respond to the questions above in relation to the following:

- on its own behalf, and where the Franchise Applicant is a joint venture or consortium, on behalf of the other 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.

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 Franchise PPD, particularly in sections 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 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.

Scoring of Further Technical Questions

The responses to each of the Further Technical Questions will be scored against the assessment criteria set out below.

| 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 to the Further Technical Questions

| Further Technical Questions - Weightings | | |
|---|--------------------|-------|
| Question | Question Weighting | Total |
| D1.1 Customer Experience | 35% | 100% |
| D1.2 Serving and growing diverse markets | 25% | |
| D1.3 Managing and Increasing Capacity | 20% | |
| D1.4 Collaborative Working | 20% | |

Update to Franchise Specific Grounds for Discretionary Rejection

The Franchise Applicant must notify the Authority, by way of an update to the original response to question B1.3(iii) of the Franchise EoI if the "Franchise Applicant" (to be read for the purposes of this update in the same way as it was to be read in Part B of the Franchise EoI):

- has shown significant or persistent deficiencies in the performance of a substantive requirement under any contract or operation which has been referenced in the responses to the Further Technical Questions, in which the Franchise Applicant has been engaged in the last 3 years;
- those deficiencies 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, or other comparable action or sanctions; and
- the original response to question B1.3(iii) as part of the Franchise Application did not take account of that contract or operation, because the Franchise Applicant had not anticipated referencing it in the responses to the Further Technical Questions at the time when the Franchise Application was submitted.

Where there is no update to the response to question B1.3(iii), the Franchise Applicant should state "B1.3(iii) – no update".

Where there is such an update, the Franchise Applicant should provide an updated response to question B1.3(iii), by providing details including:

- information about the offence or misconduct, or other relevant situation, including a summary of the relevant circumstances, key dates and who within the Franchise Applicant was involved;
- whether the Franchise Applicant has paid or undertaken to pay compensation in respect of any damage caused. Please provide any evidence;
- whether the Franchise Applicant has clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities. Please provide any evidence;
- whether the Franchise Applicant has taken concrete technical, organisational and personnel measures that are appropriate to prevent recurrences. Please provide any evidence; and
- any other relevant information that may be reasonably considered relevant to the Authority's consideration of the matter.

The Authority will then take that update into account in evaluating, or revisiting the evaluation of, the Franchise Applicant's response to Part B of the

Franchise EoI, in accordance with the evaluation process set out in section 4 of the Franchise PPD.