

Appendix B Technical Response – Lot 2

Ref	Theme	Question	Evidence Required	
Technical Evaluation – Technical Questions (Scored Questions)				
Ref	Theme	Question	Evidence Required	Weighting
TQ1	Methodology – approach	<p>Please provide a realistic, concise, achievable methodology for delivering the requirements of the SoR taking into consideration the need to work with the other Scheme Development Phase Partners and EWR Co. The methodology is required to demonstrate how all affected parties will be engaged in advance of depositing the DCO.</p> <p>Response Limit; 3 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ1_your_name'</p>	<p>The tenderer demonstrates and provides the following:</p> <ul style="list-style-type: none"> • Understanding of the range, scale and timings of the requirement of the SoR and your assessment of the level of resources required to deliver the service based on previous experience; • Details of managing quality control and performance monitoring to deliver high quality output to tight timescales and to prevent/reduce incidents of sub-standard delivery. • Description of how risks and uncertainty on your clients' projects and programmes are managed, including use of risk management tools and models used to improve project outcomes; and 	15%

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			<ul style="list-style-type: none"> • Description of how the tenderer will work with other scheme partners (Annex B provides information about scheme partners). • Provide a commitment to all elements of KPI 1. 	
TQ2	Scenarios	<p>For each of the 5 Scenarios detailed at Annex A please describe viable, well-constructed resource plans demonstrating a suitable team structure with the right balance of skills, experience and capacity.</p> <p>Each plan should set out the activities for the Scenario and identify key personnel and other personnel responsible for various phases or elements of the Scenario.</p> <p>Your plans should include:</p> <ul style="list-style-type: none"> • How individual requirements will be mobilised rapidly and effectively • How resilience will be managed <p>Response Limit; 10 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ2_your_name'</p>	<ul style="list-style-type: none"> • Each Scenario Resource Plan should set out the activities required to deliver the Scenario and identify key personnel and other personnel responsible for various phases or elements of the Scenario. • Each Scenario Resource Plan should include how individual requirements will be mobilised rapidly and effectively. • Each Scenario Resource Plan should include how resilience will be managed. 	<p>Total of 15%</p> <p>(3% per Scenario Resource Plan)</p>

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TQ3	Methodology – application	<p>Please explain how the methodology stated in TQ1 will be applied to this Contract to enhance the whole life value of the railway project and drive down costs whilst driving up productivity in the delivery phase.</p> <p>The methodology is also required to address how you will ensure projects are delivered to budget with <5% variance from the agreed budget and in doing so ensures that 100% of deliverables are accepted on the first submission.</p> <p>Response Limit; 4 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ3_your_name'</p>	<p>The tenderer demonstrates and provides the following:</p> <ul style="list-style-type: none"> Any novel techniques successfully used in the delivery of the services; Strategy to mobilise the team quickly on contract award and to adapt to emerging requirements and changing levels of workload, whilst maintaining high quality standards; Identification of key challenges and opportunities to successfully deliver the contract outputs and how they are addressed and realised; and Effective quality assurance and project management procedures for delivering correctly first time within the agreed budget (KPI 2 and KPI 3). 	15%

Ref	Theme	Question	Evidence Required	Weighting
TQ4	Organisation Capability – Key Personnel & Leadership	<p>Detail your proposed Key Personnel and demonstrate their suitability and added value they offer for the proposed role.</p> <p>In your answer please provide CVs of the following key persons who will be deployed in the Land and Property team substantially in the 12 months following the date of award:</p> <p>Key Personnel: (as described in the SoR)</p> <ul style="list-style-type: none"> - Account Director - Workstream Lead – Land Access - Workstream Lead - Land Referencing - Contract Manager - Programme Manager <p>These individuals will be considered the 'Key Personnel' and changes will only be with the approval of EWR Co.</p> <p>Response Limit; 4 sides of A4 (excluding CVs) in PDF (Arial 11 Font), single space</p> <p>All CVs are required to be in the format stated in Appendix K: CV Template, please also complete Appendix G: Key Personnel</p> <p>The file should be named 'TQ4_your_name'</p>	<p>The tenderer provides and demonstrates the following:</p> <ul style="list-style-type: none"> • Completed CV templates for all key persons listed; • Key Personnel and their qualifications, experience, skills and competencies, behaviours, leadership behaviours, availability and preferred work style with particular reference to assisting a public organisation in the implementation of infrastructure projects. • Demonstrates the individual meets the criteria set out in the job description in the SoR; and • Summarises the key persons personal development plan for each individual. 	10%

Ref	Theme	Question	Evidence Required	Weighting
TQ5	People Management	<p>Explain how your business will maintain 100% service continuity from its resources and what motivates success in your people and how genuine talent is nurtured within your organisation, including the values of your organisation and how this makes your people bold, courageous, resourceful and innovative how this will be applied to delivering the SoR.</p> <p>Please also explain how you encourage diversity within the broader workforce according to Equality Act protected characteristics.</p> <p>Response Limit; 3 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ5_your_name'</p>	<p>The tenderer provides and demonstrates the following:</p> <ul style="list-style-type: none"> • How will your organisation ensure 100% continuity of service with respect to staff turnover/vacancy management . (KPI 4) • How your organisation would empower teams allocated to this contract to behave in a bold, courageous, resourceful and innovative manner; • How you will utilise this project to develop your people and benefit the project; • Detail the remote/office working environment to ensure all staff are engaged and managed in terms of delivery outcomes; • Explain how diversity is encouraged; • Explain the risk management of staff availability. 	10%

Ref	Theme	Question	Evidence Required	Weighting
TQ6	Collaborative Working	<p>Explain what it means to have a collaborative relationship with your client and other partners. Explain how you will apply the lessons learnt from previous contracts to this contract.</p> <p>How will you manage risks/opportunities and build stakeholder relationships for a successful DCO and delivery/handback of the project</p> <p>As part of this response please explain how you will measure and act on feedback from customer on a scale of 0-5 to maintain a feedback score of >3 – In respect to KPI 5</p> <p>Response Limit; 3 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ6_your_name'</p>	<p>The tenderer demonstrates and provides the following:</p> <ul style="list-style-type: none"> • Two non-generic examples of successful collaborative relationships and one unsuccessful on similar projects to EWR; • Provide a commitment to achieving a high customer feedback score (KPI 5). • Reasons why collaboration is either successful or unsuccessful based on experience; • How experience and lessons learnt from previous projects can be applied to ensure collaborative relationships; • Mechanisms for building stakeholder relationships; • Mechanisms for risk management. 	10%

Ref	Theme	Question	Evidence Required	Weighting
TQ7	Client Experience question	<p>How would your organisation put EWR Co needs at the heart of every decision you make as part of working on this contract?</p> <p>Response Limit; 2 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ7_your_name'</p>	<p>The tenderer provides a clear methodology of how they:</p> <ul style="list-style-type: none"> • Identify the client; • Identify client needs; • Incorporates the identified client needs as an integral part of delivering the SoR; and • How client needs are measured and addressed by outcomes delivered. 	10%

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TQ8	H&S and Well Being	<p>In delivering the SoR please describe how the safety, physical and mental health and wellbeing of your teams is ensured whilst at work in offices, on site and at home and how these factors will be promoted across the EWR Co programme.</p> <p>Response Limit; 3 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'TQ8_your_name'</p>	<p>The bidder demonstrates and provides the following:</p> <ul style="list-style-type: none"> • Working practices in place to ensure the continued health and wellbeing of your people; • An ongoing programme of staff communications including meetings, promotion, briefings, training etc; • A highly visible leadership & direction, plus the provision of competent support; • Performance review and learning from key performance indicators; • Involvement of all staff in establishing risk management measures; and • Provision of support and engagement with staff on health and wellbeing matters in both the home and office environments. 	5%

Ref	Theme	Question	Evidence Required	Weighting
SV1	Social Value question	<p>Please explain how your organisation will contribute to EWR Co's social value mission specifically relating to Education and Skills as set out in the Statement of Requirements (Appendix A, Section 2.5) and provide an outline Education and Skills (ES) Plan, consisting of</p> <ul style="list-style-type: none"> i) ES Activity Breakdown and ii) ES Method Statement, including examples of what experience your organisation has of delivering these outcomes for diverse groups to support your answer. <p>Response Limit; 4 sides of A4 in PDF (Arial 11 Font), single space</p> <p>The file should be named 'SV1_your_name'</p>	<ul style="list-style-type: none"> • An overview of the internal and external resources required to deliver Education & Skills opportunities and the financial value attributed to those resources. • Demonstrate how the social value outcomes proposed specifically relate to your organisations social value objectives, to the deliverables of this Contract and the communities that will be served by this Contract. • Demonstrate how the social value outcome will be impacted by the value of spend awarded on a sliding scale from 25% to 75%. The response should describe how the overall social value outcome will be impacted both in terms of deliverability and the tangible outcomes for the local community. 	10%

Annex A – Lot 2 Scenarios

Task Order Area	Scenario	Assumptions	Question
Land Access for Surveys	250 licences are required in the next two months for additional archaeological surveys	4/5 of those licences have had archaeological surveys in the last 9 months	Explain how you would resource this request and the approach you would take
Land Referencing	75 new utility activities outside of the DOLB (Draft Order Limits Boundary) have been identified requiring potential inclusion in the DCO application. The DCO is due to be submitted in 10 days' time	Adjacent landowners' details are known	Which EWR teams (see Organisation Chart in Appendix A of the ITT document) would you immediately engage with and how would you meet this deadline? Explain the resource required and your approach
DCO preparation	Land ownership information has been accidentally deleted from the database on one section of the route comprising 175 land parcels and the Book of Reference is incomplete. The DCO is to be submitted in 3 weeks' time	The data cannot be restored	In order to ensure a compliant DCO application what size team would you assemble to address this issue?
DCO & Land Assembly Program Management	A series of siloed land and property workstreams are holding back preparation of the DCO and coordinated land assembly efforts	Workstreams are established and integrated with the Technical Partner	Explain how you would establish a program office to ensure coordination across all land and property workstreams focusing on DCO preparation and land assembly. What resource would this need to establish?
Reporting & Business Management Support	A weekly and monthly (deep dive) contract meeting runs through KPIs and management issues. The Land and Property Senior Leadership team attend and each week a different area is focused on. There is always too much to discuss and items are not being escalated	What approach would you take to improve the issues being discussed to 100% and ensure escalation of the right issues? Once established how would you resource and manage these meetings to ensure and maintain performance	What approach would you take to improve the issues being discussed to 100%? Once established how would you resource these meetings and ensure performance?

Annex B – Scheme Partners

Programme Partner

EWR Co has retained the principal responsibilities of the Programme Integrator rather than devolve these responsibilities to a third party. However, a Programme Partner provides the company with the additional resources and capabilities needed to adequately fulfil this role. The Programme Partner augments the EWR Co structure with suitably qualified, skilled and experienced individuals who can actively support the management and technical development of the company. In addition, the Programme Partner is tasked with certain key functions and responsibilities as part of the client-side delivery team.

Technical Partner

The Technical Partner provides the engineering and systems capabilities needed to mature the solution requirements and specifications in order to inform the subsequent phases in the development. In addition, the Technical Partner provides preliminary design to the level of maturity necessary to support the DCO application and provides support to the consultation and engagement process as well as the subsequent preparation and submission of the Development Consent Order application. The Technical Partner also provides all associated environmental assessment and is responsible for producing the Environmental Statement for the programme.

Commercial Partner

The Commercial Partner provides all commercial, cost management, procurement, quantity surveying and project finance support to EWR Co and also works with EWR Co to provide contract administration for these partnerships and other contracts. The Commercial Partner develops cost estimates and provides cost planning and estimating support to the Technical Partner as alignment options are developed and assessed. The Commercial Partner also works with EWR Co to develop and implement the procurement strategy for the delivery phase of the programme.