

Query Reference	Nature of Query	Response
Sarah Green - Dart Charge, Future Services, Required Capabilities and Potential Packaging Approach		
1	Observation - why would you carve up this contract when there are similar single package solutions globally?	The current contract is working fine, but there are sub-contracts under the current contract - we have yet to find someone who can deliver it all themselves without sub-contracting out large elements. Breaking down the services into packages allows us greater direct access to the experts in each area. The Public Contracts Regulations 2015 and government IT strategy also mandates that public sector procurers split requirements into lots.
2	Are you procuring all of the services to integrate yourself?	Highways England would act as the integrator. The reason we are doing this is to allow us to have direct access to a wider spectrum of the market, and the experts in each of the package areas.
3	Is there any project interrelationship with the HGV levy?	Department for Transport launched a call for evidence (consultation) on the reform of the HGV levy and responses to that consultation are being looked at now. We are in conversation with them to ensure alignment, particularly as it referenced the Dartford Crossing and other schemes. We will continue to engage with DfT on the next steps concerning any reform to the HGV levy.
4	Will you be sharing the current infrastructure landscape with us after this event?	No, not at this point in time. If we go out to tender this information will be part of the data room.
5	There has been a single service provider responsible for all of the services for many years. Highways England have now decided that they wish to carve it up into packages. The question is: which risks are Highways England willing to manage? This risk analysis needs to take place.	We are looking at this as part of the project starting with the procurement strategy that is currently being developed. All approaches are being considered, including the impact and risks associated with the integrator role.
6	Do you have a series of problem statements that we can solve, explain to us what currently isn't working so we can explain how they can be resolved?	The current service is working. Every day 165,000 people use the crossing. This is about future proofing - is the service future proofed - that is the key question.
7	Do the packages include technology refresh?	Yes
8	Are you interacting with TfL about interoperability with Silvertown?	Not in this scheme. This is something that will be explored for the longer term future, especially in light of the ambition towards single user account.
9	Does Highways England want to take the risk of integration?	This is being explored within the procurement strategy.
Neil Widdop - Planned Market Engagement		
10	The more reliably the services are provided in package 1, the less cost there will be for package 2. Equally the more package 2 can 'charm' its customers, the easier detection is for package 1. There is a strong operational dependency between package 1 and 2, and a financial link. This is a comment to consider in relation to your proposed packaging approach.	We will take on your feedback in relation to packaging approach – we are here to listen to feedback from the market.
11	What is meant by Security Audits?	ISO 27001 compliance. This is embedded in the current contract and is being considered to break out as a separate item.
12	Vehicle Detection - is there potential for this to be used nationwide?	There are no plans for Road User Charging on the Strategic Road Network. Package 1 is solely for vehicle detection and identification at the Dartford Crossing.
13	Do you want a solution that is capable of nationwide vehicle detection?	No, package 1 is just concerned with the Dartford Crossing at present.
14	Is there an indicative length of the contract, particularly in relation to the package values shown?	7 years has been used solely for the purposes of determining an indicative cost for certain packages. The contract duration has not yet been determined; we would like to know from you the optimum length of the contract. You tell us - we want to hear from you.

15	You have made it clear that this isn't going to be nationally used, but what do you mean by scalable?	By scalable we mean that it must be able to cope with the annual increase in the volume of traffic on the Crossing, and it must be able to factor in other potential increases in volumes such as the Lower Thames Crossing.
16	Is the scalable solution to be rolled out nationally?	No, the solution must be scalable to be able to include increases in volumes for other potential already planned schemes such as the Lower Thames Crossing but there are no plans to roll this out nationally.
17	Have you discounted building on the existing system?	Nothing has been discounted at this stage.
18	Are the SLAs and KPIs for the packages going to be the same as under the existing contract? Many suppliers were uncomfortable with the KPI regime that is in the current contract.	The KPI regime has not yet been determined. What do you think these should be going forward? We need strong measurements in the contract and there will be a KPI regime in the contract, but we want the market to tell us what it is that they are uncomfortable with.
19	The package 1 to 2 split is exactly what we have in place for the HGV levy and it works very well.	Noted.
20	If you have been talking to TfL, are you integrating the Blackwall Tunnel tolling and their plans for Silvertown?	No, however, by the time this contract comes online there will be 11 charging projects within the M25. We will have to look into the account landscape for all of these.
21	To what extent will Brexit, EETS and other directives have on this contract?	That is not known at this stage. Let's see interoperability across the strategic road network to begin with.
22	You mentioned that one to one meetings may be happening?	One to one meetings are happening and are planned to take place in March 2018.
23	In response to any suggestions for a different breakdown of the packages <ul style="list-style-type: none"> Breakdown package 2 into systems and operations. There may be a handoff issue between packages 1 and 2; we recommend combining them. 	Noted.
24	Do you have advisors on board?	Yes, we have advisors on board that take us through the options and development stage, and the completion of the Outline Business Case which is around Autumn of this year. We will be considering succession planning soon.
25	Can we have longer than one week to respond to the supplier questionnaire?	We will look into this and come back to you. This has since been extended.
26	There are a number of solutions across Europe providing examples of best practice - how are you being informed by these examples?	We reached out to other countries for their thoughts, but there is no one way of doing this. All of the solutions around the world are different. The closest scheme we found to ours was in New Zealand but that only dealt with 12,000 vehicles a day. We are drawing on this best practice and have done so to come up with the proposed packaging approach.
27	Interoperability - will this be extended to private opportunities e.g. car parking?	That is ambitious. This is a government contract. If customers are looking for a streamlined system, we're open to ideas.
28	Are you aware that there is a market engagement event taking place in Manchester today about smart ticketing?	It is difficult to keep up with the pace of this area, that is why you are here today so that we can feed in the market's views to our planned services.
29	Regarding clarity on the number of different packages and the number of procurement routes possible - is this going to push towards existing frameworks or do you have a blank piece of paper on this?	We are required to look into all the options, and government policy is to follow a decision tree asking "can it be done in-house? Existing contracts, Frameworks? Open/ restricted?". We are looking at all options.
30	Is anything driving the decision making on the route being taken?	We are looking at government framework options. We have to have a strong justification for not using them. TMT 2 framework is an option being considered for package 1 and it is being considered as part of the wider sourcing routes.

31	Will you be staying with the same charging structure?	There is no appetite to change the current charging regime at this time.
32	Are there any synergies between this project and the A2/M2?	No
33	Have you looked at and defined the hand-offs between the packages?	Yes we have considered this, but now we are asking the market for input. An example is image review - where does this best sit? How does this work through the process - you tell us.
34	When you say in house, what do you mean? Who will be doing the technical integration?	The technical integration would not be in house. People are needed to manage this.
35	Who are your client side advisors?	Our advisors are Arup/PA Consulting from the Specialist Professional and Technical Services (SPATS) framework.
36	Will the National Roads Telecommunications Service (NRTS) be available for part of this contract?	There is nothing stopping this from happening. Suppliers can utilise NRTS if there is a requirement for it.
37	Does package 1, vehicle detection and identification include provision of the infrastructure?	Package 1 includes all charging equipment required, it does NOT include the gantries/road surface etc.
38	Are gantries part of Lot 1?	Any work on the gantries will be part of the minor civils works which will be sourced separately. No new gantries will be required. Current working assumption is charging equipment would be installed on the existing gantries.
39	Have you done an internal review of the existing technology? There is a need to understand the technical capability that exists in the market?	There has been a review of the technical architecture.
40	Comment: Scale of integration risk is quite substantial.	Noted.