DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

Dear Sirs

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 4th January 2019.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

Order Number:	
From:	Department for Transport ("Customer")
To:	ACCENT MARKETING & RESEARCH LTD ("Supplier")

Effective Date:	11th January 2019
Expiry Date:	End date of Initial Period 31st March 2019.

Services required:	Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by:
	the Customer's Project Specification attached at Annex A and the Supplier's Proposal attached at Annex B; and
	The Authority requires a piece of research to explore passengers' needs during times of rail disruption.

Key Individuals:	**REDACTED**
[Guarantor(s)]	N/A

Contract Charges (including any applicable discount(s), but excluding VAT):	£59,856.00 (See Part 3 – Supplier Costings, of this document for details).
Insurance Requirements	Product liability insurance cover all risks in the provision of Deliverables under the Contract, with a minimum limit of £1 million for each individual claim
Customer billing address for invoicing:	Invoices must be mailed to the following address: **REDACTED** Alternatively, invoices may be sent electronically to the following email address: **REDACTED**

Alternative and/or additional provisions (including Schedule 8 (Additional clauses)):	N/A

FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier: **For and on behalf of the Customer:**

Name and Title: **REDACTED**   Name and Title: **REDACTED**

Signature: **REDACTED**   Signature: **REDACTE**

Date: 10 January 2019   Date: 10 January 2019

Annex A

Customer Project Specification

1. BACKGROUND TO REQUIREMENT / OVERVIEW OF REQUIREMENT

1.1. The manner in which TOCs handle delays is of paramount importance to rail passengers, so much so that according to the National Rail Passenger Survey (NRPS) it is the single biggest driver of passenger dissatisfaction when journeys are disrupted.

1.2. The most recent NRPS publication shows that in spring 2018 just 37% of delayed passenger journeys were rated as satisfactory for the way in which TOCs dealt with delays when they occurred. This is a 2% drop since spring 2017.

1.3. There are large variations in the performance of TOCs during disruption with satisfaction levels ranging from 25% on Southern to 61% on Hull Trains and Virgin Trains East Coast (now London North Eastern Railway). In addition, there are geographic variations in performance with London and the South operators receiving satisfaction scores of 35%, compared to 55% on long distance operators. As shown in the chart below, satisfaction with the ways in which delays are handled have generally remained static or even decreased.

Source: Transport Focus NRPS
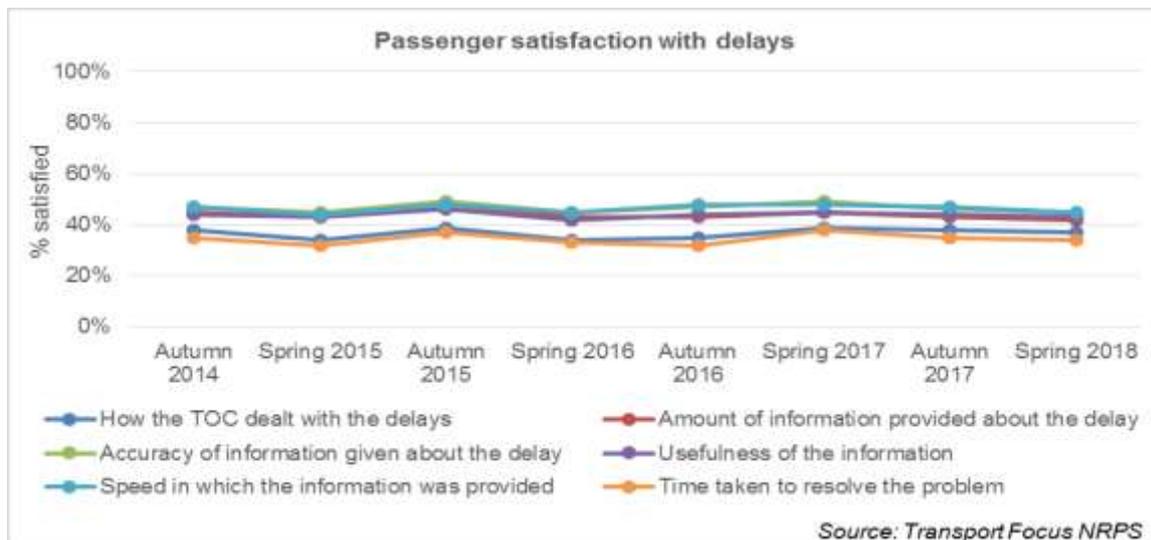
1.4. The industry has begun to take some steps to improve the way it handles disruption to make the passenger experience better. For example, the Authority has begun to include specific satisfaction targets in the TOC's Franchise Agreements.

1.5. In 2012 the Office of Rail and Road (ORR) introduced a new condition on the provision of information for passengers into TOC licenses. This condition required train operators to provide "appropriate, accurate and timely information to enable passengers to plan and make their journeys with a reasonable degree of assurance, including when there is disruption". Most

TOCs now operate to the Approved Code of Practice for Passenger Information During Disruption published by the Rail Delivery Group (RDG)[1].

1.6. In 2014 the ORR commissioned Transport Focus to undertake research into passengers' experiences of information handling during delays and disruption[2]. Transport Focus concluded that improvements were not being seen by passengers in the availability of information during delays and disruption. The most important information for delayed passengers is understanding the impact of a disruption on their journey.

1.7. From this research Transport Focus made a number of recommendations to the rail sector to be better equipped to deal with keeping passengers informed during delays including; explaining the reasons for the delay, minimising its impact, and giving frequent and accurate information. However few of these recommendations have been implemented. In light of this research, in 2016 the industry updated the code of practice to reflect the whole customer journey.

1.8. This work was the last time a significant, franchise-wide evaluation was conducted on this subject. The ORR's annual Measuring Up report analyses some aspects of the communication between passengers and TOCs, yet focuses on a review of information published on TOC's websites during planned disruption (such as timetabling issues and engineering work).

1.9. In March 2018, Transport Focus analysed the information distributed to customers during the 'Beast from the East'[3]. They recommended that information during disruption should: be timely about services which are running, contain clear information if the use of other train companies' services is permitted, and be clear about ways to claim compensation.

1.10. With continued significant delays on some TOCs, especially Govia Thameslink Railway (GTR) and Northern, understanding how best to handle disruption is paramount. As such, the Authority are seeking to commission research to inform rail policy and put in place robust recommendations and actions to improve the ways in information is communicated to passengers during times of rail disruption.

1.11. The research will have two elements: an exploration of passengers' needs when delays occur; and, a survey of TOCs to understand the measures they have put in place to date and plan to implement in the future. The Authority will undertake the survey of TOCs in-house.

1.12. The Authority will undertake the second of these elements, but would like to commission an external agency to understand the passenger experience and sentiment during rail delays, and what passengers need during rail delays in line with the objectives and aims outlined in this Statement of Requirements.

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[1] Rail Delivery Group (2016) Approved code of practice – Provision of customer information, https://www.raildeliverygroup.com/about-us/publications.html?task=file.download&id=469771025

[2] Transport Focus (2014) Passenger information when trains are disrupted, https://www.transportfocus.org.uk/research-publications/publications/passenger-information-when-trains-are-disrupted/

[3] Transport Focus (2018) Passenger information during the Beast from the East, http://d3cez36w5wymxj.cloudfront.net/wp-content/uploads/2018/07/03142542/Passenger-information-during-the-%E2%80%98Beast-from-the-East%E2%80%99-July-2018.pdf

2. DEFINITIONS

Expression or Acronym	Definition
DfT	means Department for Transport (The Authority)
TOC	means Train Operating Company
NRPS	means National Rail Passenger Survey
ORR	means Office of Rail and Road
RDG	means Rail Delivery Group
GTR	means Govia Thameslink Railway
CSL2	means Customer Service Level 2

3. SCOPE OF REQUIREMENT

3.1. The Authority requires a piece of research to explore passengers' needs during times of rail disruption.

3.2. The aim of the Disruption Handling project is to explore the needs of rail passengers from across Great Britain when they experience delays and disruption on the rail network. The project should capture passengers' real-time experience of unplanned disruption.

3.3. The exact definition of passengers who are in scope for this project will be decided with the successful bidder, however the Research Project should focus on unplanned disruption. This can include passengers who experience a single and significant delay, or passengers who are delayed on a regular basis.

3.4. Significant delays could be defined by designation of a service requiring 'Service Disruption Thresholds & Customer Service Level 2' (CSL2). For this to happen the level of service disruption must increase above one of the thresholds (defined by each TOC) or that the service they provide has fallen below a certain quality measure. The threshold for designation as a CSL2 event varies between TOC and/or individual route, but may include criteria such as "an incident expected to delay 15 or more trains by 15 minutes or more during the off-peak".

3.5. Although the exact methodology will be decided between the successful Supplier and the Authority, it should capture the needs of different types of passengers and the variety of journeys being taken, including the needs' of disabled passengers who may require additional assistance to use the railway (see 6.4.3 for further details).

3.6. The Research Project will explore passengers' experience of how TOCs handle rail disruption. The project should review existing performance and also provide recommendations based on the information needs of passengers. Potential Suppliers shall cover these key areas within the Research Project:

1. Passenger assessment of the preparedness of TOC staff during disruption.
2. Passenger experiences and perceptions (including sentiment) of information during service disruption.
3. The extent to which passengers believe information was provided in a timely and accurate way, and the ease of accessing this information.
4. The amount of information provided to passengers during disruption, including whether the degree of severity of disruption is known.
5. Where passengers look for information about delays to their service, and their assessment of the usefulness of this information (e.g. TOC websites, apps, and National Rail Enquires).
6. The availability and helpfulness of TOC and station staff during times of delays and disruption.
7. The effectiveness of messaging during disruption and what messaging approaches passengers would find more or less informative.
8. The extent to which passengers feel TOCs take ownership of disruption when it occurs.
9. The information provided about on-train crowding during times of disruption.
10. The steps TOCs are taking to digitalise disruption information.

3.7. The project must achieve at completion by the end of the 2018/19 financial year with all deliverables provided to the Authority by **31st March 2019**.

4. OUT OF SCOPE
4.1. Potential Suppliers shall note that this requirement is for the Rail Passenger Experience of Disruption Handling Project only. The survey of TOCs to understand the measures they have put in place to date and plan to implement in the future is out of scope for this Research Project. (The Authority will undertake this survey in-house).
4.2. Participants who work in the rail industry should be excluded from the research, as their perceptions and opinions are being gathered as part of a separate project.
4.3. Research participants should be rail users aged 16 and over in Great Britain, and who have experienced significant delays and disruption to their journey. Anybody aged under 16 is out of scope for this Research Project.

5. THE REQUIREMENT
5.1. The Authority requires a research project to assess the experience and sentiment of rail passengers when they experience delays, understand the needs of passengers during this time, and what actions TOCs can take to better meet passenger needs.
5.2. This research will allow the Authority to identify areas of focus on in order to create the most appropriate interventions through Franchise Agreements

and/or Invitations To Tender (ITT), and provide better, more focused leadership to the industry on this key area of ministerial importance.

5.3. The primary aims of the project are to:
1. Understand what is driving the stagnation/decrease in passenger satisfaction of TOC's handling of disruption. This should include: whether the industry's (limited) actions have had any impact, whether passengers' perceptions and experiences of disruption have changed, and what their expectations are in terms of customer service delivery and information provision.
2. Examine **rail passengers' experiences of unplanned disruption** in Great Britain including **passenger sentiment during periods of disruption**.

5.4. The objectives of the project are to:
1. Explore perceptions of how TOCs handled recent periods of severe disruption especially the wintery weather in March 2018 and the changes to timetabling in May 2018. This should include case studies of specific TOCs, namely those franchises that are part of GTR (Thameslink, Southern, and Great Northern) and Northern.
2. To capture any examples of best practice the industry could learn from when faced with handling rail disruption.
3. Explore what passengers' expectations are in terms of customer service delivery and information provision when delays occur. This should include understanding the needs of disabled passengers who may require additional assistance to use the railways.
4. Understand the different sources of information passengers access at different journey stages (pre journey, at station, on-train, and post journey), and which of these information sources they trust most.
5. Provide a clear and detailed recommendation as to the most appropriate actions the industry can take to meet the needs of rail passengers when they are delayed.
6. Recommend any messaging approaches related to disruption that passengers find more or less informative, as well as how the tone and timing of messages impact on different groups of passengers.
7. Deliver evidence that is robust enough to compare the performance between TOCs in order to highlight examples of best practice that exist. This could take the form of a league table of performance containing key KPI results.
8. Explore the consistency of messaging that is delivered during disruption (for example TOCs making passengers aware of their right to claim compensation).

5.5. Potential Suppliers are invited to submit proposals that they think best address the requirements and the objectives of the research, in line with the project budget and timetable. Potential Suppliers should review all information before designing research instruments and methodologies, including the recent report by Transport Focus on planned engineering. A link to the report is at: http://d3cez36w5wymxj.cloudfront.net/migrated/PF%20PIDD%20Rprt%20August14%20WEB.pdf

5.6. Initial meetings between stakeholders within the Authority have highlighted potential methodologies including:

5.7. Quantitative:
1. Survey of rail passengers: In 2014 Transport Focus conducted a survey of over 7,000 rail passengers to understand their experiences and needs when their journey is disrupted. The survey was conducted in November and December 2013. Potential bidders should consider the possibility of benchmarking results from any potential survey against the results from the 2014 project. Passengers were included in this Research Project if they had experienced any delay in the past week.
2. Real-time mobile survey: It is important to capture the in-the-moment experience, needs and wants of rail passengers during times of disruption. In 2014 Transport Focus used a mobile app to capture this data, and we would encourage the potential bidder to consider innovative ways to achieve this.

5.8. Ongoing KPI metric: The bidder may wish to consider whether it is possible to collect a small amount of quantitative information on an ongoing basis to measure the ways in which TOCs handle disruption and compare scores over time.

5.9. Qualitative:
1. Focus Groups/Interviews: It is important that the successful bidder incorporates message testing into their bid in order to understand which messages resonate with passengers during disruption.
2. Mystery Shopping: Given it is important to capture the in-the-moment experience of passengers undergoing significant delay, mystery shopping during disruption may be a way to assess the performance of TOCs during times of disruption.

5.10. The exact topics for inclusion on the instruments will depend on the methodology, but it is envisaged that these will be discussed and agreed between the successful Supplier and the Authority's project manager. The expected topics for inclusion are listed in 5.6, however Potential Suppliers are encouraged to include additional topics for inclusion in their proposals.

5.11. Potential Suppliers are encouraged to submit proposals that they think best addresses the objectives of the research, however shall deliver the following:

1. A clear and detailed set of recommendations about the needs of passengers when they experience unplanned delays when travelling on the rail network in Great Britain. This will include recommendations around the most appropriate messages to use at each stage of the journey, and where relevant, which to use with different types of passengers (e.g. commuters, leisure, or business passengers).
2. Analysis and reporting of the chosen methods to inform a robust and detailed thematic report, in either a research report or slide deck format. The exact format of the report will be agreed between the successful bidder and the Authority.
3. An evaluation of passengers experiences, sentiments and needs during times of disruption and delays on the railway, to inform a clear and detailed set of recommendations about how the rail industry can meet these needs.
4. Finalised research instrument(s), a research report containing the research findings, and a face-to-face debrief of the findings.
5. A selection of case studies highlighting best and worst practice from the industry. These should include franchises that are part of GTR and Northern.
6. To identify the areas that the Authority needs to concentrate on in order to create the most appropriate interventions through Franchise Agreements, and provide better, more focused, leadership to industry on this key area of ministerial importance.

5.12. The face to face presentation of the main findings of the research at the Authority's central London offices. The exact date and time will be agreed between the successful bidder and the Authority.
5.13. A detailed research report from the Research Project. The details and format of this report shall be decided between the Authority and the Successful Supplier during the Start-up meeting referenced in the table at 7.2, but will be expected to include the information needs of rail passengers when they experience rail disruption. The Authority require the final report to be completed and delivered to the Authority by 31st March 2019.
5.14. The project will be considered complete once the Authority report has been reviewed and agreed.
5.15. The appointed Supplier shall provide a quality assurance report as detailed in Section 12. The frequency of this report will be agreed between the Authority and the appointed Supplier upon award of contract.
5.16. At the Start-up meeting, following contract award, the successful Supplier will be required to confirm formatting of reports to be provided and address any potential issues ahead of final delivery.

6. KEY MILESTONES AND DELIVERABLES

6.1. The Research Project must be completed in the 2018/2019 financial year.

6.2. The Potential Supplier should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Start-up meeting	To be agreed upon award.
2	Draft Report	By 15th March 2019
3	De-brief discussion of recommendations	By 22nd March 2019
4	Final report	By 29th March 2019

7. MANAGEMENT INFORMATION / REPORTING

7.1. The report must be of a publishable quality and adhere to the Authority's publishing standards. These standards will be conveyed to the appointed Supplier following contract award.

7.2. The format of reporting shall be agreed with the Authority upon award. However, it is the Authority's expectation that the report is likely to be in Word format, provided electronically.

7.3. The Potential Supplier shall provide evidence of the quality assurance process undertaken to ensure accuracy of sources and information.

7.4. The Authority intends to publish/make available the report arising from the Rail Passenger Experiences of Disruption Handling project. The date of this publication will be decided with Policy customers within The Authority, however is expected to occur during summer 2019.

7.5. Further information around these reporting requirements can be found here:

https://www.gov.uk/government/publications/instructions-for-organisations-producing-reports-for-the-department-for-transport

8. VOLUMES

8.1. The Authority does not specify any minimum number of rail passengers that should be surveyed / interviewed or participate in Focus Groups. It is for the Supplier to propose a suitable sample size for the Authority's consideration, as part of its tender response.

9. CONTINOUS IMPROVEMENT

9.1. Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

10.1. There are no explicit sustainability requirements for this Research Project.

11. QUALITY

11.1. The Authority requires the Potential Supplier to detail the Quality Assurance process, including but not limited to, clear evidencing of sources.

11.2. The Authority reserves the right to examine any aspect of the successful Supplier's work in detail, or to commission suitable agents to do this.

11.3. Potential Suppliers shall submit a quality control plan with their proposal outlining their internal quality control procedures.

11.4. The Potential Supplier must outline the coverage of the Research Project and methodologies applied in their bids.

11.5. The Potential Supplier must also provide evidence of the quality assurance activities undertaken as outlined above.

12. PRICE

12.1. Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery, which include but are not limited to; all Research Project costs along with any overheads and other related costs; provision for a face-to-face debrief meeting of the final report to the Authority's stakeholders at a mutually convenient central London location.

12.2. Potential Suppliers shall note that the all of fees must be requested by the date of delivery of the final research report (29th March 2019).

13. STAFF AND CUSTOMER SERVICE

13.1. The Authority requires the Potential Supplier to provide a sufficient level of resource throughout the duration of the Provision of Rail Passenger Experience of Disruption Handling Contract in order to consistently deliver a quality service to all Parties.

13.2. Potential Supplier's staff assigned to the Provision of Rail Passenger Experience of Disruption Handling Contract shall have the relevant qualifications and experience to deliver the Contract.

13.3. The Potential Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

13.4. The successful bidder is required to identify individuals who will manage the research and to nominate a representative for day to day contact with the Authority's representative. A Project Manager from the Authority will be responsible for the day to day management of the project and to whom the Supplier's named representative should liaise.

13.5. The Authority's project management for the project will be provided by a member of the Rail Statistics, Research and Evaluation Team (Rail Analysis).

The nature and frequency of regular informal and formal contact between the successful bidder project manager and the Authority's project manager will be agreed at the start of the project.

14. SERVICE LEVELS AND PERFORMANCE

14.1. The Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Report Delivery	The Draft Report shall be provided to the Authority by the 15th March 2019.	100%
2	Report Delivery	Delivery of Final Report by 29th March 2019.	100%

14.2. In the event of poor performance through the failure to deliver KPIs to time and of appropriate quality, the Authority shall meet with the Supplier to understand the root causes of the issue. The Supplier shall formulate a Performance Improvement Plan to rectify these issues and meet the requirements in this statement.

14.3. If poor performance continues, following formal written warnings, early termination of the Contract will also be considered.

14.4. The Authority will monitor the work of the Supplier throughout the Research Project through regular contact between the Supplier and The Authority's day-to-day contact. It is anticipated that these will be weekly telephone calls or email updates on progress with the project.

14.5. The Authority will manage poor performance by the Supplier as set out in 14.2 and 14.3.

15. SERVICE LEVELS AND PERFORMANCE

15.1. Potential Suppliers shall explain how they intend to transfer the required reports and how the security of the transfer will be ensured. This will need to be reviewed and agreed by the Authority at the Start-up meeting before implementation. If any additional cost is associated with this process, this must be made explicit in the bid (Attachment 4, Price Schedule).

16. PAYMENT AND INVOICING

16.1. Claims for payment may be submitted at the achievement of a milestone and the receipt by the Authority of the deliverables and required supporting documentation. As indicated in paragraph 13.2, all fees must be requested by 29th March 2019.

16.2. Payment for the data provided will be arranged through a BACS system of payment. The appointed Supplier details will be requested by the Authority's Project manager following contract award.

16.3. Payment can only be made following satisfactory delivery of both the pre-agreed research reports and quality assurance report requested in Section 12.

16.4. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

16.5. A Purchase Order number will be provided to the appointed Supplier in advance of receipt of the agreed upon deliverables. This number must be included on any Supplier invoice.

16.6. Invoices must be mailed to the following address:

REDACTED

16.7. Alternatively, invoices may be sent electronically to the following email address: **REDACTED**

17. LOCATION

17.1. The location of the Services will be at the Appointed Supplier's own site and at the Department for Transport's **REDACTED**.

Annex B

Supplier Proposal

Question 4.1:

Please detail how your expertise and experience will contribute to the effective delivery of the Disruption Handling research to the Authority.
Your response should include the following;
- Detail how the experience of the proposed personnel will support the delivery of this requirement.
- An overview of your project team, including expertise and experience.

- Your experience within the transport and/or rail sector and how this will contribute to delivering the research project.
- A comprehensive project resource plan of your proposed advisory team, with a clear breakdown of resources, grades and estimated days against the scope of each of the requirements broken down by product, and totalled. (Should reflect details requested in Attachment 4 – Price Schedule).

Supplier's Response to Question 4.1:

1. Accent is one of the UK's leading providers of research in the rail sector. We have a wealth of expertise to bring to the study.
2. Accent is undertaking a study for **REDACTED** on passenger information during disruption. This is ongoing research into passenger information during unplanned rail disruptions including delays of over 20 minutes and cancellations. A number of methods are employed to promote the survey and encourage participation. This includes card hand outs (with a link to the online questionnaire), Tweets (sent to those registered to receive tweets if there was a disruption), emails and a link on the National Rail website. All four channels lead participants to an online survey. Results are provided through a live dashboard for each TOC as well as quarterly reporting.
3. The initial stage of the study involved testing a number of methods. Participants were recruited from samples of rail users (provided by **REDACTED** and individual **REDACTED**) and from recruitment using tablets at stations. Those who had suffered a disruption within the last week were asked to complete an online survey about their experience. Those who had not suffered a disruption within the last week were offered an email with a hotlink to an online survey or a link to an Android or iOS app to be used the next time they suffered a disruption.
4. Accent has also completed a related study in the road sector. **REDACTED** commissioned Accent and **REDACTED** to conduct research to find out from customers what turns a journey that is usually perceived as 'good' into a 'bad' or 'even worse' journey. The result of this journey turning even worse should be purely down to weight-of-traffic congestion and does not include incident or weather-related congestion events. The methodology comprised 120 drivers interviewed or recruited at service stations, an online panel of 700 drivers, 12 Dashboard cam journeys and 10 accompanied journeys.
5. We have also recently explored the impact of rail reliability through a major **REDACTED** and are working with **REDACTED** to determine for future franchise bids the role that hygiene factors like reliability have on passenger satisfaction when compared with non-hygiene factors.

6. **Overview of project team, including expertise and experience:**
   a. The project would be managed by **REDACTED** under the direction of **REDACTED**. **REDACTED** will be the day-to-day contact and lead on the quantitative market research. **REDACTED** will lead the qualitative research. **REDACTED** will take on overall responsibility for the quality

and delivery of the work. Expert consultant support would be provided by **REDACTED**.

b. On the operations side, the data processing team would be led by **REDACTED** and the Field team by **REDACTED**. Finally, quality control would be overseen by **REDACTED**.

c. The proposed project team have worked together for over 15 years and provided an integrated, experienced and highly rounded team covering all the disciplines required.

7. <u>Pen Portraits for Key Staff</u>

     a. **REDACTED**
     b. **REDACTED**
     c. **REDACTED**

REDACTED

Project resource plan with a breakdown of resources, grades and days against the scope of each of the requirements

Task	REDACTED Project Director	REDACTED Project Manager	REDACTED Qualitative lead	REDACTED Qualitative director	REDACTED Research Executive	REDACTED Field Manager	REDACTED DP Director	REDACTED Analyst
Inception workshop	0.25	0.5	0.5	0.5	0	0	0	0
3 week mobile app	0	0	2	0.25	0	0.5	0	0
Sharing session	0.25	0.25	0.5	0.5	0	0	0	0
8 groups and 8 depths	0	0	6	1	2	0.5	0	0
Sharing session	0.25	0.25	1	0.5	0.5	0	0	0
Quantitative survey	0.25	3.5	0	0	0	3	1	4
Debrief and reporting	0.25	3	4	0.5	0.5	0	0	1
Total	**1.25**	**7.5**	**14**	**3.25**	**3**	**4**	**1**	**5**

Question 5.1:

The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the research project in order to meet the specified

milestones.
Your response should include the following;
- How will you ensure staff availability for this contract?
- How will you project manage the requirement as outlined in Attachment 3 – Statement of Requirements, and how you will meet the set milestones.

Supplier's Response to Question 5.1:

1. How we will ensure staff availability for the contract:

    a. We have carefully considered how best to allocate our resources to the required tasks, balancing the input of senior and more junior staff to ensure we deliver high quality outputs and performance with efficiency. Using our resource management system, we have confirmed availability for the duration of the project.
    b. The table below shows the time availability and commitment of key personnel and support staff by task over the project.

Name	Avail-ability	Allocation of days						
		Inception workshop	3 week mobile app	Sharing session	8 groups and 8 depths	Sharing session	Quant-itative survey	Debrief and reporting
REDACTED	Full	0.5	0	0.25	0	0.25	3.5	3
REDACTED	Full	0.25	0	0.25	0	0.25	0.25	0.25
REDACTED	Full	0.5	2	0.5	6	1	0	4
REDACTED	Full	0.5	0.25	0.5	1	0.5	0	0.5
REDACTED	Full	0	0	0	2	0.5	0	0.5
REDACTED	Full	0	0.5	0	0.5	0	3	0
REDACTED	Full	0	0	0	0	0	1	0
REDACTED	Full	0	0	0	0	0	4	1

2. How we will project manage the requirement and how we will meet the set milestones
    a. We will use the set up meeting to discuss the commission and our proposal with the DfT Project Manager and client team. The meeting will ensure that the project design is completely focussed on the research objectives thereby ensuring value for money. A key objective of the set up meeting will be the development and agreement of the following:
    - Project plan and timescales
    - Agreement on method
    - Sample structure
    - Progress reporting content and format

3. Agree key milestones (at the proposal stage we suggest these are the two sharing sessions and the final debrief and report).
4. We will also agree the dates of progress meetings and actions required so to meet project timescales. Work Package deliverables and milestones will be agreed. The meeting will be minuted with actions clearly assigned to owners. These will be submitted to the DfT Project Manager.
5. At the end of every week a progress report will be submitted to DfT and expected to show the following:
   - Update on activities undertaken / deliverables completed in week.
   - During fieldwork: numbers of interviews undertaken by area and quota groups.
   - Closed, ongoing and new risks / issues.
   - Lessons learnt.

6. Accent believes that close contact with the client is essential for the smooth running of the project. Client approval would be sought for questionnaires and any other material used.
7. The Project Manager will be in close contact and available to address any issues that may arise. If there are any concerns or issues these will be addressed directly by the Accent team and any actions taken would be agreed with DfT and minuted so that there is clear record.
8. The timescale and programme will be reviewed and agreed at the set up meeting and updated/maintained as the project progresses at required intervals.
9. The Accent Project Manager will be responsible for overall management of the dedicated project team, which has been selected with proven experience and capability to deliver the project successfully. The field and data processing department have managers and part of their role is to ensure that there are appropriate resources at all times.
10. Accent holds weekly project planning meetings to ensure that appropriate resources are available and all project delivery staff understand timescales.
11. The Accent Project Manager and Project Director will ensure resources are effectively managed and made available over the life of the project.

Question 5.2:

The Authority requires the Potential Provider to detail how they will ensure a robust analysis is undertaken within this area (rail passenger perceptions of disruption handling).
Your response should include the following;
- Detail what your quality assurance process is.
- How will you manage the Quality Assurance process.
- Provide an outline of your proposed Quality Control plan.
- How will you inform the Authority of any issues.

Supplier's Response to Question 5.2:

1. Accent has always been committed to quality. We are a Market Research Society (MRS) Company Partner and abide by the standards of quality set by the MRS. Accent is registered under the Data Protection Act 1998. In addition, Accent is registered to the market, opinion and social research International Standard ISO 20252. In order to comply with this, full documentation of all work undertaken is retained and can be subject to audit at any time.

2. Overall quality control procedures require that:
   - all proposals are checked by a senior executive other than the author
   - all project material is read and checked by the Project Director
   - each member of the project team is personally briefed by the Project Manager who works closely with them to ensure that it runs smoothly and to the high standards set by Accent
   - all projects are fully audited and subject to independent checks.

3. For online interviews we have a number of additional quality checks:
   - we set a minimum survey completion time and reject any interviews completed in an unrealistically short time
   - we check any open ended responses and reject interviews where nonsensical answers have been provided
   - we check and, where appropriate, remove 'straight liners' i.e. those who appear to have ticked the same box at each question.

4. For face-to-face fieldwork the procedures are:
   - 10% of all face-to-face interviews are validated, either in person or by telephone
   - all interviews are subject to 100% manual edit by fully trained and personally briefed coders

5. For coding and data processing quality procedures include:
   - 5% of all coding and data entry is quality controlled by the field coordinator
   - all interviews are then subject to a computer edit with appropriate logic checks

6. In order to minimise risks associated with fieldwork quality, Accent has a number of processes and controls in place.
7. Risks in undertaking fieldwork include interviewers missing shifts, interviewers not following instructions. There are further risks of questionnaires not being be sent back to Accent, (eg being lost in the post, wrongly addressed) or issues with data transfer.
8. In order to minimise these risks to any project, Accent ensures that all survey staff are briefed on all research projects so that they have clear understanding of the methodology and how to use the questionnaire. The briefing will cover safety aspects, dealing with noise, dealing with various languages and cultures, where to take rest breaks etc.
9. The Quality Team will ensure that quality processes are adhered to.
10. If there is a serious breach in the quality processes the Quality Director will notify the Authority along with details of how the matter will be resolved.

Question 5.3:

The Authority requires the Potential Provider to outline how they will meet GDPR and data protection requirements when undertaking research with rail passengers.
Your response should include the following:
- Detail what quality control checks you have in place to prevent personal data leaks.
- Provide an outline of how you will capture and store participants' personal data during and after the Research Project.
- How you will securely transfer the data and findings to the Authority
- How you will inform the Authority of any issues.

Supplier's Response to Question 5.3:

1. Accent is Cyber Essentials accredited, reassuring all parties of Accent's commitment towards, and practical levels of attainment, in the area of information security.
2. Accent takes information security and data protection very seriously and is GDPR compliant. This means that data protection and privacy by design is at the forefront of all processes including questionnaire development (data minimisation), Data Protection Impact Assessments, very tight access control, compliant data protection breach detection and notification regimes. Accent has a designated Data Protection Officer with responsibility for (and a very hands-on approach towards) all matters concerning data protection at Accent.

3. All data related to this study will be dealt with in a secure manner including:
   - Storing all files containing personal data in password-protected files
   - Only providing access to approved members of the research team

- Only transferring personal data via secure means.

4. Primary records (eg completed questionnaire and data files) and copies of the final versions of all project documents or other records (eg analysis programs) shall be retained for the following periods:
   - primary records: 12 months;
   - a copy of all other final versions of documents related to the research project: 24 months.

5. If you would prefer to retain data for different periods, this can be agreed and documented at the project setup stage.
6. We will manage the transfer of data via our secure data transfer portal. All data uploaded and downloaded from the portal is transmitted by https channel which ensures that the data is encrypted when in transit. The data is stored on a dedicated server hosted in a secure environment which is ISO 27001 compliant. Access to the portal is further secured with Two Factor authentication
7. Appropriate contracts are generated as part of the process of personal data flowing into and out of Accent, ensuring that from a legal as well as practical perspective, all parties are covered. Appropriate auto-delete measures are in place both on the portal and on Accent's servers.
8. As soon as any staff member becomes aware of a personal data information security breach of any type (including loss of access to, unauthorised modification of, or actual or potential unauthorised access to, any personal data in any form), the Data Protection Officer, Technical Director, and Quality Director must be notified as soon as possible, and certainly within 24 hours of the breach being detected.
9. The Data Protection Officer is responsible (with support from other departmental resource where applicable) for:
   - Assessing the type and extent of the breach, and for documenting it
   - Conducting a risk assessment to establish the impact or potential impact on data subjects
   - Notifying data controller (where Accent is not the controller) of the breach
   - Assessing whether notification to the governing authority, and data subjects, is necessary
   - Notifying governing authority and (if applicable) data subjects of the breach within 72 hours of discovery of the breach.

NB: where the full type and extent of the breach is not known within 72 hours, notification is to take place regardless, with full information to follow as soon as it is available.

Question 6.1:

The Authority requires Potential Providers to identify and outline the intended methodologies that will be utilised to deliver the Research Project (disruption handling), as outlined in the Attachment 3 - Statement of Requirements.
Your response should include the following;
- Outline your proposed approach to the Rail Passenger Experience of Disruption Handling research as detailed in the Attachment 3.
- Outline how this research approach will inform the analysis and reporting strategy.
- How you would analyse and report your findings to provide meaningful conclusions and actionable recommendations.

Supplier's Response to Question 6.1:

1. **Research Approach**

- Our research approach outlined below incorporates rich, real time qualitative journey experience, groups and depths to unpick the disruption moments and identify best practice from outside of the rail industry and includes a quantitative survey to deliver robust, franchise wide data.

2. **The research approach involves the following stages:**

- Inception workshop to agree the approach
- Mobile app using the LiveMinds platform that participants can use to record their journey disruption experience as it happens for 3 weeks prior to attending a discussion group
- Sharing session with DfT to report back findings and develop messaging concepts to be tested in the focus groups and depths
- 8 extended discussion groups and 8 in-home depths to interrogate the journey data and experiences collected in the 3-week period via the app.
- Sharing session with DfT to report back findings and develop messaging concepts to be tested in the quantitative research
- Quantitative survey of 800-1000 to test the messages developed in the qualitative research.

Overview of research approach

In order to deliver 'real time' journey disruption insight and optimise message development, we recommend an iterative fieldwork & feedback process

| Inception workshop | 3 Week Mobile App | Sharing Session | 8 Discussion Groups & 8 F2F Depths | Sharing Session | 800-1,000 Quantitative Survey | Final Debrief and Report |

Question 6.2:

Please outline your approach and methodology for conducting the research for the Authority under this contract. Your answer should include:
- Research methodologies that you will be able to provide to the Authority
- Research techniques that you will be able to provide to the Authority
- How you will collate and present the data the Authority require (as outlined in the Attachment 3 - Statement of Requirements).

- The iterative approach suggested can be completed within the strict timeline and allows for a thorough ongoing analysis and review process. Summaries will be prepared for regular sharing meetings and our analysis process will include thematic – key themes, findings, and unexpected issues – and content analysis where the data would be mapped against different areas of the discussion documents and cut by journey type and length.

3. **Meaningful Conclusions and Actionable Recommendations**

- The process we have designed allows us to produce a number of core outputs for the team. We will produce a journey disruption map for DfT – a highly visual, directional output for sharing across TOCs. It will compare current journey disruptions experience with the optimal experience via a gap analysis which will show how far the TOCs are away from delivering what customers need and expect.

- Analysis of other service providers' processes and customers' positive service disruption experiences will allow us to produce service blueprints.

- The combined app and group approach will enable us to provide detailed best and worst journey disruption case studies.

- We will also undertake a retrospective analysis of passengers' views on their most memorable journey disruptions (Beast from the East disruptions, May timetabling) to provide TOC level case studies.

- The quantitative research at the end of the process will allow us to assess the current practice and compare that to proposed best practice such as specific messaging approaches that will be developed in the qualitative research. This will allow us to assess the gap between current practice and the proposed best practice. We will also use this phase to recommend appropriate KPIs that can be used moving forward.

4. Analysis

We would synthesise the data and undertake detailed analysis as follows:

- Thematic analysis – we would look for key themes, findings, and unexpected issues
- Content analysis – the data would be closely examined to ensure all aspects are covered
- Cross-case analysis – the data for different participants/participant types (i.e. by purpose, TOC sector, age, gender etc) are compared to establish any important differences or similarities
- Negative case analysis – the data are re-considered for evidence that may disprove the key findings
- Peer review – the data are reviewed by two different researchers who then discuss the results; a third researcher may be used to challenge the results and add further interpretation.

The reporting of this research would make extensive use of images and sound bites to add colour to the findings.

Question 6.2:

Please outline your approach and methodology for conducting the research for the Authority under this contract. Your answer should include:
- Research methodologies that you will be able to provide to the Authority
- Research techniques that you will be able to provide to the Authority
- How you will collate and present the data the Authority require (as outlined in the Attachment 3 - Statement of Requirements).

Supplier's Response to Question 6.2:

1. Research Method and Techniques

- As outlined in 6.1, our research approach uses real time information to draw out customers' journey disruption information, communication and overarching service needs in order to develop relevant and timely messaging and communications.

Getting Close to the Moment of Disruption

- We propose using the LiveMinds platform to develop an app that our participants can use to record their journey disruption experience ***as it happens***. One of the critical elements of this piece is to understand the emotional consequence of any journey disruption and the specific information and messaging that is required at a particular journey moment. This detail can only be achieved by adopting real time methodologies and as mobile usage is ubiquitous, an app based recoding method works very well.

- We suggest that passengers are recruited to use the app for 3 weeks prior to attending a discussion group. The 3 week period is recommended to ensure that we capture a range of journeys and to optimise the chance of picking up journey disruptions. We estimate that we will have over 600 pieces of journey data across our 70 commuter, business and leisure passengers.

- The app has two parts that would enable us to ask simple questions relating to the journey and the disruption experience (where they look for information, helpfulness of staff, extent of TOC ownership) and crucially ask passengers to tell us what information they need and how this needs to be delivered at specific pinch points. The second part will allow us to push a weekly community question out to our 70 rail passenger participants. We proposed one topic will be focused around disruption optimisation, another on messaging and the third would be identify best practice *outside of the rail space.* During previous work for the DfT developing optimum quality of service, Accent used techniques to identify best in class customer service across industries. Detailed examples across retail, finance, energy, travel and more were used to identify what constitutes exceptional service and customer workshops were undertaken to translate this into best practice for rail.

- During the 3 week data collection process, we will have access to a dashboard so that we can begin to build our understanding. We propose sharing evolving insights with DfT to collectively develop customer led messaging for testing in the groups/depths and measuring in the quantitative survey.

2. Uncovering and delivering meaningful and actionable insight through groups and depths

- Our suggestion for extended (120 minute) discussion groups and in-home depths (45 minutes) enables a face to face forum to interrogate the journey data and experiences collected in the 3-week period via the app. During the discussions, we will use a variety of techniques to dissect customers' needs. Everyone will have access to the dashboard so that we can revisit the real disruption moments and passengers can view their experiences alongside other passengers to collectively drive positive change. We will breakdown each stage of the real journey disruption experience and create an overall map template for passengers to fill in together to identify what information was required by who, at what time, etc. We will explore out of industry Best In Class service models to ensure that DfT produces service blueprints that borrow from the leading service providers and play games like 'Imagine Carlsberg were dealing with journey disruption' to create optimum service levels.
- Groups will be broken down by journey type (commuter, business and leisure) and distance (long and short) and will cover key TOCS operating in/through London, Birmingham and Manchester who have handled recent periods of severe disruptions.

	All to have experienced a journey disruption in the past 12 months							
Group #.	1	2	3	4	5	6	7	8
Location	London		St Albans/Hatfield		Birmingham		Manchester	
Customer Type	Commuter (3 times or more per week)	Business (travel 1 a week or more)	Commuter (3 times or more per week)	Leisure	Commuter (3 times or more per week)	Business	Commuter (3 times or more per week)	Business
Journey Length	Commute	Long Distance	Commute	Long or London	Commute	Long Distance	Commute	Long Distance

TOCS Coverage	Thameslink, SWR, Southern, Great Northern, Virgin	Thameslink, Great Northern	Cross Country, Virgin, West Midlands	Virgin, Northern, TPE

- We also propose 8 in-home depth interviews covering customers who have particular needs.

- We acknowledge the suggestion of a Mystery Shopping component to this piece but feel that there is limited value given that there is a risk that Mystery shopping journeys would take place at times when there are no disruptions. We see the value of Mystery Shopping as an independent assessment of a consistent, pre-diagnosed set of variables vs a journey of disruption discovery and actionable change which is required here.

3. Quantitative survey that measures needs and wants and provides

- The quantitative survey would be designed to test the messages developed in the qualitative research. Our approach is the sample a large number of travellers during a disrupted rail journey or who have recently suffered a disruption.

- We would recruit at stations and target services that are delayed or cancelled where possible. The sampling would focus on stations where there is a relatively high likelihood of some disruptions such as London termini, Birmingham New Street, Manchester Piccadilly. We would monitor service disruptions and reallocate staff to where practical, for example, from Waterloo to Liverpool Street if there are disruptions at the latter.

- For the at station recruitment we will hand out postcards to participants. The postcards would introduce the survey and include an open link to the survey as well as a unique ID (to be entered into the online questionnaire). We propose a £5 'thank you' for completion of the questionnaire and expect the response rate to be c15% (based on similar research). We will conduct forty shifts and expect 800-1,000 returns.

4. Data Presentation

- Throughout the research process, data will be presented in a highly visual way using journey disruption maps, a range of quantitative graphs, pen portraits to bring case studies alive, Best in Class service blueprints. Access to the LiveMinds dashboard provides an interactive and immersive way of communicating to the key Stakeholders. Our proposal recommends regular 'sharing workshops' to ensure that data is broken down and presented in bitesize chunks culminating in a set of 10 key insights delivered at the final debrief.

Part 2:   Contract Terms

Provided separately within document titled:

CCSN18A14 - Terms and Conditions of Contract

PART 3 – SUPPLIER COSTINGS

REDACTED