

## **Volume 3**

### **Invitation to Tender - Quality Questions**

### **The Provision of a Mobility as a Service (Maas) Solution**

**Project REF:** DN 583133

**Commencing:** 16/06/2022

**Contract Term:** 04/10/2022 - 31/03/2024

**Please submit by:** 20/07/2022 at 12:00 midday



## Form of Tender Letter

### Invitation to tender for: The Provision of a Mobility as a Service (Maas) Solution

***Important Note: Where a Bidder is a consortium, this Form of Tender Letter must be signed by the authorised signatories of all members of the consortium. Each signatory must confirm his/her name and title as well as the full name and address of the member of the consortium on whose behalf he/she is signing.***

To: West of England Combined Authority.

We the undersigned, having read the draft Contract and Specification do hereby offer to complete the supply of services required to be performed in the carrying out of the above contract in accordance with the above documents, to the criteria as appended to this letter.

We confirm that the Bidder details we submitted as part of our SSQ Response remain true, accurate and up to date at the time of signing this letter, or, to the extent that there have been any changes to those details, that we have notified the Combined Authority of the same.

We understand that the Combined Authority is not bound to accept the lowest or any Tender and will not pay any expenses incurred by us in connection with the preparation and submission of this Tender.

We agree that my/our Tender remains open for consideration for a period of 120 days from the date fixed for submission of Tenders. We declare that the insurance specified in the draft Contract is currently maintained by us.

We confirm that we have the capability and resources to meet all requirements of the draft Contract and the Specification in terms of quality, cost and time.

Signed:

Designation:

(Duly authorised to sign tenders and give such certificate for and on behalf of:

Tenderer

Date:

Address:

**Declaration NON COLLUSION CERTIFICATE**

I, the undersigned, in submitting the accompanying Quote to

(Name of Client).....

.....

in relation to (details of Quote and reference).....

.....

certify on behalf of (name of Supplier).....

that, with the exception of any information attached hereto (see \* below):

- 1) this Quote is made in good faith, and is intended to be genuinely competitive;
- 2) the amount of this Quote has been arrived at independently, and has not been fixed, adjusted or influenced by any agreement or arrangement with any other undertaking, and has not been communicated to any competitor;
- 3) we have not entered into any agreement or arrangement with any competitor or potential competitor in relation to this Quote;
- 4) I have read and I understand the contents of this Certificate, and I understand that knowingly making a false declaration on this form may result in legal action being taken against me.

In this certificate, the word 'competitor' includes any undertaking who has been requested to submit a Quote or who is qualified to submit a Quote in response to this request for Quote, and the words 'any agreement or arrangement' include any such transaction, whether or not legally binding, formal or informal, written or oral.

\* Information is/is not attached hereto (delete as appropriate)

SIGNED: .....

FOR AND ON BEHALF OF:.....

DATE:.....

### Declaration CERTIFICATE AS TO CANVASSING

I/We hereby certify that I/We have not canvassed or solicited any Member, Officer or Employee of the Authority, or the Participating Authorities in connection with the acceptance of this tender or any other tender or proposed tender for the service and that no person employed by me/us or acting on my/our behalf has so acted.

I/We further hereby undertake that I/We will not in future canvass or solicit any member, officer or employee of the Authority in connection with the award of this tender or any other tender or proposed tender for the service and that no person employed by me/us or acting on my/our behalf will so act.

Signed:

Designation:

(Duly authorised to sign tenders and give such certificate for and on behalf of :

Tenderer

Date:

Address:

### Evaluated Quality Questions (75%)

Please respond to the questions below observing the page limits where stated. Your response should be submitted using Arial font Size 12. A page constitutes a single side of A4.

Your response will be evaluated and scored using the Scoring below.

**The Combined Authority may at its discretion reject a bid which scores less than a 3 in response to any question.**

Score	Classification	Characteristics
0	Unsatisfactory	No response or response does not provide relevant information and does not directly answer the question. The response is non-assessable and/or incomprehensible such that the panel has no confidence in it.
1	Inadequate	Substantially unacceptable or inadequate. The response fails in several significant areas with material omissions which are not supported by sufficient breadth and sufficient quality of evidence/examples. The panel has considerable reservations and a very low confidence level in respect of the Bidder's ability, understanding, expertise, skills and/or resources to deliver the requirements.
2	Weak	Partially satisfies the requirement with deficiencies apparent. The response lacks sufficient breadth or quality of relevant evidence/examples. The panel has reservations and a low confidence level in respect of the Bidder's relevant ability, understanding, expertise, skills and/or resources to deliver the requirements.
3	Satisfactory	Acceptable response which meets minimum requirements but could have been expanded upon. Some detail is provided to support the proposal but there are likely to remain minor reservations or weakness in a few areas of the response in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements. The panel confidence level will be comfortable.

4	Good	A response supported by good evidence/examples of the Bidder's relevant ability which gives the panel a good level of confidence in the Bidder's ability. All requirements are met, and evidence is provided to support the answers demonstrating sufficiency, compliance and either actual experience or a process of implementation. The panel has a high level of confidence.
5	Excellent	A response which meets the requirements comprehensively that inspires full confidence as to the relevant ability, understanding, expertise, skills and or resources which will ensure the specification is fully met and the manner in which it is achieved is robustly and clearly demonstrated and evidenced. The response provides full evidence as to how the contract will be fulfilled either by demonstrating past experience or through a clear process of implementation.

**Appendices:**

Appendix A –West of England Combined Authority MaaS Specification

Appendix B – West of England MaaS Contract

Appendix C – West of England MaaS Commercial Evaluation

**Quality Criteria Questions**

**Any material submitted in excess of specified page limits shall be discarded by the Combined Authority and shall not be taken into account in Bid evaluation.**

CUSTOMER				
REF	Sub Criteria	Question	Weighting	Max. Pages (A4)
1	Customer Centric thinking	Detail how you will embed customer centric thinking in the development of the West of England CA MaaS solution. Please provide evidence to support your response, including examples from other geographies in which you operate, if applicable.	6%	2
	Response Guidance	Your response should include details of how you will develop a solution that meets the needs of end customers, and how you propose interfacing with the longitudinal panel formed for the MaaS project (details of which are provided in section 3 of the specification).		
2	Customer Journey & accessibility	<p>Demonstrate how your solution provides an intuitive, easy to use solution for customers to plan, book, and pay for multi-modal journeys, and detail how you would ensure the solution is tailored to the West of England context (in terms of transport modes, demographic, etc.).</p> <p>As part of your response, please demonstrate how you will ensure your solution is accessible to the widest possible spectrum of customers, including the digitally excluded, and those without access to a bank account. Where possible, provide evidence of how your solution already meets such needs, including data on utilisation and impact.</p>	10%	10



	<p>Response Guidance</p>	<p>Your response should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>• Details of the customer journey in terms of registering to use your MaaS solution, and in planning, booking, and paying for journeys.</li> <li>• Details of your approach to customer accounts (e.g. to hold travel preferences, and details of journeys made and fares charged).</li> <li>• Details of how your solution conforms with Web Content Accessibility Guidelines.</li> </ul> <p>Tenderers should keep in mind that, as outlined in section 1 of the specification, West of England CA is not necessarily seeking a traditional 'map and mode' interface, but rather a simplified customer experience, focussed on the customer's needs at the time of use.</p> <p>The 10 page limit for this questions is to allow tenderers to provide any graphics (e.g. designs or /wireframes) if desired.</p>		
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Solution				
REF	Sub Criteria	Question	Weighting	Max. Pages A4
3	MVP Functionality	Provide a comprehensive overview of the MaaS solution that you will deliver to meet the MVP requirements detailed in the specification.	10%	5
	Response Guidance	<p>Your response should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>• Details of what how you will meet of all the Must Have, Could Have, and Should Have MVP requirements detailed in the specification.</li> <li>• Details of any additional features you will deliver beyond our requirements.</li> <li>• Overview of the MaaS platform architecture.</li> <li>• Data sources, and your approach to ensuring quality data inputs e.g. for journey planning and live service availability information.</li> <li>• Identifying whether your proposed solution builds on an existing solution, or whether an entirely new solution will be created.</li> <li>• Identification of any key differentiators in your solution.</li> </ul> <p>Bidders are reminded that under the quality evaluation criteria, to achieve a high score requires, et al., the response to inspire confidence that the specification can be fully met, and that the bidder provides or proposes additional value and/or exceeds the baseline requirements in the specification.</p>		

4	MVP Delivery	<p>Whilst we expect the project to be delivered with an agile approach using fortnightly Sprints, there will still be broad activities, timelines and an approach to delivery. With this in mind, please outline</p> <ul style="list-style-type: none"> <li>• A mobilisation plan including what the tasks, deliverables and milestones you would expect to meet in delivering the MVP.</li> <li>• A programme, in Gantt chart format, identifying key activities in delivering the MVP solution detailed in the specification.</li> <li>• Your approach to defining and delivering each Sprint's activities, working within the broad programme you present.</li> <li>• How you will identify and mitigate against risks in developing the solution and launching the MVP. Please include your top 5 potential risks and their associated mitigations</li> <li>• How you will respond to changing requirements/priorities in the backlog.</li> <li>• What you will do to help launch the MaaS solution alongside West of England CA.</li> </ul>	10%	5
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	Response Guidance	<p>Your response should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>•Programming of activities</li> <li>•Expected time taken to complete activities</li> <li>•Ownership of activities</li> <li>•Expected ordering of activities</li> <li>•Details of any contingency</li> <li>•Details of any dependencies, including on West of England CA, MSPs or other third parties</li> <li>•Proposed launch date for the MVP</li> </ul> <p>In the specification we have outlined our preferred programme; if you believe you can deliver faster than we expect then you should reflect this in your programme and justify how you will deliver faster than anticipated.</p>		
5	MaaS Service & Operations	Alongside the core functionality of the MaaS solution, the awarded supplier will be expected to provide service and operational capabilities. Provide a comprehensive overview of the service and operational capabilities that you will deliver at the Alpha, Beta, MVP and Full Product stages, and through to 31 March 2024.	10%	4

	Response Guidance	<p>Your response should include, but not necessarily be limited to, the requirements in the specification, such as:</p> <ul style="list-style-type: none"> <li>• Systems integration</li> <li>• Testing</li> <li>• Customer support centre</li> <li>• Management of the scheme, including reporting</li> <li>• Management of the scheme finances, including reporting, settlements and revenue reconciliation</li> <li>• MSP on-boarding</li> <li>• Provision of an operator analysis interface and support desk</li> <li>• System maintenance, performance monitoring and administrative functions</li> <li>• Provision of CRM functionality</li> </ul>		
6	Full Product & Future Enhancements	<p>Provide details of how you would deliver the additional functions/requirements for the Full Product launch. Additionally, please detail your approach to agreeing and delivering future enhancements to the MaaS solution during the term of the contract. As part of your response please detail how requests for additional functionality will be handled with West of England CA and your approach to any commercial (cost) implications.</p>	6%	3
	Response Guidance	<p>Your response should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>• Details of how you will meet of all the additional Must Have, Could Have and Should Have Full Product requirements at Full Product stage detailed in the specification</li> </ul>		

		<ul style="list-style-type: none"><li>• Details of any additional features you will deliver beyond our requirements</li></ul> <p>As examples, future enhancement to the MaaS solution might include requirements identified through customer engagement; or the addition of new modes or services that require integration.</p> <p>Bidders are reminded that under the quality evaluation criteria, to achieve a high score requires the response, et al., to inspire confidence that the specification can be fully met, and that the bidder provides or proposes additional value and/or exceeds the baseline requirements in the specification.</p>		
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Commercial & Operational				
REF	Sub Criteria	Question	Weighting	Max. Pages A4
7	Working with MSPs	Healthy, mutually-beneficial relationships between the MaaS solution provider, the MaaS scheme owner (the West of England CA), and mobility service providers are required in order to achieve the technical, operational and commercial integration that can make MaaS a success. Detail the approach you will take to providing a commercially and operationally attractive solution for MSPs with low barriers to entry, and your approach to working with, and on-boarding MSPs during the project.	6%	3
	Response Guidance	<p>Your response should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>-Any existing agreements, partnerships or integrations with MSPs operating in the West of England area that you will make available.</li> <li>- How you will integrate with other MSPs in the West of England.</li> <li>- How you will integrate with demand responsive transport solutions, including DDRT services.</li> <li>- How will you ensure platform neutrality (i.e. a platform that does not favour one MSP over another, not including any preferences West of England CA wishes to include as part of its behaviour change objectives, e.g. to promote active travel), including specific measures you might put in place. This should include how you would work impartially to prevent any restriction of competition in the West of England transport market, including providing confidence to MSPs that their commercially sensitive data will not be compromised by the MaaS solution provider.</li> </ul>		

	Customer Payments & MSP settlements	Detail how you will facilitate customer payments and MSP settlements based on the business rules associated with each product sold in the MaaS solution, including processes you will use and the roles and responsibilities of those involved.		
8	Response Guidance	<p>Your response should include, but not be limited to, details of the following:</p> <ul style="list-style-type: none"> <li>• How you will ensure ongoing best value to the West of England CA, including the nature of your PSP and Merchant Acquirer solutions.</li> <li>• Your approach to revenue reconciliation and settlement, including checking and auditing.</li> <li>• Your approach to holding collected revenues in a dedicated escrow account.</li> </ul> <p>Tenderers should refer to Section 5 of the specification when preparing their response to this question.</p>	6%	2



Collaborative Delivery				
REF	Sub Criteria	Question	Weighting	Max. Pages A4
9	Collaborative Delivery	<p>Please detail how the lead tenderer/contractor and any consortia partners and sub-contractors will take a collaborative and open approach to deliver a 'best in class' solution, including how you will:</p> <ul style="list-style-type: none"> <li>• Work together</li> <li>• Work with West of England CA as the contracting agent and MaaS scheme operator.</li> <li>• Work with external stakeholders, including MSPs, the West of England local authorities and the public.</li> </ul>	6%	2
	Response Guidance	<p>The response should include but not be limited to:</p> <ul style="list-style-type: none"> <li>• Details of any existing contractual relationships with suppliers and partners, for example length of relationship, formality of relationship etc.</li> <li>• Contract and relationship management processes including any examples where these processes have been utilised to maintain good relationships, respond to issues etc.</li> <li>• Quality assurance processes, including evidence of adherence to the principles of ISO 9001.</li> <li>• Performance management processes</li> <li>• Developing relationships with West of England CA and MSPs, including establishing good working practices, resolving issues/conflict etc.</li> <li>• Evidence of adherence to the principles of ISO 44001.</li> </ul> <p>Higher scoring tenderers will provide the CA confidence that a strong collaborative relationship will be achieved.</p>		

10	Delivery Team	<p>Please detail the core team that will deliver this commission, including roles and responsibilities that each key person will undertake. The response must also include a supporting rationale that includes:</p> <ul style="list-style-type: none"> <li>• Details of previous relevant project delivery experience</li> <li>• Rationale for approach to structure and roles</li> <li>• Approach to sourcing / securing key roles where required</li> <li>• Capacity of project team</li> <li>• Indicative resourcing plan</li> <li>• Provision of contingency resource</li> <li>• The key personnel your organisation requires from West of England CA</li> <li>• Personnel organogram showing relationships, reporting lines, escalation routes and points of contact with West of England CA</li> </ul>	6%	4
	Response Guidance	<p>CVs for key delivery personnel can be submitted as an Appendix of up to 10 pages, but please ensure the points outlined are answered within the core page limit.</p> <p>Higher scoring tenderers will provide the CA confidence that you have a capable and experienced delivery team, with the capacity to commit to the project.</p>		

Impact				
REF	Sub Criteria	Question	Weighting	Max. Pages A4
11	Monitoring & Evaluation	<p>A key element of the FTZ programme, and the MaaS project, is to identify and share outcomes, insights and learnings of MaaS development, implementation and impact locally, regionally and nationally. This will help to maximise the value created from DfT and West of England CA's investment in the project and promote the West of England as a place for transport innovation and investment. Detail how you will support this, including reference to:</p> <ul style="list-style-type: none"> <li>- How you will capture and share process and impact/outcome learnings during this contract.</li> <li>- Your approach to meeting all mandatory qualitative and quantitative data reporting requirements set out in Appendix E in the Specification.</li> <li>- Your proposed process for sharing data to support monitoring and evaluation, including format, frequency and granularity of data.</li> <li>- Any additional data and insights that you can provide that will support the objectives of the project and our monitoring and evaluation activities.</li> </ul>	4%	2
	Response Guidance	Your response could include details of how you will contribute to making the project a success for the West of England through knowledge capture, dissemination and exploitation.		

	<p>Social Value &amp; Incentivisation</p>	<p>Detail any additional social value benefits you will deliver for West of England CA and local communities in the West of England through this commission, alongside any commercial incentives you may choose to propose.</p>		
<p>12</p>	<p>Response Guidance</p>	<p>Additional value and incentives may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Ways in which you could be incentivised to ensure the project is a success and meets the Service Level Agreements (SLAs) outlined in Appendix D of the specification.</li> <li>- Any specific activities, initiatives or incentives you will provide to support delivery of our project vision, going beyond the requirements of the specification.</li> <li>- Proposed SLAs (in addition to those identified in Appendix D of the specification), as well as any other innovative or financial incentives that could benefit West of England CA and/or customers of the MaaS solution.</li> <li>- Direct or indirect investment into the project, e.g. in terms of development time, marketing support, etc.</li> <li>- Social value benefits, including local employment, and upskilling local communities with digital skills.</li> <li>- Including a local SME within your consortium or supply chain.</li> <li>- How you will support and make a positive contribution to the equalities, inclusion and inclusive growth agenda in the region.</li> </ul> <p>West of England CA reserve the right to accept or reject proposed social value benefits; where proposed benefits are accepted, these will form part of the contract agreement between the selected provider and West of England CA.</p>	<p>6%</p>	<p>2</p>

Quality, Privacy & Trust				
REF	Sub Criteria	Question	Weighting	Max. Pages A4
13	Testing the Solution	Describe your testing culture, and the specific end-to-end testing regime that you will use in delivering and operating the MaaS solution, and what you expect from West of England CA to support this. You should identify any differentiating points in your testing regime that can ensure a high level of quality and robustness of software releases and provide examples of your testing regime working in practice.	4%	1
	Response Guidance	Responses should reflect all of the requirements detailed in the specification related to testing, principally in Section 7.3.  Higher scoring responses will be those that give West of England CA high levels of confidence that the solution provider has a strong testing culture, and a robust approach to testing in place.		
14	Data reporting/sharing	Detail your approach to meeting all data reporting/sharing requirements set out in Sections 5.11 and 7.14 of the specification and detail any other data beyond that required by West of England CA that you would provide over the course of the project to support the project's objectives. In responding, consider how data reporting/sharing would work across multiple stakeholders, including with West of England CA, and MSPs involved in the scheme (e.g. which stakeholders would have access to the different data types).	4%	1

	Response Guidance	Please include details about the proposed process for, and format, frequency and granularity of, data that you would be able to provide, as well as how you will share data in accordance with all applicable data protection requirements, and in a manner that protects commercially sensitive data from being accessed by the wrong parties.		
15	Information and system security	Please describe the behaviours and outline the process you will adopt to work with West of England CA, MSPs, end customers and other stakeholders to ensure the security of all data, systems and processes. This should include an outline of how you will support West of England CA in its obligation to comply with the UK NCSC recommended cyber security standards and regulations as detailed in Section 7.14 of the specification.	6%	2

	<p>Response Guidance</p>	<p>Your response should include, but not be limited to, describing your organisation's approach to data and system security, including roles, responsibilities, policies and procedures you have in place in the following categories:</p> <ol style="list-style-type: none"> <li>1. Security Governance</li> <li>2. Managing and recovering from incidents</li> <li>3. Protecting your network</li> <li>4. Protecting data</li> <li>5. Offshoring</li> <li>6. Personal data</li> <li>7. Personnel security</li> <li>8. Physical security</li> <li>9. Independent testing/certifications</li> <li>10. Subcontractors</li> <li>11. GDPR compliance</li> <li>12. Freedom of Information Requests (FOIR)</li> </ol>		
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