TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP

17 MARCH 2020

MOBILITY AS A SERVICE: 'ENABLE' PILOT

REPORT BY SENIOR STRATEGY OFFICER

The report provides an update on the process for delivering a Mobility as a Service (MaaS) pilot in the Tactran region. In particular, it asks the Partnership to note the award to Tactran from Transport Scotland's Mobility Innovation Fund (MIF) and endorse the approaches to procuring the services necessary to deliver the MaaS ENABLE pilot.

---

1   RECOMMENDATIONS

1.1   That the Partnership:

(i)   notes the award to Tactran from Transport Scotland's Mobility Innovation Fund (MIF);

(ii)   endorses the approaches to procuring the services necessary to deliver the pilot;

(iii)   approve the creation of a part-time project management post for the life of the pilot; and

(iv)   notes the proposed launch dates for the platform with our service partners.

2   BACKGROUND

2.1   In its 2018 Programme for Government, the Scottish Government committed to a £2 million investment fund, over three years, to support the testing of the Mobility as a Service (MaaS) concept in Scotland.

2.2   A key MaaS concept is to provide people with easy, digital access to travel information, so they can be better informed as to the different ways to undertake their journey. This allows users to plan, book and pay for multi-modal journeys from one touchpoint. MaaS goes beyond integrated ticketing of just public transport services by including taxis, bike hire, car clubs, walking, cycling and more.

2.3　　The Mobility Investment Fund (MIF) was launched in June 2019. During 2019, the Board were kept informed of the development and submission of a bid to the MIF (Reports RTP/19/13, RTP/19/27, RTP/19/41 refer). On 23 December 2019, Transport Scotland formally announced an award of £550,112 to Tactran to permit the ENABLE MaaS Pilot to be developed and trialled across the region. HITRANS were the only other successful bidder, receiving an award of £445,000.

3　　DISCUSSION

Scope

3.1　　The ENABLE project will:

- Develop a Tactran region wide MaaS platform which brings together real time journey planning data, booking/ticketing and the payment systems of public, active and shared mode transport operators
- Extend and integrate the existing Mi-Rewards system into the ENABLE MaaS platform
- Co-tailor and pilot three apps powered by the MaaS infrastructure platform with three 'service lead' organisations: NHS Tayside, Loch Lomond and the Trossachs National Park Authority (LLTNPA) and Dundee and Angus College.

3.2　　All of this allows (and incentivises through rewards) a user to confidently and more easily plan, book and pay for sustainable travel options within the Tactran region. The specific target users and scope for the three (nine month) pilots are:

- Perth Royal Infirmary: Improving awareness and booking of access options for patients, visitors and staff to NHS Tayside sites. This pilot will focus on the new regional centre for urology at Perth Royal Infirmary attracting travel from across the Tactran region and NE Fife
- Loch Lomond and Trossachs National Park (LLTNP) – Promoting and enabling sustainable travel options in the south east of the Park - a heavily used tourist area – for both visitors and residents
- Dundee & Angus College – Improving access opportunities to further education for students as well as promoting sustainable inter-campus movement for staff

3.3　　The platform also has the ability to host user accounts, enabling travel subsidies (e.g. for education or hospital visits) to be directed to users, and hence help address the problems of the cost of travel for those that are eligible for support.

3.4　　Rewards points can be redeemed against future travel bookings within the app or at local independent retailers across the Tactran region who have signed up to the rewards scheme.

Procurement

3.5   Delivery of the pilot requires a number of services to be procured:

- Co-design of NHS Tayside interface
- Development of MaaS Technical Platform and co-design of LLTNP and Dundee & Angus College interfaces
- Monitoring and Evaluation Partner
- Project Management

Co-design of NHS Tayside interface

3.6   For reasons of timescale, a direct award was sought in relation to delivering the co-design of NHS Tayside pilot interface. In line with Tactran standing orders, which allow the Partnership Director to make direct awards up to £50k for projects that are low risk and of a non-repetitive nature, an award was made to Sympatric for £31k.

Development of MaaS Technical Platform and Co-design of LLTNP and Dundee and Angus College interfaces

3.7   As the innovative solution, which was developed to meet the Minimum Viable Product threshold of the Transport Scotland MIF requirements, has intellectual property rights that require to be protected, an exemption from standard procurement was sought for the 'Development of MaaS Technical Platform and Co-design of LLTNP and Dundee and Angus College Pilots' as allowed for under the public procurement regulations. The exemption report is included as Appendix A.

3.8   This exemption was assessed and endorsed by the Tayside Procurement Consortium. Permission was then sought and granted from the Executive Committee (24 January 2020) to enable a direct award (up to £590k) for this purpose. An invitation to quote will be issued to Fuse Mobility and assessed prior to contract award.

Monitoring and Evaluation Partner

3.9   A monitoring and evaluation partner is being sought which will be procured using the standard Route 1 (Quick Quote) process which is deemed appropriate for unregulated procurements under £50k that are low risk and of a non-repetitive nature. The total for the Monitoring and Evaluation package is estimated at £45k.

Project Management

3.10   The partnership is seeking Project Management support to monitor and support the project both internally and with our service partners (ie NHS Tayside, LLTNPA, Dundee and Angus College). Options being considered include:

- Share a graduate opportunity with Perth and Kinross Council
- Joint programme management post with HITRANS

In the meantime, David Smith Consulting have been secured on a short-term basis to provide project management support.

3.11 The proposed funding source for the project management support is from the Smarter Choices, Smarter Places (SCSP) fund administered by Paths for All. The SCSP funding would require a project management post to be created. The Partnership are therefore asked to consider the creation of a part time post funded by SCSP for the life of the project.

Funding

3.12 The bid submission to Transport Scotland assumed the following funding package:

Source	Amount
Transport Scotland MIF	£550,112
Tactran RTS Revenue Programme (tbc)	£120,000
Paths for All 'Smarter Choices Smarter Places' Funding (tbc)	£90,000
Perth and Kinross Council (Broxden Low Carbon Transport & Travel Hub) (tbc)	£50,000
Revenue Income (from ticket sales)	£32,577
Total	£842,689

3.13 The Transport Scotland funding has been secured as reported earlier in the report. The proposed Tactran contribution is in total £120,000. £10,000 can be accommodated within the 2019/20 RTS Revenue Programme, as reported separately to this meeting. An allocation of £55,000 will be required in each year of 2020/21 and 2021/22 and a £55,000 allowance has been proposed within the Travel Information heading of the 2020/21 RTS Revenue Budget, reported separately to this meeting. The Transport Scotland and Tactran monies will be predominately used for Co-design of pilot interfaces and development of the MaaS Technical Platform.

3.14 Paths for All have indicated they are supportive of providing funding for the monitoring and evaluation and project management elements of the project. Accordingly, bids to Paths for All for Smarter Choices Smarter Places funding for this purpose are being made.

Timescales

3.15 It is anticipated that 9 month pilots at the respective services will launch as follows:

- NHS Tayside, Perth Royal Infirmary end May 2020
- Loch Lomond and Trossachs National Park end June 2020
- Dundee & Angus College end August 2020

3.16 Notwithstanding the pilot timescales, we are confident that ENABLE is commercially viable, and will be developed with the intention of providing long term solutions for the planning, booking and paying for transport to improve access for residents and visitors across the region.

<u>Governance</u>

3.17 A Governance structure will be established that will allow the platform to be accessed by future partners and any revenue generated will be able to be reinvested in the programme. This structure will be steered by a Project Board which will consist of:

- Angus, Dundee, Perth and Kinross and Stirling Councils and Tactran
- The service partners (NHS Tayside, LLTNPA, Dundee and Angus College)
- The technical partners

<u>HITRANS and Tactran Collaboration</u>

3.18 Paragraph 2.3 noted that the other MIF award was to HITRANS. Accordingly, the two RTPs have committed to working together to maximise the learning opportunities that the two pilots present. This includes:

- Observer status on the respective project boards
- Investigating opportunities for joint monitoring, evaluation and project management
- Joint scoping of gaps and opportunities
- Co-ordinating activity with national operators
- Considering any cross-boundary issues

3.19 The two RTPs are mindful of the pilots' informing Transport Scotland's consideration of the direction of MaaS solutions in Scotland and will accordingly work with each other and Transport Scotland to inform this debate as best we can.

4 CONSULTATIONS

4.1 This report has been prepared in consultation with the local authority officers.

5 RESOURCE IMPLICATIONS

5.1 The resource implications arising from this report are considered in the 2019/20 Budget and Monitoring and 2020/21 Budget and Programme reports to this meeting.

6 EQUALITIES IMPLICATIONS

6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

6.2 It is worth noting that the ENABLE MaaS platform aims to make trips for residents and visitors, especially those without access to a car, easier to plan, book and pay for. In addition, the inclusive co-design process will help ensure the needs of the client groups are considered and where possible catered for. As such it is expected that ENABLE should have a positive impact on individuals and households who currently struggle to access key services.

Jonathan Padmore
Senior Strategy Officer

Report prepared by Jonathan Padmore. For further information e-mail jonathanpadmore@tactran.gov.uk or tel. 01738 475774.

NOTE

The following background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing the above Report:

Report to Partnership RTP/19/13, Directors Report, 19 March 2019

Report to Partnership RTP/19/27, Directors Report, 18 June 2019

Report to Partnership, RTP/19/41, Directors Report, 17 September 2019

Please complete all sections. Authorisation to submit must be granted.

The form will be returned to the author should any additional information be required.

SECTION 1: DETAILS OF PROPOSED CONTRACT

EXEMPTION REQUEST FOR:	ENABLE Mobility as a Service Project
REPORT BY:	Niall Moran, TACTRAN
PROCUREMENT OFFICER:	Yvonne Graham, Tayside Procurement Consortium

Name of Proposed Supplier:	Fuse Mobility which will sub contract to an already identified group of technical partners namely; Miconnex, Ember, and Merkle
Value of proposed contract:	Estimated up to £590,000 being paid through grant funding and other identified funding sources
Date range of proposed contract:	36 Months
Is this request for a:	
Direct award of a new contract to an identified supplier?	Yes
Variation to an existing contract?	No
Details of any existing contract	To help deliver the Regional Transport Strategy (RTS), Tactran developed a bid to Transport Scotland's Mobility as a Service Innovation Fund (MaaS MIF). A requirement of the application was that the proposal demonstrated a minimum viable product (i.e. it was deliverable). Accordingly, the bid development process involved discussions with all potential suppliers that had registered an interest in the proposal at a market event to identify whether or not a partner or consortium of partners were able to present a minimum viable product (MVP). The bid was based (and approved by Transport Scotland) on a minimum viable product that could be delivered by the proposed supplier and identified technical partners, and hence was based on a solution for which the intellectual property rights will rest with the supplier and their technical partners.

Purpose, Benefits and Objectives of Contract
The purpose of the contract is to develop a platform that brings together journey planning, real time data, multi-modes of public, reactive and sharing transport, facilities information, personalised booking and ticket purchasing with integrated rewards system within a single app. The objectives and benefits of the Contract are to provide a single platform in the way of an app that makes journey planning for transport services for the public simpler. The ENABLE project aims to address the following challenges in the Scottish transport network: 1.   Low and dispersed public transport demand in rural areas

2. Limited availability of public transport options that exist in remote and rural areas
3. A complex non-inclusive network
4. Impersonal transport 'out of our control'
5. Habitual Travel
6. Confidence and Trust

Description of Goods/Services/Works to be undertaken through the proposed contract

Development of a Mobility as a Service application.

The project has pilot locations agreed with NHS Tayside, Loch Lomond and the Trossachs National Park Authority (LLTNPA) and Dundee and Angus College.

Funding of £550,000 has been awarded by Transport Scotland for the project and other funding streams to support the project have been identified. This procurement exercise is estimated at £590,000 to further develop and deliver the solution.

How will the Contract contribute to your services area's strategy/forward plan?

To assist delivery of the Tactran RTS objective of "improving accessibility for all, particularly for those suffering from social exclusion", Tactran initiated work to take advantage of a MaaS Innovation Fund being launched by Transport Scotland.

This included publishing a MaaS Playbook, a thought piece which details the experience of MaaS in the Tactran area, the recent ideas emerging from innovations in the field of transport and the potential 'plays' that could be adopted to support the further development of MaaS.

The intention was that the MaaS Playbook laid the foundation for developing a successful bid into the Transport Scotland MaaS Investment Fund.

The task is to now take MaaS in the Tactran area to the next level, building on the success and experience of the projects to date and moving beyond pilots to practical measures that will build an exemplar model that can be scaled–up to a regional and potentially national application.

How will Best Value be achieved and evidenced?

The supplier and their technical partners developed the bid proposal to the MaaS Development Fund with the knowledge of the budget available for development of the app. The bid required that any solution identified was a Minimum Viable Product. To achieve a 'minimum viable product', the proposal was based on technological solution developed and successfully tested in Dundee (The Navigogo Pilot).

The innovative solution which met the MVP threshold and which will be developed has Intellectual Property Rights. The intention of the Project is that in developing a product, service or technology to the point where it becomes a commercially viable solution for them, and the supplier and their technical partners then delivers wider benefits by deploying that product, service or technology elsewhere, the supplier shall own and retain any intellectual property rights developed by it as part of the implementation of the contract to follow hereon.

Tactran requires that they can continue to access the product, service or technology developed through the Project, accordingly the supplier shall grant to the Tactran royalty free and perpetual licences to use intellectual property rights associated with said product, service, or technology.

The product will be delivered within the available budget.
TERMS & CONDITIONS
Supply of Software and/or Software Services Conditions of Contract

SECTION 2: MARKET RESEARCH & CONSULTATION

Current Situation / Contract Status
A PIN notice was issued on 15/05/19 which advised that the project was in 2 phases: https://www.publiccontractsscotland.gov.uk/Search/show/Search_View.aspx?ID=MAY354526

A market engagement event was held on 05/6/19 where approx. 35 suppliers attended the event. |

Market Overview
There is currently a limited market currently in the UK for fully developed software of this nature. The solution required to be developed would generally have to be provided by a number of technical partners to pull all the different services together in one application. Only one option, involving a lead supplier and a number of technical partners, that was able to meet the MVP was identified following discussions with all parties registering an interest following the market engagement event.

The integration of the services within the solution is a key aspect of the successful bid. Only one other proposal (with a MVP) has been approved by Transport Scotland. |

Alternative Delivery Option(s) Considered
There are no other alternative options, the funding from Transport Scotland is for developing the market offering in relation to the Enable Mobility as a Service product which is being developed in a growing market in terms of innovation and design of products.
Reason(s) for Rejecting Alternative Delivery Option(s)
N/A

What other commodities/work streams are dependent or require to be considered in conjunction with this contract? *e.g. IT systems*
N/A

Please briefly describe any legislation that is relevant to the proposal.
N/A

Consultation with relevant stakeholders *e.g. IT*. **Please briefly describe below.**
Please list below the details of consultees.

Name	Designation	Company or Service/Team	Outcome/Comment

Donald Henderson	Information Governance Manager	PKC	While Tactran will have no access to personal data, a DPIA is required due to the contractual nature of the service provision.

SECTION 3: FINANCIAL INFORMATION

HISTORICAL SPEND INFORMATION

Provide information on expenditure that is relevant to the reasons for this request e.g. advertised spend for existing contract, 'sunk costs'

Department	Total Expenditure (p.a.)	Suppliers	Comments
Tactran	£10,000	Urban Foresight	Produced the Tactran MaaS Playbook
Tactran	£12,200	Sympatric	Developed a collaborative bid that was successful in securing £550,0000 Transport Scotland funding.
Tactran	£37,480	Sympatric	Initial co-design of identified solution

FORECAST SAVINGS

Describe any financial savings that are dependent on this request

Value	Percentage	Description	Financial Year
None			

CONFIRMED SAVINGS TARGETS

None

AGREED BUDGET

Budget Amount:	£590,000 from grant awarded from the Transport Scotland Maas Development Fund and other identified funding sources.
How was the budget approved?	
Budget year(s) in which expenditure will be incurred	19/20, 20/21, 21/22
Cost Code(s)	N/A
Budget Holder Signature:	
Print Name:	Tom Flanagan

Date:	14 January 2020

SECTION 4: KEY RISKS

KEY RISKS			
Description of Risk	Probability (L/M/H)	Impact (L/M/H)	Actions required to manage Risk
Supplier failure to deliver	L	H	Identified supplier and technical partners have extensive experience of MaaS projects/platforms. Formal project board will be formed to oversee project management.
Failure of new technology/solution	L	H	Using experienced suppliers with tested platform to build upon. Bid process identified the proposal as a MVP which was key to obtaining Transport Scotland grant funding.

SECTION 5: EXEMPTION JUSTIFICATION

Please indicate which of these apply to the contract and provide relevant justification below.

Justification for the choice of the negotiated procedure without prior publication of a call for competition in accordance with Article 32 of Directive 2014/24/EU.		
(a)	No tenders or no suitable tenders/requests to participate in response to	
	(i) Open procedure	
	(ii) Restricted procedure	
(b)	The products involved are manufactured purely for the purpose of research, experiment, study or development under the conditions stated in the Directive (for supplies only)	
(c)	The works, supplies or services can be provided only by a particular economic operator for the following reason:	
	(i) absence of competition for technical reasons	
	(ii) procurement aiming at the creation or acquisition of a unique work of art or artistic performance	
	(iii) protection of exclusive rights, including intellectual property rights	X

(d)	Extreme urgency brought about by events unforeseeable for the contracting authority and in accordance with the strict conditions stated in the Directive	
(e)	Additional deliveries by the original supplier ordered under the strict conditions stated in the Directive	
(f)	New works/services, constituting a repetition of existing works/services and ordered in accordance with the strict conditions stated in the Directive	
(g)	Service contract to be awarded to the winner or one of winners under the rules of a design contest	
(h)	Procurement of supplies quoted and purchased on a commodity market	
(i)	Purchase of supplies or services on particularly advantageous terms	
	(i) from a supplier which is definitely winding up its business activities	
	(ii) from the liquidator in an insolvency procedure, an arrangement with creditors or a similar procedure under national laws and regulations	

Please provide a clear and comprehensive justification by stating the relevant facts.
(Include/attach evidence specific to the criteria applied under, for example
(a) attach/include a report on the failed tender process – number of tenders, terms, identify mandatory requirement not complied with and why amending requirement and retendering is not a better option.
(c)attach evidence of exclusivity (e.g. statement from sole supplier with territorial exclusive licence) or technical compatibility restriction (e.g. statement from Head of IT re IT constraint)
(d) identify objective urgency and the external factors which caused it.

The supplier and their technical partners developed the bid proposal to the MaaS Development Fund with the knowledge of the budget available for development of the app. The bid required that any solution identified was a Minimum Viable Product. To achieve a 'minimum viable product', the proposal was based on technological solution developed and successfully tested in Dundee (The Navigogo Pilot).

The innovative solution which met the MVP threshold and which will be developed has Intellectual Property Rights. The intention of the Project is that in developing a product, service or technology to the point where it becomes a commercially viable solution for them, and the supplier and their technical partners then delivers wider benefits by deploying that product, service or technology elsewhere, the supplier shall own and retain any intellectual property rights developed by it as part of the implementation of the contract to follow hereon.

Tactran requires that they can continue to access the product, service or technology developed through the Project, accordingly the supplier shall grant to the Tactran royalty free and perpetual licences to use intellectual property rights associated with said product, service, or technology.

The product will be delivered within the available budget.

SECTION 6: PLANNED PERFORMANCE MEASURES

For the new contract to be created through this request there will be a requirement to manage performance and delivery. Please select the relevant KPIs from Appendix A for this purpose and list below.

Strategic Objective	KPI ID	KPI Label	KPI Default Instructions	SQ ID	Extended Description	Performance Category

Mandatory Standard KPI's (All)						
All – Best Value	KPI/09 01-006	Invoice Accuracy	To what extent does the supplier ensure that invoices provide detailed, accurate cost information, and that, where queries occur, they are resolved within agreed timescales?	KPI/0901 -006.SQ	How quickly and effectively do you consider you deal with invoice queries and disputes from the customer?	Cost
All – Best Value	KPI/15 08-004	Contract Outcomes	To what extent is the supplier performing in delivering the specific outcomes set within the contract?	KPI/1508 -004.SQ	To what extent do you believe you are performing in delivering the outcomes for this contract?	Quality
All – Best Value	KPI/09 01-009	Responsive ness	To what extent does the supplier provide consistently good responses to enquiries and requests, and play an active role in ensuring effective communication channels?	KPI/0901 -009.SQ	How effectively do you consider you respond to emerging requirements; respond to suggestions for improvement and ensure effective communicatio n channels with the customer?	Service
All - Additional Benefit for	KPI/16 01-001	Community Benefits	Does the Supplier deliver the Community Benefits that were offered as	KPI/1601 -001.SQ	To what extent do you deliver the Community Benefits that	Sustainability

the Community			part of the contract?		were offered as part of the contract?	
All – *Best Value*	*KPI/09 01-006*	*Invoice Accuracy*	*To what extent does the supplier ensure that invoices provide detailed, accurate cost information, and that, where queries occur, they are resolved within agreed timescales?*	*KPI/0901 -006.SQ*	*How quickly and effectively do you consider you deal with invoice queries and disputes from the customer?*	*Cost*
Optional Goods KPI's						
All – *Best Value*	KPI/09 01-005	Pricing Stability	To what extent does the supplier ensure that prices remain stable for the agreed period of time and that any changes have been agreed with the authority as a result of formal price reviews?	KPI/0901 -005.SQ	To what extent you consider that prices have remained stable for the agreed period of time, and that any changes have been agreed with the authority as a result of formal price reviews?	Cost
All – *Best Value*	KPI/09 01-010	Complaints	To what extent does the supplier ensure that complaints or disputes are minimised; and that when they arise they are dealt with efficiently,	KPI/0901 -010.SQ	How effectively do you consider that complaints or disputes are minimised; and that when they arise they are dealt	Service

			without the need to escalate; and that corrective action is taken if required?		with efficiently, without the need to escalate; and that corrective action is taken if required?	
All – *Best Value*	KPI/0901-012	Communication	How effectively does the supplier manage communications and ensure that it responds to issues or enquiries within agreed timescales?	KPI/0901-012.SQ	How effectively do you consider you manage communications and ensure that you respond to issues or enquiries within agreed timescales?	Service

SECTION 7: EXEMPTION REQUEST APPROVAL

Author(s)		
Name	Designation	Email Address
Niall Moran	Strategy Officer	niallmoran@tactran.gov.uk

Submission Approved by		
Name	Designation	Email Address
Jonathan Padmore	Senior Strategy Officer	jonathanpadmore@tactran.gov.uk

Please submit completed requests to procurement@pkc.gov.uk to ensure they receive prompt attention.

This section will be completed by the Contracts Review Panel.

REVIEW OUTCOME	
APPROVED	Please explain in a clear and comprehensive manner why the award of the contract without prior publication in the Official Journal of the European Union is lawful, by stating the relevant facts and, as appropriate, the conclusions of law in accordance with the Directive: (2500 characters maximum) **This wording will be used in any subsequent award notice.**
X	

(c)   The works, supplies or services can be provided only by a particular economic operator for the following reason ; (iii)   protection of exclusive rights, including intellectual property rights

Given the context and explantion provided by the Tactran team , the view taken is that direct award is the only viable option in the circumstances

REJECTED		Please provide below the reason(s) for rejection:

Further action required:

Signed by **Procurement**	
Printed	Allan Harrow
Title	Head of Procurement TPC
Date	20.01.2020

Appendix A (See Section 6)

Strategic Objective	KPI ID	KPI Label	KPI Default Instructions	SQ ID	Extended Description	Performance Category
Mandatory Standard KPI's (All)						
All – *Best Value*	*KPI/0901-006*	*Invoice Accuracy*	*To what extent does the supplier ensure that invoices provide detailed, accurate cost information, and that, where queries occur, they are resolved within agreed timescales?*	*KPI/0901-006.SQ*	*How quickly and effectively do you consider you deal with invoice queries and disputes from the customer?*	*Cost*
All – *Best Value*	*KPI/0901-007*	*Cost Reduction Initiatives*	*To what extent does the supplier work with the authority in suggesting and responding to cost reduction initiatives?*	*KPI/0901-007.SQ*	*How effectively do you consider you work with the authority in identifying and implementing cost reduction initiatives?*	*Cost*
All – *Best Value*	*KPI/1508-004*	*Contract Outcomes*	*To what extent is the supplier performing in delivering the specific outcomes set within the contract?*	*KPI/1508-004.SQ*	*To what extent do you believe you are performing in delivering the outcomes for this contract?*	*Quality*
All – *Best Value*	*KPI/0901-009*	*Responsiveness*	*To what extent does the supplier provide consistently good responses to enquiries and requests, and play an active role in ensuring effective communication channels?*	*KPI/0901-009.SQ*	*How effectively do you consider you respond to emerging requirements; respond to suggestions for improvement and ensure effective communication channels with the customer?*	*Service*

All - Additional Benefit for the Community	*KPI/1601-001*	*Community Benefits*	*Does the Supplier deliver the Community Benefits that were offered as part of the contract?*	*KPI/1601-001.SQ*	*To what extent do you deliver the Community Benefits that were offered as part of the contract?*	*Sustainability*
Mandatory Standard KPI's (Goods)						
All – Best Value	KPI/1512-006	Quality of Goods	To what extent do products arrive undamaged and with expected shelf life?	KPI/1512-006.SQ	To what extent do you consider that you provide products which arrive undamaged and with expected shelf life?	Quality
Optional Goods KPI's (delete as appropriate)						
All – Best Value	KPI/0901-005	Pricing Stability	To what extent does the supplier ensure that prices remain stable for the agreed period of time and that any changes have been agreed with the authority as a result of formal price reviews?	KPI/0901-005.SQ	To what extent you consider that prices have remained stable for the agreed period of time, and that any changes have been agreed with the authority as a result of formal price reviews?	Cost
All – Best Value	KPI/1508-001	Innovation / Improvement	To what extent does the supplier offer innovations or improvements to existing goods or services to better suit the requirements of users?	KPI/1508-001.SQ	To what extent do you offer innovations or improvements to existing goods or services to better suit the requirements of users?	Quality
All – Best Value	KPI/1601-002	Product Substitutions	Does the supplier keep product substitutions to a minimum to maintain quality and best value?	KPI/1601-002.SQ	To what extent do you ensure product substitutions are kept to a minimum (only in cases where the Buyer has expressly agreed to it and at contract rates or less).	Quality

All – *Best Value*	KPI/0901-010	Complaints	To what extent does the supplier ensure that complaints or disputes are minimised; and that when they arise they are dealt with efficiently, without the need to escalate; and that corrective action is taken if required?	KPI/0901-010.SQ	How effectively do you consider that complaints or disputes are minimised; and that when they arise they are dealt with efficiently, without the need to escalate; and that corrective action is taken if required?	Service
All – *Best Value*	KPI/0901-012	Communication	How effectively does the supplier manage communications and ensure that it responds to issues or enquiries within agreed timescales?	KPI/0901-012.SQ	How effectively do you consider you manage communications and ensure that you respond to issues or enquiries within agreed timescales?	Service
All – *Best Value*	KPI/0901-013	Lead / Delivery Time	To what extent does the supplier meet the agreed performance levels in relation to lead/delivery times?	KPI/0901-013.SQ	How effectively do you consider you are meeting the agreed performance levels in relation to lead/delivery times?	Service
Optional Social Care KPI's (delete as appropriate)						
All – *Best Value*	*KPI/0901-001*	*Fit for purpose products*	*To what extent does the supplier provide goods and or services which are compliant with the specification?*	*KPI/0901-001.SQ*	*To what extent do you consider that you provide goods and or services which are compliant with the specification?*	*Quality*
All – *Best Value*	*KPI/1608-005*	*User Feedback*	*How do users feel about the quality of the service they receive from the provider?*			*Quality*
All –	*KPI/1609-001*	*Safety Compliance*	*Does the supplier comply with safety performance standards?*	*KPI/1609-001.SQ*	*To what extent do you comply with safety performance standards?*	*Quality*

Best Value						
All – Best Value	KPI/0901-011	Management Information	To what extent does the supplier ensure that it consistently provides the required Management Information in the agreed format and within agreed timescales?	KPI/0901-011.SQ	To what extent do you consider that you are consistently providing the required Management Information in the agreed format and within agreed timescales?	Service
All – Best Value	KPI/1512-003	Total Volume of Service	To what extent does the supplier achieve the required total volume of business set out in the service specification?	KPI/1512-003.SQ	To what extent do you consider you are meeting the required total volume of business set out in the service specification?	Service
All – Best Value	KPI/1603-001	Adult Support and Protection Referrals	The number of Adult Support & Protection referrals made to the Social Work Services.	KPI/1603-001.SQ	To what extent do you work to reduce the number of Adult Support & Protection referrals made to the Social Work Services.	Service
All – Best Value	KPI/1603-002	Adult Support and Protection Referrals Timeframe	To what extent are the Adult Support & Protection referrals made to the Social Work Services within the required timeframe?	KPI/1603-002.SQ	To what extent do you report any Adult Support & Protection referrals to Social Work Services within the required timeframe?	Service
All – Best Value	KPI/1608-007	Referral Requirements	To what extent is the provider able to meet your referral requirements?	KPI/1608-007.SQ	To what extent do you consider you have been able to meet our referral requirements?	Service
All – Best Value	KPI/1608-008	Changing Circumstances	How well does the provider manage where the needs/circumstances of people using the service change?	KPI/1608-008.SQ	How well do you feel you manage where the needs/circumstances of people using the service change?	Service

Optional Services KPI's (delete as appropriate)						
All – Best Value	KPI/1608-001	Value For Money	To what extent does the provider provide a service which reflects good value for money? (Consider ordinary/basic/core service only, not any additional services agreed)	KPI/1608-001.SQ	To what extent do you consider that you provide a service which reflects good value for money? (Consider ordinary/basic/core service only, not any additional services agreed)	Cost
All – Best Value	KPI/0901-003	Continual Improvement/ Innovation	To what extent does the supplier work with the authority to identify opportunities for continual improvement or innovation?	KPI/0901-003.SQ	To what extent do you consider that you work with the authority to identify opportunities for continual improvement or innovation during?	Quality
All – Best Value	KPI/0901-004	Change Management	To what extent does the supplier respond effectively to change requests?	KPI/0901-004.SQ	How effectively do you consider that you respond to change requests from the customer?	Quality
All – Best Value	KPI/1606-001	Capacity to Accept Workload Offered	To what extent does the Supplier ensure that the number of jobs refused fall below the agreed tolerance level?	KPI/1606-001.SQ	To what extent do you ensure that the number of jobs refused fall below the agreed tolerance level?	Quality
All – Best Value	KPI/1512-010	Product Up Time	To what extent does the Product Up Time fall within the contractually agreed limits as agreed with the Supplier?	KPI/1512-010.SQ	To what extent does the Product Up Time fall within the contractually agreed limits as agreed with the Buyer?	Quality
All – Best Value	KPI/0901-013	Lead / Delivery Time	To what extent does the supplier meet the agreed performance levels in relation to lead/delivery times?	KPI/0901-013.SQ	How effectively do you consider you are meeting the agreed performance levels in relation to lead/delivery times?	Service

All – Best Value	KPI/0901-011	Management Information	To what extent does the supplier ensure that it consistently provides the required Management Information in the agreed format and within agreed timescales?	KPI/0901-011.SQ	To what extent do you consider that you are consistently providing the required Management Information in the agreed format and within agreed timescales?	Service
Optional Works KPI's (delete as appropriate)						
All – Best Value	KPI/1608-001	Value For Money	To what extent does the provider provide a service which reflects good value for money? (Consider ordinary/basic/core service only, not any additional services agreed)	KPI/1608-001.SQ	To what extent do you consider that you provide a service which reflects good value for money? (Consider ordinary/basic/core service only, not any additional services agreed)	Cost
All – Best Value	KPI/0901-003	Continual Improvement/ Innovation	To what extent does the supplier work with the authority to identify opportunities for continual improvement or innovation?	KPI/0901-003.SQ	To what extent do you consider that you work with the authority to identify opportunities for continual improvement or innovation during?	Quality
All – Best Value	KPI/0901-004	Change Management	To what extent does the supplier respond effectively to change requests?	KPI/0901-004.SQ	How effectively do you consider that you respond to change requests from the customer?	Quality
All – Best Value	KPI/1512-010	Product Up Time	To what extent does the Product Up Time fall within the contractually agreed limits as agreed with the Supplier?	KPI/1512-010.SQ	To what extent does the Product Up Time fall within the contractually agreed limits as agreed with the Buyer?	Quality
All - Best Value	KPI/1609-001	Safety Compliance	Does the supplier comply with safety performance standards?	KPI/1609-001.SQ	To what extent do you comply with safety performance standards?	Quality

All – Best Value	KPI/1512-007	Response Times	To what extent does the Supplier meet the agreed performance levels in relation to Response Times?	KPI/1512-007.SQ	To what extent do you consider that you meet the agreed performance levels in relation to Response Times?	Service