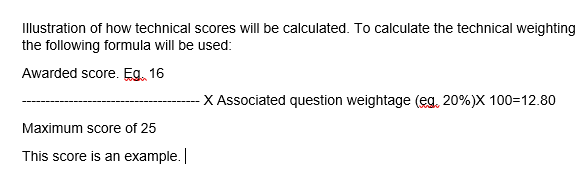
Instructions:

* Please only use this template and do not copy or paste into a new document.
* Please do not save it as a pdf, save it in Word 2007 or above (i.e. 2010 version).
* When answering a question please use the Arial font (size 12). This will ensure continuity between submissions.
* Please ensure you do not exceed the number of words/page allowed for each question.
* Where you are asked to agree to a specific requirement contained within the Specification you must state your agreement against the relevant question. If you are unable to meet the requirement, you should provide an explanation as to why that may be and where possible offer a proposed suitable alternative solution.
* Where you are asked to describe how you comply with a requirement or how you would provide a required service or information you must provide an appropriate level of detail. Bidders must note, in these instances, a mere statement that the requirement can be met will not be sufficient. You must describe the procedures/ processes you have/ propose to have in place to meet the specific requirement. Failure to provide such information may lead to disqualification of the tender.
* Please do not insert any documents (embed) or HTML links to websites for the evaluators to “hunt” for the answers to the specific questions.
* Any attachments will be disregarded by the Evaluating Panel and may lead to the disqualification of the bidder unless specifically requested for within the question.
* Do not assume that your answer to an earlier question will apply to a new question, i.e. please answer each question under its own merit in the following format:
  + Question 1
  + Answer 1
* Please answer each question and do not leave any blank.
* All questions are mandatory.
* The evaluation panel may request clarification.
* Word Count/Page Number: **Any information which is beyond the allocated word count will not be considered or evaluated. Information must be provided in word document only**. We will count the words in the word document. It is very difficult to count the words in PDF or any other format.
* Policies: any policies asked will be outside the word/page limit.
* **Attachments: Clearly mark any attachment against the question.** We cannot assume attachments belong to specific sections.

Assessment: Technical Criteria (Scoring Matrix) for ITT questions. Scoring will be undertaken based upon the general principles and description stated in below table:

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| Score Band | **Rationale/Judgement** | **General Description** |
| 0 - Unacceptable | Described in the Question | Wholly unsatisfactory receiving 0% marks available |
| 4 - Poor | Described in the Question | Poor receiving 16% marks available |
| 9 – Meets Requirements | Described in the Question | Meets requirement receiving 36% marks available |
| 16 - Good | Described in the Question | Good receiving 64% marks available |
| 25 - Outstanding | Described in the Question | Outstanding receiving 100% marks available |



The award criteria have been developed to assist us in deciding which tenderer(s) to award a contract to on the basis of Most Economically Advantageous Tender. They are for use by tenderers who have been invited to tender for the proposed contract, their professional advisers and other parties essential to preparing responses to the Invitation to Tender and for no other purpose.

Marks will be given in the range of 0 to 25 and will be awarded according to the tenderer’s response, in accordance with scoring matrix above. Following the initial evaluation, it may be necessary to seek clarifications.

**Lot 1 – Rapid Response Outreach Team**

Supplier Name: Insert your company’s name here

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| **Section:** | **SERVICE MODEL: 28% cumulative weightage for sub question 1.1 and 1.2.** |
| **Effective Weighting for question 1.1:** | 22.4% |
| **[Q1.1]** | Please describe your proposed model for delivering a service which meets the requirements (including target response timeframes) outlined in the specification.  As part of an overview of your organisation's approach to service delivery and explanation of how this will meet the stated requirements, this should include:  - Proposed team structure (including any volunteers) for this service, showing each role and reporting lines. Please attach a brief job description for each different post shown in the structure, which includes a summary of their responsibilities in the service and salary range where applicable.  - Information on the number of hours of outreach to be undertaken each week (including an indicative rota) and the staff composition of each shift  - Details of any geographical stratification within the service  - Clarification on travel arrangements/resources    This answer should include reference to both the StreetLink response and night transport outreach elements of the service's work but further information on the latter is to be provided in question 1.2.  **(2,000 words maximum excluding any visual representations of the model, staffing structure charts, job descriptions and example rotas)** |
| **Assessment** | 25 outstanding: exceeds expectations, shows a detailed grasp of requirements, with a well-planned service model which will achieve/exceed the service's KPIs; a staff structure with clear lines of accountability, good level of management cover and JDs that enable support to be delivered as needed; the structure of the service will clearly ensure service provision matches demand, is highly efficient and that value is added through use of volunteers or other resources; there is evidence of creativity and innovation and the model is likely to deliver continuous service improvements.  16 good: has a good understanding of requirements, identifies relevant priorities within the specification and the model is aligned to these; some demonstration that the service will meet the service's KPIs; clear structure with sufficient management cover and fit-for-purpose JDs; proposal sets us how the service meets the needs and demand of the work and will strive to deliver value for money; some creativity or innovation shown.  9 meets requirements: satisfactory approach which does account for many of the requirements outlined in the specification and shows that the service will be working towards the KPIs; adequate staffing model, outreach coverage/shift pattern and suitable geographical split within the service; lacks any creativity or innovation likely to deliver significant service improvements.  4 poor: unsatisfactory approach which only meets some of the requirements outlined in the specification and is unlikely to achieve the service's KPIs; does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [1.1]** |  |

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| **Effective Weighting for question 1.2** | 5.6% |
| **[Q1.2]** | Please provide further information on the model for delivering the night transport outreach element of the service, including details of how you will successfully combine the requirements for quickly responding to referrals, conducting proactive outreach on busy routes and undertaking high-quality casework which yields successful outcomes with those who can't be offered an immediate route away from the streets. (750 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, shows a detailed grasp of requirements, with a well-planned service model which will achieve/exceed the service's KPIs; the structure of the service will clearly ensure service provision matches demand, is highly efficient and achieves beyond its immediate means through partnership working with other services; there is evidence of creativity and innovation and the model is likely to deliver continuous service improvements.  16 good: has a good understanding of requirements, identifies relevant priorities within the specification and the model is aligned to these; some demonstration that the service will meet the service's KPIs; proposal sets us how the service meets the needs and demand of the work and will strive to deliver value for money; some creativity or innovation shown.  9 meets requirements: satisfactory approach which does account for many of the requirements outlined in the specification and shows that the service will be working towards the KPIs; outreach coverage/shift pattern and suitable route planning within the service; lacks any creativity or innovation likely to deliver significant service improvements.  4 poor: unsatisfactory approach which only meets some of the requirements outlined in the specification and is unlikely to achieve the service's KPIs; does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [1.2]** |  |

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| **Section:** | **OUTCOMES:** 18% cumulative for sub questions 2.1, 2.2, 2.3 |
| **Effective Weighting for question 2.1:** | 5.4% |
| **[Q2.1]** | Please describe what measures you will take to help maximise the proportion of referrals which are found by the service (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, demonstrates a proactive approach high in innovation; excellent evidence of partnership working to maximise quality referrals; evidences detailed planning for delivering efficient and impactful outreach shifts.  16 good: has clear referral policies and procedures. Good partnership work and understanding of local issues including transport.  9 meets requirements: satisfactory approach with clear referral policies and a level of partnership work.  4 poor: unsatisfactory approach which is likely to meet some of the service requirements, or does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of the question |
| **Answer [2.1]** |  |

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| **Effective Weighting for 2.2** | 5.4% |
| **[Q2.2]** | Please outline your approach to successfully engaging and undertaking assessments with people who are found by the service, including people who are initially reluctant to work with an outreach team. Please include an example of where you have successfully implemented this practice in a similar service. (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, shows innovation and flexibility to engage the most vulnerable service users including minoritised groups; demonstrates detailed understanding and implementation of trauma- and psychologically-informed approaches; robustly evidences experience of delivering highly successful outreach service(s).  16 good: a clear and detailed approach to engaging with vulnerable groups and reluctant service users; some evidence of using alternative approaches; limited innovation; has run an outreach service in the past which incorporates thorough assessments.  9 meets requirements: no innovation but clear evidence of delivering a large outreach service; demonstrates understanding of the challenges supporting people reluctant to engage.  4 poor: insufficient detail to evidence the ability to work with reluctant service users/does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [2.2]** |  |

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| **Effective Weighting for 2.3** | 7.2% |
| **[Q2.3]** | Please detail how you will ensure that as many people as possible, and especially those who are most vulnerable, are offered a route away from the street and are supported to take up that offer (750 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, robustly evidences experience of/an approach to developing accommodation pathways for vulnerable and minoritised groups; shows innovation and flexibility in supporting vulnerable service users including minoritised groups; demonstrates the adoption of trauma-/psychologically-/gender-informed approches.  16 good: a clear and detailed approach to supporting vulnerable and minoritised groups; some evidence of developing new accommodation partnerships; limited examples of innovation; has run an outreach service which achieved large numbers of accommodation outcomes.  9 meets requirements: no innovation but clear evidence of delivering a large outreach service which achieved accommodation outcomes; demonstrates understanding of the challenges experienced by vulnerable and minoritised groups.  4 poor: insufficient detail to evidence the ability to work with vulnerable service users/does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [2.3]** |  |

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| **Section:** | **PARTNERSHIP WORKING: Cumulative weightage of 13% for question 3.1 and 3.2** |
| **Effective Weighting for question 3.1:** | 8.45% |
| **[Q3.1]** | How would you engage with local authorities and their commissioned outreach teams to develop relationships, improve case handover and partnership working, and increase access to local immediate off the street accommodation options? (750 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, with an excellent understanding of commissioned outreach teams and a methodology to successful partnership working, including to open up accommodation pathways; demonstrates an innovative approach to working in partnership with other services which is likely to lead to continuous service improvement.  16 good: demonstrates clearly how service will manage relationships with commissioned outreach teams; has experience of handing over cases successfully to another team and achieving positive accommodation outcomes for clients; limited examples of innovation.  9 meets requirements: experience working in partnership with other teams to support clients into accommodation; knowledge of commissioned teams and their working processes.  4 poor: does not provide enough detail around approach to demonstrate the ability to work effectively in partnership with commissioned teams.  0 unacceptable: insufficient information, does not demonstrate understanding |
| **Answer [3.1]** |  |

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| **Effective Weighting for 3.2:** | 4.55% |
| **[Q3.2]** | How would you work with partners, including StreetLink, CHAIN and TfL to enhance intelligence and data-led responses to continuously improve performance? Please include an example of where you have improved processes and/or performance, in conjunction with partners, in a similar service. (500 words) |
| **Assessment** | 25 outstanding: exceeds expectations, with an excellent understanding of the services, how they interact with outreach and data generation and analysis; detailed example of using data to improve a service/process/performance in partnership; shows creativity and innovation in the use of data which is likely to lead to continuous service improvement.  16 good: demonstrates clearly how service will maximise the potential relationships with these services; has experience of using data to deliver improvements; limited examples of innovation when it comes to partnership working.  9 meets requirements: experience working in partnership with other services and using data to inform changes to a service or process; knowledge of the services mentioned.  4 poor: does not provide enough detail around approach to demonstrate the ability to work effectively in partnership or deliver service improvements.  0 unacceptable: insufficient information, does not demonstrate understanding |
| **Answer [3.2]** |  |

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| **Section:** | **WORKFORCE AND MOBILISATION: Cumulative value of question 4.1, 4.2 and 4.3 is 7%** |
| **Effective Weighting for question 4.1:** | 2.45% |
| **[Q4.1]** | How will you ensure that all work undertaken on shift is of a high standard and there is consistency of practice across the team, including in relation to referral response, verification and assessment? (350 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, shows innovation and flexibility in supporting staff to achieve best possible service, across large geographic areas and in different settings, including transport routes and hubs. Up-to-date and good practice staff policies and procedures; takes account of transport and travel implications; optimises the use of new technology and flexibility to review during contract.  16 good: has well-considered approach to service delivery in different areas and settings; takes account of travel; good policies and procedures; has a good approach to staff support and development. Good use of technology.  9 meets requirements: has a satisfactory approach with clear approach to responding to referrals, adequate policies and procedures, but little flexibility. Uses technology sufficiently.  4 poor: unsatisfactory approach/does not effectively explain approach  0 unacceptable: insufficient information/does not show understanding of the challenges. |
| **Answer [4.1]** |  |

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| **Effective Weighting for 4.2 question:** | 2.8% |
| **[Q4.2]** | Please describe how your approach to recruitment, retention and contingency planning (for both staff and volunteers) would mean that outreach coverage is delivered consistently as planned throughout the contract, even during instances of staff absence (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, shows innovation and flexibility in recruitment and staff and volunteer retention to guarantee high levels of knowledge and skill within teams; demonstrates an excellent understanding of the challenges of staff absences, with clear and detailed examples of how these would be addressed; shows innovation, commitment and capacity to deliver excellence.  16 good: has a recruitment strategy and an approach to staff and volunteer retention; demonstrates a good understanding of the challenges of staff absences, identifies all relevant priorities and provides clear detailed examples of how challenges would be addressed; shows some creativity innovation and provides a good level of confidence in the ability to deliver well.  9 meets requirements: has a satisfactory approach with a recruitment and retention strategy; understands challenges sufficiently, identifies relevant priorities, has brief examples, but lacks innovation.  4 poor: unsatisfactory approach/does not effectively explain approach  0 unacceptable: insufficient information,/does not show understanding of the question |
| **Answer [4.2]** |  |

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| **Effective Weighting for 4.3 question:** | 1.75% |
| **[Q4.3]** | Please detail how you would effectively set up this service by the contract start date, including timescales and the use of any infrastructure already in place and referencing the experience you currently have delivering similar or related services. Please include a GANTT chart and risk log to help demonstrate. (350 words maximum, excluding the GANTT chart) |
| **Assessment** | 25 outstanding: exceeds expectations, detailed GANTT chart with clear and achievable milestones; covers pre- and post- contract award and start date. Includes excellent examples of related services.  16 good: detailed GANTT chart with clear and achievable milestones. Covers pre and post contract award and start date. Includes good examples of related services  9 meets requirements: satisfactory approach includes GANTT chart with clear milestones. Includes examples of related services.  4 poor: GANTT chart milestones are unclear or appear unachievable. Little evidence of examples of related services  0 unacceptable: insufficient information/does not show understanding of the question, does not include a project plan / GANTT chart. |
| **Answer [4.3]** |  |

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| **Section:** | **RESPONDING TO CHANGE:** |
| **Effective Weighting:** | 4% |
| **[Q5]** | Please outline how the service will continually monitor its performance in the context in any significant changes in levels, characteristics or location of rough sleeping in London and subsequently design and implement service developments to maximise its impact on reducing rough sleeping in the capital? Please include an example of where you have adapted a similar service due to changing context/need. (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, clearly demonstrates an approach to service development which is flexible, and open to innovation and change; shows willingness and organisational ability to explore, embrace and quickly implement alterations to the service in partnership with the commissioner, and to evaluate the impact; evidences this through a detailed and relevant example where a service was adapted in this way.  16 good: has a good understanding of the necessity to adapt and develop the service; is able to link the need to constantly develop outreach practice with improved outcomes; has experience of changing service practices in light of a changing context and/or commissioner requirement.  9 meets requirements: satisfactory approach which shows a willingness to change but without much detail on how this would be achieved; has an example of changing service practice.  4 poor: unsatisfactory approach which does not appear open to change or adaptability/does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of the question |
| **Answer [5]** |  |