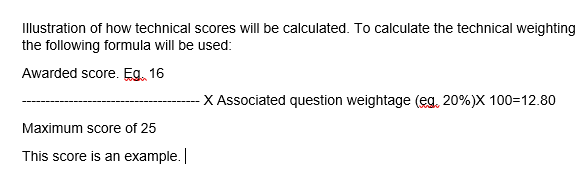
Instructions:

* 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.

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 outlined in the specification. For this question, base your response on the enhanced model to be delivered in Year 1.  As part of an overview of your organisation's service model and explanation of how this will meet the stated requirements, this should include:  - Proposal for different sites/elements in the service (including number of hubs/staging post bedspaces) and how they will relate to one another.  - Proposed team structure 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.  - Summary of the approach the service will take to assessing and supporting those who are referred into NSNO, with references to the types of work which may be undertaken depending on someone's needs and circumstances    (2,000 words maximum excluding any visual representations of the model, staffing structure charts, job descriptions and example rotas etc) |
| **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 service will clearly match need/demand and very effectively provide the required support; the number of hubs and staging post bedspaces meets or exceeds the stated requirements; there is evidence of creativity and innovation and the model is likely to deliver continuous service improvement.  16 good: has a good understanding of requirements, identifies relevant priorities within the specification and the model is aligned to these; indicates that the service is likely to meet the KPIs; clear structure with sufficient management cover and fit-for-purpose JDs; proposal sets out how the service meets the needs and demand and provide the required support; the number of hubs and staging post bedspaces meets the stated requirements or includes convincing justification as to how the same level of service will still be delivered; 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 and stated approach to delivering the required support; the number of hubs and stating post bedspaces meets the stated requirements or justifies how the service can still meet objectives regardless; 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 information on how the service would operate under the core model in Years 2 and 3, should future central government funding not be allocated. This should include information on which hubs and staging posts would be continued, the revised staffing structure and how the service would successfully transition to the core model whilst still delivering an effective service.  (500 words maximum excluding any visual representations of the model, staffing structure charts, job descriptions and example rotas et) |
| **Assessment** | 25 outstanding: exceeds expectations, shows a detailed grasp of requirements in Years 2 and 3, with a well-planned service model, including staffing structure, which will achieve/exceed the service's KPIs; the number of hubs and staging post bedspaces meets or exceeds the stated requirements; the transition to the core model ensuring ongoing successful operation of the service is well planned and described.  16 good: has a good understanding of requirements in Years 2 and 3; demonstration of a the service model, including staffing structure, likely to achieve KPIs; the number of hubs and staging post bedspaces meets the stated requirements or includes convincing justification as to how the same level of service will still be delivered; sufficient plans in place for transition to the core model.  9 meets requirements: satisfactory approach which does account for many of the requirements outlined in the specification for Years 2 and 3 and shows that the service will be working towards the KPIs; adequate service model/staffing structure; the number of hubs and stating post bedspaces meets the stated requirements or justifies how the service can still meet the objectives regardless; some plans outlined for the transition to the core model.  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:** 20% cumulative for sub questions 2.1, 2.2, 2.3 |
| **Effective Weighting for question 2.1:** | 6% |
| **[Q2.1]** | Please outline how you will meet the stated KPIs on the proportion of positive accommodation and reconnection outcomes achieved and minimising abandonments from the service (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, robustly describes an approach to service management, support and casework which provides a high level of confidence that these outcomes will be achieved or exceeded; shows specialism, innovation and creativity in supporting people using the service.  16 good: a clear and detailed approach to supporting people using the service in a way likely to achieve these outcomes; some evidence of specialism, innovation and creativity to help enable this.  9 meets requirements: demonstrates an understanding of type approaches required to help achieve these outcomes with a satisfactory explanation of how they will be utilised in the service.  4 poor: insufficient detail to sufficiently evidence the capability of the service to achieve the stated outcomes.  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [2.1]** |  |

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| **Effective Weighting for 2.2** | 8% |
| **[Q2.2]** | Please detail how you will ensure that move-on times from both the hubs and staging post are within the target timeframes (750 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, demonstrates an excellent understanding of the challenges associated with successful move-on at pace for people with a range of needs and circumstances (including people with restricted eligibility); clear detailed examples of how these challenges would be addressed, through support, partnerships and proliferation of move-on options; shows creativity and innovation and commitment and capacity to deliver excellence.  16 good: demonstrates a good understanding of the challenges, identifies relevant priorities and provides examples of how challenges would be addressed. Shows some innovation and provides a good level of confidence that outcomes can be achieved.  9 meets requirements: understands challenges sufficiently and identifies relevant priorities but does not fully justify that the outcomes can be achieved.  4 poor: does not identify all relevant challenges priorities and/or fails to provide sufficient detail in answers  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [2.2]** |  |

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| **Effective Weighting for 2.3** | 6% |
| **[Q2.3]** | One of the cross-cutting priorities in the Mayor's Rough Sleeping Commissioning Framework is to ensure that services are genuinely adaptive to all people who sleep rough, considering age, gender, race and other characteristics. Please detail how you will deliver a service which is accessible for and inclusive to everyone it supports, with particular reference to how both the physical environment and support will be tailored to women (500 words maximum). |
| **Assessment** | 25 outstanding: exceeds expectations, demonstrates an excellent understanding of the particular needs and characteristics of different groups of people and clearly outlines how, in relation to this, the service would best deliver best practice in service access, support provision and the physical environment.  16 good: demonstrates a good understanding of the needs and characteristics of different groups and outlines how the service would be adapted to ensure it is accessible and inclusive  9 meets requirements: shows a satisfactory understanding of the needs of different groups, with some relevant examples given of how the service would endeavour to provide personalised support.  4 poor: does not show an understanding of the needs of different groups or satisfactorily indicate how the service would be adapted.  0 unacceptable: unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [2.3]** |  |

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| **Section:** | **PARTNERSHIP WORKING: Cumulative weightage of12% for question 3.1 and 3.2** |
| **Effective Weighting for question 3.1:** | 6% |
| **[Q3.1]** | How would you engage with local authorities and commissioned outreach teams to develop partnership working, and improve access to onward accommodation options for people supported by NSNO? (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, with an excellent understanding of local authority and outreach team relationships; creative approaches to successful partnership working, including highly credible plans to open up accommodation pathways people in a range of different circumstances.  16 good: comprehensively demonstrates how service will manage relationships with local authorities and outreach teams, with clear plans for how this will lead to better outcomes for the service and its clients.  9 meets requirements: shows an understanding of the need to work in partnership with local authorities and outreach teams and satisfactorily demonstrates how the service would approach this.  4 poor: does not provide enough detail around approach to demonstrate the ability to work effectively in partnership or stated plans do not appear likely to achieve the desired outcomes.  0 unacceptable: unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [3.1]** |  |

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| **Effective Weighting for 3.2:** | 6% |
| **[Q3.2]** | Please outline how you would work with partners to ensure that people receive any immediate support they need relating to health/mental health, substance misuse or immigration advice, to assist in helping them securing a longer-term route out of rough sleeping? (500 words) |
| **Assessment** | 25 outstanding: exceeds expectations, excellent approach to working with partner organisations, which provides a high level of confidence that people will receive the support they need through the service's work with external partners and/or directly contracted agencies.  16 good: identifies a good model which is clear and realistic; outlines which partners would provide support across all areas and how this is likely to help achieve objectives.  9 meets requirements: satisfactorily explains the service's approach to partnership working in the stated areas.  4 poor: identifies poor model, unsatisfactory approach/does not effectively explain approach.  0 unacceptable: insufficient information/does not show understanding of service specification. |
| **Answer [3.2]** |  |

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| **Section:** | **MOBILISATION AND WORKFORCE: Cumulative value of question 4.1, 4.2 is 8%** |
| **Effective Weighting for question 4.1:** | 4% |
| **[Q4.1]** | 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 and risk log) |
| **Assessment** | 25 outstanding: exceeds expectations, detailed GANTT chart with clear and achievable milestones; risks and mitigations comprehensively outlined; includes excellent examples of related services.  16 good: GANTT chart with all relevant milestones included; some pertinent risks identified and mitigated; 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; risks not identified or adequately mitigated; little evidence of examples of related services.  0 unacceptable: insufficient information, does not demonstrate understanding. |
| **Answer [4.1]** |  |

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| **Effective Weighting for 4.2 question:** | 4% |
| **[Q4.2]** | Please describe how you would ensure that all staff have the required knowledge, skills and support to deliver the service as specified. Please include an example from a similar service and the work undertaken to consistently provide a suitably skilled and supported staff team (500 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, comprehensive approach to training and development to ensure staff has the specialist skills and knowledge required for the service; excellent approach to staff management; strong recruitment and retention strategy, which includes seeking to employ people with relevant lived experience; excellent and applicable example given.  16 good: training and development plans are clearly outlined; references to how staff management will help ensure staff have the skills and support needed; has a recruitment strategy and an approach to staff retention; good, relevant example given.  9 meets requirements: has a satisfactory approach with some examples given of how the service will seek to ensure staff have the knowledge and skills needed for the role but does not fully address training and development, staff management and recruitment to a high standard.  4 poor: unsatisfactory approach or does not effectively explain approach  0 unacceptable: insufficient information/does not show understanding of the question |
| **Answer [4.2]** |  |

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| **Section:** | **SERVICE SITES: : Cumulative value of question 5.1, 5.2 is 12%** |
| **Effective Weighting of question 5.1:** | 6% |
| **[Q5.1]** | Please describe how the additional buildings/sites that you have identified for the service align with the specified requirements, in particular explaining the following:  - the location of the building and sites  - the space and facilities available for each hub  - the number of bedspaces available in each staging post  - the provision of furniture and equipment  - the support of the local authority or plans in place to secure this  (750 words maximum) |
| **Assessment** | 25 outstanding: convincingly meets or exceeds all requirements for the service sites outlined in the specification.  16 good: has identified sites for the service which meet the minimum standards outlined in the specification or can justify any variations from this.  9 meets requirements: has a satisfactory approach with identified sites which largely meet the specification, although some aspects are unclear or may differ from the stated requirements without sufficient justification.  4 poor: has not identified service sites which meet the requirements stated in the specification and/or provide enough information to sufficiently ascertain this.  0 unacceptable: insufficient information/does not show understanding of the question. |
| **Answer [5.1]** |  |

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| **Effective Weighting for 5.2 question:** | 6% |
| **[Q5.2]** | Please outline your locality management strategy for the sites included in the service model, including how you would proactively mitigate the risk of any negative impact on the local community and would respond to any complaints which did occur (400 words maximum) |
| **Assessment** | 25 outstanding: exceeds expectations, comprehensive and robust locality management strategy with creative and innovative approaches to minimising impact on the locality and excellent approach to dealing with complaints.  16 good: has a clear locality management strategy which demonstrates the provider's ability to competently undertake this work and mitigate the risk of negative impacts on the local area.  9 meets requirements: has a satisfactory approach to locality management with the relevant priorities identified  4 poor: unsatisfactory approach to locality management or does not effectively explain approach  0 unacceptable: insufficient information/does not show understanding of the question |
| **Answer [5.2]** |  |