

## **LONDON BOROUGH OF CAMDEN**

### **INVITATION TO TENDER FOR HOUSING FIRST SERVICE SELECTION CRITERIA**

**16<sup>th</sup> January 2014**

#### **IMPORTANT:**

1. The selection and award criteria documents were tailor-made for Camden's requirements. Authorities should adapt them accordingly to best meet their own requirements.
2. This tender took place in 2014, before the 2015 Public Contract Regulations (PCR) came into force. Any authority going out to tender for a similar Housing First service should ensure that their documentation meets both the requirements of the PCR 2015 and the new supplier selection process that was applied to all contracting authorities in September 2016.

## **TECHNICAL CAPACITY AND EXPERIENCE**

### **H1. Experience of Similar Contracts**

Please give details of similar or relevant contracts or services delivered by your organisation in the last three years.

In respect of each contract, please complete the table in full. The contract description should clearly describe the range and volume of services delivered.

	<b>Contract/Service 1</b>	<b>Contract/Service 2</b>	<b>Contract/Service 3</b>	<b>Contract/Service 4</b>	<b>Contract/Service 5</b>
Name of Organisation commissioning the contract/service					
Referee contact name and phone number					
E-mail address					
Contract/Service description					
Date the contract was awarded and the contract period					
Annual Value					
Have you had any contracts terminated for poor performance in the last three years, or any contracts where damages have been claimed by the contracting authority?	Yes <input type="checkbox"/> No <input type="checkbox"/>				
If 'Yes', please give details:					

Please set out further information regarding the contract information above.

**Maximum 500 Words**

H2. What knowledge and experience do you have in finding creative solutions for those with complex needs, who have failed to engage with housing related support and experienced multiple exclusions from hostel accommodation?

**Maximum 500 words**

H3. What experience do you have of working with 'revolving door' service users who present with:

- Chaotic and challenging behaviour
- Anti-social behaviour
- Emotional vulnerability and mental health concerns
- Alcohol and substance misuse
- A history of homelessness and rough sleeping
- Multiple exclusions from hostel accommodation

**Maximum 500 words**

H4. What experience do you have of working with partners to support those with complex needs?

**Maximum 500 words**

H5. What experience do you have of procuring secure, independent accommodation for those with complex support needs?

**Maximum 500 words**



H6. Please provide information summarising any safeguarding alerts raised in relation to your staff and volunteers in the last three years. Please also summarise the action taken by your organisation in response to the outcome of these alerts/investigations.

***Maximum 500 words***

Please note that the scoring criterion to be used for the selection evaluation is detailed below. You must obtain at least 3 marks out of the available 5 for each of the questions in order for the panel to consider the rest of your bid. If your organisation has not obtained a minimum of 3 marks for every question in the selection criteria you will have failed your tender will not be considered further.

Please note - the panel will not read the rest of your submission and will therefore only feedback on the selection stage of your submission.

All organisations scoring a minimum of three marks in every question will progress to the Award criteria evaluation. The total score for the selection criteria will have no bearing on the final tender score.

0	Failed to address the question/issue.
1	An unfavourable response/answer/solution – limited or poor evidence of skill/experience sought; a high risk that relevant skills will not be available.
2	Does not meet requirements – response/answer/solution/information lacks convincing evidence of skill/experience sought; lack of real understanding of requirement or evidence of ability to deliver; medium risk that relevant skills or requirement will not be available.
3	Meet requirements- Acceptable response/answer/solution/information to the particular aspect of the requirement; evidence given of skill/experience sought.
4	Good – response/answer/solution/information demonstrates real understanding of the requirement and evidence of ability to meet it (based on good experience of the specific provision required or relevant experience of comparable work, service or supply).
5	Excellent – response/answer/solution provides real confidence based on experience of the service or supply provision required. Response indicates that the supplier will add real value to the organisation with excellent skills and a deep understanding of the work, service or supply.

## LONDON BOROUGH OF CAMDEN

### INVITATION TO TENDER FOR HOUSING FIRST SERVICE AWARD CRITERIA

**16<sup>th</sup> January 2014**

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### **Schedule 1 - Quality Evaluation Criteria**

- Section 1 – Implementation **(8%)**
- Section 2 – Continuous Sourcing of Secure, Independent Accommodation **(15%)**
- Section 3 – Service Methodology **(10%)**
- Section 4 – Outcomes **(7.5%)**
- Section 5 – Safeguarding **(7%)**
- Section 6 – Social Value **(2%)**
- Section 7 – Staffing Structure and Workforce Management **(7.5%)**
- Section 8 – Presentation **(3%)**

### **Schedule 2 - Pricing Criteria**

**NOTE: Please read all questions carefully and answer the questions fully considering the Councils requirements as defined in the tender documents for this service. If the questions are unclear, please raise a query on EU Supply at least 2 weeks before the tender return deadline. The Council will strictly adhere to evaluating the questions using the scoring key.**



## SCHEDULE 1 – QUALITY EVALUATION CRITERIA

### TENDERERS SHOULD RESPOND TO ALL SECTIONS

#### QUALITY PRICE – (60%)

Full instructions and the evaluation process for these sections are set out in the Instructions to Tenderers. This includes details of the individual weightings for each tender question.

#### SECTION 1: IMPLEMENTATION – (8%)

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You will need to demonstrate, through the implementation plan, how you intend to ensure that the new provision will be ready to deliver the service from the 30<sup>th</sup> June 2014.

Outline timetable for this tender:

Dates	Key Task
28 <sup>th</sup> February noon	Tender deadline
April 2014	Notification
June 2014	New service starts

Please provide:

**1a)** A **project implementation plan** setting out how you propose to set up and deliver the service as described in the specification including transitional arrangements, management of data, sourcing of suitable accommodation from which to deliver the contract, communication plan and key milestones. The plan should cover what tasks will be undertaken from the award of contract until the commencement date. It should also include your proposals for the first 6 months of the term of contract. **(3%)**

Please also include details of what resources you will be willing to commit to manage the transition prior to the commencement date, including staff where relevant.

**1b)** A detailed **risk log** with respect to the timely implementation of the contract. Outline what measures you will take to manage these risks. **(2%)**

**1c)** A detailed **staffing action plan** setting out your proposals for having staff in place to deliver the service from the commencement date. Include the management of any TUPE transfers (if relevant, including how you will support staff who transfer across to bed into the organisation) and any training and induction. Also please state the steps you will take to promote integration within the team. **(3%)**

**The word limit for this schedule is 1000, we will therefore only evaluate the first 1000 words.**

## **SECTION 2: CONTINUOUS SOURCING OF SECURE, INDEPENDENT ACCOMMODATION – (15%)**

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Please describe how you will source secure, independent accommodation for people using the service so that they can move into their new home after completing the monthly preparation period as stated under section 6 of the service specification. Your response should describe how this will be maintained throughout the life of the contract and take account of the need to ensure service users are not placed in close proximity to one another.

**The word limit for this section is 600, we will therefore only evaluate the first 600 words.**

## **SECTION 3: SERVICE METHODOLOGY – (10%)**

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Your bid must include a method statement. We would expect your response to take into account the diverse nature of those who access Camden's services. Your method statement should relate to the highly personalised context within which this service will be delivered. It should also demonstrate how you will develop a supportive relationship with those who are socially excluded and have failed to integrate into mainstream services.

3.1. Please set out your proposals for providing service users with an intensive, responsive and flexible service which ensures that they are equipped to maintain their accommodation. Your proposal should include, without limitation, the following:

- a) Prepare and integrate service users into the service;
- b) Needs and risk based support planning, including keywork and review;
- c) Adopt a non-risk averse approach to working creatively with behaviours associated with continued substance misuse, mental health issues and a history of living in hostels;
- d) A robust approach to managing neighbour relations and associated community risk;
- e) Support to continue to access substance misuse and mental health services; and
- f) A process for closing cases which will include transferring service users who have achieved their agreed outcomes moving onto generic floating support, where appropriate.

**The word limit for this section is 2,500, we will therefore only evaluate the first 2,500 words.**

## SECTION 4: OUTCOMES – (7.5%)

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An outcome describes the benefit for individuals that will occur as a result of a change in their behaviour or condition. In an outcomes-based service, results are defined in terms of changes in the behaviour or condition of the service user.

4.1 Please set out your proposals for achieving the outcomes set out in the specification. You should include reference to how you will:

- assess service user level of need and measure progress;
- involve service users and other stakeholders in setting/measuring distance travelled against planned outcomes;
- monitor and evidence outcomes in terms of achieving targets; and
- make use of quality and information management systems (including management/organisation – audit of records).

For **each of the five** outcomes listed under section 11 of the service specification please include the following information:

- Activities that will be undertaken to deliver the outcome, and how these will be delivered
- Indicators that evidence outcomes have been achieved

**The word limit for this section is 1,000 words. Please also include any relevant forms or tools or programmes that will be used. These will not be included in the word count given above, but please only include relevant documents.**

## SECTION 5: SAFEGUARDING – (7%)

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5.1 Consider the following case scenarios:

- a) Service user A says that her male support worker is over familiar and makes her feel uncomfortable
- b) Service user B was very upset following a visit from his brother. Neighbours say they heard shouting from his flat.
- c) Service user C has given several large sums of money to her daughter. She says it's her money and no one else's business, but she is unable to pay her gas bill.
- d) Service user D has a history of sexually inappropriate behaviour. He has asked his support worker for help to get in touch with his ex-partner and her children.
- e) Staff member E tells service user F to "pull his socks up" and "get a life"

With regard to each scenario, please identify:

- If this is an actual or potential safeguarding issue and if so what type (financial, sexual etc); and
- How you would respond and who you would involve.

Your response may add further detail to the scenarios if this helps to expand or clarify your answer

**The word limit for this section is 500, we will therefore only evaluate the first 500 words.**

## **SECTION 6: SOCIAL VALUE – (2%)**

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Tenderers are asked to demonstrate how the following specific outcomes areas will be delivered. Please identify the distinct contribution that your organisation will bring to communities in Camden. You will need to describe the activities/outputs and how you will measure the impact of these measures.

### **a) Camden Community Outcomes (1%)**

Provide evidence of how the service will be a positive link within the community, with a particular focus on:

- a. Engagement with neighbours, local residents and local businesses
- b. Wider service user involvement in the community

### **b) Economic Outcomes (1%)**

Provide evidence of how the service will contribute to economic benefits within Camden, with a particular focus on:

- a. Recruitment of workers from Camden's diverse communities
- b. Work towards the provision of local volunteering opportunities

**The word limit for this schedule is 600, we will therefore only evaluate the first 600 words.**

## **SECTION 7: STAFFING AND WORKFORCE MANAGEMENT – (7.5%)**

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Tenderers are asked to attach a proposed operational structure for the management and delivery of this service, showing reporting lines, duties and responsibilities of supervisory staff, volunteer support staff and others who will be involved in the service provision. Please ensure that the number of full time equivalent posts is indicated, the amount of their time spent delivering the service (as a percentage) for this service as well as the support hours delivered per staff member

7.1 Please set out your proposals for the management and staffing of the service, with reference to:

- a) recruiting and retaining staff
- b) example shift rota
- c) workforce standards (see Appendix 1 below)

**The word limit for this schedule is 1,000, excluding proposed operational structure. Please only include relevant documents.**

## SECTION 8: PRESENTATION – (3%)

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As part of the tender evaluation you are required to deliver a presentation, you are required to consider the following for your presentation:

**Client A has lived in Camden hostels on and off, for 11 years, interspersed with periods in custody. He has been excluded from most hostels in the borough, usually as a result of anti-social behaviour. He has a prolific offending history, his longest sentence served was 15 months and the majority of his offences have been for assault against the person. He does not engage in activities that are available in his current hostel and support staff believe he uses on top of his methadone 'script'. He has never progressed beyond the specialist stage of the hostels pathway**

**His support worker submitted a referral to Camden Housing First and he was accepted into the service two days ago.**

**Please describe how you would work with him for the first three months, including an outline support plan with goals.**

Please E-mail a copy of the presentation via EU Supply 1 day in advance.

Provide six hard copies of the presentation on the day of the presentation.

Presentations will take place in the week beginning 10th March 2014. Each presentation should last no more than **10 minutes** (you will be asked to stop should you over run) and will be followed by a question and answer session from the evaluation panel on the presentation only. No more than three people should form the tenderer's presentation team.

## **APPENDIX 1 SECTION 7.1 c): WORKFORCE STANDARDS**

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The Council recognises the importance and value of good employment practices in delivering public services. In support of this and to encourage and safeguard good employment practice, the Council has developed a set of minimum standards against which bidders will be evaluated and suppliers will be required to accept.

The Council believes these standards will help create a well-managed, engaged and motivated workforce and through them, better delivery of public services. The Council believes that these represent a minimum approach to the management of a supplier's workforce and therefore does not expect its suppliers will incur additional costs as a result of these.

Tenders are asked to outline how they propose to meet these standards. This should include an overview of any existing standards, policies, procedures and practices already in place and how these relate to each of the standards below.

Managing employees	Suppliers will have clear policies, processes and/or practices in place for dealing with employees in relation to performance, attendance, conduct and employee concerns
	Staff will be made aware of these processes and/or practices
	Suppliers will make staff aware at the earliest opportunity where their performance (including absence and conduct) fall below the standards required and provide the necessary support to bring about improvement.
	Suppliers will ensure that its managers are appropriately trained and developed to perform their role.
	Suppliers will induct staff into working on the contract so that they are aware both of the significance and importance of their individual contributions and also of their duties and obligations.
Training and skill	Staff will be provided with the appropriate training, development and / or qualifications relevant to their role, including customer relations and health and safety training.
	Staff will be supported to develop their skills and gain experience in line with any future roles that may be expected of them.
Health and Safety	The supplier will have adequate policies and procedures in place to ensure the health and safety of its workforce and customers in keeping with all legal requirements.
Equality & diversity	Suppliers' policies and procedures will be consistent with the responsibilities employers have under the Equality Act 2010.
Industrial relations	Suppliers will have regard to good industrial relations practice on dispute resolution, including treating employees fairly and ensuring compliance with legislation on trade union membership
	Suppliers will ensure that where there is a dispute, employees are aware of and have access to clear processes for dispute resolution.
	Suppliers will give consideration to the recognition of trade union(s) without recourse to the statutory procedure, subject to the normal recognition criteria and upon request from the trade union(s).
	Where an employee has a right to be represented by a trade union, the supplier will work with the employee and the recognised trade union.
Monitoring	The Supplier will monitor the effectiveness of its employment policies and practices including its diversity and equalities policies and will make this available to the council when the effectiveness of the contract is being monitored and reviewed.

## SCHEDULE 2: PRICING CRITERIA

### PRICE – (40%)

#### TO BE COMPLETED BY THE PROSPECTIVE PROVIDER

##### Breakdown of Costs

The Council is committed to commissioning high quality and value-for-money services and a breakdown of costs is required to enable the Council to award the tender to the most economically advantageous tender (MEAT) submission in order to ascertain 'best value'.

Scores will be assigned to the prices by measuring each price against the lowest priced tender submitted. The lowest priced tender will achieve the maximum score and any prices above the lowest will be allocated a proportionate score based on the following formula:

$$\text{Price Score} = \frac{\text{Lowest tender price}}{\text{Your tender price}} \times 40$$

The tender price is the tenderer's price to deliver the service over the 3 year Initial Term.

For example based on a notional figure of £80,000 for the lowest tender price, scores would be awarded as follows:

<i>Tenderer</i>	<i>Tender Price</i>	<i>Price Score awarded (/40)</i>
<i>A</i>	<i>£80,000</i>	40
<i>B</i>	<i>£90,000</i>	36
<i>C</i>	<i>£100,000</i>	32
<i>D</i>	<i>£110,000</i>	29
<i>E</i>	<i>£120,000</i>	27

Any tender price in excess of the annual budget for the service, £200k, for any contract year in the initial term (30<sup>th</sup> June 2014 to 29<sup>th</sup> June 2017) shall result in the rejection of the tender.

**YOU MUST ENSURE THAT YOU BUILD IN A MINIMUM OF 1% YEAR ON YEAR SAVINGS - IF THIS IS NOT ACHIEVED, YOUR ORGANISATION WILL HAVE FAILED THE PRICING ELEMENT OF THE TENDER.**

##### Please provide:

Using the pricing schedule template provided please provide your proposed annual budget for running the service over the potential 3 year contract period.

Note: The contract is for 3 years with the possibility of 4 one year extensions subject to performance and availability of funding solely at the discretion of the Council.



### **Camden Housing First – Agreed Outcomes: Activities and Indicators**

Activities	Delivery	Indicator
<p><b>Economic Well-Being</b></p> <p>Needs assessment and support plans addressing:</p> <ul style="list-style-type: none"> <li>• Budget Planning</li> <li>• Bank Account</li> <li>• Managing benefits online</li> <li>• “Better off in work” calculations</li> <li>• Maximising benefits</li> <li>• Understanding benefit requirements e.g. sanctions</li> <li>• Debt and arrears</li> </ul> <p>Liaison with DWP</p>	<p>Sessions and activities with HFW/ HF peer</p> <p>IT training via St Mungo’s Broadway teams</p> <p>Referral to Welfare Rights team</p>	<p><b>100% in receipt of correct benefits with no sanctions</b></p> <p>90% identified problem debt restructured</p> <p><b>Client reports increased score for ‘managing money’ on the Outcomes Star</b></p> <p>100% clients have bank account</p> <p>0 evictions due to arrears</p>
<p><b>Enjoy &amp; Achieve</b></p> <p>Needs assessment and support plans addressing:</p> <ul style="list-style-type: none"> <li>• ETE; literacy, numeracy, ICT and English Language skills</li> <li>• Functional skills and confidence</li> <li>• Learning/volunteering activities/opportunities,</li> </ul>	<p>1:1 sessions with HFW (HFWs trained in and employing MI and coaching skills)</p> <p>In house training via Skills &amp; Employment team and Recovery College</p> <p>External agencies</p>	<p>30% involved in formal learning/t/volunteering</p> <p>80% clients engaging in leisure, cultural, faith or informal learning activities</p> <p>65% client reports higher score for ‘learning, skills &amp; employment’ on the Outcomes Star</p> <p>80% clients report increased confidence in social situations</p>

<ul style="list-style-type: none"> <li>• Use of time and support networks</li> </ul> <p>Information and referrals to internal and external opportunities e.g. courses, placements etc. Access to resources to support study</p> <p>Information and accompaniment to leisure/cultural activities in local area</p> <p>Use of personal budget to access specified activities</p> <p>Confidence and self esteem building</p> <p>Reconnection/ mediation with family</p> <p>Meeting new people/ forming positive relationships</p>	<p>Real Confidence Time Bank/Skills Exchange</p> <p>HFW/HF peer with statutory/ specialist support as required</p>	<p>25% of clients reconnected with family networks</p> <p>70% clients report higher score for 'social networks and relationships' on Outcomes Star</p>
<p><b>Be Healthy</b></p> <p>Needs assessment and support plans addressing:</p> <ul style="list-style-type: none"> <li>• Mental health</li> <li>• Physical health</li> <li>• Substance misuse</li> </ul> <p>Registration with GP/dentist</p> <p>Refer to internal health development workers</p>	<p>HFW/HF peer sessions</p> <p>Use of personal budget to purchase tailored support, e.g. one to one counselling</p> <p>External statutory and non statutory services</p> <p>HFWs introduce shopping and cooking sessions to key working agenda</p> <p>SMB Lifeworks (psychotherapy</p>	<p><b>100% clients registered with GP</b></p> <p>75% of clients participate in cooking sessions/able to cook</p> <p><b>75% clients with an identified need engaging effectively with the appropriate health service</b></p> <p>80% of planned health appointments attended</p> <p>Reduction in unplanned hospital presentations/admissions</p> <p>100% clients with care needs receiving appropriate external agency support</p>

<p>Information and referral to specialist services (including social services) and joint support/care planning</p> <p>Clients encouraged to eat healthily</p> <p>Harm reduction coaching</p>	<p>programme)</p>	
<p><b>Stay Safe</b></p> <p>Needs assessment and support plans addressing:</p> <ul style="list-style-type: none"> <li>• Tenancy management</li> <li>• Offending behaviour</li> <li>• Personal safety</li> <li>• ASB</li> </ul> <p>Life skills sessions including:</p> <ul style="list-style-type: none"> <li>• setting up and paying utilities</li> <li>• furnishing a property</li> <li>• cleaning</li> <li>• waste and recycling</li> <li>• being a good neighbour</li> </ul> <p>Personal budget to access services/ furniture</p> <p>Internal and external assertiveness courses</p> <p>Risk assessments/management strategies fully involving client including</p>	<p>HFWs/ HF peer sessions (practical 'on the job')</p> <p>Involving partners/ family in managing support and risk</p> <p>Advice &amp; advocacy by specialist workers</p> <p>Support by HFWs to attend courses and appointments as required by statutory orders</p>	<p>80% Clients score higher for 'motivation and taking responsibility', 'managing tenancy and accommodation' and 'self-care and living skills'</p> <p>100% Clients are supported to keep home clean and tidy.</p> <p>100% Clients have appropriate furniture</p> <p><b>Less than 5% tenancies end in eviction through breach of tenancy</b></p> <p>Reduction in arrests and convictions</p> <p><b>100% engage with and complete court orders and ASBOs</b></p> <p>Less than 5% of tenancies end due to custodial sentence</p> <p>Overall Reduction in neighbour complaints and satisfaction with complaint responses</p> <p>Reduction in violent incidents either as victim or perpetrator</p>

<p>triggers for behaviour</p> <p>Liaison with probation/ Courts/ solicitors</p>		
<p><b>Make a Positive Contribution</b></p> <p>Clients supported to engage in</p> <ul style="list-style-type: none"> <li>• democratic process, e.g. registering to vote</li> <li>• service and organisational co-production</li> </ul> <p>Refer to Outside In (Outside In is service user involvement group); receive training as Client Auditors, Peer Mentors, Peer researchers</p>	<p>Use of personal budgets to deliver tailored support</p> <p>Mystery shopping, client auditors, participation in recruitment, Listening Lunches</p> <p>Outside In activities</p>	<p>80% clients registered to vote</p> <p>Clients score higher for ‘motivation and taking responsibility’</p> <p>30% clients participating in service improvement activities</p>