

## **Procurement of Civil Legal Aid Services in England and Wales from May 2020: Civil Legal Advice Specialist Telephone Advice Services in the Categories of Housing & Debt Invitation to Tender Information for Applicants.**

### **Introduction**

On 11 June 2019 the Legal Aid Agency (LAA) invited tenders for additional Civil Legal Advice (CLA) Contracts in the Categories of Education, Discrimination and Housing & Debt.

This was part of a wider procurement process for a mixture of specialist telephone advice and face to face civil legal aid contracts from autumn 2019 primarily in the categories of Education and Discrimination as part of the phased removal of the mandatory telephone Gateway but also included specialist telephone advice in Housing & Debt to maintain specialist telephone advice services in these categories.

The LAA received no compliant tenders for a CLA Contract in the Categories of Housing & Debt through the June procurement process. We are therefore running a new procurement process to invite an additional organisation to deliver specialist telephone advice services in Housing & Debt.

Under this CLA Procurement Process the LAA is inviting responses from Applicants to its Invitation To Tender (“**ITT**”) for the delivery of publicly funded CLA specialist telephone advice services from 1 May 2020 under a CLA Specialist Telephone Advice Contract (also referred to in this document as “**CLA Contract**” or “**Contract**”) in the Housing & Debt Categories of Law only.

This Information for Applicants document (“**IFA**”) provides information about the CLA Specialist Telephone Advice Contract Invitation to Tender (ITT), including how Applicants submit an ITT Response, and the rules governing the procurement process.

### *Number of Contracts to be awarded*

Through this procurement process the LAA intends to award 1 additional 2018 CLA Specialist Telephone Advice Contract in the Housing & Debt Categories. The Contract awarded through this procurement process will be in addition to the two current contracts for the delivery of Housing and Debt CLA specialist telephone advice services.

An Applicant can only be awarded, and hold, one CLA Specialist Telephone Advice Contract in the Housing and Debt Categories of Law.

### *Connected Entities*

Applicants must comply with the rules for Connected Entities (see Section 2). For the purposes of this procurement process an Applicant cannot be connected to any other Applicant bidding to deliver CLA Contract Work in the same Category of Law or to the current holders of CLA Contracts in the same Category of Law.

Applicants, including Connected Entities, may hold both a CLA Contract and a Face-to-Face Advice contract in the same Category of Law.

### *Submitting a Tender*

<b>The Deadline for submitting Tenders is 12 noon on Friday 22 November (the “Deadline”)</b>
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Applicants wishing to deliver Contract Work under a CLA Specialist Telephone Advice Contract must submit a Tender consisting of:

- i. a single Selection Questionnaire (“**SQ**”) Response; and
- ii. a response to the Housing & Debt CLA ITT.

**All Applicants must submit a response to the SQ, regardless of whether they have previously submitted a SQ Response as part of any previous procurement process.**

A complete Tender must be submitted. This must be detailed enough to allow the LAA to make an informed selection of the most economically advantageous Tender. The available

points are split across quality (equating to 60% of the total points available) and price (40% of the total points available).

If a SQ Response and a Housing & Debt CLA ITT Response are not both submitted by the Applicant by the Deadline and capable of assessment, the Tender will be rejected.

Before submitting their Tender, Applicants must read this IFA and all supplementary information provided, such as FAQs, in their entirety. Applicants are also strongly advised to read the relevant CLA Contract documentation in full. This is available on the LAA website at <https://www.gov.uk/government/publications/civil-legal-advice-contract-2018-and-the-2018-civil-legal-advice-discrimination-contract>. Please note there are a number of CLA Contracts on this webpage. For this procurement process Applicants should read the following documents:

[Civil Legal Advice 2018: Contract for Signature](#)

[Civil Legal Advice 2018: Standard Terms](#)

[Annex 1: Civil Legal Advice 2018: Specification](#)

[Annex 2: Civil Legal Advice 2018 - Cases, Fixed Fees and Hourly Rates](#)

[Annex 3: Civil Legal Advice 2018 - Payments and Disbursements](#)

[Annex 4: Civil Legal Advice 2018 - IT requirements, CMS, and Business Continuity](#)

[Annex 5: Civil Legal Advice 2018 - Key Performance Indicators](#)

[Annex 6: Civil Legal Advice 2018 – Complaints](#)

[Annex 7: Civil Legal Advice 2018 - Unacceptable Behaviour](#)

No amendments will be made to this Contract as a result of this procurement process except to the Contract for Signature to reflect this procurement process. However, Applicants should note that changes may be made in the future to reflect the removal of the mandatory telephone Gateway in Debt.

Where not defined in the body of this IFA, capitalised terms are defined either in the glossary at Annex E or in the CLA Contract.

### **Key Timeline Dates**

Below is a list of indicative dates for key activities in this procurement process. The LAA will notify Applicants of any changes to these dates through the e-Tendering system.

<b>Activity</b>	<b>Indicative Timescale</b>
Tender opens via the LAA's e-Tendering portal	23 October 2019
Final date to submit questions about this IFA	12 noon, 4 November 2019
"Frequently Asked Questions" response published	w/c 11 November 2019
Deadline for Tenders to be submitted to the LAA	12 noon, 22 November 2019
Notification of mandatory and discretionary rejection	Late November/ early December 2019
Deadline for submission of appeals	December 2019
Notification of appeal outcome	December 2019
Notification of Contract award decisions	January 2019
Contract Start Date	February 2020
Mobilisation Period	From the Contract Start Date to 30 April 2020
Service Commencement Date	1 May 2020

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## SECTION 1: INTRODUCTION

### About the LAA and this procurement process

- 1.1 The LAA, on behalf of the Lord Chancellor, is responsible for commissioning and administering legal aid services (publicly funded advice and representation) across England and Wales in accordance with the Legal Aid, Sentencing and Punishment of Offenders Act 2012 and associated legislation. All contract documentation is issued by the LAA on behalf of the Lord Chancellor.
- 1.2 The Deadline for submitting Tenders is 12 noon on Friday 22 November 2019. All Tenders must be completed and submitted using the e-Tendering system. Late submissions will not be accepted. It is the Applicant's sole responsibility to ensure that the LAA receives its Tender before the Deadline.
- 1.3 Applicants should refer to the Category Definitions 2018 for detail on the scope of work included in the Debt and Housing Categories of Law.

### The CLA Service

- 1.4 At present, the CLA Service operates as the telephone Gateway (mandated in secondary legislation<sup>1</sup>) for individuals seeking civil legal advice known as Gateway Work in specified Categories of Law (Discrimination, Debt and Education). Individuals seeking Gateway Work must use the CLA Service in the first instance, and they are not permitted to contact Face-to-Face Advice Providers directly unless they are classified as an "Exempted Person".
- 1.5 Once the mandatory telephone Gateway has been removed from legislation (expected by Spring 2020), clients will be able to contact Face-to-Face Advice Providers directly, without first being required to contact the CLA Service. For the avoidance of doubt the CLA Service will continue following removal of the Gateway and clients will still be able to receive Remote Advice in these Categories through the CLA Service.
- 1.6 The CLA Service is delivered in the following stages:  
**Stage 1:** Initial calls from prospective Clients are dealt with by the CLA Operator Service. The CLA Operator Service is provided under a separate contract which is not subject to

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<sup>1</sup> Legal Aid Sentencing and Punishment of Offenders Act 2012 enabled the Government to Mandate the use of the Gateway. The requirements are set out in Part 2 of the Civil Legal Aid (Procedure) Regulations 2012.

this procurement. It provides an initial assessment of a prospective Client's eligibility for civil legal aid. The CLA Operator Service then transfers prospective Clients who have been initially assessed as being eligible to receive legal aid, to the CLA Specialist Telephone Advice Providers. Those whom the CLA Operator Service determine do not qualify are directed to an alternative source of online, telephone or face-to-face help.

A prospective Client can also use the Digital CLA Service (<https://www.gov.uk/check-legal-aid>) to find out if they are likely to be eligible for civil legal aid. The CLA Operator Service checks the quality of the information provided by prospective Clients using the Digital CLA Service before a case is transferred to a CLA Specialist Telephone Advice Provider

**Stage 2:** Where a prospective Client has been transferred to a CLA Specialist Telephone Advice Provider, and the Provider has a) confirmed that the prospective Client qualifies for Legal Aid and b) assessed that Remote Advice is suitable for the prospective Client, the Provider will open a case and provide specialist legal advice and assistance to the Client. Should the Provider assess that Remote Advice is not suitable for the prospective Client (and the Provider has assessed that the prospective Client qualifies for Legal Aid) they will refer the Client to a Face-to-Face Advice Provider.

If a prospective Client does not qualify for legal aid then the CLA Specialist Telephone Advice Provider will signpost them to an alternative source of online, telephone or face-to-face help.

- 1.7 This procurement process is for the award of an additional CLA Specialist Telephone Advice Contract in the Categories of Housing & Debt, for the delivery of specialist telephone advice Contract Work at Stage 2 of the CLA Service only.

### **CLA Categories – Debt and Housing**

- 1.8 The CLA Service operates as the Gateway for Controlled Work in the Debt Category.
- 1.9 CLA Specialist Telephone Advice Providers may conduct Controlled Work without seeking authority from the LAA. Controlled Work does not cover court representation or advocacy. At present, members of the public applying for Controlled Work in the Debt Category must contact the CLA Operator Service.

- 1.10 The CLA Service provides a telephone-based Remote Advice service in the Housing Category<sup>2</sup>, which does not form part of the Gateway.
- 1.11 This means that Clients eligible to receive legal aid may choose to receive specialist legal advice in these Categories through Face-to-Face Advice rather than on a Remote Advice basis without needing to first contact the CLA Operator Service.
- 1.12 Face-to-Face Advice cannot be provided under a CLA Contract in the Housing & Debt Categories under any circumstances. Face-to-Face Advice is available to Clients only via Face-to-Face Advice contracts which were procured separately in 2018.

### Opening Hours

- 1.13 The CLA Service operates between 9am and 8pm Monday to Friday (Excluding Bank Holidays) and on Saturday mornings between 9am and 12.30pm. CLA Specialist Telephone Advice Providers must be able to deliver Contract Work during these times but the specific delivery requirements depend on the Category of Law.
- 1.14 In the Housing & Debt Categories, CLA Specialist Telephone Advice Providers must be available to deliver Contract Work during the following times:
- i) **Core Hours:** 9.00am until 5.00pm from Monday to Friday (excluding bank and/or public holidays); and
  - ii) **Rota Hours:** 5.00pm until 8.00pm from Monday to Friday (excluding bank and/or public holidays) and 9.00am until 12.30pm on Saturdays.
- 1.15 All CLA Specialist Telephone Advice Providers must deliver the Contract Work during Core Hours. In addition, CLA Specialist Telephone Advice Providers will be issued with a rota or rotas by the LAA and shall be required to provide the Contract Work during the allocated Rota Hours. During Rota Hours, the Contract Work will usually be performed by a single CLA Specialist Telephone Advice Provider in each Category.
- 1.16 Rota Hours for each Contract year will be issued:
- At least 4 weeks prior to the Service Commencement Date (in the case of the first Contract Year); and

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<sup>2</sup> It also provides this in the Family Category. The LAA is not seeking to place CLA Contracts in the Family Category as part of this procurement process.



- 2 weeks prior to the anniversary of the Service Commencement Date (in the case of each subsequent Contract Year).

1.17 Contract Work must be carried out from an Office, or an alternative location, subject to written agreement by the LAA as set out in the Specification.

### **Range of Advice**

1.18 Holders of a CLA Contract awarded through this procurement process will only be permitted to deliver Controlled Work through Remote Advice.

1.19 Remote Advice under the CLA Contract may be delivered via telephone, webcam, e-mail, post or such other method as the LAA may introduce, as set out in the Specification.

### **The use of subcontractors and agents**

1.20 The LAA will not accept subcontracting, consortia or agency arrangements for the delivery of the Contract Work and Applicants must provide all the Contract Work themselves.

### **CLA Contracts**

1.21 Through this procurement process the LAA will award a 2018 CLA Contract in the Categories of Housing & Debt. This will be in addition to the two current CLA Contracts delivering Contract Work in these Categories.

1.22 The CLA Contract is comprised of the following documents:

- i. Contract for Signature;
- ii. Standard Terms (governs the relationship between the LAA and the Provider);
- iii. Annex 1: Specification of the Contract Work (sets out the scope of the Contract Work and the associated requirements) (“CLA Specification” or “Specification”);
- iv. Annex 2: Cases, Fixed Fee and Hourly Rates;
- v. Annex 3: Payment and Disbursements;
- vi. Annex 4: IT Requirements, CMS, and Business Continuity;
- vii. Annex 5: Key Performance Indicators;
- viii. Annex 6: Complaints; and
- ix. Annex 7: Unreasonable Behaviour.

- 1.23 Applicants are strongly advised to read the relevant CLA Contract documentation in full. This is available on the LAA website at <https://www.gov.uk/government/publications/civil-legal-advice-contract-2018-and-the-2018-civil-legal-advice-discrimination-contract>.
- 1.24 Please note there are a number of CLA Contracts on this webpage. For this procurement process Applicants should read the following documents:
- [Civil Legal Advice 2018: Contract for Signature](#)
  - [Civil Legal Advice 2018: Standard Terms](#)
  - [Annex 1: Civil Legal Advice 2018: Specification](#)
  - [Annex 2: Civil Legal Advice 2018 - Cases, Fixed Fees and Hourly Rates](#)
  - [Annex 3: Civil Legal Advice 2018 - Payments and Disbursements](#)
  - [Annex 4: Civil Legal Advice 2018 - IT requirements, CMS, and Business Continuity](#)
  - [Annex 5: Civil Legal Advice 2018 - Key Performance Indicators](#)
  - [Annex 6: Civil Legal Advice 2018 – Complaints](#)
  - [Annex 7: Civil Legal Advice 2018 - Unacceptable Behaviour](#)
- 1.25 The Contract Period shall commence on the Contract Start Date and end on 31 August 2021 (subject to the contractual provisions in relation to early termination and the LAA's discretion to extend for up to a further 2 years i.e. to 31 August 2023).
- 1.26 Successful Applicants will be required to start delivering services on the Service Commencement Date, which will be 1 May 2020.

### Payments under the Contract

- 1.27 All Cases will be remunerated on the basis of Fixed Fees as summarised below.

Fee	Description
Determination Fee	Payable for Determinations
Lower Fixed Fee	Payable for Cases under 133 minutes
Higher Fixed Fee	Payable for Cases lasting 133 minutes and over

Escape Fee (Cross Border Cases only)	Hourly rate payable for cases lasting 900 minutes and over, subject to assessment by the LAA
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- 1.28 Only one fee can be claimed per Case. For example, if a Provider claims a Higher Fixed Fee for a Case, it will be unable to claim a Determination Fee, Lower Fixed Fee and/or Escape Fee payment in relation to that Case. CLA Specialist Telephone Advice Providers will be paid on the same basis for both Housing and Debt Contract Work
- 1.29 Applicants are required to complete a Price Form as part of their Tender. Within the Price Form Applicants are required to provide their pricing submission for the fees required for Housing & Debt.
- 1.30 The prices submitted by a successful Applicant will apply throughout the entire Contract Period and will not be subject to indexation or otherwise increased.
- 1.31 When considering their pricing submission, Applicants should review:
- a. the relevant CLA Contract for full details of the required Contract Work and the payment structure; and
  - b. Annex A of this IFA for data on call distribution, Case volumes and Case duration.

*Determination Fee*

- 1.32 The Determination Fee provides a payment for performing the eligibility assessment, a scope and merits assessment of a potential Case, and an assessment as to whether services should be provided via Remote Advice or Face-to-Face Advice, and is only payable where it is identified that the Case is unsuitable for the delivery of specialist legal advice under the CLA Contract (see paragraphs 2.12 to 2.20 of the Specification).
- 1.33 The Determination Fee has been set by the LAA at £13.61 and a Determination is expected to take up to 18 minutes.

*Lower Fixed Fee*

- 1.34 The Lower Fixed Fee will be a single fee applicable to all Cases (other than where a Determination Fee is payable) of less than 133 minutes. Applicants will be required to submit a price for the Lower Fixed Fee in the Price Form in the Commercial Envelope.

### *Higher Fixed Fee*

- 1.35 The Higher Fixed Fee will apply to all Cases of 133 minutes or longer, up to the Escape Fee threshold (where applicable). Applicants will be required to submit a price for the Higher Fixed Fee in the Price Form in the Commercial Envelope.

### *Escape Fee*

- 1.36 An Escape Fee can be claimed for Cases that exceed specified time thresholds. The fee will be based on an hourly rate that will be applied to the entire duration of the Case. All Escape Fee claims must be submitted to the LAA for assessment prior to payment being made (see 6.3 to 6.12 of the Specification).
- 1.37 In Housing & Debt, Escape Fees can only be claimed in Cross Border Cases which are 900 minutes or longer. The Escape Fee hourly rate will be set by the LAA at £46.00. The volume of Cross Border Cases is low, with 2 Cases across the Housing & Debt Categories in each of 2017/18 and 2018/19.

### *Lower Fixed Fee/Higher Fixed Fee Ratios*

- 1.38 The Lower Fixed Fee submitted by an Applicant cannot be equal to or greater in value than the Higher Fixed Fee submitted by the Applicant.
- 1.39 Where an Applicant submits a Lower Fixed Fee which is equal to or greater in value than the Higher Fixed Fee the Applicant has submitted in that Category, the Applicant's Tender will be rejected.

### *Maximum Bid Prices*

- 1.40 Applicants must not exceed the following maximum bid prices:

<b>Housing &amp; Debt Category Fee</b>	<b>Maximum bid price</b>
Lower Fixed Fee	£80
Higher Fixed Fee	£157

- 1.41 The Price Form within the e-Tendering system will not allow Applicants to submit prices above the maximum Fixed Fee bid prices and only compliant bid prices will be accepted.

### Other Payments

- 1.42 There are circumstances where other payments can be claimed under the CLA Contract, including:
- Disbursements; and
  - Providing training to CLA Operator Service staff.
- 1.43 The circumstances in which Providers can claim these payments and the amounts payable are set out in Annex 2 and Annex 3 of the CLA Contract.

### Case Allocation

- 1.44 CLA Specialist Telephone Advice Providers will operate concurrently during Core Hours.
- 1.45 The LAA anticipates that during Core Hours, Cases will be allocated between CLA Specialist Telephone Advice Providers as set out in the table below.

Category	Number of current Providers	Proportion of Cases to be undertaken by current Provider(s)	Number of Contracts to be awarded through this procurement process	Proportion to be awarded through this procurement process
Housing and Debt	2	67%	1	33%

- 1.46 Outside of Core Hours, Providers will also be required to provide services on a rota during Rota Hours.
- 1.47 CLA Specialist Telephone Advice Providers will be allocated Rota Hours during which they will be required to provide the Contract Work. It is expected that only one CLA Specialist Telephone Advice Provider will operate the Contract Work during each Rota Hours slot.
- 1.48 The LAA anticipates that each CLA Specialist Telephone Advice Provider will be allocated a number of Rota Hours in line with the proportions in the table above.
- 1.49 Prospective Clients who call outside the CLA Operator Service opening hours will be invited to leave a voicemail message. The CLA Operator Service will call the prospective Clients

back during its opening hours and distribute Cases to CLA Specialist Telephone Advice Providers in accordance with each Provider's percentage allocation.

**Case Volumes**

- 1.50 Annex A gives detail of historical call and Case Volumes.
- 1.51 The LAA provides no guarantees or warranties regarding the actual volumes, profile or duration of calls/Cases, under the CLA Contract.

**Increase of Service Capacity**

- 1.52 The LAA may redistribute the allocation of Cases under the CLA Contract at any point during the Contract. For example, this may be done in circumstances where another CLA Specialist Telephone Advice Provider is unable to meet its obligations to deliver the relevant Contract Work.
- 1.53 Applicants may be asked to expand their capacity to deliver the Contract Work to include:
  - up to 100% of Case volumes during Core Hours; and
  - all Rota Hours for the Category bid for.
- 1.54 Applicants should refer to paragraphs 2.2 to 2.6 of the Specification for further information in relation to this requirement.

**Minimum Requirements**

- 1.55 Applicants submitting a Tender must warrant that they will meet the Minimum Requirements below by the latest date specified:

<b>Minimum Requirement</b>	<b>Latest date that requirement must be fulfilled</b>
Have appropriate authorisation from a Relevant Professional Body to deliver legal services	4 weeks prior to the Service Commencement Date
Have at least one Office that meets the relevant requirements set out in the Specification	4 weeks prior to the Service Commencement Date

Employ at least one Full-Time Equivalent Supervisor who meets the Supervisor Standard in the Housing & Debt Categories of Law	4 weeks prior to the Service Commencement Date
Telephony and IT which meets the CLA Contract requirements in place and operational	4 weeks prior to the Service Commencement Date
Maintain a ratio of one Full-Time Equivalent Supervisor to four Caseworkers in the Housing & Debt Categories of Law	By the Service Commencement Date
Hold a relevant Quality Standard	See paragraph 1.57 – 1.64

1.56 CLA Specialist Telephone Advice Providers must continue to meet the Minimum Requirements at all times during the Contract Period. Any breach of the Minimum Requirements will entitle the LAA to terminate the CLA Contract.

**Quality Standard requirements**

1.57 Providers are required to hold a Quality Standard throughout the Contract Period. By the relevant date below (see para 1.61), Applicants must hold either the LAA’s Specialist Quality Mark (“SQM”) following audit by the LAA’s SQM Audit Provider or hold the Law Society’s Lexcel Practice Management standard (“Lexcel”), which is valid on the Service Commencement Date.

1.58 Applicants are solely responsible for paying all necessary fees to the Quality Standard auditing organisation.

1.59 Where an Applicant already holds the SQM following audit by the LAA’s SQM Audit Provider or is in the process of being audited by them, it need not reapply for the SQM, unless it must do so to continue to hold the SQM.

1.60 Requirements according to the Quality Standard an Applicant chooses to hold are detailed below.

1.61 Unless otherwise stated in the ‘Requirement’ column of the table below, it is an Applicant’s responsibility to ensure it meets the LAA’s requirements by the Service Commencement Date as no extensions of time will be permitted. Applicants are, therefore, advised to apply for their chosen Quality Standard as early as possible.

<b>Applicant Type</b>	<b>Requirement</b>
Applicants who already hold the SQM audited by the LAA's SQM Audit Provider	- Hold a valid accreditation that will be in force until at least the Service Commencement Date.
Applicants who intend to hold the SQM	- Pass desktop audit at least four weeks before the Service Commencement Date - Fully pass the Pre-Quality Mark audit within six months of the Service Commencement Date
Applicants who intend to hold Lexcel	- Achieve Lexcel accreditation at least four weeks before the Service Commencement Date
Applicants who already hold Lexcel	- Must hold a valid accreditation that will be in force until at least the Service Commencement Date

1.62 It is the sole responsibility of the Applicant to contact the Quality Standard auditing organisation and arrange any necessary audits. The LAA assumes no responsibility for monitoring Applicants' progress towards achieving a Quality Standard.

1.63 Further information about the SQM and how to register with the LAA's current SQM Audit Provider Recognising Excellence Ltd can be found at: <http://www.recognisingexcellence.co.uk/sqm/>

1.64 Further information on Lexcel can be found on The Law Society's website: <http://www.lawsociety.org.uk/productsandservices/lexcel>

### **Remote Specialist Telephony Handbook**

1.65 The LAA has provided a draft Remote Specialist Telephony Handbook which provides a technical guide to the telephony service for the remote specialist advisors including minimum Operating Systems and Browser requirements. This is provided as a document called 'AWS Connect Agent Training Guide' within the 'Attachments' section at the top of the ITT screen. A finalised version will be shared with the successful Applicant during the Mobilisation Period.

### **Mobilisation Period**

1.66 The Mobilisation Period starts on the Contract Start Date and ends on the Service Commencement Date. This is the period during which CLA Specialist Telephone Advice



Providers must deliver in accordance with their Implementation Plan, ensuring they achieve the Minimum Requirements in the timescales outlined above at paragraph 1.55 and that the necessary infrastructure, staff and other aspects of the service are in place by the Service Commencement Date. CLA Specialist Telephone Advice Providers are required to meet with the LAA throughout the Mobilisation Period to report on the progress of their mobilisation. The LAA may also instruct Providers to amend their Implementation Plan where in the LAA's reasonable opinion, the existing plans create unacceptable risks to successful mobilisation or are otherwise of insufficient quality.

- 1.67 The successful Applicant must be mobilised and ready to start delivering services from 1 May 2020.

### **Indemnities**

- 1.68 It will be a condition of Contract award that Applicants which operate on a limited liability basis supply the LAA with a relevant indemnity form (except registered charity Applicants who will not be required to provide any indemnity or similar) by the Contract Start Date. The indemnity must be signed by the ultimate owners of the Applicant and/or such persons as the LAA might reasonably regard as being controllers and/or senior managers of the Applicant and/or where the Applicant is a limited company, from any company which is its holding company.
- 1.69 If the Applicant fails to provide a completed indemnity form as required by the LAA, the Contract offer will be withdrawn. A copy of the standard indemnity form is available at: <https://www.gov.uk/government/publications/personal-guarantee-and-indemnity>
- 1.70 At the LAA's discretion, a guarantee offering equivalent protection may be accepted from an Applicant with limited liability as an alternative to its standard indemnity. The LAA will consider exercising such discretion where an Applicant can demonstrate that such a guarantee will protect public funds to the same extent as would its standard indemnity form.

### **Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE")**

- 1.71 It is possible that TUPE could apply so as to result in the transfer of some or all of the contracts of employment from current Providers of the Contract Work to successful Applicants.
- 1.72 We make no representation in relation to the likelihood of TUPE applying in this case and it is each Applicant's responsibility to form their own view (taking legal advice as necessary) as to whether or not TUPE applies and, if so, the financial implications for their Tender.

- 1.73 To the extent there is likely to be one, the impact of any TUPE transfer must be factored into the Price Form submitted by the Applicant such that the Price Form submitted is valid regardless of whether TUPE applies and/or the number or identity of transferring employees.

## **SECTION 2: WHO CAN SUBMIT A TENDER RESPONSE?**

- 2.1 This procurement process is open to any interested party able to meet the LAA's Minimum Requirements.
- 2.2 The LAA will only contract with single legal entities (including individuals). Should existing organisations wish to merge or join with others to apply for a CLA Contract, they must form a single legal entity. That entity will be responsible for performing all CLA Specialist Telephone Advice Provider obligations under a CLA Contract.
- 2.3 The contracting entity must be fully constituted and be able to demonstrate it meets the Minimum Requirements by 4 weeks before the Service Commencement Date.
- 2.4 Where the Applicant:
- has been dissolved or is, for any other reason, incapable of executing a contract;
  - is not fully constituted as the contracting entity named in its Tender; or
  - is unable to meet the Contract requirements by the applicable deadlines,
- any Contract offer made to it may be withdrawn.

### **Rules for Connected Entities**

- 2.5 Whilst organisations may bid to deliver Contract Work as different legal entities, organisations which are Connected by their parent company, other companies which have significant control in the decision-making of that organisation or Key Personnel of the organisation are not permitted to bid for a CLA Contract in the same Category. Connected Entities may bid in different Categories without breaching the rules set out below.

### **What is a Connected Entity?**

- 2.6 Applicants may be Connected through corporate entities or through individuals. In the context of this procurement process and the LAA's assessment of compliance with these rules, the term Connected shall mean:
- having a legal or beneficial interest; or

- being able to effect substantive influence or control or having powers of representation over the business affairs of the relevant organisation and the term “Connection” shall bear a similar meaning.

2.7 Such Connection may be either direct, for example where an organisation is the parent entity of two Applicants, or indirect, for example a ‘chain’ of Connection (however long that chain might be) where an organisation or individual is Connected to another organisation that is itself Connected to the Applicant. Applicants should note that any existing or proposed ethical wall or other information or business partitioning arrangement will not bring any arrangement into compliance with these rules.

### **What are the rules that Applicants must comply with?**

2.8 Applicants bidding cannot bid against a Connected Entity. For the purposes of this procurement process, this means an Applicant cannot be connected to any other Applicant bidding to deliver Housing and Debt Contract Work under a CLA Contract.

#### **Example 1:**

Burns & Partners Ltd is the parent company of both Simpsons Ltd and Flanders Ltd and has significant control of the decision-making within each organisation.

Both Simpsons Ltd and Flanders Ltd intend to bid to deliver Contract Work in the Housing & Debt Categories of Law under a CLA Contract.

Were both Applicants to bid for this Category under the CLA Contract, this would be a breach of the Rules on Connected Entities.

2.9 Key Personnel of an organisation, having the meaning set out at Annex E, may not bid against other organisations in which they are also Key Personnel.

#### **Example 2:**

Mr Black is a member of Key Personnel of Black & Co and also a member of Key Personnel at Green LLP.

Black & Co wishes to bid to deliver Contract Work in the Housing & Debt Categories of Law.

Green LLP also wishes to bid to deliver Contract Work in the Housing & Debt Categories of Law.

Under the Rules for Connected Entities, Black & Co and Green LLP cannot both bid to deliver Contract Work in the Housing & Debt Categories of Law under a CLA Contract by virtue of their Connection through Mr Black.

### **What will the LAA do where it believes Applicants are Connected Entities?**

- 2.10 The LAA reserves the right to clarify with one or both Applicants, as required in accordance with paragraphs 5.27 and 5.28.
- 2.11 Where the LAA believes that the rules on Connected Entities have not been complied with, and that Applicants are Connected as set out in paragraphs 2.6 and 2.7, all those Tenders that the LAA deems to be Connected may be rejected.

## SECTION 3: COMPLETING AND SUBMITTING A TENDER

### The e-Tendering System

- 3.1 All Tenders must be completed and submitted using the e-Tendering system. This can be accessed either through a link on the tender pages of the LAA website or directly at: [www.legalaid.bravosolution.co.uk](http://www.legalaid.bravosolution.co.uk)
- 3.2 Applicants already registered on the e-Tendering system whose registration details remain up to date do not need to register again. Applicants are encouraged to ensure that they review the contact details held in the e-Tendering system to ensure that they are up to date.
- 3.3 Where an Applicant already has multiple registrations on the e-Tendering system, it should ensure that it uses the registration which matches the name and trading status of the organisation whose Tender response is being submitted.
- 3.4 Applicants who have forgotten their password, must click on the 'Forgotten your password?' link on the e-Tendering system homepage to get their password reset.
- 3.5 Applicants must familiarise themselves with the e-Tendering system guides available through the 'Technical Support and Guidance' link on the e-Tendering system home page. These provide detailed guidance on how to complete a Tender.
- 3.6 The LAA will communicate with Applicants about this procurement process through the e-Tendering system message board. Applicants must check the message board regularly to ensure that any messages are read promptly. The LAA highly recommends that Applicants set up multiple additional users under their e-Tendering system registration (see 'Technical Support and Guidance' link) as back-up to ensure that urgent messages, which may affect an Applicant's Tender Response, can be actioned as necessary.
- 3.7 The SQ and Housing & Debt CLA ITT are available via the 'Project' or 'ITT Open to all Suppliers' link on the front page of the e-Tendering system.
- 3.8 Applicants must submit a response to the SQ and the Housing & Debt CLA ITT.
- 3.9 Applicants may not submit more than one response to the SQ and to the Housing & Debt CLA ITT. Where an Applicant submits more than one SQ Response and/or more than one

Housing & Debt CLA ITT Response, only the last submitted prior to the Deadline shall be assessed by the LAA.

- 3.10 The SQ and the Housing & Debt CLA ITT Responses submitted must each be capable of assessment.
- 3.11 If an SQ Response is not submitted or is incapable of assessment it will be rejected.
- 3.12 If a Housing & Debt CLA ITT Response is not submitted, is incomplete or is incapable of assessment it will be rejected.
- 3.13 Applicants must click 'Edit response' to be able to complete their responses to the questions asked. Applicants must click the 'Save Changes' or 'Save and Exit Response' buttons to ensure information inputted is saved.
- 3.14 Once Applicants have completed their response to the SQ and to the Housing & Debt CLA ITT, they must submit each response by clicking on the "Submit Response" button.
- 3.15 Applicants may amend and re-submit their response at any time up to the Deadline. If so amended and re-submitted, only the last response shall be assessed.
- 3.16 An Applicant may check that it has successfully submitted its SQ/ITT Response by going to the 'My ITTs' screen, which should show the 'Response status' as 'Response submitted to Buyer'. The registered email address will also receive confirmation when the Applicant submits its SQ/ITT Response for the first time. It is therefore important for an Applicant to ensure that any and all contact details held in the e-Tendering system are up to date.
- 3.17 SQ and ITT Responses are sealed. This means that the LAA is unable to access submitted SQ/ITT Responses prior to the Deadline. The LAA cannot confirm receipt of an SQ Response, ITT Response or Tender, nor can it confirm if a SQ Response, ITT Response or Tender has been completed correctly.
- 3.18 All questions marked with a red asterisk on the e-Tendering system are mandatory. The e-Tendering system will not permit an Applicant to submit its SQ/ITT Response unless answers to those questions are provided.

- 3.19 There is a button in the e-Tendering system called 'check mandatory questions'. By clicking on this, the e-Tendering system will check that an Applicant has provided a response to all mandatory questions and will flag where a response to a mandatory question has not been given. For the avoidance of doubt, it does not provide an assessment of the responses to those questions or confirmation that they have been answered correctly.
- 3.20 When an Applicant submits its SQ/ITT Response for the first time, it will receive an automated message confirming that its response has been successfully submitted. This only provides an indication of whether the SQ/ITT Response has been transmitted to the LAA and not whether the SQ/ITT Response is fully completed and/or will be assessed as being successful.

### **Mandatory Attachments**

- 3.21 Applicants are required to upload a number of Mandatory Attachments as part of their Technical Envelope submissions:
- Staff Organogram;
  - Resourcing Plan; and
  - Implementation Plan.
- 3.22 Where Applicants select responses to the Selection Criteria questions in the Qualification Envelope which are assigned a score of 1 point or higher, they are also required to attach supporting evidence to verify their response. Where this applies, the required supporting evidence attachment is also a Mandatory Attachment.
- 3.23 The LAA has provided a template for the Resourcing Plan and Implementation Plan which Applicants are required to use. The templates can be downloaded from the 'Attachments' section within the Housing & Debt CLA ITT. Details entered into the forms will only be saved if the Applicant saves the form on its own computer system. Once the relevant forms have been completed and saved on the Applicant's own system, they can be uploaded into the Housing & Debt CLA ITT Response by clicking on the 'Click to attach' button against the relevant question in the ITT.
- 3.24 It is the Applicant's responsibility to ensure that they have access to an IT system which is compatible with the templates provided.



- 3.25 Please note that because the Mandatory Attachments are completed outside of the e-Tendering system and uploaded into the ITT Response, it is not possible for the e-Tendering system to prevent incorrect or incomplete information being submitted and it is the Applicant's responsibility to ensure fully completed and accurate information is attached.
- 3.26 The LAA will only accept attachments submitted in the following formats:
- Microsoft Word;
  - Microsoft Excel; or
  - Adobe PDF.
- 3.27 As it is not possible for the e-Tendering system to prevent incorrect or incomplete attachments being submitted, it is the responsibility of Applicants to ensure that the relevant attachments are correctly uploaded.
- 3.28 Applicants that fail to upload the full set of attachments using the templates provided will be considered to have submitted a non-compliant Tender and may be rejected from the process.
- 3.29 Applicants can also check the contents of the attachments they have uploaded as part of their Tender by going back to the Tender in the ITT within the e-Tendering system (found in the "Actions" menu). To do this, Applicants should go to the section in the ITT against which the attachments are uploaded and select "Download". This will open the versions of the attachments uploaded as part of a Tender.
- 3.30 Before submitting a Tender, the Applicant should check to ensure that:
- all questions and Award Criteria/sub-criteria have been answered and that it has provided all necessary parts of a completed Tender referred to below;
  - it has uploaded all required Mandatory Attachments;
  - it is satisfied that the Mandatory Attachments uploaded are correct; and
  - it is satisfied that the Tender is accurate, complete and detailed enough to allow the LAA to evaluate it.

### **Accessing and completing the Tender**

- 3.31 A Tender will consist of a response made through the e-Tendering system to the SQ and the Housing & Debt CLA ITT.

3.32 The SQ can be found in Project 99 at ITT 638 – ‘Selection Questionnaire for Civil Legal Advice Housing & Debt Services from May 2020’ in the e-Tendering system.

3.33 The Housing & Debt CLA ITT can also be found in the e-Tendering system in Project 99 as follows:

- ITT 639 – **CLA Specialist Telephone Advice Services in Housing & Debt from May 2020**

3.34 A completed Housing & Debt CLA ITT Response must comprise the following parts:

*Qualification Envelope*

- Responses to all Selection Criteria questions in the Qualification Envelope including any required attachments providing supporting evidence.

*Technical Envelope*

- Responses to all Award Criteria/sub criteria in the Technical Envelope; and
- Signed declaration in the Technical Envelope; and
- Staff Organogram Mandatory Attachment; and
- Resourcing Plan Mandatory Attachment; and
- Implementation Plan Mandatory Attachment.

*Commercial Envelope*

- A completed Price Form.

**Completion of the Selection Questionnaire**

3.35 All Applicants are required to submit an SQ Response.

3.36 The SQ contains a series of questions covering the following areas:

- Section A (non-assessed) - Organisation and contact details
- Section B - Grounds for mandatory exclusion
- Section C - Grounds for discretionary exclusion
- Section D – Declarations

- 3.37 A full breakdown of each of the questions and what would constitute a pass or a fail is set out in Annex B.

*Section A - Organisation and contact details*

- 3.38 This information is non-assessed but may be used in the verification of the Applicant's Tender. Applicants who have yet to form legal entities may provide "N/A" responses to some questions within this section. Where successful, and as part of verification, they will be required to confirm, for example, their head office address or other details not provided as part of the Tender.

*Sections B and C – Grounds for mandatory and discretionary rejection*

- 3.39 For each question the Applicant is presented with a series of drop down options from which to select a response.
- 3.40 Where a requirement is not met outright the Applicant will be provided with a series of 'free text' boxes in which to give further details (known as 'exceptional circumstances'). These will be used by the LAA to consider whether those exceptional circumstances are deemed to be satisfactory for the Applicant to meet the SQ requirement.
- 3.41 Where the opportunity to provide exceptional circumstances is given, specific details in response to the supplemental questions are requested within the SQ. This must not be used as an opportunity to provide other supplementary information to an Applicant's SQ Response and any information provided that is not relevant to the particular SQ requirement and explanation of exceptional circumstances will not be considered.
- 3.42 Subject to paragraph 3.43 below, the LAA will assess SQ Responses on the basis of information submitted by the Applicant in its SQ Response. SQ Responses for Sections B and C will be assessed on a pass or fail basis.
- 3.43 Where an Applicant's SQ Response states it does not meet the SQ requirements outright in questions C.8 (LAA contract terminations), C.9 (Peer Review) and C.10 (individuals prohibited from undertaking publicly funded work) the LAA will review its own records in assessing whether the requirements have been met. For all other questions in Section B and C, the LAA's assessment will be solely reliant on information provided by the Applicant. That information must be complete and accurately expressed. Applicants' attention is

drawn to the LAA’s right to disqualify an Applicant for submitting false and/or misleading information as provided at paragraphs 5.29-5.31 of this IFA.

*Section D – Declaration*

3.44 A declaration in the form set out at Section D of the SQ must be provided by:

- (a) the Compliance Officer for Legal Practice (COLP) or the individual intending to be the COLP where Applicant is or intends to be authorised by the Solicitors Regulation Authority (SRA); or
- (b) the Head of Legal Practice (HOLP) or the individual intending to be the HOLP where Applicant is or intends to be authorised by the Bar Standards Board (BSB); or
- (c) the Compliance Manager (CM) or the individual intending to be the CM where Applicant is or intends to be authorised by CILEx Regulation (CILEx); or
- (d) where the Applicant is not (and will not be) authorised by the SRA, the BSB or CILEx, a member of Key Personnel who either (i) has decision and / or veto rights over decisions relating to the running of the Applicant; or (ii) has the right to exercise, or actually exercises, significant influence or control over the Applicant.

**Completion of the Housing & Debt CLA ITT**

*Qualification Envelope – Selection Criteria*

3.45 The Selection Criteria (in the ‘Qualification Envelope’ in the Housing & Debt CLA ITT) contain scored criteria. These will be used to shortlist Applicants for the award stage of this procurement process, where applicable.

3.46 The Selection Criteria include questions which will be used to assess Applicants’ capacity to deliver the Contract Work tendered for. Each scored Selection Criterion has a maximum number of points available. These are set out in the table below.

<b>Category</b>	<b>Question</b>	<b>Total Points Available</b>
Housing & Debt	1a (i) & 1a(ii)	6
	1b(i) & 1b(ii)	
	2(i) & 2(ii)	2
	3(i) & 3(ii)	4
	4(i) & 4(ii)	3
	5(i) & 5(ii)	4

	6(i) & 6(ii)	3
	7(i) & 7(ii)	2

3.47 Each Selection Criterion has a scored question which is answered by selecting an answer from the drop-down menu. Where the Applicant selects an answer option where points are awarded, it must also answer supplementary questions to provide further information and verify its response. This may be either in the form of:

- a text box which requires the Applicant to provide supplementary information as specified; and/or
- a request for documents to be uploaded into the e-Tendering system to enable the LAA to verify the answer selected by the Applicant. Please note, in some instances the Applicant may be required to attach these as a single document into the e-Tendering system. Where this is the case and the Applicant currently holds these individually the Applicant must collate these documents into a single file before being upload into its ITT Response.

3.48 For example, for Selection Criterion 1a (Delivery of a Dedicated Telephone Advice Service) the Applicant will be required to:

- Answer 1a (i) by selecting A, B or C from the drop down menu; and
- Where the Applicant selects option A or B, it will be required to respond to questions 1a (ii) to 1a (iv) and provide additional information and evidence to verify their response. This includes the submission of Mandatory Attachments as set out at paragraph 3.22.

3.49 There may be circumstances in which the Applicant has already provided uploaded attachments to evidence that it meets the answer selected, where it provided it in response to another Selection Criteria question within the Housing & Debt CLA ITT. In these circumstances, the Applicant may choose not to attach this information again. Where it does choose to upload a further copy, and this information is different to that submitted to the earlier at Selection Criteria question, the LAA will act in accordance with paragraph 5.13 of the IFA.

*Technical Envelope - Quality Award Criteria*

3.50 The Technical Envelope in the Housing & Debt CLA ITT contains the Quality Award Criteria. These require Applicants to set out how they will deliver the Contract Work, including how they will deploy appropriate infrastructure and appropriately skilled and experienced staff

to deliver the Contract Work tendered for. The Quality Award Criteria will be assessed in accordance with the evaluation methodology set out in Section 4 to determine a “quality” score. The score achieved by Applicants under the Quality Award Criteria will then be combined with the score awarded in the Commercial Envelope (the Price Award Criteria) to determine the most economically advantageous tender.

3.51 The Quality Award Criteria are summarised below and fully set out at Annex C.

<b>Award Criteria</b>	<b>Weighting</b>
<b>Housing &amp; Debt Award Criteria (Technical Envelope) - %</b>	
Criterion 1 – Staffing the Service	22
Criterion 2 – Delivering a Quality Service	14
Criterion 3 – Capacity Planning for the Service	18
Criterion 4 – Implementation of the Service	6

3.52 Award Criteria 1 to 4 contain sub-criteria. These require the Applicant to complete a written response to the specific questions asked in the text boxes provided. The response provided by the Applicant for each sub-criterion will receive a score of between 0-5 as detailed in Section 4 of this IFA.

3.53 Each text box has a maximum limit of 2000 characters (including spaces). Each question has up to three text boxes (depending on the sub-criterion) which can be used by the Applicant in providing its answer. Applicants will not be able to exceed the character limit when submitting their responses.

3.54 Within the Technical Envelope the Applicant is asked for the address and LAA Account Number of the Office from which they intend to deliver the Contract Work. This information is not assessed but will be used in the set-up of the successful Applicant’s contract and during the Mobilisation Period. Applicants who do not have an Office or LAA Account number may answer “N/A”. Where successful, the Applicant will be required to confirm the Office Address during the Mobilisation Period in line with the latest date specified at paragraph 1.55.

3.55 As part of the Housing & Debt CLA ITT, Applicants must provide a Staff Organogram to set out how they will staff the Contract Work. Applicants should use their own templates. However, as a minimum, the Staff Organogram must:

- show all roles that will be used in delivering the Contract Work, including during the implementation phase. This should include the title of the role and the main duties that will be performed under it;
- show the names of individual staff members fulfilling those roles, including whether they are currently employed or where there is a Signed Engagement Agreement in place at the point the Applicant submits its Tender;
- summarise the qualifications and experience of staff members fulfilling roles;
- show roles which are currently vacant;
- show whether staff members and/or roles are permanent or temporary. Where temporary, the Applicant should stipulate how long the position will last; and
- show whether the staff member and/or role is full-time or part-time. Where part-time, the Applicant should stipulate the proportion of a Full-Time Equivalent (FTE) position the role comprises.

3.56 Applicants are required to provide a Resourcing Plan which sets out information about how many Caseworkers and Supervisors the Applicant will use for each hour of a typical week, based on the historical Case volumes and call volumes provided in Annex A of this IFA. Applicants are required to submit this information in the template provided by the LAA. This is provided as a document called 'Housing & Debt Resourcing Plan Pro Forma' within the 'Attachments' section on the ITT screen. It must be downloaded, completed and saved on the Applicant's local system and uploaded as part of the response to the CLA Housing & Debt ITT.

3.57 Applicants are required to provide an Implementation Plan which sets out how they will ensure that the Contract Work will be delivered with effect from the Service Commencement Date onwards. Applicants are required to submit their Implementation Plan in the template provided by the LAA. This is provided as a document called 'Housing & Debt Implementation Plan Pro Forma' within the 'Attachments' section on the ITT screen. It must be downloaded, completed and saved on the Applicant's local system and uploaded as part of the response to the CLA Housing & Debt ITT.

3.58 The Implementation Plan of the successful Applicant will form part of the CLA Contract. The LAA may instruct the Applicant to alter their Implementation Plan where, in the LAA's reasonable opinion, the existing plans create unacceptable risk or are otherwise of insufficient quality during the Mobilisation Period and/or during the Contract Period.

*Consequences of failure to submit Mandatory Attachments*

3.59 Where an Applicant has failed to upload one of the Mandatory Attachments, they may have their Tender rejected.

*Declaration*

3.60 The Technical Envelope also contains a declaration section and Applicants are referred to the 'Declarations' section of Annex C for the precise wording. The declaration must be provided by:

(a) the Compliance Officer for Legal Practice (COLP) or the individual intending to be the COLP where the Applicant is or intends to be authorised by the Solicitor Regulation Authority (SRA); or

(b) the Head of Legal Practice (HOLP) or the individual intending to be the HOLP where the Applicant is or intends to be authorised by the Bar Standards Board (BSB); or

(c) the Compliance Manager (CM) or the individual intending to be the CM where the Applicant is or intends to be authorised by the Chartered Institute of Legal Executives (CILEx); or

(d) where the Applicant is not (and will not be) authorised by the SRA, the BSB or CILEx, a member of Key Personnel who either (i) has decision and / or veto rights over decisions relating to the running of the Applicant; or (ii) has the right to exercise, or actually exercises, significant influence or control over the Applicant.

3.61 In summary, all Applicants must certify that all information provided as part of their Tender is accurate, that they understand the information provided will be used to assess suitability to deliver the Contract, and that they understand the LAA may reject their Tender at any time or disqualify them from the procurement process if they fail to answer all relevant questions fully or if they provide false/misleading information.

*Commercial Envelope - Price Form*



3.62 The Housing & Debt CLA ITT also includes a Commercial Envelope which contains the Price Form. Prices submitted by Applicants within the Price Form will be considered in accordance with the evaluation methodology set out in Section 4.

3.63 Applicants should ensure they fully understand how pricing will operate under the CLA Contract as set out at paragraphs 1.27-1.43

3.64 The Applicant will need to submit the following prices for delivery of the Services

<b>Price Required</b>	<b>Description</b>	<b>Applicable rules</b>
Lower Fixed Fee	Single fixed fee chargeable for Cases of 0-132 minutes (excluding Determinations).	Must be lower in value than the Higher Fixed Fee submitted by the Applicant
Higher Fixed Fee	Single fixed fee chargeable for Cases above 132 minutes.	Must be higher in value than the Lower Fixed Fee submitted by the Applicant

3.65 The Applicant's prices submitted must not exceed the maximum bid prices set out at paragraph 1.40.

3.66 The Determination Fee has been set by the LAA at £13.61, and any Escape Fee Cases will, subject to assessment, be paid at an hourly rate of £46.

3.67 When compiling their Price Form, Applicants should ensure that they are fully familiar with the terms of the CLA Contract, including the requirements in the Specification, and all other documents provided that form part of the ITT. Applicants must consider and factor in all of their likely costs in relation to the delivery of the applicable Contract Work including but not limited to:

- Set-up costs (e.g. IT, telephony, recruitment);
- Ongoing staffing and office costs;
- Costs of receiving and making calls;
- Costs incurred in exiting the CLA Contract;
- Postage;
- IT and telephony maintenance; and
- Travel costs.

3.68 All prices must be submitted in Pounds Sterling (£) and be exclusive of VAT.

### **Questions about the procurement process**

- 3.69 If an Applicant has a question about the procurement process to which they cannot find a response in this document or in the guidance provided in the e-Tendering system, it will be able to direct questions through two different channels depending on the nature of the query as follows:

### **Questions about the IFA**

- 3.70 Any questions about the content of this IFA may be submitted up until 12 noon on 4 November 2019 (note this is referred to in the e-Tendering system as the 'End date for supplier clarification messages') through the e-Tendering system. Questions received after this date may not be answered.
- 3.71 All such questions must be submitted using the e-Tendering system message boards.
- 3.72 Because of the way the LAA downloads messages from the e-Tendering system, it may appear that Applicants' messages have not been read. Applicants should not assume that this is the case and re-send messages to the LAA. All messages will be responded to, however, during peak periods of activity it may take the LAA longer to respond due to the increased volumes of messages received.
- 3.73 Applicants should assume that questions and answers may be published. Questions that the LAA considers to be of wider interest may be collated and answered centrally in writing to ensure that all potential Applicants have equal access to information. Questions and answers will be published on the LAA's tender pages <https://www.gov.uk/government/publications/specialist-telephone-advice-in-housing-debt-from-may-2020> in the 'CLA Specialist Telephone Advice Services in Housing & Debt from May 2020 Frequently Asked Questions (FAQ)'
- 3.74 Applicants should note that this is the only opportunity to ask questions about the procurement process. The LAA will not be able to provide responses to questions about the process through any other method.

### **Questions about how to use the e-Tendering system**

- 3.75 There is a helpdesk to provide technical support to Applicants using the e-Tendering system. Please note that the helpdesk is unable to assist with problems with Applicants'

own computer hardware or systems - for these types of issues Applicants should contact their own IT support.

- 3.76 Questions should be e-mailed to the following e-mail address: [help@bravosolution.co.uk](mailto:help@bravosolution.co.uk). Alternatively, the telephone number for the helpdesk is 0800 069 8630 (lines are open from 8am to 6pm Monday to Friday).
- 3.77 The LAA recommends that Applicants start to complete their Tender early so that they can identify any areas for which they require help as soon as possible, as the helpdesk is likely to be very busy in the days leading up to the Deadline. The LAA cannot guarantee that queries received close to the Deadline will be dealt with in time and accepts no responsibility if they are not.

## **SECTION 4: EVALUATION OF TENDERS**

- 4.1 Applicants are required to submit a SQ Response as part of their Tender. If their SQ Response is assessed as unsuccessful, their Housing & Debt CLA ITT Response will not be evaluated.
- 4.2 The evaluation of Tenders will be conducted in accordance with the following stages:
- Stage 1: SQ Response Assessment
  - Stage 2: Selection Criteria (Qualification Envelope)
  - Stage 3 Shortlisting
  - Stage 4 Quality Award Criteria (Technical Envelope)
  - Stage 5 Price Award Criteria (Commercial Envelope)
  - Stage 6 Ranking and Award
- 4.3 It is the LAA's intention that a maximum of 4 Applicants will be shortlisted to the assessment of the Award Criteria which starts at Stage 4 (Technical Envelope). Where the number of Tenders received is 4 or fewer, the LAA will not conduct Stages 2 to 3 of the evaluation process. Instead, all of those Applicants will progress straight to Stage 4. Where the number of Tenders received is more than 4, the LAA will perform the Selection Criteria assessment and shortlisting set out in Stages 2 to 3.

### **Stage 1 – SQ Response assessment**

- 4.4 The LAA will check that the Applicant has submitted an SQ Response as part of its Tender. In the event that no SQ Response has been submitted, this will be considered an incomplete Tender and the LAA will reject the Applicant's Tender in its entirety.
- 4.5 Where an SQ Response has been submitted as part of this procurement process the LAA will assess the SQ Response in accordance with the assessment approach detailed in Annex B.
- 4.6 The sole right of appeal is set out at paragraph 5.39 of this IFA.
- 4.7 Applicants whose SQ Response is assessed as successful will proceed to Stage 2 (Selection Criteria) or Stage 4 (Award Criteria) depending on the number of Applicants (see 4.3 above).

#### *SQ appeals*

4.8 Where an Applicant is notified that its SQ Response is unsuccessful but the Applicant subsequently successfully appeals against the outcome the Applicant's Tender will proceed to stage 2 or 4 as applicable.

## **Stage 2 – Selection Criteria**

4.9 If the LAA receives more than 4 Tenders it will perform the Selection Criteria assessment as set out in paragraph 4.10 to 4.15 below. If the LAA receives 4 or fewer Tenders it will not perform Stage 2 or Stage 3 of the evaluation process and all Applicants will proceed directly to Stage 4.

4.10 The Selection Criteria require Applicants to provide responses to each question by selecting an answer from drop-down menu. Where the Applicant selects an answer option where points are awarded, it must also answer supplementary questions to provide further information and verify their response. This includes the submission of Mandatory Attachments as set out at paragraph 3.22.

4.11 Should Stages 2 and 3 be necessary, when assessing the answers to Selection Criteria questions, the LAA will take into account the option selected from the drop-down menu, the supplementary information provided in the text box and the attached supporting evidence submitted.

4.12 Where the information provided in the supplementary text box and/or supporting evidence attached by the Applicant:

- conflicts with the option selected in the drop-down menu;
- otherwise demonstrates that the response provided in the drop-down menu is inaccurate; or
- provides insufficient or unclear information which does not allow LAA to verify the accuracy of the Applicant's response provided in the drop down menu,

the LAA may re-score the response, including re-scoring the response to 0 points for that question.

4.13 For example, if in answer to question 1a (i) the Applicant indicated "A", but the information provided in response to question 1a (ii) (supplementary information text box, 1a (iii) or 1a (iv) (Mandatory Attachments providing supporting evidence) demonstrates that the member of the management team did not Manage the Dedicated Telephone Advice Service that

meets the requirements of the question (e.g. the service described is a triage service which does not provide advice or the service did not receive the volume of calls required in the question), then the answer to question 1a (i) would be re-scored and may receive a score of 0 points.

- 4.14 Where other evidence, including other information contained in the Applicant's Tender (e.g. within their response to the Award Criteria or other Mandatory Attachments) conflicts with the answer selected by the Applicant's response to a Selection Criteria question, the Applicants will be re-scored and may receive a score of 0 points for that question.
- 4.15 The LAA will assess the Applicant's responses to Selection Criteria and combine the scores achieved for each question to calculate a total score out of 24.

**Stage 3 – Shortlisting**

- 4.16 Should Stage 3 be necessary, the LAA will, after completing Stage 2, rank Applicants based on their Qualification Envelope score to determine the top 4 Tenders. These will be shortlisted and progress through to Stage 4.
- 4.17 If there are two or more Applicants tied in fourth place, the LAA will show preference to Applicants which achieved higher scores in questions in the Selection Criteria designated as Priority Questions. This will be calculated by providing a weighting to the Priority Questions and comparing the scores achieved by tied Applicants for those questions. The Priority Questions and weightings are set out below:

<b>Priority Question</b>	<b>Tiebreak Weighting</b>
3i	Applicant's score x 2
4i	Applicant's score x 1.5

- 4.18 The LAA will combine the scores that each tied Applicant has achieved for the Priority Questions and shortlist the Applicants which achieved the highest combined scores for those questions.
- 4.19 Where Applicants' combined scores in the weighted Priority Questions are equal meaning that there are still two or more Applicants tied in fourth place, the LAA will shortlist all of those tied Applicants.

4.20 An example of how this would work in practice is set out below.

**Example 1**

In this example, following scoring of the Selection Criteria, there are three Applicants tied in fourth place which prevents the 4th highest ranked Applicant from being identified.

Applicant	Selection Criteria Score (out of 24)	Rank	Outcome
A	20	1	Shortlisted
B	18	2	Shortlisted
C	16	3	Shortlisted
D	14	=4	Tiebreak
E	14	=4	Tiebreak
F	14	=4	Tiebreak
G	11	7	Not Shortlisted
H	8	8	Not Shortlisted

In these circumstances, the LAA will apply a weighting to the Priority Questions (3i and 4i) for the three tied Applicants. The weighted scores are then combined to calculate a combined weighted score for each Applicant.

Applicant	Score for 3i	Score for 4i	Weighed Score for 3i (x2)	Weighted Score for 4i (x1.5)	Combined Weighted Score	Rank	Outcome
D	4	3	8	4.5	12.5	4	Shortlisted
E	2	3	4	4.5	8.5	5	Not Shortlisted
F	2	0	4	0	4	6	Not Shortlisted

In this example, Applicant D achieved the highest scores in the weighted Priority Questions and would be shortlisted.

Applicants E and F would not be shortlisted in this example.

4.21 Those shortlisted will be taken through to Stage 4 of the process. All Applicants will be notified of the outcome of their Tenders after Stage 6.

#### Stage 4 – Technical Envelope (Quality Award Criteria)

- 4.22 Where it has been necessary to conduct Stages 2 to 3 of the evaluation process, the scores allocated to Applicants during those stages will be disregarded at this point.
- 4.23 Stage 4 will evaluate the responses contained within the Technical Envelope submitted by Applicants which contains the Quality Award Criteria. The score achieved by Applicants for the Quality Award Criteria constitutes 60% of the overall available score.
- 4.24 Each of the Quality Award Criteria (see Annex C) is made up of a number of sub-criteria. These ask Applicants how they will deliver the Contract Work tendered for. Responses to these sub-criteria will be assessed and given a score between 0 and 5 in accordance with the scoring matrix below.
- 4.25 To score higher points, Applicants should reference the specific CLA Contract requirements, including Category-specific requirements, and the specific characteristics of the Contract Work being bid for (e.g. estimated Case volumes). Responses that are generic and are not CLA Contract or Category specific are likely to achieve lower points.

#### 4.26 Scoring Matrix

Score (0-5)	Scoring Criteria:
0	Unacceptable: The following is indicative of factors that would lead to a score of 0: The Applicant fails to respond to the sub-criteria or there is substantial failure to properly address any issues/areas listed in the sub-criteria
1	Poor response: The following is indicative of factors that would lead to a score of 1: Little or no detail provided to answer the sub-criteria or a generic or vague response is provided making no reference to the specific issues/areas listed in the sub-criteria The response provided requires the reviewer to make assumptions The response provides confused and/or contradictory information in relation to other responses
2	Satisfactory: The following is indicative of factors that would lead to a score of 2:



	<p>The response engages with the sub-criteria but does not specifically address all issues/areas listed in the sub-criteria</p> <p>The Applicant provides limited evidence/information indicating how it meets the sub-criteria</p>
3	<p>Good: The following is indicative of factors that would lead to a score of 3:</p> <p>The response addresses all issues/areas listed in the sub-criteria</p> <p>The Applicant provides some evidence/information how it meets the sub-criteria</p> <p>The response provides consistent information in relation to other responses</p>
4	<p>Very Good: The following is indicative of factors that would lead to a score of 4:</p> <p>The response addresses all issues/areas listed in the sub-criteria with a high level of detail</p> <p>The Applicant provides greater evidence/information indicating how it meets the sub-criteria</p> <p>The response provides consistent information in relation to other responses</p>
5	<p>Excellent: The following is indicative of factors that would lead to a score of 5:</p> <p>The response addresses all issues/areas listed in the sub-criteria in a comprehensive manner</p> <p>The Applicant provides high quality evidence/information indicating how it meets the sub-criteria</p> <p>The response provides consistent information in relation to other responses</p>

4.27 Annex D contains a Quality Award Criteria guidance document, providing further detail on how the Quality Award Criteria will be assessed, which Applicants are strongly encouraged to read.

4.28 The relevant weighting will be applied to the score achieved against each sub-criterion. Weighted scores will be calculated to one decimal place. Weighted scores for all the sub-criteria in the Technical Envelope will be added together to give an overall score out of 60.

4.29 An example of how this will operate is set out below, including example scores:

<b>Award Criteria</b>	<b>Sub-criteria</b>	<b>Sub-criteria weighting</b>	<b>Applicant Score (0-5)</b>	<b>Applicant weighted score</b>
1: Staffing the Service	1.1: Skills and experience of staff delivering the specialist legal advice	7%	4	5.6
	1.2: Skills and experience of staff in delivering Remote Advice	6%	4	4.8
	1.3: Staff recruitment	3%	3	1.8
	1.4: Succession planning	3%	3	1.8
	1.5 Staff training	3%	4	2.4
2: Delivering a Quality Service	2.1: Supervision of staff delivering specialist legal advice services - Minimum scoring requirement of 2	5%	4	4
	2.2: Compliance with Service Standard	5%	4	4
	2.3: Performance against KPI's	4%	3	2.4
3: Capacity Planning for the Service	3.1: Infrastructure	4%	3	2.4
	3.2a: Contract Resourcing- Minimum scoring requirement of 2	5%	3	3
	3.2b: Ongoing Forecasting and Resourcing -	4%	4	3.2
	3.3: Expansion Resourcing	3%	2	1.2
	3.4: Business Continuity and Disaster Recovery Plan	2%	3	1.2
4: Implementation of the Service	4.1: Implementation Plan – Minimum scoring requirement of 2	6%	4	4.8
Declaration Pass/Fail	Declaration Pass = (provision of signed declaration)	N/A	N/A	N/A
			Total Score (out of 60)	42.6

4.30 In the example above, the Applicant would receive a total score of 42.6 out of 60 possible points in the Quality Award Criteria.

### *Minimum Quality Thresholds*

- 4.31 Applicants are required to achieve minimum quality thresholds in order to be taken through to the next stage of the evaluation process.
- 4.32 Where an Applicant achieves a non-weighted score of 0 or 1 for sub-criteria 2.1, 3.2a, or 4.1 their Tender will be rejected and they will take no further part in the evaluation process.

### **Stage 5 – Commercial Envelope (Price Award Criterion)**

- 4.33 Stage 5 of the evaluation process will evaluate the responses contained within the Commercial Envelope submitted by Applicants. The score achieved by Applicants for the Price Award Criterion constitutes 40% of the overall available score.
- 4.34 The Price Award Criterion is divided into sub-criteria, each of which is a Fixed Fee which will apply should the Applicant be awarded a CLA Contract.
- 4.35 Each sub-criterion will be subject to a weighting as set out below:

<b>Housing and Debt</b>	
Sub-criteria	Weighting
Lower Fixed Fee	X0.87
Higher Fixed Fee	X0.13

- 4.36 The relevant weighting will be applied to the prices submitted by the Applicant against each sub-criterion in the Price Form. The sub-criteria will then be added together to create the Total Weighted Price for each bid. This will be used for the purposes of scoring this Award Criteria. All weighted prices will be calculated to the nearest penny.
- 4.37 Below is an example of how this would work in practice. All prices used are for demonstration purposes and should not be used as a guide by Applicants when considering their pricing:

### Example

The prices submitted by Applicant A in the Price Form of the Commercial Envelope are set out below.

Housing and Debt	
Sub-criteria	Price Submitted by Applicant A
Lower Fixed Fee	£70.70
Higher Fixed Fee	£145.00

In evaluating the Price Award Criteria, the LAA will apply the relevant weighting to each price submitted by the Applicant. The LAA will then add together the sub-criteria weighted prices for the Applicant to calculate the Total Weighted Price.

Sub-criteria	Price Submitted	Weighting	Sub-criteria Weighted Price
Lower Fixed Fee	£70.70	X0.87	£61.51
Higher Fixed Fee	£145.00	X0.13	£18.85
		Total Weighted Price	£80.36

- 4.38 The points awarded for the Price Award Criteria will be calculated on a relative basis by comparing the Total Weighted Prices of all Applicants at this stage. The Applicant with the lowest Total Weighted Price will be awarded the maximum points available (40 points) and other scores will be calculated by their relative distance from it using the following methodology:

$$(L \div B) \times 40 = \text{Score}$$

L = Value of the lowest Total Weighted Price offered by an Applicant

B = Value of the Total Weighted Price offered by the Applicant being scored.

- 4.39 Scores will be calculated to two decimal places.

- 4.40 The table below provides an example of how this might work in practice.

Applicant	Total Weighted Price	Points Awarded (out of 40)
Applicant B	£80.36 (lowest Total Weighted Price)	40
Applicant A	£89.70	35.84

Applicant C	£90.01	35.71
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## Stage 6 – Final Score

- 4.41 At this stage, the scores for the Quality and Price Award Criteria for each Applicant will be combined to give a Final Score out of 100 calculated to two decimal places.
- 4.42 The Final Scores of Applicants will be ranked, and the highest scoring Applicant will be awarded a CLA Contract.
- 4.43 In the unlikely event that Applicants are tied (which prevents the LAA identifying the successful Applicant), the LAA will show preference to the Applicant which achieved higher scores in the sub-criteria designated as Priority Questions at paragraph 4.44. The LAA will combine the weighted scores that each tied Applicant has achieved for the Priority Question sub-criteria and award a CLA Contract to the Applicant which achieved the highest combined score.
- 4.44 The sub-criteria which are Priority Questions are set out below:
- 2.1 Supervision of staff delivering specialist legal advice;
  - 3.2a) Contract Resourcing;
  - 4.1 Implementation Plan.

## Contract Award

- 4.45 All Applicants will be notified of the outcome of their Tender by letter sent through the message board within the e-Tendering system.
- 4.46 In the event that Tenders are considered at Stage 2 (Selection Criteria) and Stage 3 (Shortlisting), Applicants that have not been shortlisted will receive notification at the same time as Applicants that were shortlisted and proceeded to Stage 4 of the procurement process i.e. after Stage 6.
- 4.47 Where Applicants have been unsuccessful following Stage 6, their letter will set out their score, ranking, strengths and weaknesses of their Tender, and the relative advantages of the successful Applicant's Tender.

- 4.48 The LAA will observe a 10-day standstill period beginning the day after notification of the outcome of this procurement process is sent to Applicants.
- 4.49 Any award of a CLA Contract to a successful Applicant is conditional on the CLA Contract being executed in accordance with the LAA's internal procedures, which may include requiring indemnities or guarantees. The LAA reserves the right not to award a CLA Contract to any Applicant or to withdraw a notification of award at any time prior to execution of the CLA Contract documents.

## **SECTION 5: CLA PROCUREMENT PROCESS**

### **Introduction**

- 5.1 This procurement process is governed by this IFA which represents a complete statement of the rules of the procurement process. This IFA supersedes all prior negotiations, representations or undertakings, whether written or oral. References to 'Tender' include, as applicable, all or any submission forming part of a Tender including responses to the SQ and the Housing & Debt CLA ITT.
- 5.2 'Legal services' are classified as Social and Other Specific Services to which The Public Contracts Regulations 2015 (the "Regulations") only apply in part. The LAA is not bound by any of the Regulations except those which specifically apply to the procurement of Social and Other Specific Services.
- 5.3 This IFA and any supplementary documents issued as part of this procurement process (including the SQ and Housing & Debt CLA ITT) are governed and construed in accordance with English Law.

### **Submitting a Tender**

- 5.4 The Applicant agrees to comply with the rules (contained in this Section 5 and elsewhere in this IFA) of this procurement process, the terms of the user agreement governing the use of the LAA e-Tendering system and any contract awarded to them by the LAA (including any conditions of contract award). If the Applicant fails to comply with the rules of this procurement process and/or the terms of the user agreement, the LAA may assess the Applicant's Tender as unsuccessful.
- 5.5 The Applicant must submit a complete Tender (in accordance with paragraph 5.8) by the Deadline. For the purposes of the Deadline, the time specified on the e-Tendering system shall be the definitive time. A Tender will be rejected if it is submitted by the Applicant after the Deadline. The LAA will not consider:
- (a) any requests by the Applicant to amend or submit the Tender after the Deadline;  
or
  - (b) any requests by the Applicant for an extension of the time or date fixed for the submission of the Tender

and the Applicant accepts all responsibility for ensuring all parts of its Tender are submitted through the e-Tendering system by the Deadline.

- 5.6 The Applicant must submit a complete Tender (in accordance with paragraph 5.8) using the e-Tendering system at [www.legalaid.bravosolution.co.uk](http://www.legalaid.bravosolution.co.uk). The LAA will not consider any Tender submitted by the Applicant in any other form, or by any other method.
- 5.7 A Tender must be authorised by one of the following:
- (a) the Applicant's COLP, or HOLP or CM (or proposed COLP, or HOLP or CM); or
  - (b) where the Applicant is not authorised by a Relevant Professional Body, a member of Key Personnel who either:
    - (i) has decision and/or veto rights over decisions relating to the running of the Applicant; or
    - (ii) has the right to exercise, or actually exercises, significant influence or control over the Applicant.
- 5.8 The Applicant must submit a complete Tender prior to the Deadline. To be considered, the Applicant must reply to every question in the Tender and upload all requested documentation, even if it has previously provided this information or if it is otherwise of the view that the LAA is already aware of such information.
- 5.9 The Applicant may only submit one Tender (i.e. one SQ Response and one Housing & Debt CLA ITT Response). If more than one SQ Response, or Housing & Debt CLA ITT Response is received from the Applicant, the LAA will assess the last SQ or Housing & Debt CLA ITT Response submitted before the Deadline and any others will be rejected.
- 5.10 The Applicant may amend and resubmit its Tender at any time up to the Deadline. Only the last Tender submitted by an Applicant prior to the Deadline will be considered by the LAA.
- 5.11 The Applicant must ensure that its Tender is fully and accurately completed. The Applicant must ensure that information provided as part of its response is of sufficient quality and detail that an informed assessment of it can be made by the LAA.



- 5.12 Subject to the LAA's right to clarify at paragraph 5.27, the Applicant will not be permitted to amend or alter the Tender after the Deadline except in circumstances expressly permitted by the LAA.
- 5.13 In the event of any conflict between the information, answers or responses submitted as part of a Tender, without prejudice to the other rules of the procurement process, including the LAA's right to clarify, the conflict will be resolved by accepting the information, answer or document least favourable to the Applicant. This may mean that the LAA may reject the Tender in whole or in part.
- 5.14 When providing Contract Work within Wales, the Applicant must ensure it is accessible to, and understandable by, clients whose language of choice is Welsh, in accordance with the Welsh Language Act 1993 and Welsh Language (Wales) Measure 2011 and any other relevant statutory instruments which come into force from time to time.
- 5.15 The Applicant, by submitting a Tender, warrants to the LAA that:
- (i) it has complied with all the rules and instructions applicable to this IFA and the e-Tendering system in all respects;
  - (ii) all information, representations and other matters of fact communicated (whether in writing or otherwise) to the LAA by the Applicant are true, complete and accurate in all respects; and
  - (iii) it has capacity to concurrently deliver all of the Contract Work it has submitted a Tender for.
- 5.16 The Applicant must keep any Tender valid and capable of acceptance by the LAA up to the Contract Start Date.
- 5.17 By submitting a Tender, the Applicant agrees to be bound by the CLA Contract without further negotiation or amendment.
- 5.18 In submitting its Tender, the Applicant acknowledges that this procurement process is entirely independent of any other procurement processes that have been run by the LAA or any predecessor organisation. Accordingly, no previous conduct or decisions of the LAA

can be relied upon by the Applicant as setting any precedent for the LAA's conduct in respect of this procurement process.

- 5.19 The Applicant must monitor and respond as appropriate to messages received through the e-Tendering system throughout this procurement process, and the LAA accepts no liability where the Applicant fails to do so. All communication with Applicants through the e-Tendering system, including that outlined in paragraph 5.22 will be deemed to have been received by the Applicant at the time of transmission in the e-Tendering system. The time specified in the e-Tendering system shall be the definitive time.
- 5.20 Any Frequently Asked Questions published through the e-Tendering system in accordance with Section 3 of this IFA will form part of the documentation for this procurement process. Applicants should have regard to the relevant Frequently Asked Questions documents prior to submitting a Tender.
- 5.21 Without prejudice to any warranties given, these rules of the procurement process do not form a separate collateral contract between the Applicant and the LAA. The Applicant's Tender will form part of any Contract subsequently awarded.

### **Right to Cancel or Amend the Procurement Process**

- 5.22 The LAA reserves the right to amend the procurement process (including any related documentation) at any time. Any notices of amendments will be published on the LAA's website at <https://www.gov.uk/government/publications/specialist-telephone-advice-in-housing-debt-from-may-2020> and notified to individual Applicants through a message on the e-Tendering system.
- 5.23 A Tender submitted by an Applicant which does not comply with any amendments made in accordance with paragraph 5.22 before the Deadline may be rejected.
- 5.24 The LAA reserves the right to suspend or cancel the procurement process in its entirety or in part, and not to proceed to award contracts at any time at its absolute discretion.
- 5.25 While the LAA has taken all reasonable steps to ensure, as at the date of the issue of the IFA, that the facts which are contained both within it and associated documents are true and accurate in all material respects, it does not make any representation or warranty as to the accuracy or completeness or otherwise of these documents, or the reasonableness

of any assumptions on which these documents may be based. If contradictory information is contained in this IFA and / or associated documents, the provisions of this Section 5 will take precedence.

- 5.26 All information supplied by the LAA to the Applicant, including that within the IFA, is subject to that Applicant's own due diligence. The LAA accepts no liability to the Applicant whatsoever resulting from the use of the IFA and any associated documents, or any omissions from or deficiencies in them.

### **Right to Clarify / Verify**

- 5.27 The LAA may at its sole discretion seek to clarify or verify the Applicant's Tender. It will not do so where this would afford an Applicant the opportunity to improve its Tender by submitting a changed bid which would constitute a new tender. Where it does exercise its discretion to seek clarification or verification, in making its decision following receipt of an Applicant's response, the LAA will not take into account any information received which falls outside of the scope of the specific clarification or verification it is seeking.

- 5.28 Where the LAA contacts the Applicant in circumstances outlined in paragraph 5.27, the Applicant must provide the information requested by the date specified by the LAA. Any information provided by the Applicant after the specified date may not be taken into account by the LAA when evaluating the Applicant's Tender.

### **Right to Exclude**

- 5.29 If the LAA receives information to suggest that any aspect of the Applicant's Tender is false, misleading or incorrect in any material way it may undertake such enquiries as it considers necessary to determine the accuracy of the Tender. The Applicant must assist with any such enquiries.

- 5.30 The LAA reserves the right, at its absolute discretion, to disqualify from the procurement process any Applicant for submitting:

- (i) false information; and/or
- (ii) information which misrepresents the Applicants actual position; and/or
- (iii) misleading information.

5.31 Paragraph 5.30 of this IFA applies regardless of whether the information concerned was submitted with the intention of misleading the LAA or misrepresenting the Applicant's actual position or whether it was submitted recklessly, negligently or innocently.

### **Canvassing**

- 5.32 The Applicant (including its employees and agents) must not, whether directly or indirectly:
- (a) canvass, or attempt to obtain any information from, any Ministers, officers, employees, agents or advisers of the LAA about this procurement process; or
  - (b) offer or agree to pay or give any sum of money, inducement or valuable consideration to any person for doing or having done or causing or having caused to be done any act or omission in relation to this procurement process.

### **Collusion**

- 5.33 The Applicant must not collude with any other person or organisation in any way during this procurement process. This would include, but not be limited to, the following examples:
- (a) Fixing or adjusting any element of its Tender by agreement with any other person, unless such an act would reasonably be permitted as part of this procurement process;
  - (b) Communicating to any other person any information relating to any fees or rates contained in the Applicant's Tender which will be competitively assessed as part of the procurement process, unless such communication is with a person who is a participant in the Applicant's Tender;
  - (c) Entering into any agreement with any person for the purpose of inciting that person to refrain from submitting a Tender;
  - (d) Sharing, permitting or disclosing access to any information relating to its Tender.

5.34 If the LAA reasonably concludes that the Applicant has colluded with another person in any way that breaches paragraph 5.33 the LAA may (without prejudice to any other criminal or

civil remedies available to it) immediately exclude the Applicant from any further involvement in this procurement process.

## **Award**

- 5.35 Where a material change occurs to the Tender information submitted by an Applicant, including issues relating to any current contract the Applicant holds, the Applicant must inform the LAA. The LAA will conduct a re-assessment to ensure the Tender is not adversely impacted. If upon reassessment, the Applicant's Tender is deemed to be unsuccessful, or any conditions of contract award are not met, the LAA will not proceed with any decision made to award a Contract. Failure to notify the LAA of a material change may result in disqualification from the procurement process and/or termination of the CLA Contract (as applicable).
- 5.36 The LAA reserves the right, prior to any execution of a Contract, to carry out further due diligence checks. Where, as part of any due diligence, an Applicant is found not to comply with any of the minimum contract requirements which the Applicant committed to meeting in its Tender, the LAA will not proceed with any decision made to award a Contract.
- 5.37 The LAA reserves the right to place additional contractual conditions on the award of a Contract to an individual Applicant.
- 5.38 The award of a Contract does not guarantee a minimum amount of work for the Applicant or that a minimum level of income will be generated for the Applicant as a result of the Contract.

## **Appeal and costs and expenses of Tender**

- 5.39 The Applicant's sole right of appeal is limited to circumstances where it reasonably, on the information contained in the SQ Response (subject to paragraph 5.27-8), considers that the LAA has made an error in its assessment of the Applicant's SQ Response.
- 5.40 There is no other right of appeal, including, for example, in respect of any mistakes, inaccuracies or errors made by the Applicant in its Tender. Where an Applicant seeks to appeal on other grounds not covered by this paragraph, any such appeal will be rejected. For the avoidance of doubt there is no right of appeal based on a purported failure of the LAA to clarify Tender information.

- 5.41 For the avoidance of doubt, there is no right of appeal in respect of the LAA's assessment of Housing & Debt CLA ITT Responses.
- 5.42 Appeals must relate to the specific grounds of failure set out in the notification letter received from the LAA.
- 5.43 Appeals should be submitted using the appeals pro-forma which will be made available at <https://www.gov.uk/government/publications/specialist-telephone-advice-in-housing-debt-from-may-2020>. The LAA will not accept any appeal submitted after the date detailed in the notification letter for receipt of appeals.
- 5.44 The LAA's Principal Legal Adviser (or their appointed representative) will review all appeals on the papers only and make a determination on the outcome of the appeal. For the avoidance of doubt, there is no further right of appeal.
- 5.45 The Applicant is solely responsible for its own costs and expenses incurred in connection with the preparation and submission of a Tender irrespective of any subsequent cancellation or suspension of this procurement process by the LAA. Under no circumstances will the LAA, or any of its employees, be liable for any costs incurred by the Applicant.

### **Confidentiality, Data Protection & Freedom of Information**

- 5.46 The LAA may share any information contained in an Applicant's Tender with the provider of the e-Tendering system for the purposes of administering the procurement process.
- 5.47 The Applicant should note that under the Freedom of Information Act 2000 (the "FOIA"), the LAA may be required to disclose details of its Tender in response to a request from third parties, either during or after the procurement process. The LAA can only withhold information where it is covered by a valid exemption as set out in the FOIA.
- 5.48 If an Applicant is concerned about possible disclosure, it should contact the LAA and clearly identify the specific parts of the Tender that it considers commercially sensitive or confidential (within the meaning of the FOIA), the harm that disclosure may cause and an estimated timescale for that sensitivity. The Applicant must familiarise itself with the Information Commissioner's current position on the disclosure and non-disclosure of

commercially sensitive information and accordingly should not notify the LAA of a blanket labelling of its entire Tender as confidential.

- 5.49 The Applicant must be aware that the receipt by the LAA of information marked 'confidential' does not mean that the LAA accepts any duty of confidence in relation to that marking. Neither does the LAA guarantee that information identified by the Applicant as confidential will not be disclosed where the public interest favours disclosure pursuant to the LAA's obligations under FOIA.
- 5.50 The LAA, will collect, hold and use Personal Data obtained from and about the Applicant and its Key Personnel during the course of the procurement process.
- 5.51 By submitting a Tender, an Applicant consents and confirms that they have obtained all necessary consents to such Personal Data being collected, held and used in accordance with and for the purposes of administering the procurement process as contemplated by the IFA and for the management of any Contract subsequently awarded.
- 5.52 The Applicant warrants, on a continuing basis, that it has:
- (a) all requisite authority and has obtained and will maintain all necessary consents required under the Data Protection Legislation (which includes the Data Protection Act 1998, the General Data Protection Regulation (Regulation (EU) 2016/679) and the Data Protection Act 2018 (from the respective date when each is in force) the Privacy and Electronic Communications (EC Directive) Regulations 2003 and all applicable law about the processing of personal data and privacy together with any codes of conduct and guidance issued by the Information Commissioner); and
  - (b) otherwise fully complied with all of its obligations under the Data Protection Legislation, in order to disclose to the LAA the Personal Data, and allow the LAA to carry out the procurement process. The Applicant shall immediately notify the LAA if any of the consents is revoked or changed in any way which affects the LAA's rights or obligations in relation to such Personal Data.
- 5.53 The LAA may disclose any documentation or information submitted by the Applicant as part of a Tender, whether commercially sensitive or not, for the purposes of complying with any control and/or reporting obligations, to any other central Government Department or Executive Agency. For the avoidance of doubt, information will not be disclosed outside

Government for these purposes. By submitting a Tender, Applicants consent to documentation and information being held and used for these purposes.

- 5.54 The LAA will publish details of all contracts awarded in accordance with the Government's transparency standards.
- 5.55 Following completion of this procurement process, the LAA will retain copies of the Tender for such time as it considers reasonable to satisfy the LAA's audit obligations and for any associated contract management purposes.

### **Copyright & Intellectual Property Rights**

- 5.56 The information contained in this IFA is subject to Crown copyright 2016. Applicants may, subject to 5.57, reuse this document (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence v3.0. To view this licence, visit: <http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3> or write to the: Information Policy team, The National Archives, Kew, London, TW9 4DU, or complete the online enquiry form <https://www.nationalarchives.gov.uk/contact/contactform.asp?id=8>
- 5.57 If an Applicant uses this IFA under the Open Government Licence v3.0, it should include the following attribution: "Procurement of Civil Legal Aid Services in England and Wales from May 2020, Civil Legal Advice (CLA) Specialist Telephone Advice Services in the Categories of Housing & Debt, Information for Applicants, Legal Aid Agency, Licensed under the Open Government Licence v3.0."



## ANNEX A: THE CONTRACT WORK - KEY FIGURES

This annex provides historical data. The LAA provides no guarantees or warranties regarding the actual volumes, profile or duration of calls/Cases, under the CLA Contract.

### Table A: Historical spend on the CLA Service for the Housing & Debt Categories

Below is the historical spend on the CLA Service for the Housing & Debt Categories in the last two full financial years. These costs are net of VAT and do not include disbursements. Please note, as payment can only be claimed following the completion of a Case, there can be significant variance between years. There may also be work in progress at the end of the CLA Contract Period which will be billed after the Contract Period has completed. Please note that this shows the total spend for the Housing & Debt Categories for the CLA Service and does not represent the value of work that has been or will be received by any individual Provider or under any individual contract. Please refer to paragraphs 1.44 – 1.48 for detail of work allocation under the CLA Contract.

Category	Total Category spend (2017/18)	Total Category spend (2018/19)
Housing & Debt	£1,265,996.59	£1,033,222.64

**Table B: Historical Case Volumes**

Below are the historical case volumes for the CLA Service for the Housing & Debt Categories in the last two full financial years.

Please note that these tables show the total case volumes in the Housing & Debt Categories across the CLA Service and do not represent the amount of work that has been or will be received by any individual Provider or under any individual contract. Please refer to paragraphs 1.44 – 1.48 for detail of work allocation under the CLA Contract.

**B: Total Case volumes and average Case length per annum**

**Table B(i): 2017/18**

<b>Housing and Debt</b>	<b>Historical number of Cases</b>	<b>Average Case Length (minutes)</b>
Determination	3,611	17
Lower Fixed Fee (up to 132 minutes)	10,513	122
Higher Fixed Fee (133 minutes and above)	1,575	257
<b>Total</b>	<b>15,699</b>	

**Table B(ii): 2018/19**

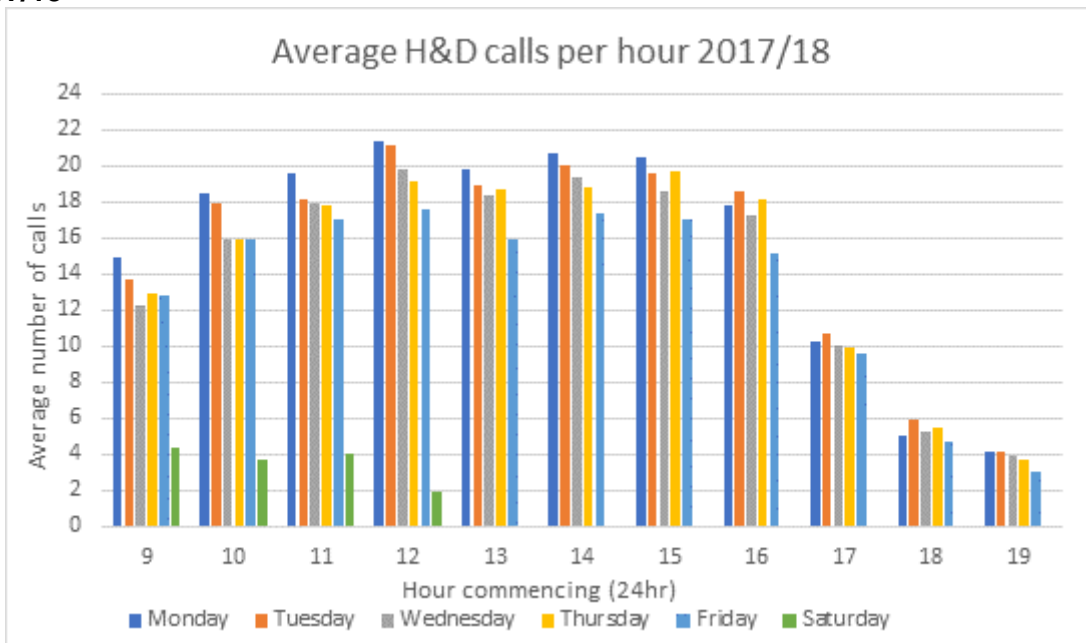
<b>Housing and Debt</b>	<b>Historical number of Cases</b>	<b>Average Case Length (minutes)</b>
Determination	3,263	16
Lower Fixed Fee (up to 132 minutes)	10,696	105
Higher Fixed Fee (133 minutes and above)	970	247
<b>Total</b>	<b>14,929</b>	

**Chart C: Incoming calls**

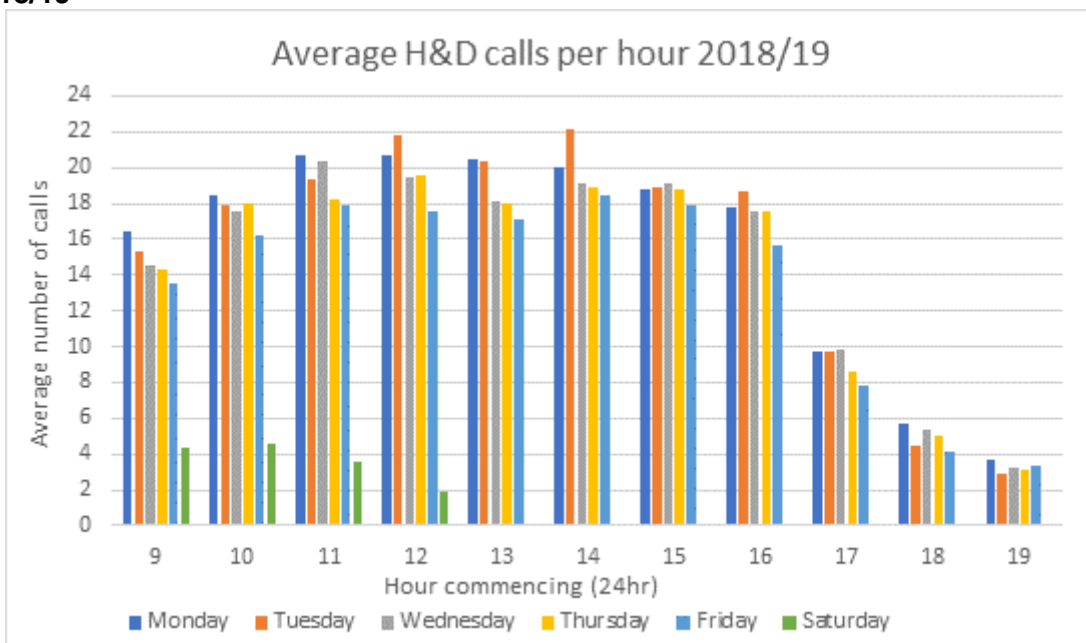
The charts below show the average number of incoming calls – including both Front Door and Back Door – to the CLA Service, for each hour of the week (including Core Hours, Rota Hours and Extended Hours, as applicable) in the Housing & Debt Categories for the last two financial years.

Please note that these charts show the total incoming call volume in the Housing & Debt Categories across the CLA Service and does not represent the amount of calls that were or will be received by any individual Provider or under any individual contract.

**C(i) – 2017/18**



**C(ii) – 2018/19**



## ANNEX B: SQ QUESTIONS AND ASSESSMENT

### Section A – organisation and contact details

<b>Note</b>	<b>All Applicants must submit a response to this Selection Questionnaire (SQ), regardless of whether they have previously submitted a SQ Response as part of any other procurement process. Applicants must ensure that they complete and submit the Housing &amp; Debt CLA ITT in addition to this SQ for CLA Housing &amp; Debt Services from May 2020.</b>	
<b>No.</b>	<b>Question</b>	<b>Response options and assessment</b>
A.1	Full name of Applicant including trading name(s) that will be used if successful in this procurement process	Free text
A.2	Registered or head /main office address  Where the Applicant does not yet have a registered or head/main office please enter "N/A"	Free text
A.3	Postcode of registered or head/main office address  Where the Applicant does not yet have a registered or head/main office please enter "N/A"	Free text
A.4.i	Intended trading status	Options list  a) Public limited company b) Limited company c) Limited liability partnership d) Other partnership e) Sole trader f) Third sector g) Other

A.4.ii	If you answered "Other" to question A.4.i, please explain your trading status	Free text
A.4.iii	Will the Applicant be delivering the Contract Work as an Alternative Business Structure?	Options list: i) Yes ii) No
A.4.iv	Date of registration with Companies House or Charities Commission  Where the Applicant does not yet have a registered trading status please enter "N/A"	Free text
A.4.v	Company registration number (if applicable)  If this does not apply to the Applicant please answer "N/A"	Free text
A.4vi	Charity registration number (if applicable)  If this does not apply to the Applicant please answer "N/A"	Free text
A.4.vii	Registered VAT number  If this does not apply to the Applicant please answer "N/A"	Free text
A.5	Where the Applicant is required to provide a Personal Guarantee and Indemnity (e.g. where it is an LLP or limited company), please confirm the names of the individuals required and authorised to sign. An Applicant with limited liability (unless a registered charity) must supply the LAA with a properly completed indemnity when requested.  Where the Applicant is not required to provide a Personal Guarantee and Indemnity please answer "N/A"	Free Text
A.6	LAA Account Number for registered or head/main office  LAA Account Numbers are alpha-numeric and are 6 characters long, e.g. 1A234B and can be found on the Applicant's current LAA Contract Schedule documentation (where applicable).	Free text

	Where the Applicant does not currently have an LAA Account Number for this office please enter "N/A"	
A.7.i	Predecessor bodies – has the Applicant been subject to any change to its status in the three years preceding the date of its Selection Questionnaire Response submission? This may include (but is not limited to) merger, de-merger or change in legal status such as becoming a limited liability partnership.	Options list: i) Yes ii) No
A.7.ii	If you answered "Yes" to question A.7.i, please provide details of all status changes in this time period.	Free text
A.8	Parent companies – please list any organisation which owns more than 50 percent of the voting shares of the Applicant or has an overriding material influence over its operations (the largest individual shareholder or if they are placed in control of the running of the operation by non-operational shareholders). In your response please include:  - Full name of the parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office VAT number (if applicable)  If the Applicant does not have any parent companies please answer "N/A"	Free text
A.9.i	Does the Applicant currently hold the appropriate authorisation to provide Contract Work from one of the Relevant Professional Bodies? Where, in accordance with the Legal Services Act 2007, the Applicant is able to deliver reserved legal services without authorisation from a Relevant Professional Body, please answer "iii) N/A, exempt"  Where the Applicant answers "ii) No, not currently authorised" they must obtain authorisation from a Relevant Professional Body by the deadline stipulated in the relevant ITT IFA.	Options list: i) Yes, currently authorised (answer questions A.9.ii and A.9.iii) ii) No, not currently authorised (answer question A.10) iii) N/A, exempt (answer question A.10)

A.9.ii	If the Applicant has answered “Yes” to A.9.i, which Relevant Professional Body is the Applicant authorised by?	Options list: i) Solicitors Regulation Authority ii) Bar Standards Board iii) CILEx Regulation
A.9.iii	If the Applicant has answered “Yes” to A.9.i please provide the authorisation number/reference	Free text
A.10	Contact details for the purposes of the SQ – contact name and role within the Applicant	Free text
A.11	Contact address and postcode	
A.12	Contact email address	
A.13	Contact telephone number	
Note	Please note: A criminal record check for relevant convictions may be undertaken for successful Applicants and their Key Personnel	

### Section B – grounds for mandatory exclusion

Where the Applicant answers “Yes” to any question within this section the LAA will exclude it from participating further in this procurement process, unless there are mitigating circumstances which the LAA deems to be satisfactory.

In the event that an Applicant answers “Yes” to any of the following questions, it must provide information in the free text box to the supplementary questions provided, outlining the circumstances including exceptional circumstances that it wishes the LAA to consider in assessing the response. If there is more than one incident, the Applicant must give the information about each incident.

	<p>If the Applicant answers “Yes” to question B.1 on convictions it may still avoid exclusion if it is able to demonstrate mitigating circumstances which the LAA deems to be satisfactory. If the Applicant is in that position please provide details in the free text box to the supplementary question B.1(a) - (e).</p> <p>If the Applicant answers “Yes” to question B.2 on the non-payment of taxes or social security contributions, and has not paid or entered into a binding arrangement to pay the full amount, it may still avoid exclusion if only</p>	
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	<p>minor tax or social security contributions are unpaid or if it has not yet had time to fulfil its obligations since learning of the exact amount due. If the Applicant is in that position please provide details in the free text boxes to the supplementary question B.2(a) - (f).</p> <p>Applicants that fail to provide the required information will be excluded. Applicants must be explicit and comprehensive in responding to these questions as this will be the single source of information that the LAA will use to decide whether or not exceptional circumstances (which may result in the LAA deciding not to reject the SQ Response) apply.</p>	
B.1	<p><b>Regulations 57(1) and (2)</b></p> <p>The detailed grounds for mandatory exclusion of an organisation are set out on the following webpage, which should be referred to before completing these questions:  <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf</a></p> <p>Please indicate if, within the past five years the Applicant or any of its Key Personnel have been convicted anywhere in the world of any of the offences within the summary below and listed on the webpage referred to above:</p> <ul style="list-style-type: none"> <li>a) Participation in a criminal organisation;</li> <li>b) Corruption;</li> <li>c) Fraud;</li> <li>d) Terrorist offences or offences linked to terrorist activities;</li> <li>e) Money laundering or terrorist financing;</li> <li>f) Child labour and other forms of trafficking in human beings.</li> </ul>	<p>Yes (Fail, subject to information in B.1(a) – (e))</p> <p>No (Pass)</p>
B.1(a)	If the Applicant has answered “Yes” in relation to Key Personnel, please give the name and position of the person(s) convicted. If the response relates to the Applicant please enter “Relates to Applicant”	Free text
B.1(b)	Please explain which of the grounds listed the conviction was for and the reasons for conviction	Free text
B.1(c)	Please give the date of the conviction	Free text
B.1(d)	If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents	Free text



B.1(e)	Have measures been taken to demonstrate the reliability of the Applicant despite the existence of a relevant ground for exclusion? If so, please give details of the steps taken by the Applicant.	Free text
B.2	<p><b>Regulation 57(3)</b>  Within the past five years has the Applicant or any of its Key Personnel been established by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), to be in breach of obligations related to the payment of tax or social security contributions?</p> <p>Please note that if the Applicant is a new organisation which does not yet have obligations relating to payment of social security and taxes, it should still answer the question above in relation to its Key Personnel.</p>	Yes (Fail, subject to information in B.2(a) – (f))  No (Pass)
	If the Applicant has answered “Yes” to question B.2, it must give details by answering questions B.2(a)– (f) below.	
B.2(a)	Please give the name and position of the person(s) involved. If the response relates to the Applicant please enter “Relates to Applicant”	Free text
B.2(b)	Please explain what the obligations were, which the Applicant or any of its Key Personnel has failed to meet, including the name of the social security contribution or tax, the date(s) it fell due and the date of the binding decision referred to in B.2 above.	Free text
B.2(c)	Please confirm that you have paid the outstanding sum (including the date paid in full) or give the value of unmet obligation(s)	Free text
B.2(d)	If the social security contribution or tax relates to the Applicant please confirm the percentage value of the unmet obligation(s) of the Applicant’s annual turnover. If the social security contribution or tax relates to Key Personnel please enter “N/A”.	Free text
B.2(e)	Please give details of any binding agreement to fulfil the obligation(s) with a view to paying, including, where applicable: <ul style="list-style-type: none"> <li>- the date the agreement was made; and</li> <li>- any accrued interest and/or fines; and</li> <li>- the date by which the amount(s) were or will be repaid.</li> </ul> If no agreement is in place, please enter “No agreement”	Free text

B.2(f)	Please attach evidence of the binding agreement reached, where appropriate. Where you do not have evidence of a binding agreement there is no need to attach a document.	Attachment
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### Section C – grounds for discretionary exclusion

The LAA may exclude Applicants that submit a response designated as ‘discretionary fail’ to any one of the following questions but will consider the exceptional circumstances submitted by Applicants.

In the event that an Applicant submits a response designated as ‘discretionary fail’ to any of the following questions, it must provide information in the free text box to the supplementary questions provided, outlining the circumstances including exceptional circumstances that it wishes the LAA to consider in assessing the response. If there is more than one incident, the Applicant must give the information about each incident.

Applicants that fail to provide the required information will be excluded. Applicants must be explicit and comprehensive in responding to these questions as this will be the single source of information that the LAA will use to decide whether or not exceptional circumstances (which may result in the LAA deciding not to reject the SQ Response) apply.

	<p><b>Regulation 57 (8)</b>  The detailed grounds for discretionary exclusion of an organisation are set out on the following webpage, which should be referred to before completing these questions:  <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf</a></p> <p>Unless a different time period is specified in any question, please indicate if, within the past three years, anywhere in the world any of the following situations have applied to the Applicant or any of its Key Personnel.</p>	
C.1	Breach of environmental obligations, breach of social obligations and/or breach of labour law obligations?	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.1 it must give details by answering questions C.1(a) - (d) below.	
C.1(a)	Please give details about the nature of the event(s) leading to this violation	Free text

C.1(b)	Please give details about the nature of the violation and any sanction applied	Free text
C.1(c)	Please give the date when the violation occurred	Free text
C.1(d)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to a violation	Free text
C.2	<p>Is/has the Applicant or any of its Key Personnel (been) bankrupt or the subject of insolvency or winding-up proceedings, where the assets are being administered by a liquidator or by the court, where it is/has been in an arrangement with creditors, where its business activities are/have been suspended or it is/has been in any analogous situation arising from a similar procedure under the laws and regulations of any State?</p> <p>For the avoidance of doubt this includes the imposition of Individual Voluntary Arrangements (IVA) or Company Voluntary Arrangements (CVA).</p>	<p>Yes (discretionary fail)</p> <p>No (pass)</p>
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.2, it must give details by answering questions as appropriate below.	
C.2(a)	<p>Where it relates to the Applicant please enter “Relates to Applicant”.</p> <p>Where this relates to a member of your Key Personnel please give the name and position of the person(s) involved.</p>	Free text
C.2(b)	Is/has the Applicant or any member of its Key Personnel either at this organisation or any previous organisation (been) the subject of an IVA or a CVA as a result of the non-payment of taxes or social security contributions?	<p>Yes (Answer C.2(c) to C.2(h))</p> <p>No (Answer C.2(j) to C.2(l))</p>
C.2(c)	Please provide the value of the IVA or CVA when entered into	Free text
C.2(d)	Please provide the date on which the IVA or CVA was entered into	Free text
C.2(e)	<p>Where the IVA or CVA has been subject to any rescheduling of repayments, please provide:</p> <ul style="list-style-type: none"> <li>• details of what changes were agreed, including the date when the rescheduling occurred; and</li> <li>• confirmation of changes to the repayment amount (including the amount the repayments were changed from); and</li> <li>• confirmation of any change to the date of discharge (including the original date of discharge).</li> </ul> <p>Where the IVA or CVA has not been subject to any rescheduling of repayments please enter "N/A".</p>	Free text

C.2(f)	When is the IVA or CVA due to be discharged?	Free text
C.2(g)	On what dates do each of the next payments of taxes and social security contributions for which the Applicant or any of its Key Personnel is liable fall due?  For the avoidance of doubt this includes, but is not limited to, Income Tax, PAYE, National Insurance contributions, Corporation Tax and VAT.	Free text
C.2(h)	Have all payments of taxes and social security contributions for both the Applicant and each of its Key Personnel following the imposition of the IVA/CVA been met?	Yes No (Answer C.2(i))
C.2(i)	Where the Applicant has answered “No” to C2.(h), please provide details of: - the type liability owing (which tax or social security contribution); and - to whom the liability relates (either Applicant or provide the name and position of the person(s) involved); and - the amount of the outstanding liability; and - the date on which the amount became due; and - whether there is a binding agreement in place to repay the amount.	Free text
C.2(j)	Please give details of the type of event and the date on it occurred	Free text
C.2(k)	Please give details about the situation, including the amount of money involved and the date when the issue arose	Free text
C.2(l)	Please give details about any measures the Applicant has taken to ensure that the situation is resolved and confirm the current position on repayments including the date by which the amount will be repaid.	Free text
C.3	Issued with a County Court Judgment (“CCJ”) under which liabilities will not be discharged by the Contract Start Date?	Yes (discretionary fail) No (Pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.3, it must give details by answering questions C.3 (a) - (e) below.	

C.3(a)	If the Applicant has answered “Yes” in relation to Key Personnel, please give the name and position of the person(s) involved. If the response relates to the Applicant please enter “Relates to Applicant”	Free text
C.3(b)	Please give the date(s) when the incident(s) occurred leading to the CCJ(s), and the date when the CCJ(s) was/were issued	Free text
C.3(c)	Please give details of the situation, including the amount owed, resulting in the CCJ(s) being issued	Free text
C.3(d)	Please give details of any written plan in place to discharge these liabilities including the date by which the amount(s) will be repaid	Free text
C.3(e)	Please give details about any measures the Applicant has taken to ensure that similar situations will not arise in the future	Free text
C.4	Guilty of professional misconduct or has been referred to a disciplinary body following allegations of grave professional misconduct, or has been disqualified as charity trustee?	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.4, it must give details by answering questions C.4 (a) - (e) below.	Free text
C.4(a)	If the Applicant has answered “Yes” in relation to Key Personnel, please give the name and position of the person(s) involved. If the response relates to the Applicant please enter “Relates to Applicant”	Free text
C.4(b)	Please give the date when the event(s) occurred	Free text
C.4(c)	Please confirm the nature of the event(s) leading to the finding or allegations of grave professional misconduct or disqualification	Free text
C.4(d)	Please give: <ul style="list-style-type: none"> <li>the date that the finding of grave professional misconduct/disqualification was made. If no finding has been made to date, please give the date of any disciplinary body hearing date if known;</li> <li>detail of any sanction applied; and</li> <li>which body made the finding of guilt / is investigating the allegations</li> </ul>	Free text
C.4(e)	Please give details about any measures the Applicant has taken to ensure that there is no repeat of the circumstances leading to the finding or allegations of grave professional misconduct or disqualification.	Free text

C.5	Entered into agreements with other economic operators aimed at distorting competition?	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.5, it must give details by answering questions C.5 (a) - (d) below.	
C.5(a)	If the Applicant has answered “Yes” in relation to Key Personnel, please give the name and position of the person(s) involved. If the response relates to the Applicant please enter “Relates to Applicant”	Free text
C.5(b)	Please give the date when the event(s) occurred	Free text
C.5(c)	Please confirm the nature of the event(s) leading to an agreement with other market operators aimed at distorting competition	Free text
C.5(d)	Please give details about any measures the Applicant has taken to ensure that there is no repeat of the circumstances leading to the distortion of competition.	Free text
C.6	Aware of any conflict of interest within the meaning of regulation 24 of the Public Contracts Regulations 2015 due to the participation in the procurement procedure or been involved in the preparation of the procurement procedure?	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.6, it must give details by answering question C.6(a) below.	Free text
C.6(a)	Please describe the nature of the conflict, including how this might be perceived to compromise the Applicant’s impartiality and independence in the context of the procurement procedure.	Free text
C.7	Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract (other than with the LAA), a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?  The Applicant must also answer “Yes” to this question if any of its Key Personnel worked as Key Personnel at another organisation that has had a contract terminated (other than by the LAA) within the last three years.	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.7, it must give details by answering questions C.7(a) - (h) below.	
C.7(a)	Please give the name of the organisation with whom this contract was held	Free text

C.7(b)	Please give the date on which this contract commenced	Free text
C.7(c)	Please give the value of the contract and the time period for which the full contract was due to run	Free text
C.7(d)	Please confirm the nature of the sanction that was applied	Free text
C.7(e)	Please give the date when the early termination/damages/comparable sanction took effect	Free text
C.7(f)	If the Applicant has answered "Yes" in relation to Key Personnel working at a previous organisation please confirm the name of the member of Key Personnel and the organisation to which the termination relates. If the termination relates to the Applicant please answer "Relates to Applicant"	Free text
C.7(g)	Please confirm the reason for the early termination/damages/comparable sanction	Free text
C.7(h)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to the early termination/damages/comparable sanction	Free text
C.8	<p>Had any contract with the LAA or its predecessor body terminated in whole or in part within the last five years (not restricted to civil contracts), or is it currently in receipt of a notice to terminate?</p> <p>The Applicant must also answer "Yes" to this question if any of its Key Personnel worked as Key Personnel at another organisation who has had a contract with the LAA or its predecessor body terminated in whole or in part within the last five years, or is currently in receipt of a notice to terminate.</p> <p>For the avoidance of doubt, do not answer "Yes" if the termination was by the LAA in accordance with its "no fault" termination rights.</p>	<p>Yes (discretionary fail)</p> <p>No (Pass)</p>
	<b>Exceptional circumstances</b> – if the Applicant has answered "Yes" to question C.8, it must give details by answering questions C.8(a) - (f) below.	
C.8(a)	<p>Please indicate whether the Applicant's termination or notice to terminate relates to the whole contract or a particular Category of Law.</p> <p>If the termination relates to a particular Category of Law, please state which.</p>	Free text
C.8(b)	Please give the date when the termination took effect/notice to terminate was received	Free text
C.8(c)	If the Applicant has answered "Yes" in relation to Key Personnel working at a previous organisation please confirm the name of the member of Key Personnel and the organisation to which the termination/notice to terminate relates. If the termination/notice to terminate relates to the Applicant please answer "Relates to Applicant"	Free text

C.8(d)	Please confirm the reason for the termination/notice to terminate	Free text
C.8(e)	If the Applicant has received a notice to terminate, please tell us what has happened since the notice was received, and what stage the Applicant is at in any appeal process. If the appeal process has concluded, or the Applicant chose not to appeal, please confirm the outcome of the appeal or that the Applicant chose not to appeal, as appropriate.	Free text
C.8(f)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to the notice to terminate or termination	Free text
C.9	<p>Received either:</p> <p>a) two consecutive Peer Review ratings of 4; or b) a Peer Review rating of 5,</p> <p>in any Civil Category of Law following the outcome of any appeal in the last 5 years?</p> <p>The Applicant must also answer “Yes” to this question if any of its Key Personnel received two consecutive Peer Review ratings of 4 or a Peer Review rating of 5 whilst working as Key Personnel at another organisation in the last 5 years.</p>	<p>Yes (discretionary fail)</p> <p>No (Pass)</p>
	Exceptional circumstances – if the Applicant has answered “Yes” to question C.9, you must give details by answering questions C.9(a) - (d) below.	
C.9(a)	Please confirm the Category(ies) of Law in which the Peer Review rating(s) have been received	Free text
C.9(b)	Please confirm the Peer Review rating(s) received	Free text
C.9(c)	Please give the dates when you were notified of the relevant Peer Review rating(s)	Free text
C.9(d)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to the Peer Review rating(s)	Free text
C.10	<p>Has anyone in your organisation received notification from the LAA that they may not conduct publicly funded work under an LAA Contract?</p> <p>For the avoidance of doubt this includes any Civil, Crime, VHCC, CLA, HPCDS or Exceptional Case Contract.</p> <p>Any individual who has received notification from the LAA that they may not conduct publicly funded work</p>	<p>Yes (discretionary fail)</p> <p>No (pass)</p>



	under an LAA Contract may not conduct publicly funded work under a 2018 Civil Contract.  Where that individual is a member of your Key Personnel, the Applicant may be excluded from the procurement process, subject to an assessment of the questions below	
	Exceptional circumstances – if the Applicant has answered “Yes” to question C.10, you must give details by answering questions C.10(a) - (h) below.	
C.10(a)	Please provide the full name(s) of the individual(s) who have been notified that they may not conduct publicly funded work under an LAA contract?	Free text
C.10(b)	Is/are the individual(s) a member of Key Personnel?	Option: Yes No
C.10(c)	Please confirm the job title(s) of the individual(s) who has/have been notified that they may not conduct publicly funded work under an LAA contract	Free text
C.10(d)	Please provide the date on which the individual(s) was/were notified	Free text
C.10(e)	Please provide details of the events which led to the individual(s) being excluded from conducting publicly funded work under an LAA contract.	Free text
C.10(f)	Please provide a copy of the letter sent by the LAA informing the Applicant/individual(s) of this restriction	
C.10(g)	What action has the Applicant undertaken to ensure that the individual does not conduct publicly funded work under an LAA contract?	Free text
C.10(h)	What action has the Applicant and/or individual undertaken to ensure that the events which led to the individual excluded from conducting publicly funded work under an LAA contract does not occur again?	Free text
	<b>Please answer the following statements:</b>	
C.11	The Applicant — (i) is/has been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria; or (ii) has withheld such information or is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.11, it must give details by answering questions C.11(a) - (e) below.	
C.11(a)	Please give the name of the contracting authority from whom your organisation withheld/misrepresented information	Free text

C.11(b)	Please confirm the nature of the affected contract(s)	Free text
C.11(c)	Please give the date when the event(s) occurred	Free text
C.11(d)	Please confirm the action taken by the contracting authority as a result of the Applicant withholding/misrepresenting information	Free text
C.11(e)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to the Applicant misrepresenting/withholding information	Free text
C.12	The Applicant or any of its Key Personnel has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	Yes (discretionary fail) No (pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “Yes” to question C.12, it must give details by answering questions C.12(a) - (e) below.	
C.12(a)	Please give the name of the contracting authority(ies) affected	Free text
C.12(b)	Please confirm the nature of the affected contract(s)	Free text
C.12(c)	Please give the date when the event(s) occurred	Free text
C.12(d)	Please confirm the action taken by the contracting authority as a result of the Applicant’s action	Free text
C.12(e)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to undue influence/undue advantage/negligently or materially influencing procurements and/or contracting authorities	Free text
C.13	Have any of the Applicant’s Key Personnel (irrespective of which organisation they were working for) received any conditions on their practising certificates imposed by a regulatory body, Relevant Professional Body or Complaints Body within the last three years?	Yes (discretionary fail) No (Pass)
	<b>Exceptional circumstances</b> – if the Applicant has answered “yes” to question C.13, it must give details by answering questions C.13(a) – (e) below.	
C.13(a)	If the Applicant has answered “Yes” in relation to Key Personnel, please give the name and position of the person(s) involved.	Free text
C.13(b)	Please give details about the nature of the event(s) leading to the imposition of the condition(s), including the date when the event(s) occurred	Free text
C.13(c)	Please give details of the condition(s) that were imposed, including the date they were imposed	Free text

C.13(d)	Please give details of the nature of any current condition(s) on practising certificates	Free text
C.13(e)	Please confirm any steps taken to ensure there is no repeat of the circumstances leading to the imposition of condition(s)	Free text
C.14	Is the Applicant a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	Yes (Answer C.14(a)) No (Pass)
C.14(a)	If you have answered yes to question C.14 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Yes (pass) (Answer C.14(b)) No (discretionary fail)
C.14(b)	Please provide the relevant url to view the statement	Free text
	<b>Exceptional circumstances</b> – if the Applicant has answered “No” to question C.14(a), it must give details by answering question C.14(c) below.	
C.14(c)	Please provide all relevant information for the LAA to consider your exceptional circumstances including why you are currently not compliant and what steps are being taken to become compliant with the Act. Please provide timescales for activity to be completed.	Free text

## Section D – Declaration

I give my undertaking that I am either

- the Compliance Officer for Legal Practice (COLP) or the individual intending to be the COLP where the Applicant is or intends to be authorised by the Solicitors Regulation Authority (SRA); or
- the Head of Legal Practice (HOLP) or the individual intending to be the HOLP where Applicant is or intends to be authorised by the Bar Standards Board (BSB); or
- the Compliance Manager (CM) or the individual intending to be the CM where Applicant is or intends to be authorised by CILEx Regulation (CILEx); or
- where the Applicant is not (and will not be) authorised by the SRA, the BSB or CILEx, a member of Key Personnel who either (i) has decision and / or veto rights over decisions relating to the running of the Applicant; or (ii) has the right to exercise, or actually exercises, significant influence or control over the Applicant;

and so authorised to make this submission on behalf of the Applicant and confirm that the answers submitted in this Selection Questionnaire Response are correct. I understand that the information will be used in the process to assess the Applicant's suitability to be offered the CLA Contract covered by this SQ.

I understand that the LAA may conduct verification checks and may reject this Selection Questionnaire Response if there is a failure to answer all relevant questions fully or the information provided is inaccurate in any material way.

	<b>Question</b>	<b>Response Type</b>
D.1	Name of the individual making declaration on behalf of the Applicant	Free text
D.2	Status within the Applicant organisation	Option List: i) COLP or intended COLP ii) HOLP or intended HOLP iii) CM or intended CM iv) Key Personnel

## ANNEX C SELECTION AND AWARD CRITERIA

### i) SELECTION CRITERIA

#### OVERVIEW

The Selection Criteria contain questions which will be used to assess the Applicants' capacity to deliver the Contract Work tendered for. Applicants must answer all parts of the Selection Criteria questions. Each Selection Criterion provided has a scored question which is answered by selecting from a list of drop down options. Where Applicants select responses to questions in the Selection Criteria which are assigned a score of 1 point or higher, they are also required to provide further information in a text box and attach supporting evidence to verify their response.

It is the LAA's intention that a maximum of 4 Applicants in Housing & Debt will be taken through to Stage 4 of the evaluation process (Technical Envelope). Where the number of Applicants in the Housing & Debt Category is 4 or fewer all Applicants will be taken through to Stage 4 and the LAA will not assess the Selection Criteria.

<b><u>Delivery of a Dedicated Telephone Advice Service</u></b>	<b>Response</b>	<b>Total Score Available</b>
<p>Preference will be given to Applicants who currently employ (or have a Signed Engagement Agreement to employ) a Named Individual in their Management Team, who will be deployed on the delivery of Contract Work for at least 17.5 hours per week and has experience of managing a Dedicated Telephone Advice Service in the last three years.</p> <p>Higher points will be awarded where the Named Individual has spent a greater length of time in the last three years managing a Dedicated Telephone Advice Service and where the Telephone Advice Service dealt with higher call volumes.</p> <p>Managing the service includes having accountability for the quality of the service delivered, including the following:</p> <ul style="list-style-type: none"><li>• ensuring KPIs are met,</li><li>• overseeing staffing rotas and work allocation</li><li>• ensuring a high quality of telephone advice is provided and</li></ul>		

<ul style="list-style-type: none"> <li>Monitoring and accurate reporting of compliance with the contract (where it is a contracted service).</li> </ul> <p>Dedicated Telephone Advice Service is defined in Annex E of the IFA.</p> <p>Applicants are required to answers questions in both 1a and 1b</p>			
1.a (i)	<p>Please select the answer from the following three options which is most applicable to you.</p> <p>A. The Applicant currently employs (or has a Signed Engagement Agreement to employ) a Named Individual who:</p> <ul style="list-style-type: none"> <li>will be a member of the Management Team on the Service Commencement Date; and</li> <li>will be deployed on Contract Work and based in the Office where the Contract Work will be delivered for at least 17.5 hours per week; and</li> <li>has more than 24 months' experience in the last three years managing a Dedicated Telephone Advice Service receiving at least 5,500 calls per year for each year during which the Named Individual managed the service.</li> </ul> <p>B. The Applicant currently employs (or has a Signed Engagement Agreement to employ) a Named Individual who:</p> <ul style="list-style-type: none"> <li>will be a member of the Management Team on the Service Commencement Date; and</li> <li>will be deployed on Contract Work and based in the Office where the Contract Work will be delivered for at least 17.5 hours per week; and</li> <li>has between 12 and 24 months' experience in the last three years managing a Dedicated Telephone Advice Service receiving at least 5,500 calls per year for each year during which the Named Individual managed the service.</li> </ul> <p>C. None of the above.</p>	<p>A (3 points) (Answer 1a (ii) – 1a (iv))</p> <p>B (2 points) (Answer 1a (ii) – 1a (iv))</p> <p>C (0 points) (Answer 1b (i))</p>	6
1.a (ii)	<p>If you answered A or B for question 1.a (i) please provide the following details:</p> <ul style="list-style-type: none"> <li>The name of the Named Individual in the Applicant's Management Team;</li> <li>The date their employment commenced/will commence with the Applicant;</li> <li>The organisation with which the experience was gained;</li> <li>Their status in the organisation and job title in the organisation where the Dedicated Telephone Advice Service was delivered;</li> </ul>	Free Text	

	<ul style="list-style-type: none"> <li>• The start and end dates (where applicable) of the period from which their experience was obtained;</li> <li>• Information on the Dedicated Telephone Advice Service managed, including: <ul style="list-style-type: none"> <li>○ Number of FTE telephone agents/caseworkers;</li> <li>○ Service opening hours managed per year;</li> <li>○ Volume of calls managed per year;</li> <li>○ The call quality activity undertaken.</li> </ul> </li> </ul> <p>Where the Dedicated Telephone Advice Service was delivered at an organisation other than the Applicant, the individual completing the Declaration in the Technical Envelope is responsible for ensuring the information provided is correct.</p> <p>Please note:</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 1.a (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 1.a (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 1.a (i).</p>		
1.a (iii)	<p>Please provide a copy of the Named Individual's contract of employment or Signed Engagement Agreement</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 1.a (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 1.a (i)</li> </ul>	Attachment	

	the LAA may re-score the response, including re-scoring the response to 0 points for question 1.a(i).		
1.a (iv)	<p>Please provide evidence that the Dedicated Telephone Advice Service managed by the Named Individual received at least 5,500 calls per year for each year as set out in the option you have selected in question 1.a (i).</p> <p>Evidence may be in the form of, but is not limited to:</p> <ul style="list-style-type: none"> <li>• annual/monthly call volumes data;</li> <li>• call records; or</li> <li>• any other evidence which demonstrates that the Named Individual meets the experience as set out in the option you have selected in question 1.a(i).</li> </ul> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 1.a (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 1.a (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 1.a(i).</p>	Attachment	
1.b (i)	<p>Please select the answer from the following three options which is applicable to you.</p> <p>A. The Applicant currently employs (or has a Signed Engagement Agreement to employ) a Named Individual who:</p> <ul style="list-style-type: none"> <li>• will be a member of the Management Team on the Service Commencement Date; and</li> <li>• will be deployed on Contract Work and based in the Office where the Contract Work will be delivered for at least 17.5 hours per week; and</li> <li>• has managed a Dedicated Telephone Advice Service for at least 12 months in the last three years, which received more than 10,000 calls during the 12 months when the Named Individual managed the service.</li> </ul>	<p>A (3 points) (Answer 1.b (ii) – 1.b (iv))</p> <p>B (2 points) (Answer 1.b (ii) – 1.b (iv))</p>	



	<p>B. The Applicant currently employs (or has a Signed Engagement Agreement to employ) a Named Individual who:</p> <ul style="list-style-type: none"> <li>• will be a member of the Management Team on the Service Commencement Date; and</li> <li>• will be deployed on Contract Work and based in the Office where the Contract Work will be delivered for at least 17.5 hours per week; and</li> <li>• has managed a Dedicated Telephone Advice Service for at least 12 months in the last three years, which received between 5,500 and 10,000 calls during the 12 months when the Named Individual managed the service.</li> </ul> <p>C. None of the above.</p>	C (0 points) (Answer 2 (i))	
1b (ii)	<p>If you answered A or B for question 1b (i) please provide the following details:</p> <ul style="list-style-type: none"> <li>• The name of the Named Individual in your Management Team;</li> <li>• The date their employment commenced/will commence with the Applicant;</li> <li>• The organisation with which the experience was gained;</li> <li>• Their status and job title in the organisation where the Dedicated Telephone Advice Service was delivered;</li> <li>• The start and end dates (where applicable) of the period from which their experience was obtained;</li> <li>• Information on the Dedicated Telephone Advice Service managed, including: <ul style="list-style-type: none"> <li>○ FTE telephone agents/caseworkers;</li> <li>○ Service opening hours;</li> <li>○ Volume of calls managed per year;</li> <li>○ The call quality activity undertaken.</li> </ul> </li> </ul> <p>Where the Dedicated Telephone Advice Service was delivered at an organisation other than the Applicant, the individual completing the Declaration is responsible for ensuring the information provided is correct.</p> <p><b>Please note:</b></p> <p><b>Where you have identified the same Named Individual at question 1.a (ii) and have already provided a copy of that Named Individual’s contract of employment or Signed Engagement Agreement at question 1.a (iii), you are not required to upload a further copy in response to question 1.b (iii).</b></p>	Free Text	

	<p>Where the details provided in response to this question or other evidence:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 1.b (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 1.b (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 1.b (i).</p>		
1.b (iii)	<p>Please provide a copy of the Named Individual's contract of employment or Signed Engagement Agreement</p> <p>Please note:</p> <p>Where you have identified the same Named Individual at question 1.a (ii) and have already provided a copy of that Named Individual's contract of employment or Signed Engagement Agreement at question 1.a (iii), you are not required to upload a further copy in response to question 1.b (iii).</p> <p>Where you choose to upload a further copy at question 1.b (iii) and this information is different to that submitted at question 1.a (iii), the LAA will act in accordance with paragraph 5.13 of the IFA.</p> <p>In all other circumstances, where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 1.b (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 1.b (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 1.b(i).</p>	Attachment	
1.b (iv)	<p>Please provide evidence that the Dedicated Telephone Advice Service managed by the Named Individual received either more than 10,000 or between 5,500 and 10,000 calls for at least 12 months in the last three years as set out in the option you have selected in question 1.b (i).</p>	Attachment	

<p>Evidence may be in the form of, but is not limited to:</p> <ul style="list-style-type: none"> <li>• annual/monthly call volumes data;</li> <li>• call records; or</li> <li>• any other evidence which demonstrates that the Named Individual meets the experience as set out in the option you have selected in question 1.b (i).</li> </ul> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 1.b (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 1.b (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 1.b (i).</p>		
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<b><u>Implementation of a Dedicated Telephone Advice Service</u></b>	<b>Response</b>	<b>Total Score Available</b>
<p>Preference will be given to Applicants who currently employ (or have a Signed Engagement Agreement to employ) a Named Individual in their Management Team, who will be deployed on the implementation of the service between the Contract Start Date and Service Commencement Date and who has experience in the last three years of implementing a Dedicated Telephone Advice Service receiving at least 5,500 calls per year.</p> <p>Implementation includes:</p> <ul style="list-style-type: none"> <li>• having responsibility for the service successfully starting on the applicable service commencement date</li> <li>• having overall responsibility for producing and managing a project plan, ensuring sufficient staffing infrastructure and other resources are in place,</li> <li>• ensuring risks to implementation are effectively monitored and managed, and</li> <li>• being the main point of liaison for the customer's contract manager (where it is a contracted service).</li> </ul>		

2 (i)	<p>Please select the answer from the following two options which is applicable to you.</p> <p>A. The Applicant currently employs (or has a Signed Engagement Agreement to employ) a Named Individual who:</p> <ul style="list-style-type: none"> <li>• will be a member of the Management Team at the Contract Start Date; and</li> <li>• will be deployed on the implementation of the Service between the Contract Start Date and Service Commencement Date; and</li> <li>• has in the last three years implemented a Dedicated Telephone Advice Service receiving at least 5,500 calls per year.</li> </ul> <p>B. The Applicant currently does not employ (or has a Signed Engagement Agreement to employ) a Named Individual who:</p> <ul style="list-style-type: none"> <li>• will be a member of the Management Team at the Contract Start Date; and</li> <li>• who will be deployed on the implementation of the Service between the Contract Start Date and Service Commencement Date; and</li> <li>• has in the last three years has implemented a Dedicated Telephone Advice Service receiving at least 5,500 calls per year</li> </ul>	<p>A (2 points) (Answer 2 (ii) – (iii))</p> <p>B (0 points) (Answer 3 (i))</p>	2
2 (ii)	<p>Please provide the following details:</p> <ul style="list-style-type: none"> <li>• The name of the Named Individual in the Applicant’s Management Team.</li> <li>• The date their employment commenced/will commence with the Applicant.</li> <li>• The organisation with which the experience was gained.</li> <li>• Their status and job title in the organisation where the contract or Dedicated Telephone Advice Service was implemented.</li> <li>• The start and end dates (where applicable) of the period from which their experience was obtained.</li> <li>• Information on the contract or Dedicated Telephone Advice Service managed, including: <ul style="list-style-type: none"> <li>○ A description of what was delivered under the contract or by the service;</li> <li>○ The number of <b>FTE</b> delivering the contract or service and their roles;</li> <li>○ The value of the contract of service;</li> <li>○ The volume of calls (where applicable).</li> </ul> </li> </ul> <p>Where the Dedicated Telephone Advice Service was delivered at an organisation other than the Applicant, the individual completing the Declaration in the Technical Envelope is responsible for ensuring the information</p>	Free text	

	<p>provided is correct.</p> <p><b>Please note:</b></p> <p><b>Where you have identified the same Named Individual at question 1.a (ii) or 1.b (ii) and have already provided a copy of that Named Individual’s contract of employment or Signed Engagement Agreement at question 1.a (iii) or 1.b (iii), you are not required to upload a further copy in response to question 2 (iii).</b></p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the implementation of the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 2 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant’s answer to question 2(i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question (i).</p>		
2 (iii)	<p>Please provide a copy of the Named Individual’s contract of employment or Signed Engagement Agreement.</p> <p><b>Please note:</b></p> <p>Where you have identified the same Named Individual at question 1a (ii) or 1b (ii) and have already provided a copy of that Named Individual’s contract of employment or Signed Engagement Agreement at question 1a (iii) or 1b(iii), you are not required to upload a further copy in response to question 2 (iii).</p> <p>Where you choose to upload a further copy at question 2 (iii) and this information is different to that submitted at question 1a (iii) or 1b (iii), the LAA will act in accordance with paragraph 5.13 of the IFA</p> <p>In all other circumstances, where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Named Individual did not manage the service as defined in the question; or</li> <li>• demonstrates the service described does not constitute a Dedicated Telephone Advice Service; or</li> <li>• otherwise conflicts with the requirements of question 2 (i); or</li> </ul>	Attachment	

	<ul style="list-style-type: none"> <li>provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 2 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 2 (i).</p>		
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<b><u>Caseworkers</u></b>	<b>Response</b>	<b>Total Score Available</b>
<p>Preference will be given to Applicants who currently employ (or have a Signed Engagement Agreement to employ) a higher ratio of Caseworkers (in addition to Supervisors) who:</p> <p>i) will deliver the Contract Work in the Housing and Debt Categories from the Service Commencement Date as set out in their Resourcing Plan; and</p> <p>ii) have individually provided advice to clients in at least 50 cases in the Housing and Debt Categories in a 12-month period in the 24 months preceding the submission of the Applicant's Tender.</p> <p>Applicants are permitted to include cases delivered either through legal aid contracts or non-legal aid work.</p>		
<p>3 (i) Please select the answer from the following three options which is applicable to you:</p> <p>A. Of the Caseworkers you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan, at least 75%:</p> <ul style="list-style-type: none"> <li>Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>Have provided advice to clients in at least 50 cases in the Housing and Debt categories in a 12-month period in the 24 months preceding the submission of your Tender.</li> </ul> <p>B. Of the Caseworkers you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan, between 25% and 74%:</p> <ul style="list-style-type: none"> <li>Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>Have provided advice to client in at least 50 cases in the Housing and Debt Categories in a 12-month period in the 24 months preceding the submission of your Tender.</li> </ul>	<p>A (4 points) (Answer 3 (ii) – 3 (iv))</p> <p>B (2 points) (Answer 3 (ii) – 3 (iv))</p> <p>C (0 point) (Answer 4 (i))</p>	4

	<p>C. Of the Caseworkers you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan, less than 25%:</p> <ul style="list-style-type: none"> <li>• Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>• Have provided advice to clients in at least 50 cases in the Housing and Debt Categories in a 12-month period in the 24 months preceding the submission of your Tender.</li> </ul>		
3 (ii)	Please provide the names of the Caseworkers who meet the requirement as set out in the answer option you have selected.	Free text	
3 (iii)	<p>Please provide a copy of each Caseworker's contract(s) of employment or Signed Engagement Agreement(s).</p> <p>Please note: Caseworker's contracts of employment and/or Signed Engagement Agreements must be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Caseworkers do not have the experience as defined in the question; or</li> <li>• otherwise conflicts with the requirements of question 3 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 3 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 3 (i).</p>	Attachment	
3 (iv)	<p>Please provide evidence of 50 cases on which each Caseworker has provided advice to clients in the Housing and Debt Category in a 12-month period in the 24 months preceding the submission of your Tender.</p> <p>Evidence may be in the form of, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Case lists for each Caseworker (and which identifies the relevant Caseworker) including client name, UFN or case reference, date Caseworker last worked on the file; or</li> <li>• any other evidence which demonstrates that each Caseworker meets the experience as set out in question 3 (i).</li> </ul>	Attachment	

	<p>Please note: Caseworker case experience evidence be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Caseworkers do not have the experience as defined in the question; or</li> <li>• otherwise conflicts with the requirements of question 3 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 3 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 3 (i).</p>		
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<b><u>Caseworkers</u></b>		<b>Response</b>	<b>Total Score Available</b>
4 (i)	<p>Please select the answer from the following two options which is applicable to you:</p> <p>A. Of the Caseworkers you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan, at least 50%:</p> <ul style="list-style-type: none"> <li>• Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>• Have provided advice to Clients in at least 100 cases in the Housing and Debt Categories in a 12-month period in the 24 months preceding the submission of your Tender.</li> </ul>	<p>A (3 points) (Answer 4 (ii) – 4 (iv))</p> <p>B (0 points) (Answer 5 (i))</p>	3
	<p>Preference will be given to Applicants who can evidence that they currently employ (or have a Signed Engagement Agreement to employ) a higher ratio of Caseworkers (not including Supervisors) who:</p> <p>i) will deliver the Contract Work in the Housing and Debt Categories from the Service Commencement Date as set out in their Resourcing Plan, and</p> <p>ii) have individually provided advice to clients in at least 100 cases in the Housing and Debt Categories in a 12-month period in the 24 months preceding the submission of the Applicant's Tender.</p> <p>Applicants are permitted to include cases delivered either through legal aid contracts or non-legal aid work.</p>		



	<p>B. Of the Caseworkers you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan less than 50%:</p> <ul style="list-style-type: none"> <li>• Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>• Have delivered at least 100 cases in the Housing and Debt Categories a 12-month period in the 24 months preceding the submission of your Tender.</li> </ul>		
4 (ii)	<p>Please provide the names of the Caseworkers who meet the requirement as set out in the answer option you have selected.</p> <p><b>Please note:</b></p> <p><b>Where you have identified the same Caseworkers at question 3 (ii) and have already provided a copy of the Caseworker’s contract of employment or Signed Engagement Agreement at question 3 (iii), you are not required to upload a further copy in response to question 4 (iii).</b></p>	Free text	
4 (iii)	<p>Please provide a copy of each Caseworker’s contract(s) of employment or Signed Engagement Agreement(s)</p> <p>Please note: Caseworker’s contracts of employment and/or Signed Engagement Agreements must be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Please note:</p> <p>Where, in this requirement, you identify the same Caseworker(s) as at question 3 (ii) and have already provided a copy of that Caseworker’s contract of employment or Signed Engagement Agreement at question 3 (iii), you are not required to upload a further copy in response to question 4 (iii).</p> <p>Where you choose to upload a further copy at question 4 (iii) and this information is different to that submitted at question 3 (iii), the LAA will act in accordance with paragraph 5.13 of the IFA</p> <p>In all other circumstances, where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Caseworkers do not have the experience as defined in the question; or</li> <li>• otherwise conflicts with the requirements of question 4(i); or</li> </ul>	Attachment	

	<ul style="list-style-type: none"> <li>provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 4(i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 4(i).</p>		
4 (iv)	<p>Please provide evidence of 100 cases on which each Caseworker has provided specialist legal advice to clients in the Housing and Debt Category in a 12-month period in the 24 months preceding the submission of your Tender.</p> <p>Evidence may be in the form of, but is not limited to:</p> <ul style="list-style-type: none"> <li>Case lists for each Caseworker (and which identifies the relevant Caseworker) including client name, UFN or case reference, date Caseworker last worked on the file; or</li> <li>any other evidence which demonstrates that each Caseworker meets the experience as set out in question 4 (i).</li> </ul> <p>Please note: Caseworker case experience evidence be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>demonstrates that the Caseworkers do not have the experience as defined in the question; or</li> <li>otherwise conflicts with the requirements of question 4 (i); or</li> <li>provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 4 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 4 (i).</p>	Attachment	

<b><u>Supervisors</u></b>	<b>Response</b>	<b>Total Score Available</b>
<p>Preference will be given to Applicants who can evidence that they currently employ (or has a Signed Engagement Agreement to employ) a higher ratio of Supervisors who:</p>		

	<p>i) will deliver the Contract Work from the Service Commencement Date as set out in the Applicant's Resourcing Plan, and</p> <p>ii) Currently meet the Supervisor requirements set out in the Housing and Debt Category Specific Rules.</p>		
5 (i)	<p>Please select the answer from the following two options which is applicable to you:</p> <p>A. Of the Supervisors you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan, at least 50%:</p> <ul style="list-style-type: none"> <li>• Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>• Currently meet the Supervisor requirements set out in the Housing and Debt Category Specific Rules.</li> </ul> <p>B. Of the Supervisors you intend to use to deliver the Contract Work from the Service Commencement Date as set out in your Resourcing Plan, less than 50%:</p> <ul style="list-style-type: none"> <li>• Are Named Individuals who you currently employ (or have a Signed Engagement Agreement to employ); and</li> <li>• Currently meet the Supervisor requirements set out in the Housing and Debt Category Specific Rules.</li> </ul>	<p>A (4 points) (Answer 5 (ii) – 5 (iv))</p> <p>B (0 points) (Answer 6 (i))</p>	4
5 (ii)	Please provide the names of the Supervisors who meet the requirement as set out in the answer option you have selected.	Free text	
5 (iii)	<p>Please provide a copy of each Supervisor's contract of employment or Signed Engagement Agreement.</p> <p>Please note: Supervisors' contracts of employment and/or Signed Engagement Agreements must be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Supervisors do not have the experience as defined in the question; or</li> <li>• otherwise conflicts with the requirements of question 5 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 5 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 5 (i).</p>	Attachment	

5 (iv)	<p>Please provide a copy of each Supervisor’s Housing and Debt Supervisor Declaration Form.</p> <p>A copy of the Housing and Debt Supervisor Declaration Form can be found in the “Attachments” section of this ITT</p> <p>Please note: Supervisors’ Housing and Debt Supervisor Declaration Forms must be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Supervisors do not have the experience as defined in the question; or</li> <li>• otherwise conflicts with the requirements of question 5 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant’s answer to question 5 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 5 (i).</p>	Attachment	
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<b><u>Supervisors</u></b>		<b>Response</b>	<b>Total Score Available</b>
6 (i)	<p>Please select the answer from the following two options which is applicable for you:</p> <p>A. You currently employ (or have a Signed Engagement Agreement to employ) at least 1 FTE Supervisor(s) who you will use to supervise the delivery of the Contract Work from the Service Commencement Date who have supervised the delivery of at least 4 cases in housing possession mortgage arrears specialist legal advice during a 12-month period in the 24 months preceding the submission of your Tender.</p> <p>Or</p> <p>B. You do not currently employ (or have a Signed Engagement Agreement to employ) at least 1 FTE Supervisor(s) who you will use to supervise the delivery of the Service from the Service Commencement</p>	<p>A (3 points) (Answer 6 (ii) – 6 (iii))</p> <p>B (0 points) (Answer 7 (i))</p>	3

	Date comprised of individuals who have supervised the delivery of at least 4 cases in housing possession mortgage arrears specialist legal advice during a 12-month period in the 24 months preceding the submission of your Tender.		
6 (ii)	<p>Please provide the names of the Supervisors who meet the requirement as set out in the answer option you have selected.</p> <p><b>Please note:</b></p> <p><b>Where you have identified the same Supervisors at question 5 (ii) and have already provided a copy of the Supervisor’s contract of employment or Signed Engagement Agreement at question 5 (iii), you are not required to upload a further copy in response to question 6 (iv).</b></p>		
6 (iii)	<p>Please provide evidence of 4 cases in housing possession mortgage arrears specialist legal advice during a 12-month period in the 24 months preceding the submission of your Tender.</p> <p>Evidence may be in the form of, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Case lists for each Supervisor (and which identifies the relevant Supervisor) including client name, UFN or case reference, date Supervisor last worked on the file; or</li> <li>• any other evidence which demonstrates that each Supervisor meets the experience as set out in question 6 (i).</li> </ul> <p>Please note: Supervisor case experience evidence must be attached as a single document into the e-Tendering system. Where you currently hold these individually you must collate these documents into a single file before you can upload them into your ITT Response.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• demonstrates that the Supervisors do not have the experience as defined in the question; or</li> <li>• otherwise conflicts with the requirements of question 6 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant’s answer to question 6 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 6 (i).</p>	Attachment	
6 (iv)	Please provide a copy of each Supervisor’s contract(s) of employment or Signed Engagement Agreement(s).	Attachment	

	<p>Please note:</p> <p>Where, in this requirement, you identify the same Supervisor(s) as at question 5 (ii) and have already provided a copy of that Caseworker's contract of employment or Signed Engagement Agreement at question 5 (iii), you are not required to upload a further copy in response to question 6 (iv).</p> <p>Where you choose to upload a further copy at question 6 (iv) and this information is different to that submitted at question 5 (iii), the LAA will act in accordance with paragraph 5.13 of the IFA</p> <p>In all other circumstances, where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• conflicts with the requirements of question 6 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 6 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 6 (i).</p>		
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	<b><u>Technical Infrastructure</u></b>	<b>Response</b>	<b>Total Points Available</b>
7 (i)	<p>It is a minimum requirement that the Applicant will have the necessary telephony infrastructure in place to meet requirements of Annex 4 of the CLA Contract no later than the Service Commencement Date.</p> <p>Preference will be given to Applicants who can evidence that they currently have the required telephony infrastructure in place and already provide a telephone-based service. As a minimum, the telephony infrastructure should allow the ability to receive calls directly from the PSTN via dedicated DDI's and should deliver call quality in accordance with ITU-T recommendations.</p> <p>Please select the answer from the following two options which is applicable for you:</p> <p>A. You currently have the required telephony infrastructure in place and already provide a telephone-based service that receives calls directly from the PSTN via dedicated DDI's and delivers call quality in accordance with ITU-T recommendations.</p> <p>B. You do not currently have the required telephony infrastructure in place to provide a telephone-based service that receives calls directly from the PSTN via dedicated DDI's and delivers call quality in accordance with ITU-T recommendations.</p>	<p>A (2 points) (Answer 7 (ii))</p> <p>B (0 points)</p>	2

7 (ii)	<p>Please provide the name and/or model of your telephony system.</p> <p>Where the details provided in response to this question:</p> <ul style="list-style-type: none"> <li>• conflicts with the requirements of question 7 (i); or</li> <li>• provides insufficient or unclear information that does not allow LAA to verify the accuracy of the Applicant's answer to question 7 (i)</li> </ul> <p>the LAA may re-score the response, including re-scoring the response to 0 points for question 7 (i).</p>	Free text	
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## ii) Quality Award Criteria

The Quality Award Criteria are summarised below.

	Award Criteria	Sub-criteria	Sub-criteria Weighting	Award Criteria Weighting	Total Award Criteria Weighting
Quality (Technical Envelope)	Non-assessed information (Pass/Fail Elements)	<p>N1 -Submission Requirement: Staff Organogram</p> <p>Please provide your Staff Organogram showing all staff that will be deployed to implement and deliver the Contract Work and the role they will each undertake. This includes Key Personnel, Supervisors, Caseworkers, and Management Team. For each role, you need to provide:</p> <ol style="list-style-type: none"> <li>the name of the staff member employed (or with a Signed Engagement Agreement to employ). Alternatively, indicate where the post is vacant;</li> <li>the title of their role, the main duties to be performed and their relevant qualifications for delivering the Service;</li> <li>the number of hours per week each staff member will work delivering the Service, stipulating the proportion of an FTE that the role provides;</li> <li>the basis of their employment (permanent, fixed term, temporary). Where temporary, stipulate how long the position will last;</li> <li>reporting structures</li> </ol>	<p><i>Pass/Fail</i> (Pass = provision of N1 Staff Organogram)</p>		

	<p>N2-Submission Requirement: Resourcing Plan</p> <p>Please complete and upload a Resourcing Plan pro forma.</p> <p>Copies of the Resourcing Plan pro forma can be accessed and downloaded from the 'Attachments' section of this ITT.</p>	<p><i>Pass/Fail</i> <i>(Pass = provision of N2 Resourcing Plan)</i></p>
	<p>N3 -Submission Requirement: Implementation Plan</p> <p>Please complete and upload an Implementation Plan pro forma to demonstrate how the service will be operational by Service Commencement Date and how this will be achieved.</p> <p>Your Implementation Plan must indicate the timetable and milestones which you will meet to ensure that all aspects of the Contract Work will be ready, specifically:</p> <ul style="list-style-type: none"> <li>a) Recruitment;</li> <li>b) IT &amp; telephony infrastructure;</li> <li>c) Office requirements;</li> <li>d) Induction plan;</li> <li>e) Achievement of Quality Standard.</li> </ul> <p>Copies of the Implementation Plan pro forma can be accessed and downloaded from the 'Attachments' section of this ITT.</p>	<p><i>Pass/Fail</i> <i>(Pass = provision of N3 Implementation Plan)</i></p>
	<p>N4 – Office from which you intend to deliver the Contract Work.</p> <p>The LAA will use the information in this section in the Contract documents of the successful Applicant.</p>	
	<p>N4.1</p> <p>If you know the address for the Office from which you intend to deliver the Contract Work please enter the Office address (excluding postcode).</p> <p>Where you do not yet know the address for this Office please enter 'N/A'.</p>	
	<p>N4.2</p>	



		If you know the postcode for the Office from which you intend to deliver the Contract Work please enter the Office postcode.  Where you do not yet know the postcode for this Office please enter 'N/A'			
		N4.3  If you currently deliver legal aid contract work from this Office please enter the LAA Account Number for this Office.  LAA Account Numbers are alphanumeric and are 6 characters long, e.g. 1A234B and can be found on the Applicant's current LAA Contract Schedule documentation.  Where you do not currently have LAA Account Number for this Office please enter 'N/A'.			
	<b>1: Staffing the Service</b>	1.1: Skills and experience of staff delivering specialist legal advice	7	22	60
		1.2: Skilled and experienced staff delivering Remote Advice	6		
		1.3 Staff Recruitment	3		
		1.4 Succession Planning	3		
		1.5 Staff Training	3		
	<b>2: Delivering a Quality Service</b>	2.1: Supervision of staff delivering specialist legal advice - <b>Minimum scoring requirement of 2</b>	5	14	
		2.2 Compliance with Service Standards	5		
		2.3 Performance against KPIs	4		
	<b>3: Capacity Planning for the Service</b>	3.1: Infrastructure	4	18	
		3.2a): Contract Resourcing - <b>Minimum scoring requirement of 2</b>	5		
		3.2 b) Ongoing Forecasting and Resourcing. -	4		
		3.3: Expansion Resourcing	3		
		3.4 Business Continuity and Disaster Recovery plan	2		
	<b>4: Implementation of the Service</b>	4.1: Implementation Plan - <b>Minimum scoring requirement of 2</b>	6	6	
	<b>Declaration</b>	Declaration <i>Pass = (provision of signed declaration)</i>		Pass/Fail	

The Quality Award Criteria are set out below. It is recommended that the Applicant review the Award Criteria Guidance at Annex D to understand the approach that will be taken to evaluating each question within the Award Criteria.

<i>Award Criteria: 1: Staffing the Service</i>	This Award Criterion is about how the Applicant will ensure it has staff with sufficient skills and experience to deliver the Contract Work in accordance with the CLA Contract.	Weighting	
1.1 <i>Skills and experience of staff delivering specialist legal advice</i>	Using the Named Individuals in your Staff Organogram in question N.1, please use the text box(es) provided to explain how the Caseworkers, Supervisors and Key Personnel have the skills and experience in delivering specialist legal advice in the Housing & Debt Categories to effectively deliver a high quality of legal advice to clients.	7	22
1.2 <i>Skills and experience of staff in delivering Remote Advice</i>	Using the Named Individuals in your Staff Organogram in question N.1, please use the text box(es) provided to explain how the Caseworkers, Supervisors and Key Personnel have the skills and experience to deliver Remote Advice within a Dedicated Telephone Advice Service.	6	
1.3 <i>Staff Recruitment</i>	<p>With reference to any vacancies identified in your Staff Organogram, in the text box(es) provided please outline the recruitment processes that you will undertake to fill any vacant post in your Staff Organogram (provided in answer to question N1) by the Service Commencement Date.</p> <p>If you currently have no vacant posts to fill you should state this and explain the process that you will follow if a post currently filled becomes vacant prior to the Service Commencement Date.</p> <p>This question is intended to assess the Applicant's plans to ensure the Service will be fully resourced with sufficiently skilled staff by the Service Commencement Date.</p>	3	
1.4 <i>Succession Planning</i>	Referring to the roles in your Staff Organogram given in answer to question N.1, in the text box(es) provided please outline how you will manage your ongoing recruitment and staff succession requirements throughout the entire Contract Period (including any extension periods) including the measures that you will take to motivate and retain staff.	3	

1.5 <i>Staff Training</i>	Using the Named Individual (s) on your Staff Organogram given in answer to question N.1, in the text box(es) provided please explain how you will develop the knowledge and skills of staff in the longer term to maintain and increase the quality of the Service provided throughout the Contract Period. The response should include how you will assess the skills base of your Caseworker and Supervisor staff and ensure they develop their knowledge and skills.	3	
2: <i>Delivering a Quality Service</i>	This Award Criterion is about how Applicants will deliver a high-quality service with high levels of client care.		
2.1 <i>Supervision of staff delivering specialist legal advice</i>	Please use the text box(es) provided to outline how you will ensure effective Supervision to ensure the delivery of high-quality Contract Work.	5	14
2.2 <i>Compliance with Service Standards</i>	Please use the text box(es) provided to outline how you will ensure you will comply with the Service Standards in Section 4 of the Specification.	5	
2.3 <i>Performance against KPIs</i>	Please use the text box(es) provided to describe how you will monitor performance against Contract KPIs and how you will quickly and effectively take action in the event of a failure, or an identified risk of future failure, to meet a KPI  As part of your response please refer, where applicable, to the Named Individual in your Staff Organogram given in answer to question N.1 who will be responsible for managing the delivery of the Service to meet the KPIs, and the skills and experience which will support their effective performance in this role. .	4	
3: <i>Capacity Planning for the Service</i>	This Award Criterion is about putting in place sufficient capacity to effectively deliver the Service.		
3.1 <i>Infrastructure</i>	Referring to the Implementation Plan given in answer to question N.3, please use the text box(es) provided to describe the telephony infrastructure which you will use to effectively deliver the Service stating clearly how you will manage and maintain this infrastructure to support the delivery of Contract Work throughout the Contract Period.	4	18

	If you already have the telephony infrastructure in place, please state this and outline how this meets the Contract requirement.		
3.2 a)  <i>Contract Resourcing</i>	<p>In assessing the Contract resourcing proposed by the Applicant, the LAA will consider both the information contained in the Resourcing Plan submitted and the responses to question 3.2a) and 3.2b).</p> <p>Copies of the Resourcing Plan pro forma can be accessed and downloaded from the 'Attachments' section in the ITT.</p> <p>Please use the text box(es) provided to describe how you have determined that the number of Caseworkers and Supervisors which you have set out in the Resourcing Plan is sufficient to deliver the Contract Work. Your response should include how your Resourcing Plan will address unexpected short-term increases in Case volumes and any contingency processes if staff members are unavailable at short notice.</p>	5	
3.2b)  <i>Ongoing Forecasting and Resourcing.</i>	<p>In assessing the response to question 3.2 b) the LAA will consider both the information contained in the text boxes below and the Resourcing Plan submitted.</p> <p>Please use the text box(es) provided to describe how you will forecast Case volumes on an ongoing basis throughout the Contract Period and how you will adjust staffing resources delivering the Contract Work to ensure the Contract requirements are met in the event of:</p> <ul style="list-style-type: none"> <li>• Increasing Case volumes.</li> <li>• Decreasing Case volumes.</li> </ul>	4	
3.3  <i>Expansion Resourcing</i>	<p>If you are successfully awarded a Contract, the LAA may require you to deliver increased Case volumes during Core Hours and cover all Rota Hours at short notice (e.g. in circumstances where another CLA Specialist Telephone Advice Provider in the Housing &amp; Debt Categories is unable to fulfil their Contract).</p> <p>In the text box(es) provided, please describe how – in a short time frame - you would increase your capacity to effectively manage an increase in the Case volumes allocated to you by 100% (i.e. double) in the Housing &amp; Debt Categories using historical Case Volumes provided in Annex A <b>and</b> cover double the Rota Hours.</p> <p>For the avoidance of doubt, in the Housing &amp; Debt Categories this would mean delivering two thirds of the Case Volumes and, where applicable, Rota Hours across the Categories.</p>	3	

	Your expansion plan should be outlined in the text box(es) provided, and you are not permitted to attach additional documents in response to this question.		
3.4 <i>Business Continuity and Disaster Recovery plan (BCDR)</i>	<p>In the text box(es) provided please describe your BCDR which sets out how you will respond to an event which significantly disrupts, or threatens to significantly disrupt, the provision of the Contract Work. As a minimum, the BCDR should comply with the requirements of Annex 4 (IT requirements, the CMS and Business Continuity) of the CLA Contract and should cover risks identified to business continuity in the following areas:</p> <ul style="list-style-type: none"> <li>▪ Geographical;</li> <li>▪ Infrastructure;</li> <li>▪ Staff; and</li> <li>▪ Data.</li> </ul> <p>It should also outline plans for maintaining delivery of the Contract Work in the event that a risk, or another unforeseen event, materialises.</p> <p>Your BCDR must only be outlined in the text box(es) provided, and you are not permitted to attach additional documents in response to this question</p>	2	
<i>4: Implementing the Service</i>	This Award Criterion is about how the Applicant would ensure they are ready to deliver the Contract Work for the Service Commencement Date.		
<i>4.1 Implementation Plan</i>	<p>We will assess the Implementation Plan provided in response to N3.</p> <p>Applicants that are currently delivering a service similar to the CLA Contract Work and are intending to utilise existing resources (e.g. infrastructure, processes) to deliver the CLA Contract should demonstrate in their Implementation Plan how they will ensure those resources are adequate to successfully deliver the Contract Work from the Service Commencement Date in line with the CLA Contract.</p>	6	6

## DECLARATION

**This section MUST BE COMPLETED by all Applicants wishing to bid for Services**

**Declaration**

By completing and submitting this Tender the Applicant confirms that it will meet the following Minimum Requirements by the relevant latest date specified at paragraph 1.55 of the Civil Legal Advice Specialist Telephone Advice Services in the Categories of Housing & Debt Invitation To Tender Information For Applicants:

- Will have appropriate authorisation from a Relevant Professional Body to deliver legal services; and
- Will have at least one Office that meets the relevant requirements set out in the Specification; and
- Will employ at least one Full-Time Equivalent Supervisor who meets the relevant Supervisor Standard in the Housing & Debt Categories of Law; and
- Will have telephony and IT which meets the CLA Contract requirements in place and operational; and
- Will maintain a ratio of one Full-Time Equivalent Supervisor to four Caseworkers in the Housing & Debt Categories of Law; and
- Will hold a relevant Quality Standard.

By completing and submitting this Tender I give my undertaking that I am either:

- the Compliance Officer for Legal Practice (COLP) or the individual intending to be the COLP where the Applicant is or intends to be authorised by the Solicitor Regulation Authority (SRA); or
- the Head of Legal Practice (HOLP) or the individual intending to be the HOLP where the Applicant is or intends to be authorised by the Bar Standards Board (BSB); or
- the Compliance Manager (CM) or the individual intending to be the CM where Applicant is or intends to be authorised by the Chartered Institute of Legal Executives (CILEx); or
- where the Applicant is not (and will not be) authorised by the SRA the BSB or CILEx, a member of Key Personnel who either (i) has decision and / or veto rights over decisions relating to the running of the Applicant; or (ii) has the right to exercise, or actually exercises, significant influence or control over the Applicant;

and am authorised to make this submission on behalf of the Applicant and that the answers submitted in this Tender are correct. I understand that the information will be used in the process to assess the Applicant's suitability to be offered a CLA Contract. I understand that the LAA may conduct verification checks and may reject this Tender if there is a failure to answer all relevant questions fully or the information provided is inaccurate in any material way. I understand the LAA will verify my Tender and I will be required to evidence the information and warranties in the Applicant's Tender, including in this ITT Response, by the Service Commencement Date. I confirm that this Tender is compliant with the rules in relation to Connected Entities set out in paragraphs 2.5 to 2.11 of the IFA.

	<b>Question</b>	<b>Response Type</b>
D.1	Name of the individual making declaration on behalf of the Applicant	Free text
D.2	Status within the Applicant organisation	Option List: i) COLP or intended COLP ii) HOLP or intended HOLP iii) CM or intended CM iv) Key Personnel

## ANNEX D: QUALITY AWARD CRITERIA GUIDANCE

It is recommended that Applicants review this guidance to understand the approach that will be taken to evaluating each question within the Quality Award Criteria.

### Award Criteria 1- Staffing the Service

No.	Sub-criteria	Rationale	Guidance
This Award Criterion is about how the Applicant will ensure it has staff with sufficient skills and experience to deliver the Contract Work in accordance with the CLA Contract.			
<p>1.1</p> <p><i>Skills and experience of staff delivering specialist legal advice</i></p>	<p>Using the Named Individuals in your Staff Organogram in question N.1, please use the text box(es) provided to explain how the Caseworkers, Supervisors and Key Personnel have the skills and experience in delivering specialist legal advice in the Housing &amp; Debt Categories to effectively deliver a high quality of legal advice to clients.</p>	<p>This question is intended to assess the skills and experience of the Applicant and the Named Individuals relevant to Contract Work.</p> <p>Higher scores will be awarded to Applicants that provide the LAA with a high level of confidence that the Applicant will have skilled and experienced staff in place to deliver specialist legal advice in the Housing &amp; Debt Categories.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- A description of the breadth and depth of the skills and experience of: <ul style="list-style-type: none"> <li>• Caseworkers,</li> <li>• Supervisors, and</li> <li>• Key Personnel</li> </ul> </li> <li>- Details showing that Contract Work will be delivered by individuals with relevant skills and experience to deliver the Contract Work in the Housing &amp; Debt Categories.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that advice will be delivered by individuals with significant skills and experience. This could include:</b></p> <ul style="list-style-type: none"> <li>- Supervisors to be deployed by the Applicant having experience in supervising the delivery of advice across a broad range of case types in the Housing &amp; Debt Categories.</li> </ul>



			<ul style="list-style-type: none"> <li>- Caseworkers deployed by the Applicant having significant experience in delivering casework in the Housing &amp; Debt Categories.</li> <li>- A high ratio of the staff the Applicant will deploy to perform Casework also meet the definition of a Supervisor in the Housing &amp; Debt Categories.</li> </ul>
<p>1.2</p> <p><i>Skills and experience of staff in delivering Remote Advice</i></p>	<p>Using the Named Individuals in your Staff Organogram in question N.1, please use the text box(es) provided to explain how the Caseworkers, Supervisors and Key Personnel have the skills and experience to deliver Remote Advice within a Dedicated Telephone Advice Service.</p>	<p>This question is intended to assess the skills and experience of the Applicant and the Named Individuals in delivering Remote Advice.</p> <p>For the avoidance of doubt, this question is concerned with the delivery and management of advice delivered to Clients through a Dedicated Telephone Advice Service as opposed to providing advice over the telephone as part of a Case which is primarily conducted through Face-to-Face Advice.</p> <p>Higher scores will be awarded to Applicants that provide the LAA with a high level of confidence that the Applicant will have an appropriate level of skilled and experienced staff in place to deliver Contract Work.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- A description of the skills and experience of <ul style="list-style-type: none"> <li>• Caseworkers,</li> <li>• Supervisors,</li> <li>• Key Personnel, and</li> <li>• Management Team</li> </ul> </li> </ul> <p>in delivering and managing advice to Clients through a Dedicated Telephone Advice Service.</p> <ul style="list-style-type: none"> <li>- Details showing that the Applicant will use Named Individuals with relevant skills and experience to deliver a Remote Advice services.</li> <li>- Details showing that the Applicant will use Named Individuals who are experienced in identifying and responding to the needs of Clients in providing Remote Advice.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that advice will be delivered and managed by Named Individuals with significant skills and experience. This could include:</b></p> <ul style="list-style-type: none"> <li>- The majority of Caseworkers and Supervisors to be deployed on the Service having relevant skills and</li> </ul>

			<p>experience in the delivery of specialist legal advice delivered as Remote Advice.</p> <ul style="list-style-type: none"> <li>- Key Personnel and members of the Management Team having high levels of skills and experience of managing the delivery of a Dedicated Telephone Advice Service.</li> </ul>
<p>1.3 <i>Staff Recruitment</i></p>	<p>With reference to any vacancies identified in your Staff Organogram, in the text box(es) provided please outline the recruitment processes that you will undertake to fill any vacant post in your Staff Organogram (provided in answer to question N.1) by the Service Commencement Date.</p> <p>If you currently have no vacant posts to fill you should state this and explain the process that you will follow if posts currently filled become vacant prior to the Service Commencement Date.</p>	<p>This question is intended to assess the Applicant's plans to ensure the Service will be fully resourced with sufficiently skilled staff by the Service Commencement Date.</p> <p>Higher scores will be awarded to Applicants who provide the LAA with a higher level of confidence that the Applicant will have staff with sufficient skills and experience deployed to the Service by the Service Commencement Date.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- A description of the Applicant's plans to fill any vacant posts to ensure they are fully resourced with appropriately skilled staff for the Service Commencement Date.</li> <li>- In providing a response to this question the Applicant's answer should include dates and timescales for any recruitment activity along with the names and responsibilities of Key Personnel involved.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Individuals necessary to deliver the Service will be in place. This could include;</b></p> <ul style="list-style-type: none"> <li>- Evidence that the Applicant has a low number of individuals to recruit for the Service Commencement Date.</li> <li>- Evidence that the process(es) to attract, select and appoint sufficiently skilled and experienced staff are likely to lead to successful and timely recruitment.</li> <li>- A nominated recruitment lead with sufficient standing within the organisation, who has significant and relevant recruitment skills and experience.</li> </ul>
<p>1.4 <i>Succession Planning</i></p>	<p>Referring to the roles in your Staff Organogram given in answer to question N.1, in the text</p>	<p>This question is intended to assess the Applicant's plans to ensure the Service will be fully resourced with sufficiently skilled staff throughout the Contract Period.</p>	<p><b>The answer should include:</b></p>

	<p>box(es) provided please outline how you will manage your ongoing recruitment and staff succession requirements throughout the entire Contract Period (including any extension periods) including the measures that you will take to motivate and retain staff.</p>	<p>Higher scores will be awarded to Applicants who provide the LAA with a higher level of confidence that the Applicant will be able to recruit and maintain adequate numbers of staff with sufficient skills and experience from the Service Commencement Date and throughout the Contract Period.</p>	<ul style="list-style-type: none"> <li>- An outline of the approach to succession planning and replacement of outgoing staff deployed to the Service, including: <ul style="list-style-type: none"> <li>• Caseworkers,</li> <li>• Supervisors, and</li> <li>• Management Team</li> </ul> </li> <li>- A description of how the Applicant will ensure that it offers a salary and benefits package that will attract high-quality applicants to fill positions including: <ul style="list-style-type: none"> <li>• Caseworkers,</li> <li>• Supervisors, and</li> <li>• Management Team.</li> </ul> </li> <li>- A description of how the Applicant will motivate, upskill and retain staff.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that they will have effective succession-planning processes in place, for example:</b></p> <ul style="list-style-type: none"> <li>- Evidence that the succession-planning processes outlined above have been successfully used by the Applicant previously.</li> </ul>
<p>1.5 <i>Staff Training</i></p>	<p>Using the Named Individual (s) on your Staff Organogram given in answer to question N.1, in the text box(es) provided please explain how you will develop the knowledge and skills of staff in the longer term to</p>	<p>This question is intended to assess the Applicant's understanding of its skills base and its ability to identify and address the training needs of staff.</p> <p>Higher scores will be awarded to Applicants that can provide the LAA with a higher level of confidence that the longer-term training needs of staff will be identified and addressed throughout the Contract Period.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- A credible approach for regularly assessing the current skills base and identifying development and training requirements in relation to: <ul style="list-style-type: none"> <li>• specialist legal knowledge to deliver the Service in the Housing &amp; Debt Categories, including assessing whether a prospective Client's problem falls within the scope of Civil Legal Aid funding within the Housing &amp;</li> </ul> </li> </ul>

	<p>maintain and increase the quality of the Service provided throughout the Contract Period. The response should include how you will assess the skills base of your Caseworker and Supervisor staff and ensure they develop their knowledge and skills.</p>		<p>Debt Categories, applying the means, merits eligibility tests;</p> <ul style="list-style-type: none"> <li>• providing Remote Advice in accordance with the CLA Contract, including responding to the needs of Clients with Relevant Protected Characteristics.</li> </ul> <ul style="list-style-type: none"> <li>- Evidence of how identified development and training requirements of staff will be addressed to improve the skills of staff throughout the Contract Period.</li> <li>- Nominated training leads with relevant subject matter expertise and experience in delivering training.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Applicant will have effective staff training processes in place, for example:</b></p> <ul style="list-style-type: none"> <li>- A demonstrable investment in learning and development to develop staff beyond the minimum level of skills required to deliver Contract Work.</li> <li>- A Named Individual responsible for developing and implementing a training programme and who has significant experience of successfully developing staff skills at an organisational level.</li> </ul>
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**Award Criteria 2- Delivery of a Quality Service**

No.	Sub-criteria	Rationale	Guidance
<p>This Award Criterion is about how Applicants will deliver a high-quality service with high levels of Client care.</p>			

<p>2.1</p> <p><i>Supervision of staff delivering specialist legal advice</i></p>	<p>Please use the text box(es) provided to outline how you will ensure effective Supervision to ensure the delivery of high-quality Contract Work.</p>	<p>This question is intended to assess the effectiveness of the Applicant's Supervision of the Caseworkers delivering advice and management of the quality of Contract Work.</p> <p>Higher points will be awarded to Applicants who provide the LAA with a high level of confidence that the Applicant will effectively Supervise the delivery of high-quality Contract Work in accordance with the requirements of the CLA Contract.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- A description of how the Applicant will deliver effective Supervision of Caseworkers to ensure that Contract Work delivered by Caseworkers is subject to quality assurance.</li> <li>- With reference to Named Individuals provided, a description of how the Applicant will use Supervision to ensure that: <ul style="list-style-type: none"> <li>• There is accurate assessment of whether Clients and their legal problems are within scope for Legal Aid funding.</li> <li>• Determinations of whether a Client is suitable for Remote Advice are effective and occur before a Case is opened</li> <li>• Cases are closed in a timely manner once they have been actioned appropriately, taking into consideration the nature and complexity of the Client's issue.</li> <li>• Caseworkers have and use appropriate skills when delivering Remote Advice.</li> </ul> </li> </ul> <p>In providing a response to this question the Applicant's answer should also include details of file review processes, including the frequency and Named Individual(s) undertaking the reviews.</p> <p><b>Extra points may be awarded where the answer provided gives a higher level of assurance that Supervision will be effectively carried out, for example:</b></p> <ul style="list-style-type: none"> <li>- Evidence and examples of how the Supervision processes above will be tailored to supervise Caseworkers with different levels of skills and experience.</li> </ul>
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			<ul style="list-style-type: none"> <li>- Evidence and examples of how the Supervision approach has been successfully used by the Applicant previously, including the outcome.</li> </ul>
<p>2.2</p> <p><i>Compliance with Service Standards</i></p>	<p>Please use the text box(es) provided to outline how you will ensure you will comply with the Service Standards in Section 4 of the Specification.</p>	<p>This question is intended to assess the effectiveness of the Applicant's plans to ensure compliance with the Service Standards.</p> <p>Higher points will be awarded to Applicants who provide the LAA with a high level of assurance that the Applicant will deliver Contract Work in compliance with the Service Standards in the Specification.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- Details of a systematic approach to ensure compliance with the Service Standards in the Specification throughout the Contract Period.</li> <li>- An adequate number of staff resources deployed for compliance purposes, with an outline of their skills and experience relevant to achieving success in a compliance role.</li> <li>- The Named Individuals with sufficient standing in the organisation with accountability for the compliance with the Service Standards.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Applicant will deliver work in compliance with the Service Standards.</b></p>
<p>2.3</p> <p><i>Performance against KPIs</i></p>	<p>Please use the text box(es) provided to describe how you will monitor performance against Contract KPIs and how you will quickly and effectively take action in the event of a failure, or an identified risk of future failure, to meet a KPI</p>	<p>This question is intended to assess the Applicant's plan to monitor Contract KPIs and to ensure that Contract KPIs are met throughout the Contract Period.</p> <p>Higher scores will be awarded to Applicants that can provide evidence of considered and well-developed processes together with staff with relevant skills and experience that will ensure effective identification of potential or actual failures in KPIs and that will enable the Applicant to react quickly and effectively.</p>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- Details of the practical processes the Applicant will have in place to monitor performance against Contract KPIs</li> <li>- Robust plans to address any failure to meet a Contract KPI.</li> <li>- The steps the Applicant will take to notify the LAA of a failure to meet a Contract KPI in accordance with the CLA Contract.</li> <li>- Full details of the staff responsible for ensuring that service delivery will meet the KPIs.</li> </ul>

	<p>As part of your response please refer, where applicable, to the Named Individual(s) in your Staff Organogram given in answer to question N.1 who will be responsible for managing the delivery of the Service to meet the KPIs and the skills and experience which will support their effective performance in this role</p>		<ul style="list-style-type: none"> <li>- A clear internal escalation process in the event that the Applicant fails to meet at KPI.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Applicant will meet the Contract KPI's, for example:</b></p> <ul style="list-style-type: none"> <li>- Evidence that the Applicant has an effective approach to identify the likelihood of failing to meet a KPI and details of the action an Applicant will take to prevent a KPI failure occurring.</li> <li>- a higher level of assurance that staff with the appropriate standing in the organisation will have responsibility for managing the KPIs.</li> </ul>
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### Award Criteria 3 - Capacity Planning

No.	Sub-criteria	Rationale	Guidance
<p>This Award Criterion is about putting in place sufficient capacity to effectively deliver the Service.</p>			
<p>3.1 <i>Infrastructure</i></p>	<p>Referring to the Implementation Plan given in answer to question N.3, please use the text box(es) provided to describe the telephony infrastructure which you will use to effectively deliver the CLA Service, stating clearly how you will manage and maintain this infrastructure to support the delivery of</p>	<p>This question is intended to assess whether the Applicant will have adequate telephony infrastructure in place to deliver Contract Work</p> <p>Higher scores will be awarded to Applicants that can evidence that they have clear, well-developed and credible plans to deliver high-quality, resilient and secure telephony infrastructure that will be used to deliver a high-quality service to the CLA Clients.</p>	<p><b>The answer should include</b></p> <ul style="list-style-type: none"> <li>- A description of the telephony infrastructure that will be used to deliver the Contract Work</li> <li>- How the telephony infrastructure will meet the requirements in Annex 4 of the CLA Contract, including: <ul style="list-style-type: none"> <li>• Different DDI numbers being used for front-door and back-door telephony.</li> </ul> </li> </ul>

	<p>the Contract Work throughout the Contract Period.</p> <p>If you already have the telephony infrastructure in place, please state this and outline how this meets the Contract requirements.</p>		<ul style="list-style-type: none"> <li>• That standard PSTN connections will be in place for connecting to the communications infrastructure used by the CLA Operator Service.</li> <li>• Sufficient capacity to receive and make telephone calls based on the call volume information published in this IFA</li> <li>• Evidence that the telephony infrastructure can operate in accordance with the LAA Remote Specialist Telephony Handbook.</li> <li>• Evidence that the telephony infrastructure and overall Service can be delivered in accordance with the LAA Data Security requirements and guidance.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance, for example</b></p> <ul style="list-style-type: none"> <li>- Evidence that the Applicant employs a Named Individual with experience of managing and maintaining a telephony system.</li> </ul>
<p>3.2 a)</p> <p><i>Contract Resourcing</i></p>	<p>In assessing the Contract resourcing proposed by the Applicant, the LAA will consider both the information contained in the Resourcing Plan submitted and the responses to question 3.2a) and 3.2b)</p> <p>Copies of the Resourcing Plan pro forma can be accessed and downloaded from the 'Attachments' section in the ITT.</p>	<p>This question will assess whether the Applicant will have sufficient staff resources in place to deliver Contract Work.</p> <p>In assessing the Contract resourcing proposed by the Applicant, higher scores will be awarded to Applicants that can provide a higher level of confidence that their resources will be sufficient to deliver the Service based on:</p> <ul style="list-style-type: none"> <li>• A clear understanding of Service Requirements.</li> </ul>	<p><b>The answer to 3.2a should include:</b></p> <ul style="list-style-type: none"> <li>- Information to demonstrate that the Resourcing Plan is underpinned by accurate calculations of the demands of the service using call and Case volumes provided in this IFA.</li> <li>- Evidence that sufficient staff with the appropriate skills will be available to deliver Contract Work during all Core Hours and Rota Hours</li> <li>- Contingency arrangements to meet both unexpected short-term peaks in demand, or unexpected staff unavailability.</li> </ul>



	<p>Please use the text box(es) provided to describe how you have determined that the number of Caseworkers and Supervisors which you have set out in the Resourcing Plan is sufficient to deliver the Contract Work. Your response should include how your Resourcing Plan will address unexpected short term increases in Case volumes and any contingency processes if staff members are unavailable at short notice.</p>	<ul style="list-style-type: none"> <li>• Adequate levels of staff to ensure that Calls are dealt with in line with the Specification</li> <li>• Maintaining appropriate levels of Supervision.</li> <li>• Availability of staff with appropriate skills in the Housing &amp; Debt Categories from the Service Commencement Date</li> </ul>	<p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Applicant will effectively resource the Service, for example</b></p> <ul style="list-style-type: none"> <li>- Strong contingency processes in the event of unexpected short-term increases in volumes or the unavailability of staff, whereby the Applicant can draw on a significant number of suitably qualified staff who are available at short notice.</li> </ul>
<p>3.2b)  <i>Ongoing Forecasting and Resourcing.</i></p>	<p>In assessing the response to question 3.2 b) the LAA will consider both the information contained in the text boxes below and the Resourcing Plan submitted.</p> <p>Please use the text box(es) provided to describe how you will forecast Case volumes on an ongoing basis throughout the Contract Period and how you will adjust staffing resources delivering the Contract Work to ensure the Contract requirements are met in the event of:</p>	<p>This question is intended to give the LAA confidence that the Applicant will have sufficient staff resources in place to maintain the delivery of Contract Work throughout the Contract Period.</p> <p>In assessing the response to Q3.2b, higher scores will be awarded to Applicants that can provide a high level of confidence that their resources will be sufficient to maintain delivery of the Service based on:</p> <ul style="list-style-type: none"> <li>• evidence of considered and well-constructed processes that demonstrate an effective approach for forecasting future capacity requirements; and</li> </ul>	<p><b>Your answer to 3.2b should include:</b></p> <ul style="list-style-type: none"> <li>- Details about the processes that will be used to successfully monitor Service capacity and forecast future demand on a <ul style="list-style-type: none"> <li>• daily,</li> <li>• weekly, and</li> <li>• monthly basis.</li> </ul> </li> <li>- Details of the processes the Applicant will follow to adjust resources to ensure the Contract requirements continue to be met in the event of: <ul style="list-style-type: none"> <li>• increasing Case volumes; and</li> <li>• decreasing Case volumes</li> </ul> </li> <li>- Details of the Named Individual(s) with responsibility for ensuring the monitoring and resourcing processes above are implemented</li> </ul>

	<ul style="list-style-type: none"> <li>• increasing Case volumes; and</li> <li>• decreasing Case volumes.</li> </ul>	<ul style="list-style-type: none"> <li>• evidence of considered and well-constructed processes that will enable the Applicant to react quickly and flexibly to meet fluctuations in demand for the Service</li> </ul>	<p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Applicant will effectively forecast Case volumes and resource the Service on an ongoing basis, for example:</b></p> <ul style="list-style-type: none"> <li>- Employing staff with the appropriate standing in the organisation who will have responsibility for this activity;</li> <li>- Relevant experience of successfully delivering other services that required similar forecasting and resourcing activities, using staff and/or processes that will be used in delivering the Contract Work; or</li> <li>- A flexible staffing approach which allows ongoing increasing or decreasing of staffing resources to meet fluctuations on Case volumes.</li> </ul>
3.3 <i>Expansion Resourcing</i>	<p>If you are successfully awarded a Contract, the LAA may require you to deliver increased Case volumes during Core Hours and cover all Rota Hours at short notice (e.g. in circumstances where another CLA Specialist Telephone Advice Provider in the Housing &amp; Debt Categories is unable to fulfil their Contract).</p> <p>In the text box(es) provided please describe how – in a short time frame - you would increase your capacity to effectively</p>	<p>This question is intended to assess the Applicant’s ability to expand capacity to take on additional Case allocations, if required.</p> <p>Higher points will be awarded to Applicants that can provide a higher level of confidence that they can quickly and flexibly scale up to deliver an increase in Case volumes based on:</p> <ul style="list-style-type: none"> <li>• Their ability to deploy staff with sufficient skills and experience to manage Calls in line with the Specification.</li> <li>• Provision of additional infrastructure (where necessary) to support the scaling up of Service delivery.</li> </ul>	<p><b>The answer should include:</b></p> <ul style="list-style-type: none"> <li>- A detailed plan for ensuring sufficient staff with the appropriate skills will be available to deliver a 100% uplift in Case volumes and Rota Hours</li> <li>- A description of how the Applicant will scale up infrastructure (if necessary) to meet the additional requirements.</li> </ul> <p>In providing a response to this question the Applicant’s answer should include timescales for expansion activity together with the names and responsibilities of Key Personnel involved.</p> <p><b>Extra points may be awarded if the Applicant’s answer provides a higher level of assurance that service continuity will be maintained, for example:</b></p>

	<p>manage an increase in the Case volumes allocated to you by 100% (i.e. double) in the Housing &amp; Debt Categories using historical Case Volumes provided in Annex A <b>and</b> cover double the Rota Hours.</p> <p>For the avoidance of doubt, in the Housing &amp; Debt Categories this would mean delivering two thirds of the Case Volumes and Rota Hours across the Categories.</p> <p>Your expansion plan should be outlined in the text box(es) provided, and you are not permitted to attach additional documents in response to this question.</p>	<ul style="list-style-type: none"> <li>• Whether appropriate standards of service would be maintained, and the time it would take to achieve full implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- A higher level of detail about the steps required to expand Service capacity.</li> <li>- Evidence that the expansion plan could be successfully implemented with Contract KPIs met within 2 months or less.</li> <li>- Evidence that Service Standards will be met during the time that Service capacity is being expanded.</li> </ul>
<p>3.4</p> <p><i>Business Continuity and Disaster Recovery plan (BCDR)</i></p>	<p>In the text box(es) provided please describe your BCDR which sets out how you will respond to an event which significantly disrupts, or threatens to significantly disrupt, the provision of the Contract Work. As a minimum, the BCDR should comply with the requirements of Annex 4 (IT</p>	<p>This question is intended to give the LAA confidence that the Applicant will ensure continuity of Contract Work following any failure or disruption of any element of the business processes and operations.</p> <p>Higher points will be awarded to Applicants who can demonstrate that they will have a robust BCDR in place by the Service Commencement Date that adequately takes into account the particular risks to delivery of Contract Work relevant to the location of the</p>	<p><b>The BCDR should include:</b></p> <ul style="list-style-type: none"> <li>- the key risks identified to service continuity including: <ul style="list-style-type: none"> <li>• Geographical.</li> <li>• Infrastructure.</li> <li>• Data.</li> <li>• Staff.</li> </ul> </li> <li>- An outline of countermeasures to manage the risks identified.</li> <li>- Details of the roles and responsibilities of the staff responsible for the BCDR.</li> </ul>

	<p>requirements, the CMS and Business Continuity) of the CLA Contract and should cover risks identified to Business Continuity in the following areas:</p> <ul style="list-style-type: none"> <li>▪ Geographical;</li> <li>▪ Infrastructure;</li> <li>▪ Staff; and</li> <li>▪ Data.</li> </ul> <p>It should also outline plans for maintaining delivery of the Contract Work in the event that a risk, or another unforeseen event, materialises.</p> <p>Your BCDR must only be outlined in the text box(es) provided, and you are not permitted to attach additional documents in response to this question.</p>	<p>Office and the business systems in place for the delivery of the Service</p>	<ul style="list-style-type: none"> <li>- An outline of the processes the Applicant will follow in activating their BCDR.</li> </ul> <p><b>Extra points may be awarded if the BCDR provides a higher level of confidence that service continuity will be maintained, for example:</b></p> <ul style="list-style-type: none"> <li>- Detailed evidence of a well thought out BCDR that is relevant to the location and scale of the operation.</li> <li>- a higher level of assurance that staff with appropriate standing in the organisation will have responsibility for implementing the BCDR.</li> <li>- The BCDR is reviewed and tested at least annually.</li> <li>- The BCDR significantly exceeds requirements of Good Industry Practice (see the Standard Terms of the CLA Contract).</li> </ul>
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#### Award Criteria 4- Implementing the Service

No.	Sub-criteria	Rationale	Guidance
<p>This Award Criterion is about how the Applicant would ensure they are ready to deliver the Contract Work for the Service Commencement Date.</p>			

<p>4.1</p> <p>Implementa tion Plan</p>	<p>We will assess the Implementation Plan provided in response to N3.</p> <p>Applicants that are currently delivering a service similar to the CLA Contract Work and are intending to utilise existing resources (e.g. infrastructure, processes) to deliver the CLA Contract should demonstrate in their Implementation Plan how they will ensure those resources are adequate to successfully deliver the Contract Work from the Service Commencement Date in line with the CLA Contract.</p>	<p>The assessment of the plan is intended to give the LAA confidence that the Applicant will be ready to deliver Contract Work by the Service Commencement Date.</p> <p>Higher scores will be awarded where the Applicant can evidence that it has clear, well-developed and credible plans that will ensure that key milestones are met. Conversely, lower scores will be awarded to Applicants where the plans are lacking in detail or credibility, are not yet finalised or do not clearly evidence how the Applicant will meet the Service Commencement Date.</p>	<p><b>The Implementation Plan should include:</b></p> <ul style="list-style-type: none"> <li>- Details of all key resources and infrastructure required to deliver the Contract Work based on a full understanding of the requirements of the CLA Contract.</li> <li>- A credible Implementation Plan outlining key activities and realistic milestones which demonstrate how the Applicant will be ready and able to commence service delivery by the Service Commencement Date.</li> <li>- A clear allocation of deliverables to Named Individuals who have the required expertise to deliver the individual elements of the Plan.</li> <li>- Full details of the Named Individual(s) with accountability for ensuring the Plan is implemented.</li> </ul> <p><b>Extra points may be awarded if the answer provides a higher level of assurance that the Applicant will be ready to deliver the Contract Work by the Service Commencement Date, for example</b></p> <ul style="list-style-type: none"> <li>- Evidence that the plan will largely utilise pre-existing resources and infrastructure which will meet the requirements of the CLA Contract.</li> <li>- The plan clearly identifies risks to the implementation of the Contract Work along with well thought-out contingencies.</li> </ul>
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## ANNEX E: GLOSSARY OF DEFINED TERMS

Unless otherwise expressly stated, words and expressions defined in this IFA and the ITTs shall have the same meaning as defined in the CLA Contract Documents.

In this IFA and the ITTs the following terms shall have the meaning set out below.

<b>Term</b>	<b>Definition</b>
Alternative Business Structure (ABS)	<p>A firm where a non-lawyer:</p> <ul style="list-style-type: none"> <li>• is a manager of the firm, or</li> <li>• has an ownership-type interest in the firm</li> </ul> <p>A firm may also be an ABS where another body:</p> <ul style="list-style-type: none"> <li>• is a manager of the firm, or</li> <li>• has an ownership-type interest in the firm</li> </ul> <p>and at least 10 per cent of that body is controlled by non-lawyers.</p> <p>A non-lawyer is a person who is not authorised under the Legal Services Act 2007 to carry out reserved legal activities</p>
Applicant	A single legal entity (including an individual) tendering to deliver the advertised services
Award Criteria	The award criteria within the Housing & Debt CLA ITT including the Technical Envelope and the Commercial Envelope, as also set out at Annex C of the IFA
Award Criteria Guidance	Information on the LAA's approach to its evaluation of Award Criteria as set out in Annex D
BSB	Bar Standards Board; a Relevant Professional Body
Business Day	As defined in the CLA 2018 Standard Terms
Business Continuity and Disaster Recovery Plan (BCDR)	A published plan setting out the processes and arrangements which the Applicant will follow to ensure continuity of its business processes and operations following any failure or disruption of any element of the provision of Services and the recovery of the provisions of Services in the event of an unplanned interruption.
Case(s)	Contract Work provided by a Provider to a Client on a particular issue which has been assessed by that Provider as qualifying for Legal Aid following referral through a Call to them in accordance with the requirements of the

	Contract. For the avoidance of doubt, a Determination does not fall within the scope of a Case.
Caseworker	An employee who is not a Supervisor, but who is a fee-earner who regularly undertakes Contract Work to whom a specific caseload of Contract Work is allocated and who is responsible for the progression of those Cases, under supervision.
Category(ies) or Law or Category(ies)	As defined in the Specification
CILEx	Chartered Institute of Legal Executives; a Relevant Professional Body
Civil Legal Advice or CLA	The brand name given by the LAA to the legal advice service it offers to members of the public
CLA Service	Services delivered under the CLA brand
CLA Operator Service	Means any call centre operation appointed by us or online system developed by us, or on our behalf to receive initial contact from a member of the public in respect of CLA to distribute the same to a Provider;
CLA Procurement Process	This procurement process inviting tenders for a CLA Contract to deliver Contract Work in the Housing & Debt Categories of Law
CLA Specialist Telephone Advice Provider	A party to the contract with the LAA substantially in the same form as the 2018 CLA Contract under which the CLA Service in the Housing and Debt Categories is delivered and which is awarded through this procurement process.
Client	As defined in the Specification
Commercial Envelope	The section in the e-Tendering system where Applicants submit the prices they will charge for delivering the Services.
CM	Compliance Manager for an organisation authorised by CILEx
COLP	Compliance Officer for Legal Practice for an organisation authorised by the SRA.
Complaints Body	A body or organisation, which handles complaints in relation to your professional or service activities, including Ombudsmen
Connected	Has the meaning given in paragraph 2.6 – 2.7 of this IFA and “Connection” shall be construed accordingly
Connected Entity	An Applicant who is Connected to one or more other Applicants and/or a Current Provider.
Contract or CLA Contract or CLA Specialist Telephone Advice Contract	The 2018 Civil Legal Advice Contract for delivery of Contract Work which will be awarded to the successful Applicant.

Contract for Signature	The document of that name which forms part of the Contract.
Contract Period	Has the meaning given in the Contract for Signature.
Contract Start Date	Has the meaning given in the Contract for Signature being a date within the month of February 2020.
Contract Work	Services to be delivered under a CLA Contract in accordance with the requirements of the CLA Contract
Controlled Work	Has the meaning given in regulation 21(2) of the Procedure Regulations;
Core Hours	Has the meaning set out at paragraph 1.14
Cross Border Cases	As defined in the Specification
Current Provider	Current providers of CLA Services in the Housing and Debt Categories.
Data Protection Legislation	As defined in the Contract.
DDI	Direct Dial Inwards
Deadline	The deadline to submit a Tender under this process which is 12 noon 22 November 2019.
Debt	Work within the scope of publicly funded face-to-face or telephone advice and representation in the Debt Category as defined in the Category Definitions 2018 document
Dedicated Telephone Advice Service	<p>Is one where:</p> <ul style="list-style-type: none"> <li>• the service has advertised opening hours and telephone lines are manned at all times during those opening hours;</li> <li>• the service is delivered primarily via the telephone and correspondence;</li> <li>• all initial enquiries from clients are made by and the overall nature of the problem is diagnosed over the telephone, with clients informed of whether the service can help or if a formal referral process is required;</li> <li>• the service can provide the client with specific advice based on an analysis of the client's situation and desired outcome and, where necessary, with the Caseworker taking responsibility for further action, and</li> <li>• operator staff and/or Caseworkers have been provided with specific call-handling training</li> </ul> <p>And does not include triage or the provision of initial general information</p>
Determination	As defined in the Specification
Determination Fee	As defined in the Specification
Digital CLA Service	<a href="https://www.gov.uk/check-legal-aid">https://www.gov.uk/check-legal-aid</a>
Escape Fee	The definition of Escape Fee Cases in the Specification applies



e-Tendering system	The LAA's secure Internet site at <a href="http://www.legalaid.bravosolution.co.uk">www.legalaid.bravosolution.co.uk</a> through which Tenders and the procurement process as a whole are managed
Executive Agency	A body tasked with carrying out executive functions within government
Exempted Person	As defined in the Specification
Face-to-Face Advice	As defined in the Specification.
Face-to-Face Advice Provider	A party to the 2018 Standard Civil Contract (as amended) with the LAA in respect of the provision of face to face advice
Final Score	The score (out of a maximum of 100) achieved by the Applicant following the LAA's assessment of the Technical Envelope and the Commercial Envelope
Frequently Asked Questions (FAQ)	Frequently asked questions as provided for under this procurement process and referred to in the IFA.
Full-Time Equivalent (FTE)	<p>The equivalent of one individual working 5 days a week and 7 hours on each such day (excluding breaks). For example the following working pattern would represent on Full Time Equivalent:</p> <ul style="list-style-type: none"> <li>- Person A – 20 hours per week</li> <li>- Person B - 10 hours per week</li> <li>- Person C – 5 hours per week</li> </ul> <p>One FTE is based on a 35 hour working week. Applicants are not permitted to claim an individual member of staff as more than one FTE even if they work more than 35 hours per week</p>
Gateway	As set out in paragraph 1.4 of the IFA
Gateway Work	As set out at regulation 20 of Civil Legal Aid (Procedure) Regulations 2012.
Government Department	A body tasked with carrying out executive functions within government
Higher Fixed Fee	The fee of that name which Applicants must provide when completing their Price Form
HOLP	Head of Legal Practice for an organisation authorised by the BSB
Housing	Work within the scope of publicly funded face-to-face or telephone advice and representation in the Housing Category as defined in the Category Definitions 2018 document
Housing & Debt CLA ITT	Invitation To Tender for the CLA Procurement Process in the Housing and Debt Categories of Law
Housing & Debt CLA ITT Response/ ITT Response	An Applicant's response to the Housing & Debt ITT as part of this procurement process
Implementation Plan	A Mandatory Attachment as set out at paragraph 3.21 of the IFA

Information For Applicants or IFA	This document called “Procurement of Civil Legal Aid Services in England and Wales from May 2020: Civil Legal Advice Specialist Telephone Advice Services in the Categories of Housing & Debt Invitation to Tender Information for Applicants”.
Invitation to Tender (ITT)	Housing & Debt CLA ITT for a CLA Contract.
Key Personnel	Any individual who has, or is held out as having either expressly or impliedly, or exercises, (or will have, be held out as having or exercise by the Contract Start Date) powers of representation, decision, veto, influence or control in relation to an Applicant including partners, directors, trustees and other senior managers and employees of the Applicant.  Where a trust or company would satisfy the above in relation to an Applicant, any individual who has the right to exercise significant influence or control over the activities of that trust or company.
Key Performance Indicators	The key performance indicators specified in the KPI Annex of the Contract Documents (Annex 5: Key Performance Indicators)
Legal Aid Agency or LAA	The Executive Agency of the Ministry of Justice that is responsible for the administration of legal aid (including this procurement process).
LAA Account Number	The unique reference assigned to each provider Office from which legal aid work is undertaken
Lexcel	The Law Society’s legal practice quality mark, which is a Quality Standard under the Contract.
Lower Fixed Fee	The fee of that name which Applicants must provide when completing their Price Form.
Management Team	Having responsibility for maintaining and reviewing the Services and its delivery at Office level with oversight for staffing arrangements, work allocation and casework quality assurance.  The term does not necessarily include the activities of Supervisors, though these may also be members of the Management Team.
Mandatory Attachments	As set out at paragraph 3.21 to 3.30 of the IFA
Minimum Requirement(s)	As set out at paragraph 1.55 of the IFA
Mobilisation Period	The period between the Contract Start Date and the Service Commencement Date, as provided for in the Contract.
Named Individual	Individuals employed by the Applicant (or individuals with a Signed Engagement Agreement) named on the Applicant’s Staff Organogram
Office	As defined paragraph 4.28-4.31 in the Specification

Peer Review	A quality assessment tool operated by or on behalf of the LAA which directly measures the quality of advice and legal work carried out by legal aid providers
Personal Data	Has the meaning ascribed to it in the Data Protection Act 2018
Price Form	The section of the Commercial Envelope in the e-Tendering system where Applicants are required to submit the prices they will charge in respect of the Contract Work
Price Award Criteria	The Award Criteria against which the Applicant's pricing submission will be assessed
Priority Questions	Specific questions which will be given additional priority and used to differentiate between Applicants in the event that: <ul style="list-style-type: none"> <li>• 2 or more Applicants are tied in fourth place at Stage 3 of the evaluation process;</li> <li>• 2 or more Applicants are tied at Stage 6 of the evaluation process</li> </ul>
Procedure Regulations	The Civil Legal Aid (Procedure) Regulations 2012 as amended.
Provider	A party to a contract with the LAA in respect of the provision of Legal Aid
PSTN	Public Switched Telephone Network
Quality Award Criteria	The Award Criteria against which the Applicant's responses in the Technical Envelope will be assessed
Qualification Envelope	Specific questions in the e-Tendering system which cover the Selection Criteria as set out in Annex C of this IFA
Quality Standard	Either the LAA Specialist Quality Mark (SQM) or the Law Society's Lexcel Practice Management Standard
Relevant Professional Body	The body or organisation which regulates or exercises control over an Applicant's professional or service activities or such activities of any of its personnel and/or any other body to whose rules it has elected to be subject to.
Remote Advice	As defined in the Specification
Remote Specialist Telephony Handbook	As defined in paragraph 1.65
Resourcing Plan	The resourcing plan which is a Mandatory Attachment to an Applicant's Tender, as required by the IFA.
Response	An Applicant's response to any of the procurement documents, including the SQ and the Housing & Debt CLA ITT and which form a part of its Tender.
Rules for Connected Entities	The rules set out at paragraph 2.5 to 2.11 of the IFA.

Selection Criteria	Requirements Applicants will be assessed against to be shortlisted for a CLA Contract.
Selection Questionnaire or SQ	The Selection Questionnaire that forms part of this CLA Procurement Process
Service Commencement Date	1 May 2020
Signed Engagement Agreement	A legally binding agreement between and executed by an individual and an Applicant confirming that the individual will be employed or otherwise engaged by the Applicants to conduct Contract Work for or on behalf of the Applicant from the Service Commencement Date in accordance with the requirements of the CLA Contract
SRA	Solicitors Regulation Authority; a Relevant Professional Body
Specification	The Specification of the Contract Work at Annex 1 of the CLA Contract
Specialist Quality Mark (SQM)	The LAA's legal practice quality mark which is a Quality Standard under the CLA Contract.
Staff Organogram	A Mandatory Attachment as set out in paragraph 3.21
Stage(s)	A reference to one or more of stages 1 – 6 of the Tender evaluation process as set out in Section 4 of the IFA.
Supervisor	As defined in the CLA 2018 Standard Terms
Supervisor Standard	As defined in the Specification.
Technical Envelope	Specific questions in the e-Tendering system which cover the Quality Award Criteria as set out in Annex C of the IFA
Tender	An Applicant's complete response to the procurement process consisting of a Response to the following: <ul style="list-style-type: none"> <li>• the SQ: and</li> <li>• Housing &amp; Debt CLA ITT.</li> </ul>
Total Weighted Price	The total sum of all of an Applicant's Weighted Prices.
UFN	Unique File Number
Weighted Price	The individual prices submitted by an Applicants for each Sub-criterion in the Commercial Envelope after the specified weightings have been applied to them by the LAA