

**2025 Civil Legal Advice Contract Procurement Process:
CLA Award Criteria Invitation to Tender (“CLA Award ITT”)**

Introduction

You must read the “2025 Civil Legal Advice Contract Procurement Process: Selection Questionnaire Invitation to Tender” document before reading this CLA Award ITT.

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SECTION 1: INTRODUCTION AND BACKGROUND

1.1 This CLA Award ITT explains:

- the rules governing this element of the CLA Contract procurement process; and
- how you must submit a CLA Award ITT Response.

About the CLA Contract

1.2 Before submitting a Tender you must review the following documents which set out the complete rules of the procurement process and should be read in the following order:

- SQ ITT;
- CLA Award ITT;
- Category-Specific Information;
- CLA Contract; and
- Frequently Asked Questions.

1.3 Successful Applicants will be awarded a CLA Contract to provide Contract Work under one or more of the following Categories:

- Education;
- Discrimination; and
- Housing and Debt.

subject to meeting all necessary verification requirements (see the Category-Specific Information documents).

1.4 An Applicant that is successful in tendering for more than one Category shall be awarded a single CLA Contract, with authority to undertake work in the relevant Categories.

1.5 The CLA Contract will commence on the Contract Start Date and end on 31 August 2028 (subject to rights of early termination).

- 1.6 A CLA Contract consists of:
- i. Contract for Signature;
 - ii. Standard Terms;
 - iii. Annex 1: Specification;
 - iv. Annex 2: Cases Fixed Fee and Hourly Rates;
 - v. Annex 3: Payment and Disbursements;
 - vi. Annex 4: IT Requirements, the CMS and Business Continuity;
 - vii. Annex 5: Key Performance Indicators;
 - viii. Annex 6: Complaints; and
 - ix. Annex 7: Unacceptable behaviour

About Contract Work

- 1.7 CLA Providers may conduct Controlled Work without seeking authority from the LAA. In general terms, Controlled Work does not usually involve court representation. That is either because representation is not required or in scope of legal aid or because it is work provided prior to proceedings becoming necessary.
- 1.8 Holders of a CLA Contract awarded through this procurement process will only be permitted to deliver Controlled Work through Remote Advice. 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.
- 1.9 Holders of a CLA Contract will also be able to undertake Licensed Work arising from a CLA Controlled Work case in the circumstances set out in paragraph 7.1 of the Specification.

Opening hours

- 1.10 The CLA Operator Service operates between 9am and 8pm Monday to Friday (excluding bank and/or public holidays) and on Saturday mornings between 9am and 12.30pm. CLA Providers must be able to deliver Contract Work between the Core Hours of **9am and 6pm Monday to Friday** (excluding bank and/or public holidays).

Case Allocation

- 1.11 Providers will operate concurrently.
- 1.12 The LAA anticipates that, during Core Hours, Cases will be allocated between CLA Providers as set out in the table below:

Category	Number of Contracts to be awarded through this procurement process	Proportion to be awarded to each CLA Provider
Discrimination	Up to 4	An equal proportion of the volume of work available will be awarded to each CLA Provider in this Category of Law, which will be a minimum of 25%
Housing and Debt	Up to 3	An equal proportion of the volume of work available will be awarded to each CLA Provider in this Category of Law, which will be a minimum of 33.33%
Education	Up to 5	A minimum of 20%, except where the LAA accepts Variant Bids. See paragraphs 2.5 – 2.7 for more details.

- 1.13 Where prospective Clients call the CLA Operator Service outside the Core Hours of 9am-6pm Monday to Friday but within the CLA Operator Service opening hours, the CLA Operator Service will, on the next Business Day, distribute Cases in accordance with each CLA Provider's percentage allocation.
- 1.14 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 Providers in accordance with each CLA Provider's percentage allocation.
- 1.15 The LAA intends to award 5 Contracts in the Education Category of Law through this procurement process to 5 separate organisations, each delivering 20% of the CLA Education Service. Where fewer than 5 Contracts are awarded, then the proportion to be awarded to each CLA Provider will be determined by the number of Lots awarded to each Applicant. As an example, an Applicant awarded 1 Lot would receive 20% of Cases, while an Applicant awarded 2 Lots would be allocated 40% of Cases. In the Education Category of Law, where the successful Tenders do not cover 100% of the Contract Work, the LAA may consider Variant Bids in accordance with the rules set out in the SQ ITT, the CLA Award ITT and the Education Category Specific Information. An Applicant may not both tender for a Lot(s) and submit a Variant Bid.

Case Volumes

- 1.16 The table below shows the estimated volume of Cases expected to be delivered in each Category on an annual basis throughout the Contract Period. More detailed information on Case volumes and other relevant data is contained in the Category-Specific Information documents.

Category	Number of CLA Contracts to be awarded	Estimated number of Cases per CLA Contract year per Provider
Discrimination	Up to 4	949 based on 4 CLA Contracts or pro-rata where

		the Contract Work is divided between fewer successful CLA Providers
Education	Up to 5	272 per lot based on 5 CLA Contracts or pro-rata where the LAA accepts Variant Bids
Housing and Debt	Up to 3	4,338 based on 3 CLA Contracts or pro-rata where the Contract Work is divided between fewer successful CLA Providers

1.17 Please note that the data provided throughout this ITT and associated documents are estimates only. The figures are based on Cases completed (which includes where the outcome was a Determination) under the current CLA contract over the last three full years, including adjustments to account for the potential impact of differences between the current CLA contract and the new CLA Contract and adjustments for any data that the LAA has assessed as anomalous. 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

1.18 In each Category of Law, the LAA may redistribute the allocation of Cases under the CLA Contract at any point during the CLA Contract by agreement.

1.19 Applicants may be asked to expand their capacity to deliver the Contract Work to include 100% of Case volumes in the Category tendered for. Applicants should refer to paragraphs 2.2 to 2.6 of the Specification for further information.

Payments under the Contract

1.20 CLA Providers may claim payment through the relevant CLA Contract in accordance with Annex 2 of the Contract.

1.21 Payments for Cases will be based on the price submitted by the Applicant in their Tender. CLA Providers will receive:

Category of Law	Payment	Maximum Fee/Rate
Discrimination	A single fee for each Determination	Up to a maximum fee of £53
	Hourly rates for all other Cases under the Contract	Up to a maximum hourly rate of £66
Education	A single fee for each Determination	Up to a maximum fee of £33
	Hourly rates for all other Cases under the Contract	Up to a maximum hourly rate of £66
	A single fee for each Determination	Up to a maximum fee of £33

Housing and Debt	A Lower Fixed fee for all Cases less than 133 minutes	Up to a maximum fee of £100
	A Higher Fixed Fee for all Cases that are between 133 minutes and 599 minutes	Up to a maximum fee of £200
	An hourly Escape Fee for all Cases that are 600 minutes and over	Paid at 50% of the amount of the Lower Fixed Fee

- 1.22 Applicants are required to complete a separate Price Form for each Category in which they submit a Tender. The Price Form must be submitted in the Commercial Envelope as part of a Category ITT Response. In Discrimination and Education Categories Applicants are required to submit a price for the Determination Fee and a price for the Hourly Rate. In the Housing and Debt Category Applicants are required to submit a price for the Determination Fee, a price for the Lower Fixed Fee and a price for the Higher Fixed Fee.
- 1.23 Only one fee can be claimed per Case. For example, if a CLA 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.
- 1.24 The prices submitted by a successful Applicant will apply throughout the term of the CLA Contract and will not be subject to indexation or otherwise increased. Full consideration of the costs of delivering the CLA Service throughout the term should be factored into the price submitted.
- 1.25 The Fees/Rates submitted must not exceed the maximum fees/rates for the relevant Category, as set out in the table in paragraph 1.21. Any Tenders that include Fees/Rates that exceed the maximum fee/rate for the relevant Category will be rejected.
- 1.26 The Price Form within the eTendering system will not allow Applicants to submit a price above the maximum Fees/Rates set out in paragraph 1.21 and only compliant prices will be accepted.
- 1.27 When considering their pricing submission, Applicants should review:
- a. the draft CLA Contract for full details of the required Contract Work and the payment structure; and
 - b. The Category-specific information documents for data on call distribution, Case volumes and Case duration.
- 1.28 Where submitting a tender in the Education Category, Applicants should consider the potential volumes of Contract Work based on the percentage of work tendered for and also take into account that successful tenderers may be awarded a lower percentage of Contract Work than the amount tendered for.

Payments under this Contract

- 1.29 The Determination Fee provides a payment for performing the eligibility assessment, a score and merits assessment of a potential Case, and an assessment as to whether the case is suitable for Remote 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 2.9 to 2.17 of the Specification).

- 1.30 Determinations will be paid as a fixed fee in accordance with the Specification and Annex 2. Applicants will be required to submit a price for the Determination Fee in the Commercial Envelope for each Category they tender for.
- 1.31 Further information on Hourly Rates and Fixed Fees are contained in the Category-Specific Information documents.

Other payments

- 1.32 There are circumstances where other payments can be claimed under the CLA Contract, including:
- Disbursements; and
 - Providing training to CLA Operator Service staff; and
 - Where the LAA requests CLA Providers participate in pilots, as set out in Clauses 13.18 – 13.21 of the Standard Terms.
- 1.33 The circumstances in which CLA Providers can claim these payments and the amounts payable are set out in Annex 2 and Annex 3 of the relevant CLA Contract.

SECTION 2: THE PROCUREMENT PROCESS AND REQUIREMENTS

What is a Complete Tender?

- 2.1 A Complete Tender is defined at paragraph 4.1 of the [SQ ITT](#). Please refer to Section 4 for information about the Complete Tender.

Lots

- 2.2 Lots will apply in the Education Category only. Each Lot is worth 20% of the total volume of work (see the Education Category-Specific Information document) for more information on Case volumes). Unless making a Variant Bid, Applicants must tender for at least one Lot and may tender for up to two additional Lots i.e. a maximum of 60% of the total volume of work, subject to what is said at paragraph 2.5.
- 2.3 Applicants should respond to questions in this procurement process based on the volume of work tendered for, and in particular in the Resourcing Plan, in answer to sub-criteria 2.2(a) and (b) and in relation to the price submitted.
- 2.4 The LAA intends to award one Contract to one CLA Provider for each Lot i.e. up to 5 Contracts in the Education Category. Where the LAA is unable to award a separate CLA Contract for each Lot (i.e. awarding fewer than 5 contracts) the remaining unallocated Contract Work will be allocated as set out in the Education Category Specific Information document. Applicants may not be awarded more than three Lots i.e. 60% of the total volume of work.

Variant Bids

- 2.5 The LAA will accept Variant Bids in the Education Category to deliver less than 20% of the Contract Work. This is in recognition that there may be organisations interested in delivering some telephone advice but who are unable to deliver 20% of the Contract

Work. However, organisations who submit Variant Bids will be required to meet the Minimum Requirements in full.

- 2.6 Variant Bids will only be considered in the event we are unable to award 100% of the Contract Work to Applicants after following the procurement process outlined in this ITT for Applicants tendering in Lots.
- 2.7 For the avoidance of doubt, an Applicant cannot tender for one or more Lots in the procurement process and also make a Variant Bid in the same category. In these circumstances any Variant Bid submitted will be rejected.

Submission of Tenders

- 2.8 The eTendering system can be accessed either through a link on the tender pages of the LAA website or directly at <https://legalaid.bravosolution.co.uk>
- 2.9 Applicants must review the information regarding the operation of the eTendering system which is set out in Section 3 of the [SQ ITT](#).

Tender Requirements

- 2.10 All Applicants must meet the Tender Requirements as follows:
- Minimum Requirements; and
 - any Category-Specific Requirements.

Minimum Requirements

Minimum Requirement	Latest date that requirement must be fulfilled
Have appropriate authorisation from a Relevant Professional Body to deliver legal services	You must have in place and provide evidence of this 3 weeks before Service Commencement Date
Have a business address to which correspondence can be received	You must have in place and provide evidence of this 3 weeks before Service Commencement Date
Employ at least one Full-Time Equivalent Supervisor who meets the Supervisor Standard in the applicable Category of Law	You must have in place and provide evidence of this 3 weeks before Service Commencement Date
Telephony and IT which meets the CLA Contract requirements in place and operational	Applicants to warrant as part of their Tender that they have read and understood both the Remote Specialist Telephony Handbook (see paragraph 2.27) and Annex 4 to the Contract: IT

	Requirements, the CMS and Business Continuity and will have in place Telephony and IT which meets the CLA Contract requirements in place and operational 3 weeks before Service Commencement Date.
Hold a relevant Quality Standard	See paragraphs 2.12 - 2.19
Hold Cyber Essentials Certification	You must have in place and provide evidence of this 3 weeks before Service Commencement Date. See paragraphs 2.21 - 2.26
Have access to an Authorised Litigator with experience of carrying out cases within the relevant Category of Law	You must have in place and provide evidence of this 3 weeks before Service Commencement Date.

2.11 CLA Providers must continue to meet the Minimum Requirements from the dates specified in paragraph 2.10 and subsequently at all times during the CLA Contract term Any failure to meet the Minimum Requirements will entitle the LAA to terminate the CLA Contract.

Quality Standard

2.12 Contract holders will be required to hold a Quality Standard.

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

2.14 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.

2.15 Requirements according to the Quality Standard an Applicant chooses to hold are detailed below:

<i>Applicant Type</i>	<i>Requirement</i>
Applicants who intend to hold the SQM	- Pass desktop audit and provide evidence of this by 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 by the Service Commencement Date and provide evidence of this by 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 and provide evidence of this by the Service Commencement Date.
Applicants who already hold an SQM audited by the LAA's SQM Audit Provider	- Must hold a valid accreditation that will be in force until at least the Service Commencement Date and provide evidence of this by the Service Commencement Date.

- 2.16 It is an Applicant's responsibility to ensure it meets the LAA's requirements and Applicants are therefore advised to apply for their chosen Quality Standard as early as possible.
- 2.17 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.
- 2.18 Further information about the SQM and how to register with the LAA's current SQM Audit Provider can be found at <http://www.recognisingexcellence.co.uk/sqm/>
- 2.19 Further information on Lexcel can be found on The Law Society's website: <http://www.lawsociety.org.uk/productsandservices/lexcel.page>

Authorisation by a relevant legal sector regulator

- 2.20 The required services include "reserved legal activities" which can only be carried on by authorised persons, exempt persons, or certain non-commercial organisations which are subject to transitional provisions, as defined within the Legal Services Act 2007. Applicants for a CLA Contract must, therefore, ensure that they have all necessary licences and authorisations from a Relevant Professional Body to conduct Contract Work by the Contract Start Date.

Cyber Essentials Certification

- 2.21 Applicants are required to hold Cyber Essentials Certification. Applicants will be required to evidence 3 weeks before the Service Commencement Date that they hold valid Cyber Essentials Certification which is valid on the Service Commencement Date.
- 2.22 Cyber Essentials is a Government-backed scheme to help organisations protect themselves against the most common cyber-attacks. There are two levels of Cyber Essentials Certification available:
- Cyber Essentials; and
 - Cyber Essentials Plus.
- 2.23 Providers will be required to hold Cyber Essentials as a minimum. The LAA recommend accreditation to Cyber Essentials Plus.
- 2.24 It is the sole responsibility of the Applicant to contact the Cyber Essentials certification body to apply for certification and arrange any necessary audits. The LAA assumes no responsibility for monitoring Applicants' progress towards achieving Cyber Essentials

Certification. Applicants are solely responsible for paying all necessary fees to achieve Cyber Essentials Certification.

- 2.25 Where an Applicant already holds Cyber Essentials Certification that will be valid at the Service Commencement Date or is in the process of applying for certification, it need not reapply.
- 2.26 Further information about Cyber Essentials Certification and how to apply for certification is available at the National Cyber Security Centre website: <https://www.ncsc.gov.uk/cyberessentials/overview>.

Remote Specialist Telephony Handbook

- 2.27 The LAA has provided the Remote Specialist Telephony Handbook which provides a technical guide to the telephony service for the remote specialist advisers including minimum Operating Systems and Browser requirements. This is provided as a document within the 'Attachments' section at the top of the ITT screen.

Mobilisation Period

- 2.28 The Mobilisation Period starts on the Contract Start Date and ends on the Service Commencement Date. This is the period during which CLA Providers must, in accordance with their Implementation Plans, take active steps to ensure that the necessary infrastructure, staff and other aspects of the service are in place by the Service Commencement Date.
- 2.29 CLA 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 CLA 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.
- 2.30 In the Discrimination and Housing and Debt Categories the Service Commencement Date is 1 September 2025. In the Education Category, by agreement of both parties and subject to the contract holder demonstrating it has satisfactorily mobilised, it may commence delivery at an earlier date, during the Mobilisation Period.

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

- 2.31 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 CLA Providers of the Contract Work to successful Applicants.
- 2.32 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.
- 2.33 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 Fees and Rates submitted

in the Price Form are valid regardless of whether TUPE applies and/or the number or identity of transferring employees.

- 2.34 In an effort to assist Applicants in forming a view in relation to TUPE, and to the extent it is made available to us, anonymised information (including numbers of employees, salary details and time spent on Contract Work) relating to those persons employed by the Current Providers of Contract Work in the relevant Category, will be supplied to an Applicant on receipt by the LAA of a signed confidentiality agreement from that Applicant. A copy of the confidentiality agreement is provided in the CLA Award ITT for each relevant Category in the e-Tendering system.
- 2.35 Applicants wishing to receive this information should complete, sign and return the form as an attachment through the eTendering system message board by 5pm on 12 February 2025.
- 2.36 Once the signed confidentiality agreement is received through the eTendering message board, any TUPE information will be sent to the Applicants through the eTendering system message boards no later than the week commencing 17 February 2025.

Category-Specific Requirements

- 2.37 Applicants warrant at the time of submitting their CLA Award ITT Response that they will meet all applicable Tender Requirements.
- 2.38 Category-Specific Information can be found at:
- [Discrimination Category-Specific Information](#)
 - [Education Category-Specific Information](#)
 - [Housing and Debt Category-Specific Information](#)

Supervisor requirements

- 2.39 Supervisor Standards and the Legal Competence Standards for each Category are set out in Annex 1 (Specification).
- 2.40 In all categories, for the purposes of obtaining a CLA Contract, use of external (i.e. non-employed) Supervisors is not permitted.
- 2.41 To evidence that an Applicant employs an individual who meets the Supervisor Standard the Applicant must provide a Supervisor Declaration Form for every Supervisor the Applicant intends to use, in all Categories in which they are tendering to deliver Contract Work.

SECTION 3: COMPLETION OF THE CLA AWARD ITTs

- 3.1 With the exception of the SQ ITT, the CLA Award ITTs can be found in the eTendering system as follows:
- itt_1058 – Discrimination CLA ITT
 - itt_1057 – Education CLA ITT
 - itt_1059 – Housing and Debt CLA ITT

- 3.2 Applicants must complete a CLA Award ITT Response for each Category of Law they wish to deliver. Applicants must submit an SQ ITT Response before the eTendering system will allow them to submit a CLA Award ITT Response.

Technical Envelope

- 3.3 A completed CLA Award ITT Response must comprise the following parts:
- Responses to all Award Criteria/sub criteria in the Technical Envelope; and
 - Signed declaration in the Technical Envelope.

A CLA Award ITT Response must also include a:

- Staff Organogram (Mandatory Attachment); and
- Resourcing Plan (Mandatory Attachment); and
- Implementation Plan (Mandatory Attachment); and
- Delivery Model (Mandatory Attachment).

Commercial Envelope

- A completed Price Form for each Category tendered for.

Technical Envelope – Lots/ Variant Bids in the Education Category of Law

- 3.4 Applicants in the Education Category of Law will need to select the type of tender they are making. Applicants may tender for 1 Lot, 2 Lots or 3 Lots, or they can make a Variant Bid.
- 3.5 Applicants making a Variant Bid must respond to the question in the Technical Envelope detailing the percentage of the CLA Education Service they are tendering to deliver.

Technical Envelope - Quality Award Criteria

- 3.6 A full breakdown of each of the questions is included in the relevant CLA Award ITT and is replicated in the Category-Specific Information documents.
- 3.7 The Technical Envelope in the CLA Award ITT for each Category contains the Quality Award Criteria. Applicants tendering in the Discrimination and Housing and Debt

Categories of Law and/or for one or more Lots or a Variant Bid in the Education Category of Law must respond to the Quality Award Criteria.

- 3.8 The Quality Award Criteria require Applicants to set out how they will deliver the Contract Work, including how they will deploy appropriately skilled and experienced staff to deliver the Contract Work tendered for.
- 3.9 The Quality Award Criteria will be assessed in accordance with the evaluation methodology set out in Section 4 to determine a “quality score” and whether an Applicant meets the Minimum Quality Thresholds to hold a Contract.
- 3.10 Each score sub-criterion requires the Applicant to type a written response to the specific questions asked in the text boxes provided.
- 3.11 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.
- 3.12 Where a question requires a response from a drop-down menu, Applicants may either select an option from the drop-down list or, if they know the answer option they wish to select, use the quick search functionality by typing in the ‘response’ box in the eTendering system.
- 3.13 Before submitting its CLA Award ITT Response an Applicant must check that it has answered all questions correctly. If a CLA Award ITT Response is incomplete it may be assessed as unsuccessful.
- 3.14 Tenders, including CLA Award ITT Responses, will not be opened by the LAA until after the Tender Deadline. If an Applicant’s Tender is incomplete this will only be identified on assessment, at which point it shall be too late for Applicant to submit any further information.

Mandatory Attachments

- 3.15 Applicants are required to upload the following Mandatory Attachments as part of each CLA Award ITT Response:

Mandatory Attachment	Submission requirements
Staff Organogram	Required in response to Question N.1 of the Technical Envelope of each CLA Award ITT Response
Resourcing Plan	Required in response to Question N.2 of the Technical Envelope of each CLA Award ITT Response
Implementation Plan	Required in response to Question N.3 of the Technical Envelope of each CLA Award ITT Response

Delivery Model	Required in response to Question N.4 of the Technical Envelope of each CLA Award ITT Response
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Staff Organogram

3.16 As part of each CLA Award ITT Response, 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. 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.

Resourcing Plan

3.17 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 in the Category-Specific Information documents. Applicants are required to submit this information in the template provided by the LAA. This is provided as a document entitled 'Resourcing Plan Pro Forma' within the 'Attachments' section at the top of the ITT screen. It must be downloaded, completed and saved on the Applicant's local system and uploaded as part of the CLA Award ITT Response.

Implementation Plan

3.18 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 entitled '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 CLA Award ITT Response.

3.19 The Implementation Plan of the successful Applicants 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.

Delivery Model

3.20 Applicants are required to provide a Delivery Model setting out how Contract Work will be delivered from the Service Commencement Date onwards. Applicants should use their own templates however as a minimum the Delivery Model should include:

- Where the Named Individuals in your Staff Organogram in question N.1. will be based i.e. office-based, working fully remotely, hybrid working; and
- How your delivery model outlined ensures staff are available to take calls.

3.21 The Delivery Model of the successful Applicants will form part of the CLA Contract.

Consequences of failure to submit Mandatory Attachments as part of a CLA Award ITT Response in any Category

3.22 Where an Applicant has failed to upload one of the Mandatory Attachments, they may have their Tender rejected for that Category. For example, if an Applicant has uploaded an Implementation Plan in the Discrimination Category but has failed to upload an Implementation Plan in Housing and Debt, the Applicant will have their Tender in Housing and Debt rejected, but will not have their Tender in Discrimination rejected, provided they have fulfilled all other requirements under the Discrimination Category of Law.

3.23 Please note that because Mandatory Attachments must be completed outside of the eTendering system and uploaded into the CLA Award ITT Response of the relevant Category, it is not possible for the eTendering 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.

3.24 The LAA will only accept attachments submitted in the following formats:

- Microsoft Word;
- Microsoft Excel; or
- Adobe PDF.

3.25 Applicants should check the contents of any attachments on the eTendering system (found in the "Actions" menu). Applicants should go to the section in the CLA Award ITT in the relevant Category against which the attachments are uploaded and select "Download". This will open the versions of the attachments uploaded as part of a Tender.

3.26 Tenders, including CLA Award ITT Responses, will not be opened by the LAA until after the Tender Deadline. If an Applicant's Tender is incomplete this will only be identified on assessment, at which point it shall be too late for Applicant to submit any further information.

Commercial Envelope

- 3.27 Each CLA Award 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 5. All Applicants must complete the Price Form, including those making Variant Bids in the Education Category of Law.
- 3.28 Where the number of Applicants that meet the Minimum Quality Thresholds in any Category of Law following assessment of the Quality Award Criteria exceeds the maximum number of Contracts to be awarded, and/or in the Education Category of Law the volume of Contract Work tendered for by Applicants that meet the Minimum Quality Thresholds exceeds the total available, the prices submitted by Applicants within the Price Form will be considered in accordance with the evaluation methodology set out in Section 5 to determine the Applicants to be awarded a Contract.
- 3.29 Applicants should ensure they fully understand how pricing will operate under the CLA Contract as set out at paragraphs 1.20-1.28.
- 3.30 When compiling their Pricing 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 relevant documents provided. 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.
- 3.31 All prices must be submitted in Pounds Sterling (£) and be exclusive of VAT.

SECTION 4: APPLICANTS' QUESTIONS

- 4.1 Information about the process to follow 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 eTendering system, is contained in Section 2 of the [SQ ITT](#).

SECTION 5: AWARD ITT RESPONSE ASSESSMENT

- 5.1 ITT Responses will be assessed in the following stages:
- Stage 1 – SQ ITT Response assessment
 - Stage 2 – CLA Award ITT Response assessment - Technical Envelope
 - Stage 3 – Price Award Criterion assessment and ranking (where applicable) – Commercial Envelope
 - Stage 4 – Contract award
 - (subject to verification)
 - Stage 5 – Mobilisation

Stage 1 - SQ ITT Response assessment

- 5.2 The SQ ITT contains the rules governing the SQ element of this procurement process.
- 5.3 Applicants that are assessed as having passed the SQ will process to Stage 2 for the applicable ITT(s).

Stage 2 – CLA Award ITT assessment – Quality Award Criteria

- 5.4 Stage 2 will evaluate the responses contained within the Technical Envelope submitted by Applicants which contains the Quality Award Criteria.
- 5.5 Applicants making a Variant Bid in the Education Category of Law must provide responses to the Quality Award Criteria which will only be considered if the LAA is unable to award all available Contract Work to Applicants tendering for one or more Lots as set out in the following process.
- 5.6 Applicants are required to achieve the Minimum Quality Thresholds set out at paragraph 5.10 to be eligible for the award of a CLA Contract.
- 5.7 Each of the Quality Award Criteria 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 4 in accordance with the scoring matrix below. The Category-Specific Information documents provide details of the Quality Award Criteria for each Category of Law.
- 5.8 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 tendered for (e.g. estimated Case volumes). Responses that are generic and are not CLA Contract or Category specific are likely to achieve lower points.
- 5.9 Scoring matrix:

Score (0-4)	Scoring Criteria:
0	Unacceptable: The following is indicative of factors that would lead to a score of 0: <ul style="list-style-type: none">• No response is provided, or the response is not relevant to the sub-criteria.
1	Poor response: The following is indicative of factors that would lead to a score of 1: <ul style="list-style-type: none">• 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

2	<p>Adequate: The following is indicative of factors that would lead to a score of 2:</p> <ul style="list-style-type: none"> • The response engages with the sub-criteria but does not specifically address all issues/areas listed in the sub-criteria • The Applicant provides some evidence/information indicating how it meets the sub-criteria
3	<p>Good: The following is indicative of factors that would lead to a score of 3:</p> <ul style="list-style-type: none"> • The response addresses all issues/areas listed in the sub-criteria in most material respects but is lacking in some minor respects.
4	<p>Comprehensive: The following is indicative of factors that would lead to a score of 4:</p> <ul style="list-style-type: none"> • The response addresses all issues/areas listed in the sub-criteria in a comprehensive manner • The Applicant provides high quality evidence/information indicating how it meets the sub-criteria

5.10 Following evaluation, an Applicant's score for each sub criterion will be added to give a total Quality Award Criteria score. Applicants are required to achieve the following Minimum Quality Thresholds in order to be eligible for the award of a Contract:

- a) Applicants must achieve a score of 2 or higher for sub-criteria 1.6, 2.2(a), 3.1 and 4.1. Where an Applicant achieves a score of 0 or 1 for any of these sub-criteria their Tender in that Category will be rejected and they will take no further part in the evaluation process.
- b) In addition, Applicants must achieve an overall minimum quality threshold score of at least 22. Where an Applicant achieves a score of 21 or less their Tender in that Category will be rejected and they will take no further part in the evaluation process.

5.11 Where, following Stage 2, there are:

- 3 or fewer Applicants in Housing and Debt
- 4 or fewer Applicants in Discrimination; and/or
- 5 Applicants in Education remaining in the evaluation process,

the LAA will proceed to Stage 4 (allocation of Lots and Contract award). Where there are more than these numbers of Applicants remaining in the evaluation process in any Category, the LAA will undertake Stage 3 of the evaluation process in the relevant Category(ies).

5.12 In the Education Category where there are fewer than 5 Applicants remaining in the evaluation process following Stage 2 and the Contract Work tendered for totals 100% or less the LAA will proceed to Stage 4. Where the Contract Work tendered for totals more than 100%, the LAA will undertake Stage 3 of the evaluation process.

Stage 3 – Price Award Criterion -Commercial Envelope (where applicable)

- 5.13 Where Stage 3 of the evaluation process is undertaken Contracts will be awarded to the Applicants submitting the lowest Total Weighted Price.
- 5.14 The Price Award Criterion is divided into sub-criteria, each of which will apply should the Applicant be awarded a CLA Contract.
- 5.15 Each sub-criterion will be subject to a weighting in each Category of Law, as set out below:

Category	Price sub-criteria	Weighting
Discrimination	Determination Fee	X 0.20
	Hourly Rate	X 0.80
Education	Determination Fee	X 0.02
	Hourly Rate	X 0.98
Housing & Debt	Determination Fee	X 0.05
	Lower Fixed Fee	X 0.91
	Higher Fixed Fee	X 0.04

- 5.16 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 tender.
- 5.17 Examples of how this would work in practice are given in the Category-Specific Information documents. All prices used are for demonstration purposes and should not be used as a guide by Applicants when considering their pricing.
- 5.18 The LAA will rank Applicants based on their price tendered and award contracts to the 3 lowest Total Weighted Prices in Housing and Debt, the 4 lowest Total Weighted Prices in Discrimination and the 5 lowest Total Weighted Prices in Education.
- 5.19 Where the LAA is unable to identify the required number of Applicants with the lowest Total Weighted Prices in a Category, for example if multiple Applicants achieve the same Total Weighted Price, then the LAA will award the CLA Contract(s) to the Applicant(s) that achieved the highest total Quality Award Criteria score.
- 5.20 Examples of how the approaches set out in paragraphs 5.19 and 5.20 will operate are given in the Category Specific Information documents.
- 5.21 For the purposes of identifying tied Total Weighted Prices, the LAA will treat prices that are equal or within 1% of each other as tied.

- 5.22 In the unlikely event that the LAA is unable to identify the required number of Applicants with the highest total Quality Award Criteria Score in a Category, for example if multiple Applicants achieve the same Quality Award Criteria score, then the LAA will award the Contract(s) to the Applicant(s) that achieved the highest total score for the sub-criteria identified in paragraph 5.10.
- 5.23 In the event the LAA deems that any of the Fees/Rates submitted by an Applicant appears to be abnormally low in accordance with Regulation 69 of the Public Contracts Regulations 2015 it will require the Applicant to explain the Fee/Rate submitted.
- 5.24 Where the LAA is able to award the desired number of Contracts following Stage 2 and, where applicable Stage 3, in any Category of Law, each successful Applicant in the Housing and Debt and Discrimination Categories will be awarded an equal share of the available Contract Work. Each successful Applicant in the Education Category will be awarded 20% (one Lot) of the available Contract Work, subject to where the LAA accepts Variant Bids. Please see paragraph 1.12 for more details.
- 5.25 Details of how Education Contract Work will be allocated in the event that more than or fewer than 5 Applicants meet the Minimum Quality Thresholds are set out in the Education Category-Specific Information document.

Stage 4 – Contract award

- 5.26 Further detail is set out in Section 6 of this ITT.

Stage 5 – Mobilisation

- 5.27 Applicants who are notified that they have been successful in this procurement process will be required to demonstrate that they meet the Minimum Requirements during the Mobilisation Period.

SECTION 6: CONTRACT AWARD

- 6.1 All Applicants will be notified of the outcome of their Tender by letter sent through the message board within the eTendering system.
- 6.2 The LAA intends to notify Applicants of the outcome of their Tender in May 2025.
- 6.3 Where an Applicant's SQ ITT Response is assessed as unsuccessful the Applicant's CLA Award ITT Response will not be assessed, unless any appeal made by the Applicant is successful.
- 6.4 There is no right of appeal against the LAA's assessment of CLA Award ITT Responses.
- 6.5 Where Applicants have been successful the letter will include:
- A request for a completed indemnity, where the Applicant has limited liability
 - A completed AC1 Form, where the Applicant does not have an LAA account number.

- 6.6 Where Applicants have been unsuccessful, their letter will set out their score, ranking, strengths and weaknesses of their Tender, and the relative advantages of the successful Applicant's Tender.
- 6.7 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.
- 6.8 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.
- 6.9 Applicants that do not successfully verify that they meet the Minimum Requirements during the Mobilisation Period and by no later than three weeks before the Service Commencement Date may not be able to undertake Contract Work at the Service Commencement Date and the Contract may be terminated at our discretion.
- 6.10 The LAA will not issue contract documentation to, or contract with, any Applicant which does not complete the verification process including:
- fully completed indemnity documentation; and
 - issuing LAA Account Number(s) where applicable.

LAA Administrative Processes

Indemnity

- 6.11 By submitting a Tender, Applicants with limited liability (unless a registered charity) expressly agree that they must submit a properly completed indemnity agreement even if submitted under a previous procurement exercise or under a current or previous contract with the LAA to be awarded a CLA Contract.
- 6.12 The indemnity agreement must be signed by the individuals who are the ultimate owners of the tendering entity and/or such persons as the LAA might reasonably regard as being controllers and/or senior managers of the Applicant.
- 6.13 A copy of the indemnity form is available at:
<https://www.gov.uk/government/publications/personal-guarantee-and-indemnity>
- 6.14 Where an Applicant fails to provide a properly completed indemnity by the Contract Start Date, the LAA may withdraw the Contract award.

AC1 form

- 6.15 If your Tender relates to an address which does not hold a current LAA Account Number, in addition to confirming the full address and postcode, you will be required to complete and return an AC1 form and supporting documents so this address can be allocated a LAA Account Number and set up on the LAA systems. This will include evidence of Professional Indemnity Insurance and may be either a certificate of insurance or a quote for insurance valid from the Contract Start Date. If you provide a quote for insurance, you will be unable to commence work until this insurance is in place and

you must provide a certificate upon our request. We cannot issue contract documentation until a completed AC1 form has been received and processed by the LAA. The AC1 form is available at: www.gov.uk/guidance/update-your-details-with-laa.

- 6.16 Where an Applicant fails to provide a completed AC1 form and associated documentation the LAA may withdraw its offer of Contract Work.

SECTION 7: GENERAL RULES OF THIS PROCUREMENT PROCESS

- 7.1 The rules of this procurement process are set out in Section 6 of the [SQ ITT](#).
- 7.2 Applicants must read the rules of the procurement process in full.