

Invitation to tender: Development of the Legal Services Board's website

About the Legal Services Board

1. The Legal Services Board (LSB) is the oversight regulator of legal services in England and Wales. The [Legal Services Act 2007](#) outlines our role and responsibilities.
2. Our [strategy for the legal services sector](#) outlines our vision to reshape legal services to better meet society's needs.

Project brief

3. In 2019/20, we invested in redesigning our website legalservicesboard.org.uk.
4. The website is a well-used resource that supports our commitment to openness and transparency. It provides information to stakeholders and partners. Our regulated community in particular rely on our website for news and updates on our work. We are not a public-facing organisation, but we do receive enquiries from the public, so our website also has a signposting role.
5. We would now like to develop the website further to support our communications and engagement strategy and ensure it reflects any learnings from Google Analytics data. We are commissioning a website developer to deliver this work.
6. We have produced a wish list below as a 'starter for ten' but would welcome ideas and insights from the chosen supplier on other upgrades.

Overall aims

7. Specifically, we want our website to:
 - a) Support and promote our collaborative approach to improving the legal services sector to the benefit of consumers and small businesses
 - b) Ensure our regulated community have access to the latest news and information about our work.

- c) Make it easy for people to find out who we are, what we do, and how they can collaborate with us
- d) Promote the work we and others are doing to reshape legal services, our strategy for the sector, our business plan activity, and our strategy work
- e) Promote our regulatory work, our statutory responsibilities, and our oversight role
- f) Make it easy for people to find and engage with our research
- g) Direct members of the public to information about legal services – particularly in areas where the LSB is not able to assist

Scope of services

8. We are looking for a WordPress developer to deliver the following:
 - a) Website scope – understand the LSB's requirements; delivering workshops to scope the project
 - b) Website build and delivery – deliver the agreed upgrades, including full testing and implementation
 - c) Provide training and relevant documentation to enable us to continue updating the WordPress site ourselves
 - d) Account management – overseeing the project from start to finish, liaising with stakeholders at the LSB as required

Website functionality required – our 'starter for ten'

9. The updated website should:
 - a) Have a simpler homepage that is visually engaging
 - b) Use Google Analytics data to improve the user experience and make it intuitive and easier for audiences to find what they are looking for based on our key work areas. Possible areas are:
 - Our strategy/policy work
 - Regulatory performance information/performance information on the bodies we oversee (e.g., the Legal Ombudsman)
 - Our research
 - Information for the public
 - Key performance data on the LSB

- c) Make the news section more prominent than it currently is – currently, users need to scroll to the bottom of the website to find the latest updates on our work
- d) Have a dedicated press office section for press releases and information that would be useful to journalists, such as information about the LSB and legal services and how to contact the press office
- e) Have a Latest News, Blogs and Events section where visitors can find news stories, blogs, upcoming events, and our responses to consultations
- f) Make new updates on the LSB's work more prominent – e.g. via a carousel
- g) Improve the look and navigation of our ['Research Hub'](#). Make it more accessible and searchable
- h) Enable people to sign up and register for virtual and in-person events
- i) Ensure information for the public is easy to find and signposts people to where they need to be
- j) Have improved search functionality and improved presentation of search results
- k) Make the newsletter sign-up button more prominent. It is currently at the bottom of the homepage
- l) Improve the quality of traffic via SEO

Essential requirements

10. On completion of the project, the LSB's website must:

- a) Continue to be managed on WordPress and be easy for LSB colleagues to update
- b) Continue to meet the [accessibility requirements for public sector bodies](#), with an updated accessibility statement to reflect any changes made to the site
- c) Offer value for money and not lead to an unbudgeted increase in ongoing maintenance costs
- d) Continue to promote the [Legal Choices](#) website from the homepage
- e) Continue to be mobile-friendly

Budget

11. The LSB has allocated a budget of £10,000, including VAT for this project.
12. If you wish to recommend any additional or different functionality that requires more budget but would achieve the LSB's objectives, please include them as optional extras with clear costs (including VAT) and outline their benefits.
13. If there are activities that you recommend or are relying on the LSB undertaking itself as part of this project that would help control your costs, please include these in your proposal.

Data protection

14. The appointed supplier may have access to sensitive information as part of this project. Bidders should explain the safeguards they will put in place to comply with data protection legislation.

Tender Evaluation Criteria

15. All projects commissioned by the LSB are subject to our standard terms of contract. Tenders will be evaluated on MEAT – Most Economically Advantageous Tender – based on combined scores for cost and quality. The following criteria will inform this:
 - a) Overall understanding of the project requirements
 - b) Relevance of individual team member experience and expertise to the roles and tasks they will be doing in this project
 - c) Methodology – the methods used, details of individual task responsibilities of team members and how these link to the deliverables
 - d) Risks – What are the main risks, and how will you reduce their likelihood and/or mitigate their impact during the project?
 - e) What standards or protocols will you have in place to ensure the project is delivered to a high standard?
 - f) Arguments for optional extras that add clear value (even if this requires additional budget)
 - g) Creativity (especially considering our limited budget)

16. Further details of the scoring process can be found in Annex A.

Submission of tender documents

17. The submission deadline for bids:

Date: 5 November 2021

Time: 12:00pm

18. Responses should be submitted in an electronic format to the following email address: tenders@legalservicesboard.org.uk.
19. We ask that tender submissions are supplied as PDFs.
20. Late responses will not be accepted.

Timetable

21. The LSB would like the work to be completed by the end of February 2022.
22. Clarifications or queries relating to this project should be submitted through the Crown Commercial Service platform or by email to tenders@legalservicesboard.org.uk.

Invitation to tender issued	15 October 2021
Deadline for clarification questions	25 October 2021 at 12:00
Deadline for submission of bids	5 November 2021
Notification of interview	12 November 2021
Interviews	w/c 22 November 2021
Notification of outcome	26 November 2021
Contract awarded	6 December 2021
Project inception meeting	w/c 6 December 2021
Project complete	28 February 2022

Checklist

Your tender should include all of the following:

	A completed New Supplier form (Annex C). Details of experience undertaking similar projects, including developing accessible WordPress websites
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	Summary of project requirements and assumptions made
	Proposed team composition, expertise and management (and how this relates to their tasks and responsibilities in the project)
	Approach to scoping the project and to understanding and confirming the requirements
	Proposed timeline, listing deliverables together with a resource profile, giving a breakdown of the resources in person-days allocated to each task, for each key project team member
	Additional information which demonstrates an understanding of and imaginative ability to address the requirements of the brief
	Cost breakdowns (including VAT)
	Risk analysis and mitigation
	Explain data protection safeguards
	Confirm the specified deliverables that will be provided
	Two client references and their contact details should we wish to contact them
	A completed Equality, Diversity and Inclusion form (Annex D)
	Signed non-collusive tendering certificate (see Annex B)

Annex A

Assessment of bids

We will use the MEAT framework – Most Economically Advantageous Tender – based on combined scores for cost and quality.

Quality

The quality criteria will be assessed based on the written responses, with the evaluation scoring breakdown detailed below. Marks achieved will then be multiplied by the quality weighting (60%) to give the overall weighted score for the quality section.

The quality criteria will be assessed based on written responses. The tender evaluation panel will be given the following guide for scoring the bids to achieve consistency across scorers.

Each criterion will be worth a maximum of 100 marks and will be scored on the following spectrum from "Unacceptable" to "Excellent". Definitions of what constitutes these are described in more detail below.

Score	Assessment	Interpretation
81-100	Excellent	Exceeds the requirement. Exceptional demonstration by the bidder of the relevant ability, understanding, experience, skills, resource and quality measures required. Evidence identifies factors that will offer significant added value.
61-80	Good	Satisfies the requirement and offers some additional benefits. Above average demonstration by the bidder of the relevant ability, understanding, experience, skills, resource and quality measures required. Evidence identifies factors that will offer some added value.
41-60	Acceptable	Satisfies the requirement. Demonstration by the bidder of the relevant ability, understanding, experience, skills, resource and quality measures required.
21-40	Minor reservation	Satisfies the requirement with minor reservations. Some minor reservations about the bidder's relevant ability understanding, experience, skills, resources and quality measures required.
1-20		

Score	Assessment	Interpretation
	Major Reservations	Satisfies the requirement but with major reservations. Serious concerns about the bidder's relevant ability, understanding, experience, skills, resources and quality measures required.
0	Unacceptable	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the bidder has the relevant ability, understanding, experience, skills, resources and quality measures required. Little or no evidence to support the response.

Panel members will be allowed to score anywhere between 0 and the maximum score of 100 marks for the particular question - whatever they think is most appropriate for each criterion.

Bidders must score a minimum quality score of at least 41 marks out of the possible 100 marks available for each criterion detailed in the table above to proceed in the evaluation process. Bidders who do not achieve this score will be excluded from this process. The minimum quality score ensures that all reasonably compliant bids have the chance to succeed but that a bidder cannot win even with a very competitive price if there have been some concerns established with their technical bids.

There will be an evaluation panel formed from the three project partners to determine the scoring of the bids received. Scores and supporting comments from each member of the panel will be recorded and a mediation meeting will be held to reach a consensus score for each question.

Cost

Cost will be assessed using the 'Proportion of Best' calculation. This is where the lowest priced bidder will achieve maximum points under this section and all other bids will be awarded a score based on a straightforward 'proportion of best' calculation, outlined as follows: $\text{Lowest Priced Bid} / \text{Price of tender being evaluated} \times \text{Price weighting ratio (i.e. 40\%)} = \text{SCORE}$.

- Clear separate costings for each aspect of the project including a detailed breakdown of what activities each member of the research team will conduct with a specification of the time allocated and their daily rate, and any assumptions associated with the costs.
- Potential Providers must ensure that the Pricing Schedule has been completed in full.
- Prices should be submitted in pounds Sterling and inclusive of VAT.
- It is imperative that ALL costs are accounted for as we will reserve the right to only honour payment of reasonable discrepancies and only when first agreed in advance in writing.

Tender evaluation weighting

Proposals will be evaluated by an evaluation panel using the following weightings:

Evaluation Criteria	Criteria Weighting %
Social value	10%
Quality	55%
Price	35%
Total	100%

We reserve the right not to award a contract. There is no guarantee of any business as a result of this further competition and we will not be held accountable for any costs to the bidder as a result of this exercise. We will consider bids from consortia on the basis that we may contract with the lead partner only, who we will hold solely responsible for successful delivery of the project.

Annex B

Contract for the provision of research services to the Legal Services Board

Non-collusive tendering certificate

We certify that this is a bona fide tender, and that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not done and we undertake that we will not do at any time before the hour and date specified for the return of this tender any of the following acts:-

- (a) communicate to a person other than the person calling for those tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender;
- (b) enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;
- (c) offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above.

In this certificate, the word "person" includes any persons and any body unincorporate; and "any agreement or arrangement" includes any such transaction, formal or informal, and whether legally binding or not.

Dated this day of year

Signature

**In the capacity of (e.g.
director, secretary etc.)
(capitals)**

**Duly authorised to sign
tenders for and on behalf
of**

Postal address

Telephone no

Email address:

Annex C

Supplier Questionnaire

Name of organisation	
Address for correspondence	
Contact name and position	
Telephone number	
Email address	
Website address	
Address of registered office	
Company Number	
Names and job titles of key points of contact for delivery of the service	
Name of Bank and contact details for bank (financial references may be sought)	
Please attach most recent audited accounts with an explanation of any significant changes since the last year end	
Please provide contact details for two reference organisations	

Annex D

LSB - Supplier equality and diversity assessment form

This form will be used to assess your commitment to equality and diversity. Please answer the following questions, providing any necessary documentation.

1. Organisation size

What is the total number of employees/contractors/partners in your organisation?

2. Equality and diversity policy

Does your organisation have an equality and diversity policy, statement or strategy?

YES / NO

If YES, please provide a copy.

If NO, are you intending to implement something in the near future, and if so, when?

3. Bullying and harassment policy

Does your organisation have a policy/procedure to handle issues relating to bullying and/or harassment?

YES / NO

If YES, please provide a copy.

If NO, are you intending to implement something in the near future, and if so, when?

4. Equality and diversity training

Does your organisation provide equality and diversity training?

YES, and it's mandatory / YES, and its optional / NO

If YES, please provide an outline or description of the training, its regularity, and the percentage of your organisation that has completed the training.

If NO, are you intending to implement something in the near future, and if so, when?