

**Crown Commercial Service –  
RM6240 Public Sector Legal Services  
Lot2 – General Service Provision**

**Supplier Prospectus 2022**

**j&p**  
**credit solutions**

Specialist debt recovery division  
of Judge & Priestley Solicitors

Crown  
Commercial  
Service  
*Supplier*

**Lexcel**  
Legal Practice Quality Mark  
Law Society Accredited



INVESTORS  
IN PEOPLE



FINANCIAL  
CONDUCT  
AUTHORITY

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## 1) Introduction.

Judge and Priestley Credit Solutions (J&P CS) is the specialist Debt Recovery Division of Judge and Priestley LLP (J&P), a regional firm of solicitors based in Bromley in South East London.

### Our Public Sector Expertise

J&P has provided debt recovery services since its inception in 1889 and we have been recovering public sector debts since 1990. As a result, we have developed an effective approach to debt recovery which is not only compliant with relevant legislation and accepted practices but also is suitably flexible such that we can embed our approach and strategies with the unique objectives of each individual public sector client.

Debt recovery in the current climate is increasingly challenging for public sector bodies, with increasing pressure on them to recover more debt, whilst at the same time utilising fewer resources. The specialist teams at J&P Credit Solutions have been working in close partnership with public sector clients, notably Local Authorities and social housing providers for over 30 years. We have a wealth of experience and practical understanding of the unique challenges that confront our public sector partners, when seeking to recover outstanding commercial and private debts.

We have steadily expanded our client base in recent years and now work with many major authorities and social housing providers, in London, the South East and the Midlands.

This growth has been based on our unique partnership approach to debt recovery in the public sector.

- We have a reputation for devising practical and innovative approaches to risk sharing and conditional fee pricing arrangements.
- We understand the important statutory responsibilities that underpin the services public sector bodies provide and ensure that our recovery processes have due regard for vulnerability issues and fairness, whilst still being effective.
- We have developed specialist product solutions for niche areas of complex debt recoveries such as adult social care debts and deceased debtor recoveries for example.
- We agree and deliver bespoke strategies, services, and systems integration with our latest case management software.
- We provide regular training seminars and networking events tailored specifically for public sector clients.
- With our full collections capabilities aligned to our long-standing reputation for legal recovery work, we can offer support across the full range of pre-legal and legal strategies and complete outsourced solutions where required.

### What you can expect from us

**EXPERT** - The team at J&P Credit Solutions are experts in debt recovery for the public sector. We have specialist collectors working across the full range of pre-legal and legal recoveries and have developed specialised product solutions for the recovery of what are often considered difficult or sensitive debts.

**ON BUDGET** - Typically we try to share the risks and rewards with our clients. As a general rule, we believe that we should only receive our fees if we make a viable recovery for the client. For most types of public sector debt, including difficult debt types such as deceased debtors or service charge issues, we can usually agree a suitable conditional fee arrangement (CFA). Once this is fixed, our fees are transparent, enabling you to manage your future budgeting and outgoings confident in the knowledge that there will be no unpleasant surprises from J&P CS.

**ON TIME** - As part of the overall process of agreeing our terms of business with a client, we will also agree the detailed bespoke strategies and processes to be delivered by J&P CS on their behalf. We will then agree a service level agreement to measure our performance against and provide real time online access to the case load to enable the client to monitor and measure our performance against the targets and performance indicators included in the SLA.

## 2) Team Structure

J&P Credit Solutions has one of the most experienced teams working in debt recovery, with leaders, managers and support staff specialist in all aspects of the debt recovery process including; collections of regulated and unregulated debts, claims and enforcement, through to complex legal recoveries and insolvency / bankruptcy issues. Our team is long established, with many years of individual and combined experience.

### Supplier Relationship Manager and other key contacts

Rachel Addai, Partner – Rachel is the overall Relationship Manager (RM) for the Crown Commercial Service. Rachel became a Partner in 2012 and is head of J&P CS. Rachel's experience and legal knowledge will ensure that we are effectively able to deal with the full ambit of cases from the routine matters to the complex and or high value cases which might arise. Rachel has been at the forefront in guiding public sector clients' debt recovery strategies and has delivered a number of well-attended seminars and masterclasses considering the impact of legislative changes and the Covid pandemic for instance. Rachel regularly sits in-house with local authorities, attending income panel meetings and providing specialist advice to groups like the London Credit Circle.



Uday Patel, Partner - Uday joined J&P as a Paralegal in 2010, working within the debt recovery and litigation departments. He has worked his way up through the business and is now an equity partner and heads the J&P CS Litigation team. Uday also continues to develop a successful caseload of complex recoveries, insolvency, and commercial litigation matters.

Mark Oakley, Partner – Mark is the Head of all litigation services at J&P and is a very experienced Partner dealing with contract, leasehold and property litigation.

### The wider team

J&P CS is split into 4 teams. A Collections team, Claims and Enforcement team, CS Litigation team and our Insurance team. Services under the contract would be delivered by the first three teams, with where necessary the Collections team delivering non legal telephone, letter and electronic collection strategies. The Claims and Enforcement team dealing with the issuing of routine proceedings and the full range of enforcement activities. The CS Litigation Team deal with all complex, high value and disputed matters. In total, there are over 60 staff members across the division. The specific expertise of each of our teams in Collections, Claims and Enforcement and Litigation mean that J&P CS can offer bespoke solutions to any size of client, with support at any specific stage of the debt lifecycle, up to a complete out-sourced end to end service meeting all of your debt recovery needs. All our teams are sizeable, flexible and adept at successfully managing varying client workloads through peaks and troughs in demand. In extreme circumstances, the J&P CS division can also draw upon the wider resources of J&P. including other experienced litigators and administrative support staff. The total number of employees across J&P is around 200.

J&P is jointly authorised and regulated by both the Solicitors Regulation Authority and the Financial Conduct Authority. To ensure compliance with these two rigorous professional practice standards and the GDPR etc. we employ a full time Compliance Manager, reporting to the Managing Partner.

Our approach when working with clients is to become a trusted business partner. We aim to integrate and embed our teams and technology into the client's individual business models and detailed workflows. We take time to understand each client's unique requirements and deliver support and services as agreed prior to the outset of any contract and subsequently transparently managed through measurement against agreed KPI's. We also take pride on delivering continuing improvements through the contract life. We regularly commit to put forward at least 3 improvements per year which could be implemented to improve the delivery under the contract.

### 3) Social Value

We recognise that the legal industry has historically been one inhabited by a select portion of society. At Judge & Priestley we are committed to ensure that there is an equality of opportunity and that anyone with the dedication and commitment should be able to pursue a career in the law irrespective of their background. The firm operates pursuant to a robust Equality and Diversity Policy (Our Policy) which commits us to promoting equality and diversity and the prevention of discrimination. Our Policy applies to how we operate in the workplace, during workplace related activities, when we provide services to clients and in our dealings with all third parties. Our Policy is supported by the commitments we make as signatories to the Law Society's Diversity and Inclusion Charter. We are also a member of the Disability Confident Scheme, which commits us to ensuring the recruitment process is inclusive and accessible and where necessary we provide reasonable adjustments to support employees who acquire a disability or long-term health condition. The firm is committed to ensuring that diversity and inclusion is promoted throughout the firm which includes ensuring our policy and approaches improve the access and opportunities of Under Represented Groups. Rachel Addai has been appointed as the partner with responsibility for diversity and inclusion.

#### Apprenticeship Scheme – Stars of the Future

For some young people the traditional route into the law, through a university degree course may not be available either because of circumstances that have occurred in the past or because of a concern over the affordability of that route. The firm has shown a great tradition in nurturing talent and not limiting success to those who have followed the traditional path. Two of the firm's current Partners, Robert Davis and Mark Younger joined the firm as young outdoor clerks and have risen through the ranks to become non solicitor Partners. We are developing an Apprenticeship Scheme which aims at providing an opportunity to young people who wish to take the non-traditional route into law.

#### Work Experience

We currently deliver work experience opportunities to students from both schools local to our firm and the University of Kent. In addition, we have particularly schemes that seeks to ensure students from challenging backgrounds get an opportunity to take part in our work experience schemes.

#### School Engagement

We appreciate the importance of working closely with Schools to provide students with an insight into the legal profession and the various routes into the same. If successful in being awarded additional clients from the CCS RM6240 framework, we would be happy to discuss working with schools in the local area to deliver school engagement activities, in the form of attendance at Career days, providing large and/or small group sessions about the legal profession, mock mooting and debate sessions for example. We would be happy to deliver virtual Q & A sessions to students in any area of England and Wales allowing them access to a Partner to ask questions about what it is like to work in a law firm.

#### Other charitable activities

Beyond the above the firm is of course committed to a range of charitable and local community activities. For each year we nominate two charities that we will support, one local and one national. This year the chosen charities are the Greenwich and Bexley Hospice and Macmillan Cancer Support. We are also currently supporting the Bromley Borough Foodbank. Our staff each week bring in required food and sanitary items which are donated to the foodbank. We support our staff with charitable causes and allow time off to pursue the same. In the past we have had staff members who have completed the three peaks challenge or climbed Everest.

#### Geographical location

All of J&P CS's activity is currently run out of our Head Office location in Bromley, South East London. With the development of new hybrid working norms however increasingly when seeking to recruit we are looking beyond geographical boundaries. Given the hybrid working approach it makes it more feasible to ensure that staff living beyond London can join the firm. We currently have two members of staff living in Cheshire for example.

## 4) Specialism

**Debt Recovery** - The J&P CS divisions staff are public sector debt recovery experts. The four specialist teams focus solely on their areas of expertise in the debt recovery life-cycle. In many legal practices Debt Recovery is an adjunct to a wider commercial law focus. This is definitely not the case at J&P CS. You can rest assured that whichever of our teams you work with, you will have access to professional specialists with wide experience of and practical understanding of the unique challenges confronting public sector partners, when seeking to recover outstanding commercial and private debts. We are able to support public sector bodies throughout England and Wales with debt recovery solutions but cannot currently directly supply these services in Scotland.

We have developed several specialist product solutions for niche areas of complex debt recoveries such as adult social care debts and deceased debtor recoveries for example. We have also invested heavily in our case management system to develop a technical infrastructure specifically to manage the recoveries requirements and workflows of public sector clients, with the flexibility to deliver bespoke solutions and integrations as required. This system also facilitates the transparent performance management of our teams via comprehensive and bespoke management information reporting against targets and real time client access to their matters in progress. Crucially, we understand the important statutory responsibilities that underpin the services public sector bodies provide and ensure that our recovery processes have due regard for vulnerability issues and fairness, whilst still being effective. We operate our own internal "Treating Customers Fairly" policy and all staff are trained and regularly appraised in their performance relative to this policy

**Case Studies** - Please contact the team at Judge and Priestley Credit Solutions for detailed case studies covering a wide variety of successful public sector recoveries delivered to our clients. These include examples such as complex charging orders and orders for sale, special purpose vehicles set up to avoid business rate liabilities, debts owed by overseas entities, deceased debtors, service charges, the community infrastructure levy, commercial waste issues, adult social care debts and our handling of vulnerability issues.