



Introducing TLT Co-sourcing  
**January 2021**



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## Executive summary

We advise UK central government, local authorities, blue light services and other public bodies. We understand that working under constant scrutiny means that our clients demand top quality legal advice on time and on budget, **and that's what we deliver.**

With offices in England, Scotland and Northern Ireland, we provide expertise across all UK jurisdictions and support our clients with a variety of co-sourcing arrangements, providing flexible support to meet bespoke requirements.

Many of our lawyers have worked for, and been on secondment, with public sector clients. We understand the working culture, the issues being faced and how advice should be delivered.

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**“They’re excellent. They’re fast, professional and have a can-do attitude.”** Chambers UK

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## Co-sourcing explained

**The right level of support, at the right time and in the right way.**

We became aware public sector clients were facing a number of challenges – reduced teams and increased workloads in a wide variety of complex areas meant that more work needed to be placed externally.

Moving work externally brings its own challenges such as: loss of knowledge; lack of up-skilling; internal procedures not being adhered to, and; loss of ownership of the project.

To assist with these concerns we developed co-sourcing arrangements, whereby the client retains control and our lawyers become an extension of their team.

Co-sourcing supports our clients by delivering the right level of resource at the right time. This includes provision of full or part time, on and off-site secondees working in tandem with fixed or capped price retainer arrangements for agreed categories of work.

At all times the client retains control over projects, resources, quality and costs. Knowledge gained is captured, shared and retained, collaborative partnerships are developed and as our lawyers understand your business and culture there is no ramp-up time for projects.



## Introducing TLT

TLT is a top 50 UK law firm with over 1400 staff, of whom over 70 are regarded as leaders in their field. Our teams operate as one team, from six offices across the three UK legal jurisdictions.

Our national offering has the capacity and resource to manage, prioritise and complete a large number of requests from our clients.

We provide our clients with continuity of service from their dedicated Client Service Team. This ensures team members are always aware of outstanding issues and that clients have a single point of contact in relation to each matter.

Within our teams, we seek to maintain a set capacity to ensure we can prioritise urgent instructions and deal with peaks in caseloads or largescale projects. Each of our offices operates as centres of excellence within the Public sector with permanent senior team members based there. We regularly cross resource work to meet clients' needs across all our offices and jurisdictions in order to accommodate significant fluctuations in volume.

The TLT culture is embedded across all our offices which leads to a consistency of product and service, ensuring clients receive a high quality outcome from everybody within the team.

We manage and prioritise new instructions from clients whilst keeping to our robust service delivery standards by:

- **Using the benefits of scale** - our strength in depth allows us to scale appropriately to deliver all instructions in accordance with the standards of service clients should expect. We have the infrastructure to undertake a high volume of work at the right level and cost and can call on our wider teams if needed.
- **Reacting quickly** - we are geared to respond when our clients need us. The scale of our business enables us to move resource around to respond to downturns in one area and increases in demand in another.
- **Project managing** - we will take time to understand clients' objectives from the outset, invest time in set up, resource and employing IT to provide efficient cost effective ways of working and reporting.
- **Getting lawyers up to speed quickly** - new members of our teams benefit from the efficiencies created by precedent banks, standard documentation in our file management system and support from existing team members.

## Panel arrangements

We are appointed to a wide range of public sector legal panels including:

- North West Legal Consortium (Lots 1, 2, 3 and 4)
- Crown Commercial Services – Wider Public Sector
- London Borough Legal Alliance
- Crown Commercial Services – General Legal Advice Service Tier 1
- National Legal Services Framework for blue light services



## Co-sourcing features

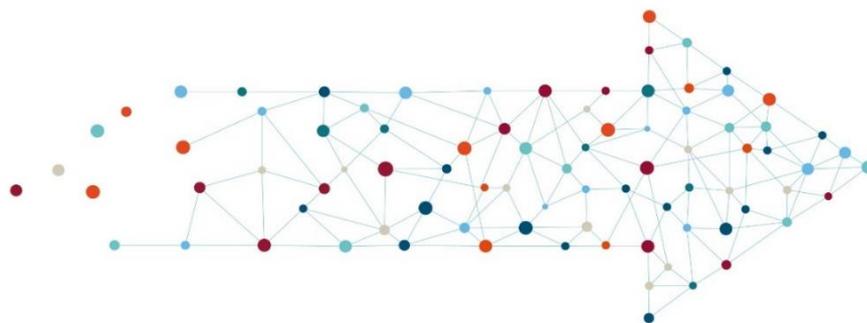
- A suite of standard processes for end to end service including: commissioning, conflict checking, management and financial information, knowledge capture and transfer
- A true co-sourcing relationship where knowledge and experience in delivering the work is captured and available for the future via MI, regular briefings, training, extranet resource and articles
- A pro-active, open approach to client feedback
- Legal services to cover a range of scenarios including: secondments; ad hoc queries and discrete aspects of projects
- Frequent updates as to the progress of matters
- Safeguarding of knowledge to empower you to be able to do the work independently in the future should you choose

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**“Building on TLT's willingness to work with us, we are looking to implement a service which will manage high volume, low value contracts to reduce pressure on the internal team.”**

**Principal Lawyer, a London borough**

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## Our track record

Our Co-sourcing arrangement with a London Borough is perhaps the best way to demonstrate how Co-sourcing works in practice. We have advised this Borough on various commercial and real estate issues for a number of years. This includes in the past two years implementing a co-partnering arrangement whereby we are the sole external resource in the case of ad-hoc advice requirements or the need for extra resource on commercial transactions.

Our arrangement with the Borough allows us to act as extension of the client's team and (prior to the Pandemic) includes long term, part time senior secondee resource, where a Legal Director in our commercials team sat with the Borough one day a week. We have also provided additional secondee resource on an ad-hoc basis as required. Working collaboratively in this manner has allowed us to develop a true co-partnering arrangement with the Borough to the extent that our team is now very much viewed as an extension of the Borough's in house team.

Advice delivered to the Borough in recent years includes:

- **Commercial:** advising on Ts&Cs including grant funding arrangements, partnership agreements with other London boroughs and the GLA and a number of social care and construction contracts.
- **Procurement:** we have worked on a number of public procurements, including those using open, restricted and negotiated procedures. We have drafted tender documents and advised on procurement processes including a vendor neutral services framework, social care services, insurance, IT and catering services. We have also advised on the procurement risks of extending contracts such as the Employee Assistance Programme.
- **Data Protection:** advising in relation to a major project relating to software which is used to offer care and community services over a large number of boroughs. We undertook a full end-to-end review of all documents relating to the project which included a service level agreement, a pricing schedule, a GDPR addendum and an information sharing protocol.
- **IP:** advising on the ownership of intellectual property rights in respect to software for the allocation of social care places which the Borough assisted in developing, and the possibility of the Borough earning income from the same package.
- **Insolvency:** advising on the insolvency of an occupier of a major site within the borough, the freehold of which is owned by the Borough. This is a sensitive matter due to the Borough's desire to retain jobs and not to be seen to assist the closure of a local business but at the same time, the Borough is seeking to protect its own interests and possibly to buy in the long lease at an advantageous price, in order to facilitate future development. Our work includes dealing with the administrators to negotiate a deal structure which is acceptable to both sides, having regard to respective statutory duties (and also borrowing constraints imposed by the Public Works Loan Board).
- **Disposals:** we have carried out a series of development style disposals with a variety of commercial developers and occupiers. These have been designed to achieve regeneration of varying kinds in the Borough including housing and commercial uses including a cinema. These transactions have involved complex conditional elements and price adjustment / overage provisions. Deals have involved the Borough retaining an interest (normally freehold reversion) and hence imposing controls on future development and use, thereby achieving regeneration goals. Specialist advice has been required including in relation to Assets of Community Value.
- **Leases:** The granting of leases in order to facilitate the procurement of services within the Borough, such as children's health centres, flexible working office space, and a residential short breaks facility.

The co-sourcing solution provided the Borough with access to our full range of lawyers via a specific point of contact, within the boundaries of pre agreed rates and pricing structures. An issue many Authorities face is that they are unable to predict the level of legal support needed. Using the co-sourcing arrangement, were able to respond quickly and flex to provide as much (or as little) support as the Borough required from time to time. Providing a higher level of support when the Borough had lower staff levels and less support when Borough were able to recruit more staff.

The repeat nature of these instructions speaks volumes as to the satisfaction of the Borough with the service provided. Our advice is given in the context and understanding of the Council's strategic objectives.

## Service fulfilment

### Client Relationship Partner and team

A team of individuals at all levels will be available for delivering a range of legal services for clients who enter into a co-sourcing agreement, known as your Client Service Team. Your team in turn will be managed by your dedicated Client Relationship Partner, who will ensure that:

- The work we do for you is properly resourced and dealt with at the right level;
- You receive a consistent and excellent service from us; and
- We develop a close and successful relationship.

## Working together

### Launch/Get to know you session(s)

We propose one or more "get to know you" events between our core teams, which could include initial training.

We can also commit to a time limited "free sense check" of advice on the telephone between our respective team members – we consider this a useful way of building relationships and confidence between our two teams.

### Process for instruction

TLT would agree the form of a standard commissioning document with you, to incorporate your additions/amendments.

As part of understanding your prospective requirements and budgeting, TLT will commit to a no obligation scoping assessment.

We recognise that there is a no "one size fits all" approach to pricing; therefore our legal costs will be tailored to provide you with true value. All budgets and basis for work will be agreed with you in advance.

If the scope for each project is accepted this generates a contract between yourselves and TLT, a standard commissioning sheet will be produced to include communications protocol which will be agreed for each instruction.

### Knowledge capture and transfer

We would apply our usual co-sourcing arrangements to ensure you retain control of matters and relationships and that our lawyers become an extension of your team.

At all times, you will retain control over projects, resources, quality and costs. Knowledge gained is captured, shared and collaborative partnerships are developed. As our lawyers get to understand your business and culture there is reduced ramp-up time for projects.

# Understanding and controlling risk

## Knowledge and continuity of relationship

Clients may have built up an understanding of their usual requirements and approach which it may fear would be lost or not be available through the co-sourcing arrangement.

We have committed to a number of actions which should manage and effectively mitigate this risk including:

- A no obligation scoping assessment
- An augmented commissioning sheet that identifies relevant prior knowledge or precedent that is available
- Effective communication between you and our teams on instruction and at the
- planned regular catch ups

Our TLT team members are used to giving advice for a broad range of clients in differing scenarios – we are confident of providing an effective and tailored advice that meets client expectations.

## Managing costs

We recognise that it will be important to give clients certainty. Cost information against budget will be included in the monthly report with designated information for each matter and will be reviewed in the monthly meeting or call. Client feedback (including in relation to costs) will be captured as part of post-transaction analysis and can be reviewed with you.

# Performance monitoring

## Management information

TLT will prepare a monthly report with designated information for each matter.

There will also be a monthly meeting or call between your dedicated client partner to both review workloads and client feedback.

We will work together to identify and manage any issues arising that might mitigate against its use, should challenges arise.

## Service delivery standards

Our standards set out the minimum level of service that all staff commit to. At the heart of our standards is ensuring that appropriate security arrangements are in place. We treat client confidentiality very seriously as demonstrated by our ISO 27001 Information Security accreditation which we hold across our entire business.

For us, excellent communication is key to building great relationships with our clients, and we ensure that no matter how you choose to communicate with us; whether by phone, email, letter or in person, we are approachable, friendly, responsive, and consistent in our advice and service levels. We understand that speed of response and accessibility are important and would agree minimum response times with you.

## TLT co-sourcing specialists

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**Bill Hull**  
Partner

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As joint head of the Public Sector at TLT, and head of the Commercial Services Group, Bill Hull has considerable experience in the highly specialised field of public procurement.

Bill has a wealth of experience acting for local authorities and manages a number of our Public sector clients, including the Mayor's Office for Policing and Crime (MOPAC), Avon and Somerset Police and Crown Commercial Service.

Bill is also a member of the shared services committee of the Procurement Lawyers Association and the public services committee of the National Outsourcing Association.

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**Andrew Glynn**  
Senior Partner

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Andrew is TLT's Senior Partner and was previously head of Real Estate. He is joint head of TLT's Public Sector group and specialises in landlord and tenant, commercial property investment, asset management and property insolvency/recoveries.

He has wide-ranging experience acting for property occupiers and Public Sector bodies. He acts on transactions for many of TLT's major Public Sector and corporate clients.

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**Kuldip Dhanoya**  
Partner

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Kuldip has over 19 years' experience of advising a wide range of public sector bodies on public procurement, contract management and state aid issues. She acts as lead adviser on all elements of public procurement from inception, through to early engagement to de-briefing market participants.

Kuldip regularly adopts the role of both the lawyer and project manager, liaising at with both public and private sector officers at all levels.

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**Vanessa Cooper**  
Legal Director

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Vanessa is a Legal Director with over 15 years' experience working with and for the public sector including local authorities, central government and blue light services and she advises a broad range of matters including public sector contracts, public procurement and governance. Vanessa also has specific experience of complex contract models and in particular telecoms contracts.

Vanessa has worked in-house as senior legal counsel in both the public and private sectors.

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To find out more go to: <http://www.tltsolicitors.com/sectors/public-sector/>



[tltsolicitors.com/contact](https://tltsolicitors.com/contact)

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