



Introducing Co-sourcing
TLT | Specialists in public sector

Contents

- Executive summary1
- Co-sourcing explained.....1
- Introducing TLT2
- Our track record.....3
- Co-sourcing features4
- Panel arrangements4
- Service fulfilment5
- Working together5
- Understanding and controlling risk6
- Performance monitoring6
- TLT co-sourcing specialists7

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.

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

Co-sourcing explained

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

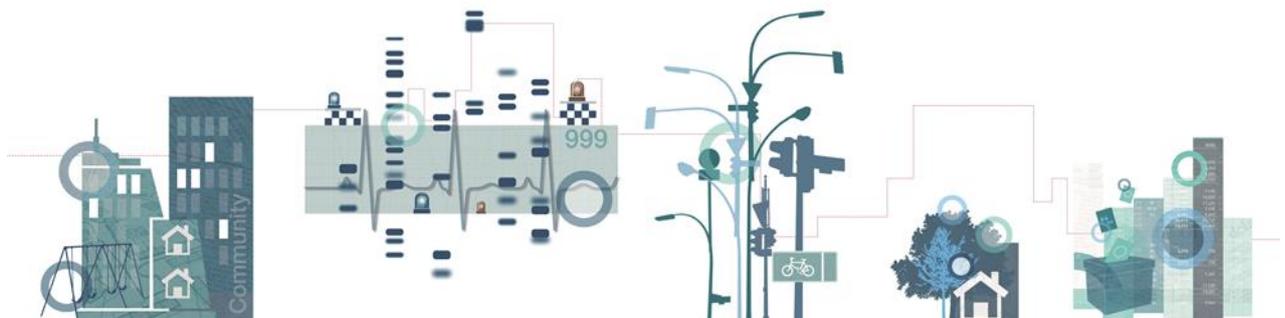
We became aware public sector clients were facing a number of challenges – reduced teams and increased workloads in a wide variety of complex areas meant that more work needed to be placed externally.

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 1000 people including 650 fully qualified lawyers, of whom 60 are regarded as leaders in their field. Our teams operate as one team, from six offices across the three UK legal jurisdictions.

Our 150 strong national Commercial Services Group, 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.

Our track record

We offer a proven model of co-sourcing that we developed with public sector clients including the, Government Legal Department, London Borough of Haringey, Kent County Council and Somerset County Council.

Underpinning our approach to giving advice are stringent quality management processes designed to ensure our client service delivery is always aligned with clients' needs.

Examples of our work:

- **A county council** – providing a seven day-a-week virtual secondment to assist with complex back office procurement. We were called in by the Council to assess the state of the BOP Project and its readiness for close of the competitive dialogue process.
- **A police force** – a member of our team heard that the force senior lawyer was spending time updating court bundles at the Court of Appeal prior to a hearing. We were able to provide a part-time secondee to work with the Director of legal services to provide a flexible junior resource.
- **A north London council** – acting as a partner to their in-house team, stepping in as a flexible, available, fluid resource at times when they need us. We are currently acting as a resource to review and finalise the Council's construction contracts for a range of development and other schemes.
- **A county council** – acting as an extension of the in-house team to provide advice, following cuts, in relation to options for reducing the payment of a management fee under a leisure services contract to nil, via variation or termination and what the consequences of such action would be.
- **A city council** – a member of our team worked at the council's offices at key points during its ground breaking procurement of an energy efficiency partner to ensure all procurement documents, EU funding submissions and reports to cabinet were completed to the highest standards and on time.
- **A police force** – providing an ongoing junior level secondment to support their in-house team with the amendment and review of a range of contracts on a wide range of matters including confidentiality agreements, procurement, trademark licensing, ICT contracts, software agreements and data protection.
- **Central government department** – supporting the team in a wide variety of commercial, procurement, corporate and pensions projects.
- **A statutory body** – supporting on the renewal and restructuring of the 400+ leases of units. So that this project could be undertaken within a very tight timescale, we seconded a solicitor and a trainee solicitor to the clients' offices within two weeks of being instructed.

"TLT has been consistently timely; meeting sometimes short, pre-agreed deadlines... they have quickly assimilated the business requirements of the MPS and have taken these into account in the services provided. TLT has never let us down."

Director of Legal Services, a police force

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

Panel arrangements

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

- Crown Commercial Services – General Legal Advice Service Tier 1
- Crown Commercial Services – Wider Public Sector
- National Legal Services Framework for blue light services
- London Borough Legal Alliance
- Cornwall Council's framework for commercial services
- BBC's panel for property services
- Oxfordshire Legal Services Framework
- North West Consortium for property, planning and environmental

“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

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



Bill Hull
Partner, Team Lead

T +44 (0)333 006 0321
bill.hull@TLTsolicitors.com

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.



David Isaacson
Partner

T +44 (0)333 006 0220
david.isaacson@TLTsolicitors.com

David regularly advises clients on a variety of corporate and commercial matters, including acquisitions, disposals, joint ventures and general company law.

He has for a number of years supported clients in the housing, local government and charities sectors and has advised on a wide range of projects including local authority housing vehicles, housing stock transfer, ALMOs and constitutional and governance matters including group structures.

David has considerable experience of advising on shared services projects in the housing sector. He has recently advised a South West based RP on the formation of a cost sharing group for careline services and a RP and University on a cost sharing group for the provision of property maintenance services.



Kuldip Dhanoya
Legal Director

T +44 (0)333 006 1594
kuldip.dhanoya@TLTsolicitors.com

Kuldip has over 16 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.



Vanessa Cooper
Legal Director

T +44 (0)333 006 0000
vanessa.cooper@TLTsolicitors.com

Vanessa is a Legal Director with over 14 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.

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



tltsolicitors.com/contact

Belfast | Bristol | Edinburgh | Glasgow | London | Manchester | Piraeus

TLT LLP and TLT NI LLP (a separate practice in Northern Ireland) operate under the TLT brand and are together known as 'TLT'. Any reference in this communication or its attachments to 'TLT' is to be construed as a reference to the TLT entity based in the jurisdiction where the advice is being given. TLT LLP is a limited liability partnership registered in England & Wales number OC308658 whose registered office is at One Redcliff Street, Bristol, BS1 6TP.

TLT LLP is authorised and regulated by the Solicitors Regulation Authority under ID 406297.

In Scotland TLT LLP is a multinational practice regulated by the Law Society of Scotland.

TLT (NI) LLP is a limited liability partnership registered in Northern Ireland under ref NC000856 whose registered office is at River House, 48-60 High Street, Belfast,

BT1 2BE. TLT (NI) LLP is regulated by the Law Society of Northern Ireland under ref 9330.

TLT LLP is authorised and regulated by the Financial Conduct Authority under reference number FRN 780419. TLT (NI) LLP is authorised and regulated by the Financial Conduct Authority under reference number 807372. Details of our FCA permissions can be found on the Financial Services Register at <https://register.fca.org.uk>