



TLT LLP | Introducing Co-Sourcing

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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.

"Their commitment and drive has been second to none" A Central Government Department

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 180+ 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.



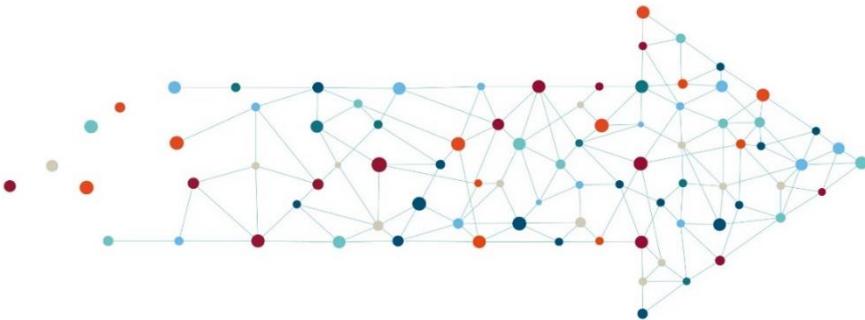
Our track record

We offer a proven model of co-sourcing that we developed with public sector clients. 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 under co-sourcing for central government include:

- **A Government Department** – advising on the Green Homes Grant. We worked to deliver commercial procurement and general advice at accelerated timescales, working closely with policy and commercial colleagues in designing the structure of the scheme and implementing that via a fast track procurement of a Delivery Partner.
- **Various central government departments** – advising on sensitive state aid implications of a number of contractual and public financing measures launched in response to Covid-19.
- **A Government Department** – advising on the negotiation and finalisation of a contract to develop and deploy a data platform which acts as a central data repository and reporting tool.
- **A Government Department** - advising on state aid and contractual aspects of further investment in its in-house design operation with a view to it selling services across the public sector and potentially to private sector customers.
- **A Government Department** – advising on short notice on the procurement of 100+ contracts for the provision of urgent supplies in response to the Covid-19 pandemic. We advised on the terms of each contract, negotiations with suppliers and the swift, simultaneous implementation of a large volume of contracts with many different suppliers.
- **A Government Department** - leading on the negotiation of a 10 year £1 billion contract with, modelled on Cabinet Office's Model Service Contract.
- **A Government Department** – advising on its participation in, and potential exit from, a joint venture company.
- **A NDPB** - advising on the review of a £2m overdraft facility and £3.5m short-term call off facility to fund working capital.

" TLT have been absolutely fantastic throughout – they have met every tight deadline and provided exceptional advice to every query and request posed " A Central Government Department



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 appointments

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

- Crown Commercial Services – General Legal Advice Service (Tier 1)
- Co-partnering arrangements with GLD Commercial, Pensions, Employment and Property Law Hub teams
- Crown Commercial Services – Wider Public Sector
- National Legal Services Framework for blue light services
- London Borough Legal Alliance
- North West Consortium
- BBC's panel for property services
- Surrey Administrators & Solicitors

"They have 'hit the right note' on all advice and built trusted relationships with the whole project team who have really appreciated their availability and responsiveness " A Central Government Department

Service fulfilment

"If we could use TLT all the time, we would; TLT get on with things and are less demanding on the team's time. With TLT, there is always clarity in costing out projects." Contract Manager, National Legal Services Framework

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

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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 leads TLT's relationship with Central Government and is TLT's Panel Manager for our GLAS panel appointment. Bill also 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).

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.



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.



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 with both public and private sector officers at all levels.



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.

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



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