



RM6240 Public Sector Legal Services

Lots 2a, 2b & 2c

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For what comes next
tlt.com



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The Information contained in this document, including that given in case studies and key contact biographies, is not commercially sensitive, but where it is not a matter of public record, appropriate permission has been sought for inclusion.

Introductions

We support UK government services, local government, blue light services, independent Public Inquiries and other public bodies, advising them on a variety of project based, flexible support to meet bespoke requirements. Many of our lawyers, paralegals, project managers and near-legal consultants have worked for, and been on secondment with, public sector clients. Our 1300+ strong headcount provides our clients with continuity of service from a dedicated Client Service Team immediately established on instruction.

We genuinely have something special to offer central government; we are known as a challenger and a disruptor in the marketplace because we actively seek to challenge traditional ways of resourcing and pricing legal services for the benefit of our clients.

We are able to respond with speed and agility to our clients' legal requirements. Combining technology and project management disciplines with strong legal teams means that we can support even the most complex of public projects efficiently and cost effectively.

What sets us apart?

- **Benefits of scale** - our strength in depth allows us to resource flexibly to deliver all instructions in accordance with the standards of service our clients expect. We have the infrastructure to undertake a high volume of work at short notice, 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. Our geographic reach and flexible resourcing model enable our business to scale and move resource around to respond to downturns in one area and increases in demand in another.
- **Project managing** - we 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 team benefit from the efficiencies created by precedent banks, standard documentation in our file management system and comprehensive induction and support from existing team members.

Introducing Co-sourcing

An innovative, bespoke arrangement to provide you with the right level of support, at the right time and in the right way. We identified our 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.

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.

Team structure

Please find below your core contacts who are responsible for TLT's management of this framework. We are committed to building relationships with your team and driving your success. This involves sharing communications, overseeing the delivery of client development objectives, ensuring implementation of any client delivery related actions and being accountable to your management about the client relationship and service delivery.



Andrew King
Partner & Framework Relationship
Manager

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Andrew is on the Public Sector leadership team at TLT and is framework manager for the Public Sector Legal Services Panel RM6240.

Andrew is a highly experienced public inquiries and public law specialist with over 15 years' experience of acting on behalf of a range of government departments, public bodies and private sector organisations. He has a strong track record of handling complex and high-profile matters including inquiries/investigations, judicial reviews, human rights, financial crime, contempt of court, information law and public interest immunity cases. Andrew has previously held the role as Solicitor to the British Virgin Islands Commission of Inquiry.



Bill Hull
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As 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), other Blue Light organisations and numerous Central Government Departments and Agencies. 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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Working with our Clients

Our collaborative approach is based on empowerment and respect. We aim to be our client's "Critical Friend" – collaborative and solutions focused but constructively critical when it is necessary.

We tailor our services to client requirements including collaborating with client's stakeholders, policy advisors, other law firms or Legal Process Outsourcing companies. We have a proven track record spanning over 15 years of working in collaboration with other law firms, accountants and LPOs for clients undertaking complex, large scale and business-critical projects. Collaboration will provide you with an effective solution to reduce legal spending without compromising on the quality of advice, the level of service, or increasing risk.

We recognise that collaborative working is a key consideration when working with any professional advisor. We have adopted the principles of ISO44001 Business Collaboration Standard (which provides a roadmap for establishing and managing collaborative relationships to generate benefits for all parties) at the heart of the processes we have designed. Everything we do – from management (having a Collaborative Relationship

Management Plan) and culture (set and promote collaborative behaviours) to quality assurance (a continuous review-feedback-improvement loop) – the principles of Collaborative Working and ISO44001 run through it all.

Social value

We are a responsible and future-focused business, because being here for the long-term should never be taken for granted. Our purpose is to protect, prepare and progress our clients for what comes next and it's essential that we do the same for our people, our planet and our communities too. We're continually driving sustainable change in every part of our operations; working with our clients and wider networks to deliver positive environmental and social outcomes, thinking long term, acting responsibly and supporting our people in their work, development and wellbeing.

Inclusion, Mental Health & Wellbeing

We understand that our clients share the same commitment to tackle inequality and to give every individual the opportunity to fulfil their potential. TLT is equally committed to tackling inequality within our firm and the wider legal sector, as well as helping our clients do the same. In fact, we are so committed to this that we have baked our commitment to Equality Diversity Inclusion & Wellbeing (EDI&W) into TLT's firm strategy, by "Being Progressive", making 1 of 4 pillars in that strategy. TLT are signatories of the Mindful Business Charter and have our own set of principles inspired by this which govern how we work.

We have a number of existing and planned social value initiatives to deliver on our "Being Progressive" strategy and we have a dedicated EDI&W team to support the delivery of these. We have committed this to board-level accountability via regular reporting to our Responsible Business Committee and our EDI&W Executive Board Champion. Recent initiatives include:

- A comprehensive review of ED&I, consulting with over 70% of the firm to inform our 2025 strategy.
- Committed to targets to improve senior-level representation starting with 33% female representation at partner level by 2025.
- Launched two new employee networks, including LGBTIt and the BAME Network, to create community and foster inclusivity.
- Introduced Mental Health and Wellbeing Champions for non-judgemental mental health conversations and signposting.

Tackling Climate Change

In a world of constant change, businesses need to prepare for the future. And so do we. Sustainability is a core part of our approach because working in-step with people and the environment means we'll have a place where businesses can thrive long-term.

We see it as our responsibility to inspire positive and sustainable transformation in our business, working with and learning from our people, our clients and our wider network. We all know that we need to do more and that is why we draw on our years of experience in clean energy to make sustainability part of our offer for our clients and contacts so that our business activities can deliver progressive economic, environmental and social outcomes.

We are committed to tackling climate change within our firm and in the delivery of our legal advice to our clients. Our ambitious 2040 Net Zero target stands out because it:

- is externally validated by the Science Based Targets initiative (SBTi)
- is validated under SBTi's new Corporate Net-Zero Standard, in alignment with the latest science and 1.5°C warming, not 2°C
- Covers scopes 1, 2 and 3 including scope 3 supply chain emissions

As our Framework Relationship Manager, Andrew King will ensure that our advice delivered under the PSLS

framework in aligned to our environmental management system (EMS) which is externally certified to ISO 14001:2015 standard. This will include ensuring where practicable, our legal teams undertake activities which reduce carbon emissions in the delivery of the contract, with a focus on reducing energy consumption in our offices which service the framework, conducting remote meetings where possible to reduce travel emissions and identify any other areas which tackle climate change in the delivery of our work.

Lot 2 Elective Specialisms

- Property and Construction
- Social Housing
- Education Law
- Debt Recovery
- Planning and Environment
- Licensing
- Pensions
- Litigation / Dispute Resolution
- Intellectual Property
- Employment
- Healthcare

Property & Construction

Our national Real Estate group works across the public sector for Local Authorities, Blue Light Services, and Social Housing Providers. We advise clients across the complete range of legal issues arising from management of their property assets, from strategic development, redevelopment projects and investment decisions through to business as usual matters. We also undertake a broad range of litigation in relation to tenanted estates and other property holdings.

Our specialist Projects Infrastructure and Construction team advise on a range of non-contentious construction matters and construction disputes. We regularly advise on a variety of construction contract negotiations and disputes, working alongside our clients to understand their commercial needs and devising strategies to achieve them. The team has a wealth of experience in contract procurement, drafting and negotiation and in dispute avoidance and resolution. The team also advises public and private sector clients on highways projects and joint venture arrangements. Our specialist team provide expert advice on large scale infrastructure projects including DCOs.

Case Study – BBC Cardiff

Advising on all aspects of the BBC's new £120 million headquarters building for BBC Wales. Our involvement included dealing with the sale of its existing premises in Llandaff and acquisition on a leasehold basis of a new and significant mixed use development in central Cardiff on a critical brownfield site adjacent to Cardiff Central Station. TLT acted for the BBC on the design development agreement, agreement for lease and new 20 year lease. TLT's Construction team also advised on the substantial construction issues and warranties affecting the Property.

Key Contact



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Social Housing

Our social housing team advise on every aspect of new developments and the day-to-day operations of our sector clients. This full-service offering is something which sets our practice apart from our competitors. The team have over 30 years' experience in the sector working with national and regional affordable housing providers. We deliver bespoke advice to over 40 registered providers (RPs), local authorities and private developers/contractors. The depth of our practice and the experience of our team means that our clients trust us to represent them in critical deals which expand market share and create new mixed use developments. This type of work is essential to the development of the sector and the provision of much-needed new affordable housing.

We understand RPs objectives and concerns including funding, the commercialisation of the sector, value for money, politics, governance and regulation. We anticipate issues and provide solutions for what comes next. Our team has extensive experience in drafting and advising on new forms of tenancy and licence agreements; drafting and amending agreements, including Assured Tenancies, ASTs, Common Law Tenancy Agreement and Licences.

Case Study – Craylands Estate Regeneration

We continue to advise Swan Housing on a £210 million Craylands Estate regeneration project in partnership with Homes England and Basildon Borough Council including complex phased development agreement; a detailed s106 agreement; numerous infrastructure agreements; leases of commercial space; the set-up of a community development company, plot sales and we continue to advise on ongoing SDLT and VAT structuring within the client group of companies.

Key Contact



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Education Law

TLT works with all aspects of the education sector including public sector bodies, private operators and investors, funders and developers. We act for nursery operators, schools and those in the further and higher education sectors.

Our team has a wealth of experience in providing commercial advice on a range of higher and further education law issues, in particular in the areas of data protection, property, health and safety, construction, employment, equalities issues, estate management, contractual arrangements and intellectual property issues.

We also have in-depth experience advising on the full breadth of employment and pensions matters relating to the Higher Education sector, including acting for various Universities.

Case Study – University client

We support our University client across multiple areas including construction, property, health & safety, data protection, and freedom of information. We've also advised on IP matters involving data, know-how, and patents—drafting assignments, licences, and revenue-sharing agreements. Additionally, we provided virtual secondment support to bolster their in-house legal team, assisting with estate management, transactions, refurbishments, and governance boards for specific projects.

Key Contact



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Debt Recovery

We investigate, pursue and defend claims in all types of insolvency processes, often including a multi-jurisdictional element. We regularly act for a wide range of high street banks, other creditors and insolvency practitioner clients, as well as company directors and debtors.

We specialise in undertaking complex litigation and dispute resolution on behalf of our clients, we also undertake BAU debt recovery against disputed and (more unusually) undisputed debts.

We are experienced in debt recovery and litigation advising a broad range of clients in sectors to include public sector, financial services, energy, retail, property on debt recovery, asset recovery, credit control, litigation and enforcement to include insolvency in the UK.

We help our clients to achieve the best outcome based on their specific circumstances. Our expertise and experience in the market helps us to provide innovative solutions and tailor our advice to each client's needs.

Case Study – Ofsted

We provide advice to Ofsted on cost recovery matters which have a number of factors to include very litigious parties and vulnerability. Our advice includes considerations to include reputational risk, timescales, commerciality and prospects of recovery.

Key Contact



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Planning and Environment

Our Planning team offers clients a complete planning advice service, including infrastructure planning. Experience includes working for central government, local planning authorities, developers and consultancies. We are actively involved in examinations in public of local plans, delivery advocacy at public inquiries (CPO, enforcement, refusal of permission), and judicial review at the high court and the court of appeal.

We have particular expertise in infrastructure planning, including obtaining consent for major infrastructure projects, public law, environmental law, legislative drafting, and advising on parliamentary procedure.

We also advise local authorities and developers on how to manage the impact of their development and public rights of way. We provide a holistic service to local authorities and developers, to ensure that highways are adopted in new developments where appropriate.

Case Study – London Council Regeneration Project

Advising on a flagship regeneration project for a London Council. We advised the successful bidder on project documentation and the negotiation of property, planning and construction matters for the £200 million project. We advised Enfield Council in making a compulsory purchase order for the land interests required to carry out the development. The project will see the development of some 500 new private sale and affordable homes, a new community centre and over 3,000m² of commercial space, including a hotel, along with associated highway improvements.

Key Contact



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Licensing

TLT's national licensing practice provides strategic, commercial and practical advice on all licensing matters, including applications, variations, and compliance and enforcement issues. We advise a broad range of clients from hotels, bars, clubs and restaurants to major music festivals, pub companies, sports clubs and race course operators. We support one-off events and venues as well as businesses with large property estates. With our expertise in large portfolio licensing, we provide advice and IT solutions that help streamline business processes and maximise revenue.

We advise at every level, from board level strategy to operational matters at individual premises. Our advice is designed around our clients' specific business needs. We take a practical and commercial approach to ensure that legal requirements are met.

From initial advice through to advocacy at hearings, our team of licensing specialists has significant expertise in all aspects of alcohol and entertainment licensing.

Case Study – Sports Venue

Advised on strategy approach pre application consultation and dialogue with officers, prepared and drafted the application to provide licensable activities to a new 3,500 capacity sports venue being built in Hull.

Key Contact



Matthew Phipps - Partner

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Pensions

Our national team advises employers and trustees across the UK and all jurisdictions on all aspects of pensions law, including public sector pension schemes, master trusts, defined benefit, defined contribution and 'hybrid' schemes and the implementation of auto enrolment.

Our team delivers advice on the full range of pension queries, and benefit from a wealth of experience in matters concerning investments and public sector pensions. We also advise a wide range of public sector bodies on the application of New Fair Deal, member and benefit issues, as well as complex outsourcing transactions.

We have a specialist Pensions Investment Team which combines the skills of experienced pensions, banking and capital market lawyers to offer a comprehensive service to clients.

Our Pensions Dispute Resolution Team believes in trying to avoid protracted legal engagement by seeking to resolve disputes early. This not only reduces exposure to the cost of lengthy litigation, but helps contain the situation and repair fractured relationships, whether they are with members, advisers or even regulators. Our practical and solution-orientated approach focuses on providing clear advice on the commercial realities at the right price.

Case Study – Police Force Client Pension Scheme

Advised a police force on the TUPE/pensions aspects of a multi-million outsourcing of police custody services, including the potential transfer of several hundred employees from the public to the private sector, and issues arising from strong union objections to various matters.

Key Contact



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Litigation / Dispute Resolution

Our dispute resolution lawyers look for solutions aimed at maintaining the business relationship between parties in dispute and finding ways of reaching an agreement.

Alternative dispute resolution and in particular mediation is a big part of our culture. We have a large dispute resolution team of over 100 lawyers in the UK, carrying out a range of commercial litigation for public sector bodies as well as for FTSE100 and other listed or international organisations.

We advise in relation to all kinds of disputes, including contractual disputes, IT disputes, IP disputes, data disputes, procurement challenges, professional negligence, brand protection, shareholder disputes, warranty claims, debt recovery and property disputes. We advise in relation to proceedings in all levels of the courts from County Court and High Court, through to the Court of Appeal and the Supreme Court. We also advise in relation to urgent injunctive relief, arbitration, adjudication and judicial review.

Case Study – Multi-million Pound Dispute

TLT was engaged in a politically sensitive and high-profile dispute, initially advising on contractual drafting. When the supplier failed to meet delivery deadlines or contractual standards, the matter evolved into a dispute. We worked in close partnership with the client's legal, commercial, technical, delivery, and policy teams, alongside external advisers, to protect their interests while driving timely delivery. This collaborative effort resulted in successful delivery within the agreed timeframe and a full settlement of related claims, all under significant media and reputational pressure.

Key Contact



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Intellectual Property

TLT has a very experienced IP team which works with a large range of clients across many different sectors. We help develop strategies to protect, exploit and enforce our clients' IP assets and maximise value, including advising on brands, trade marks, copyright, software, designs and patents.

Many of the issues we advise on have a cross-border aspect, and our team has developed a strong network of leading IP lawyers in other territories, allowing us to provide our clients with truly global support. We are members of INTA and committee members of the IP enforcement sub-committee.

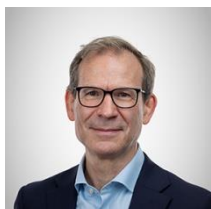
We have experience across all forms of dispute resolution, from litigation in the High and Appellate Courts and international arbitration, through to claims brought in the Intellectual Property Enterprise Court and disputes before the Intellectual Property Office and the Office for Harmonisation in the Internal Market.

Case Study – Care Quality Commission Trade Mark Portfolio

The CQC is a Regulator that makes sure health and social care services. The CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. Following a review and unauthorised use by third parties of the CQC brand we have been advising the CQC on a brand strategy; dealing with additional trade mark applications and taking enforcement action on behalf of the CQC.

This is an important matter because integrity of the brand and the way it is used is fundamental to confidence in the Regulator. CQC needs to have effective tools against parties who abuse the brand.

Key Contact



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Employment

TLT has a strategic advisory practice and advises high-profile clients on some of their most significant employment matters. This includes sensitive and appellate level litigation, intricate grievances, transactional advice and strategic industrial relations advice to some of the UK's largest employers.

We have market leading expertise in complex and challenging aspects of contentious and non-contentious employment law issues including TUPE, COSOP, outsourcing, redundancies, restructuring, reorganisations, contract change processes, trade union and industrial relations issues, whistle-blowing, discrimination, restrictive covenants, injunctions, and executive remuneration. We provide cost-effective support on business as usual issues, such as defending employment tribunal claims, and support on internal employment relations issues, such as long term ill-health and managing performance issues. Through our work for public, quasi-public sector clients and not-for-profit organisations we are aware of the financial pressures such organisations face. We work closely with these clients on issues which arise directly from funding cuts e.g. changing terms and conditions of employment, managing restructures, advising on union relations and strike action.

Case Study – Public Body

Advising a major Public Body on major outsourcing contracts, advising on TUPE, Fair Deal and the Cabinet Office Statement of Practice on Staff Transfers in the public sector.

Key Contact



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Healthcare

We have a wide range of experience in the healthcare sector, advising both the public and private sectors across both their day-to-day and strategically important legal requirements.

Our experience of the broader healthcare sector includes advising CQC regulated social care providers in respect of CQC inspection outcomes, CQC enforcement, Local Adult Safeguarding Boards, Mental Health Act and Mental Capacity Act issues, Deprivation of Liberty issues, end of life care and the operation of Lasting Powers of Attorney. Our team also has experience of advising on other aspects of the healthcare sector including the health and social care funding regime, and professional disciplinary proceedings including actions by the General Dental Council.

We have advised care providers on the health and safety regime as it applies to their sector, the different enforcement responsibilities of HSE and CQC and high-risk issues affecting the sector such as legionella risk and compliance. Our experience gives us insight into the various regulatory obligations that apply to duty holders, to best practice approaches to compliance, and to the tactics employed in both enforcing and defending regulatory obligations.

Case Study – NHS Trust

Advising an NHS Trust on the operation and enforcement of a non-standard form hospital PFI contract. In addition to providing advice and support on the structuring of potential compensation claims for past non-compliance, we are advising the Trust on optimisation of the contract to provide for improved performance going forward.

Key Contact



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