



RM6240 Public Sector Legal Services

Lots 1a, 1b & 1c

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Contents

Contents	1
Introductions	3
Team Structure	4
Social Value	5
Administrative and Public Law	8
Non-Complex Finance and Investment	8
Contracts	9
Competition Law	9
Corporate Law	10
Data Protection and Information Law	10
Employment	11
Information Technology	11
Infrastructure	12
Intellectual Property	12
Litigation and Dispute Resolution	13
Partnerships	13
Pensions	14
Public Procurement	14
Property, Real Estate & Construction	15
Energy, Natural Resources & Climate Change	15
Retained EU Law and EU Law	17
Planning	17
Projects	18
Restructuring and Insolvency	18
Education Law	18
Food, Rural and Environmental Affairs	19
Franchise Law	19
Health, Healthcare & Social Care	20
Life Sciences	20
Telecommunications	21
International Trade, Investment	21
& Regulation	21

Public International Law	22
Charities Law	22
Health and Safety.....	23
Licensing Law	23
Transport Law (excluding Rail)	24
Tax	24
Outsourcing / Insourcing	25
Islamic Finance / Sukuk	25
Media Law	26
Immigration	26
Public Inquests and Inquiries	27

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 1400+ 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.



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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 is 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 1 Mandatory Specialisms

- Administrative and Public Law
- Non-Complex Finance and Investment
- Contracts
- Competition Law
- Corporate Law
- Data Protection and Information Law
- Employment
- Information Technology
- Infrastructure
- Intellectual Property
- Litigation and Dispute Resolution
- Partnerships
- Pensions
- Public Procurement
- Property, Real Estate and Construction
- Energy, Natural Resources and Climate Change

Administrative and Public Law

We have a significant national public law practice, housed within our Public Inquiries and Public Law Team, advising public sector clients on their powers and duties. Advice includes governance, vires, data protection and freedom of information, reorganising council-owned Teckal subsidiaries, public procurement, commercial property investment and clean energy transactions.

Our team has extensive experience advising on highly sensitive public procurements which impact on the client's reputation and operational business. We provide specialist legal advice in several key areas including multifaceted projects, complex procurement, IT transformations, and large-scale development and regeneration projects.

Our teams have experience of both instigating and defending applications for judicial review dealing with high profile matters. We advise not only on what they are able to do but also what they should be doing as a statutory body. Our knowledge of statutory powers means we identify when these are not being properly exercised and escalate any incidents to the Head of Legal or other appropriate parties.

Case Study – UK Government Covid-19 Response

Supporting UK Government on sensitive public law issues surrounding its Covid-19 response, including one major Covid project, providing both strategic and practical support to its contracts through the governance and sign-off processes. This involved contributing to business cases, providing commercial views on market norms and issues such as bank guarantees, subsidy and procurement risk

Key Contact



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Non-Complex Finance and Investment

Our Banking & Finance practice works with a diverse range of national and international clients. We work with clients on all types of finance transactions, advising on a full range of documentation: from precedents and pro formas through to syndicated and bi-lateral finance documents. We have worked closely with many household name banks for many years.

We work on a range of transactions including acquisition and leveraged finance, asset backed lending and investment grade lending. We have specialist experience in projects and infrastructure, social housing, clean energy, real estate and trade and export finance. Complemented by one of the largest banking litigation teams in the UK, and working closely with specialists in financial services regulation, corporate recovery, insolvency, tax, M&A, real estate and regulatory, we are able to provide all of the acquisition, leveraged finance and asset backed lending and corporate banking; emerging markets finance, ship finance and marine finance recoveries and workouts; and payments, real estate finance and trade and supply chain finance.

Case Study – Government Legal Department

Advising the Government Legal Department and Ministry of Housing, Communities & Local Government (now Department for Levelling Up, Housing & Communities) on the extension of European Grant Funding to Eden Geothermal Limited, including advising on the structuring of bespoke financial guarantee arrangements in support of the extension of the grant funding for this innovative project.

Key Contact



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Contracts

Our contracts team advise clients across all of our offices and cover all jurisdictions, allowing us to be one of the only firms to offer a truly UK wide service. We develop and negotiate all types of commercial agreements with UK and international application. Alongside major projects, we have the technology, capacity and process management skills to resource high volumes of business-as-usual commercial contract work from our commercial sourcing unit.

Alongside major projects, we have the technology, capacity and process management skills to resource high volumes of business-as-usual commercial contract work from our commercial sourcing unit. We have a truly national and international practice undertaking the highest quality advice on the full spectrum of commercial contracts including, Collaboration agreements, Export controls and sanctions, IT and Outsourcing, Supply, distribution and agency agreements, Data protection and privacy, Franchising and international development, Public procurement, Commercial joint ventures, partnerships and restructurings.

Case Study – London Borough of Ealing

Advising on terms and conditions including grant funding arrangements with Sport England, partnership agreements with other London boroughs and the GLA, data protection provisions (including implications of GDPR on investigations carried out by Ealing) and a number of social care and construction contracts.

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Competition Law

The Competition team at TLT is well established and respected with peers and clients alike. Our clients include international household names, FTSE100 listed companies, trade associations active in both Westminster and Brussels and, in the context of state aid work, government departments and public authorities.

We have in-depth sector knowledge derived from advising a wide range of businesses and representative bodies in the public sector. We advise on all aspects of competition law ranging from merger notifications to cartel and market investigations.

Our lobbying activities and regular participation at high level UK ministerial and European Commission roundtable meetings means we help shape the competition law agenda and play a key role in decision making. This is reflected in the fact that we continue to undertake significant work for industry bodies and trade associations.

Case Study – Government Legal Department

Advising the Government Legal Department and the Home Office in connection with the Competition and Markets Authority's (CMA's) market investigation into the supply of the land mobile radio network services for public safety (and ancillary services) in Great Britain, currently operated by Airwave/Motorola. This has included representation at hearings before the CMA as well as written representations to the CMA at each stage of the investigation, from the Issues Statement and Working Papers to Remedies.

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Corporate Law

Our corporate lawyers have a reputation for providing technically excellent advice combined with commerciality and pragmatism. We advise on a range of complex corporate transactions and regularly support our clients on mergers and acquisitions, group restructurings, management buyouts, joint ventures, private equity, strategic investments and associated agreements.

We advise public bodies relying on the corporate governance elements of projects to establish trading entities. We also advise in respect of governance requirements, on the personal responsibilities of company directors and the interpretation of and compliance with Corporate Governance standards. We deal with all aspects of Listing Rules and AIM advisory work in relation to day-to-day compliance, corporate governance issues and transaction related advice.

Case Study – Government Department JV Related Advice

Advising a Central Government Department on its participation in, and potential exit from, a joint venture company, including advising on the department's capacity to influence the business direction of JVCo if it decided not to sell its shareholding along with whether it could attach any conditions of sale if it decided to sell its shares to the joint venture partner.

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Data Protection and Information Law

Our national data protection and privacy team advise major clients on cutting edge and complex projects, including advising on the use of new technologies, projects with significant privacy implications and implementation of privacy governance programmes. The team has a fantastic reputation in relation to data protection and the GDPR across all industries.

We advise clients on all aspects of data protection compliance, including drafting privacy notices for inclusion in customer journeys, ordering processes and terms and conditions. The team also advise on marketing consent issues, including targeted advertising, profiling, cookie compliance, drafting data protection provisions for outsourcing arrangements, advising on the transfer of data overseas and setting up and managing data protection compliance programmes. We also provide data breach management and regulatory investigation support.

The team has an excellent reputation amongst clients and peers, for its commercial approach and ability to become trusted advisors to their clients and an extension of their in-house teams.

Case Study – London Borough Client

Advising a London Borough Council on the data protection obligations that apply to the data sharing “anti-fraud hub”, the steps that Councils must take to comply and the parameters within which the hub can operate in a legally compliant manner.

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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Information Technology

We have an excellent understanding of the issues affecting public sector bodies when developing, procuring and outsourcing technology. Our team is known for advising suppliers and customers, including on major software procurement projects, outsourcings, cloud and systems integration. We are regularly involved in large scale contracts dealing with IT systems and support services procurement, technology development, telecoms, IT outsourcing, managed services and cloud solutions.

We work with larger clients to leverage their buying power with IT and telecoms suppliers, particularly in relation to the development of bespoke technology solutions. Alongside major projects, we have the technology, capacity and process management skills to resource high volumes of business-as-usual technology contract work from our commercial sourcing unit.

We have in-depth technology expertise, commerciality and strong negotiation skills. Our IT lawyers take the time to understand risks and focus on what is important in negotiations to deliver optimum results for our clients.

Case Study – Central Government Department

Advising a central government department on the £1bn+ re-procurement through five contract 'lots' of IT and outsourced services for the set-up and operation of international application centres supporting the UK's immigration policy.

Key Contact



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Infrastructure

Our national specialists work as one team across our UK offices and have extensive experience in development and transactional construction projects. The team includes very experienced construction dispute specialists who manage all forms of dispute resolution including adjudication, arbitration and litigation and ADR, particularly mediation.

We focus in the construction, energy and infrastructure industries and the facilities maintenance sector. We represent major national and regional contractors, central government, the London Boroughs and other local authorities, police forces, housing associations, property developers and numerous private sector end user clients. We are experienced users of all the major forms of construction and engineering contracts, from domestic JCT and NEC forms, to FIDIC forms and bespoke framework and alliancing/ collaboration agreements.

Our Infrastructure Planning and Parliamentary team, a recent addition to TLT from Broadfield, are experts in major infrastructure projects, with particular focus on DCOs, public law, legislative drafting and advising on parliamentary procedure.

Case Study – UK Prime Contractor

Advising a prime contractor on a major UK infrastructure project, including negotiation of a NEC4 framework contract with the Government and strategic guidance on structuring a complex supply chain. Supported the appointment of Delivery Partners and major contractors, and developed incentivisation models—such as share saving, KPI-linked penalties, bonuses, and fee tapering—within a soft alliancing framework.

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.

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Litigation and 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 – Central Government

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.

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Partnerships

TLT has a specialist partner-led Partnerships and Professional Practices team which advises clients on the formation, restructuring and dissolution of partnerships and LLPs and related disputes, as well as providing strategic advice on remuneration and other internal relationship issues, tax and property matters.

The advice is increasingly set against a regulatory background, taking account of both entity and individual regulatory obligations and liabilities. We observe that firms in a range of sectors will use the threat of regulatory breach to lever out those who they wish to exit.

We have an outstanding reputation for dealing with contentious issues in relation to partnerships and professional practices, particularly in the context of dissolutions and forced exits.

Advising a London Borough Council in relation to the formation of an LLP to acquire new housing stock for discharging homelessness duties and entering the private rental sector.

Case Study – Property Consultancy Partnership Support

Providing on-going support to a property consultancy partnership. We were asked to attend the Management Boards to discuss the principles around age discrimination in relation to retirement age, the legitimate interests of the business and the ways in which these could be achieved. This in turn led to preparation of an advice paper for consideration and decision at a partner conference, with appropriate alterations to the Members' Agreement.

Key Contact



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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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Public Procurement

Our team has extensive experience advising on highly sensitive public procurements which can impact on a client's reputation and business. Our specialist team helps to ensure that robust and successful procurements are completed without challenge. We deliver exactly what the client requires.

Our lawyers advise on all stages of the procurement process including pre-market engagement, initial scoping, potential application of exemptions, drafting all procurement and contract documents, negotiations with bidders, and the evaluation and award process. We also advise on any disputes or challenges that may arise and the options available to a defending body or challenging party.

The team includes individuals with extensive in-house experience in the public sector, allowing us to apply our expertise in a way that helps businesses meet their requirements.

Case Study – Non-Departmental Public Body Procurement Advice

Providing strategic procurement law advice and oversight to an NDPB in relation to its procurement of a 20-year 5 party works and services joint venture. Advice included oversight and assurance of evaluation at all stages and engagement with governance process with HMG; Strategic advice was provided for the defence of bidder challenges at both SQ and Final Tender stages, including preparation of detailed standstill and debrief letters, taking witness statements from evaluators, written advocacy in the form of rebuttal letters and instructing counsel. All challenges were successfully dispensed with.

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Property, Real Estate & 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.

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.

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Energy, Natural Resources & Climate Change

We have been active in the clean energy sector for over 20 years' and have a multi-disciplinary team who have the specialist expertise to advise on all aspects of clean energy projects across the range of technologies and the project life cycle. Having acted on over 15GW of renewable energy projects, including solar projects, AD and biomass, wind and other clean technology projects, and been involved in structuring some of the first multi-technology projects, we understand the deal complexity and different types of project structures.

We provide legal solutions on first-of-a-kind projects, developing the legal precedents and industry confidence required to help establish new technologies. For example, we are at the forefront of developments in the EV charging infrastructure and green hydrogen space. We regularly advise clients undertaking subsidy free solar (and wind) plus energy storage developments with private wire PPA arrangements and have specialist expertise relating to the development of fifth generation heat networks.

Case Study – London Borough

We advised our London Borough client on the concession arrangements for the roll out of rapid, fast and street lamp Electric Vehicle Charging Infrastructure in the Borough. Advice included workshopping the structure with the Council and its technical advisors, preparation and analysis of a risk matrix for the project, and preparation of a draft concession agreement and related documentation for the public competition process.

Key Contact



Maria Connolly – Partner, Head of Clean Energy and Real Estate

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Lot 1 Optional Specialisms

- Retained EU Law and EU Law
- Planning
- Projects
- Restructuring and Insolvency
- Education Law
- Food, Rural and Environmental Affairs
- Franchise Law
- Health, Healthcare and Social Care
- Life Sciences
- Telecommunications
- International Trade, Investment and Regulation
- Public International Law
- Charities Law
- Health and Safety
- Licensing Law
- Licensing Law
- Transport Law (excluding Rail)
- Tax
- Outsourcing / Insourcing
- Islamic Finance / Sukuk
- Media Law
- Immigration
- Public Inquests and Inquiries

Retained EU Law and EU Law

When financial assistance is provided from the public purse, we help public bodies and private companies to consider state aid issues, redesigning the assistance to avoid potential problems where we can, or guiding the European Commission approval process where needed. We help clients to identify potential state aid issues and structure aid to fit within the European Commission's block exemption, de minimis rules and sector frameworks. Our team includes lawyers who have previously worked in-house in the public sector. This means we are able to put ourselves in our public sector clients' shoes, and in turn help them to navigate and understand the system.

Our tailored, jargon-free, commercially focused, legal advice provides our clients with a clear view of the road ahead. As well as our core competition law advice, clients benefit from training, compliance audits and sales force surgeries. With a clientele including global brands, FTSE 100 companies and government departments, you're in good hands. But we don't just interpret the rules. Lobbying and high-level UK Ministerial and European Commission roundtable input means we drive the competition law agenda for clients.

Case Study – Trade Body Representation

Representing a trade body before the CMA, government and the European Commission in connection with competition law compliance, Unfair Trading Practices and GEAR2030 projects. This also relates to a new initiative, following the Brexit vote, to engage with the UK government regarding the potential adoption of sector specific domestic competition rules to replace EU regulation.

Key Contact



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Planning

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



Katherine Evans - Partner

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Projects

We advise and represent those procuring or providing major projects for public service provision, including for major infrastructure projects. Our lawyers have been involved with PFIs since their development in the 1990s, their proliferation in the 2000s and the reforms leading to PF2. We've advised in the healthcare, education, energy, housing, defence, blue light and transport sectors. Clients include contractors, housing associations and authorities on a variety of PPPs.

We're experienced negotiators of Project Agreements and the commercial and technical documents (payment mechanisms and output specifications) and supply chain contracts flowing from them. We have a great deal of experience in advising on operational and practical issues on major projects, including the implementation of dispute resolution provisions.

For each project we assemble appropriate specialist lawyers with expertise in project finance, construction, real estate, corporate, tax, employment and pensions as well as public law and EU procurement specialists when advising the public sector. The team is well versed in using our project management techniques to deliver projects.

Case Study – Royal Borough of Greenwich

Advising Royal Borough of Greenwich on key documents of a refinancing, including the Project Agreement, Funders' Direct Agreement, Deed of Variation of the Project Agreement and Deed of Variation for the Funders' Direct Agreement and the LGCA certificate required. We also reviewed funding documents to be put in place on completion.

Key Contact



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Restructuring and Insolvency

We have a full-service team of specialist restructuring and insolvency lawyers, acting for corporates and their boards, banks, lenders, financial institutions, private equity, funds, insolvency office-holders, government agencies, creditors and debtors. We also have an established practice specialising in the acquisition and disposal of debt portfolios.

We provide expert and commercial advice in all areas of restructuring and insolvency law and practice, including both corporate and personal insolvency. We have the capacity to deal with all instructions, from the largest restructurings, work-outs and formal insolvencies, through to acting for individual creditors and assisting stakeholders.

Our team is supported by highly regarded experts in banking, finance, property, pensions, employment and licensing, all with significant experience and understanding of insolvency law and practice.

We pride ourselves on taking the time to understand the needs of our clients before providing clear, straightforward and commercially-minded advice.

Case Study – The Insolvency Service

Visiting the Insolvency Service and Official Receiver's offices, as part of the Department for Business, Energy and Industrial Strategy involving c1000 instructions each year.

Key Contact



Jon Hainey – Partner

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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



Esther Smith – Partner

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Food, Rural and Environmental Affairs

The continuously changing and increasingly regulated legal landscape of the food and drink sector means it is often difficult for businesses to keep abreast of developments and understand what steps are necessary to ensure compliance. Our specialist training and technical advice helps

clients at every stage of the food supply chain meet their strict legal obligations around food safety and labelling.

Our team has substantial experience in providing compliance advice in relation to domestic and EU environmental legislation, from issues of waste packaging to the disposal of waste electrical goods. We also advise on EU environmental Directives and Regulations as well as environmental risk aspects and environmental law policy. We carry out environmental due diligence for any party acquiring property or businesses to identify potential risk issues and ensure liability for environmental issues is apportioned appropriately.

Our team deals with Environmental Impact Assessment and Environmental Permitting in order to avoid lengthy legal proceedings from third parties. We also have extensive experience defending corporate clients in respect of statutory nuisance issues and providing crisis management following serious health and safety accidents, environmental incidents and breaches of corporate governance and procedures.

Case Study – Glastonbury Festival

Acting for Glastonbury Festival in relation to pollution incidents involving the escape of waste into local watercourses and tributaries with the resultant impact on local wildlife.

Key Contact



Andrew Ryan - Partner

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Franchise Law

Our national team advises clients from its Bristol, London and Manchester offices from FTSE 100 retailers to FTSE 250 and smaller clients.

As an active member of industry groups such as the British Franchise Association (BFA), Encouraging Women into Franchising (EWIF) and the

National Franchised Dealers Association (NFDA - the franchising group for automotive dealers), TLT is helping to shape the future of franchising.

TLT has been an affiliate of the British Franchise Association since 1992 and we have played an active role in the sector ever since. We provide regular training sessions on franchising, speak at industry conferences and seminars and write articles on franchising developments for clients and the franchising trade press.

We find the right legal structure for our clients business. We advise on unit and master franchises, development agreements, joint ventures and subordinated equity arrangements, and can adapt these to suit your specific requirements.

Case Study – Major UK Supermarket

Advised a major Supermarket on a collaboration with a petrol garage provider which will see the client operate petrol station forecourt convenience stores across the UK

Key Contact



Pauline Cowie – Partner

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Health, Healthcare & Social Care

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



Bill Hull - Partner

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Life Sciences

We understand that it's easy to get tied up in red tape in an increasingly regulated sector such as the Life Sciences sector, where failure to comply can have damaging consequences. We can provide you with a comprehensive service that covers all aspects of existing and emerging regulatory law, liability and product recall issues, transactional matters,

litigation and regulatory issues related to pharmaceuticals, medical devices and biotechnology.

As a full-service law firm, we are able to collectively engage across our firm to provide you with advice in all aspects of Life Sciences matters whether it be acquiring new products, negotiating critical IP issues or guiding you through the regulatory framework. Our advice will be pragmatic and in line with your attitude towards risk. We can advise you on: Corporate and Commercial, Competition Law, Joint Ventures including international collaborations, Regulatory, IP and Product Liability and Recalls.

Case Study – National Institute for Biological Standards and Control

Advising National Institute for Biological Standards and Control (NIBSC) on contractual, funding and liability issues relating to the accreditation and purchase of Anti-gen testing services and products from private providers in this nascent market including funding and contractual interaction between NIBSC, PHE and DHSC.

Key Contact



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Telecommunications

Our team has an in-depth understanding of the telecoms industry and can advise on a broad range of commercial, regulatory, transactional and infrastructure issues.

We are experienced across a range of telecoms networks and platforms in the UK and internationally. Our clients are both providers and users of telecoms services. We act for developers of telecommunications

technologies, telecoms infrastructure businesses, equipment suppliers, software providers and major UK businesses procuring telecoms services.

Our multi-disciplinary team of lawyers have the specialist skills and sector knowledge to support clients on all day-to-day requirements as well as strategically important projects and disputes.

Case Study – County Council

Advising a county council on its Digital Infrastructure Strategy, including the roll-out of a new full fibre network and upgrade of existing telecommunications infrastructure to improve digital connectivity in both business hubs and rural areas.

Key Contact



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International Trade, Investment & Regulation

We help clients get the best out of cross border trade opportunities - whether by effectively navigating the international trade law framework, expanding into new markets or influencing key trade policy.

We work as part of an international team to offer advice and practical solutions to companies, governments and trade associations on cross-border business, legal and policy matters. We take a cross-disciplinary approach in advising our clients on all issues connected with market access and trade. Where an overseas organisation is looking to establish a presence in the UK or gain access to the UK market, we can advise on

corporate structures, regulatory barriers and risk, business immigration and investment. Our areas of expertise include: WTO law ,Anti-dumping, anti-subsidy and safeguards, Tariff and non-tariff based trade barriers, Export and import controls, Trade treaty negotiation support, policy and drafting, Trade remedies, Free trade agreements, Customs classification and valuations, Trade dispute resolution, WTO accession procedures, Brexit advisory, Structuring transactions to capitalise on favourable trade laws, Investment law, Cross border M&A, Corporate structures, Intellectual property, Employment and immigration law, Cross border financial services and passporting and Regulatory compliance.

Case Study – Department for International Trade

Advising the Department for International Trade on the UK's accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).

Key Contact



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Public International Law

Our international network delivers the right mix of legal expertise, sector experience and client service to match our own, enabling us to deliver more effectively for clients. It is about deepening those relationships we already have, particularly with those whom we already collaborate with as part of our various panel appointments, and developing new ones to broaden our support for clients.

We resource our clients' international legal requirements via our "best friends" network. This facilitates flexibility, scale and cost effectiveness for us and our clients. We recruit firms into our "best friends" network who have demonstrated the technical expertise and approach to client service that our clients expect.

We often act as the sole hub for our clients working with the lawyers in the relevant country. We will project manage and deal with commercial issues, whilst they provide jurisdiction specific legal advice. This approach ensures that our clients will have a single point of contact at TLT in the UK for all cross-jurisdictional matters.

Case Study – Exception EMS

Following the Brexit vote we advised the management and shareholders of Exception EMS, a Wiltshire based specialist electronics manufacturing company, on its sale to US listed Fabrinet, a leading global electronics manufacturing provider.

Key Contact



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Charities Law

TLT has extensive experience of providing a fully comprehensive service both to charity and not for profit clients, and to corporate organisations looking to support charitable activities or working with them. TLT's commercial focus and experience coupled with our understanding of the culture and environment within which social enterprises operate put us in a strong position to assist our charity clients. We provide clients with an extensive range of advice covering starts ups, registrations, reorganisations and mergers, constitutions and governance, public benefit issues, trustees' powers and duties including conflicts of interests, funding, legacies, trading, joint ventures and collaborations, incorporation of associations and regulatory issues.

A key part of our Charities expertise including advising and representing Social Housing Registered Providers and Registered Social Landlords. We understand the nuances of the organisations we advise, while our experience working with a range of clients means we also see the issues they face from all angles.

TLT represents charities and not-for-profit organisations across all legal disciplines including regulatory, corporate, tax and trusts, employment, pensions, property, commercial (including IP and IT issues) and banking. As this sector is heavily regulated, our advice is given in the context of this regulation but is also practical and commercial.

Case Study – Warrington Borough Council

Advising Warrington Borough Council on the establishment of a charitable company to operate local cultural and library services.

Key Contact



David Isaacson – Partner

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Health and Safety

In an increasingly regulated culture, pressure is growing on directors, senior executives and businesses of all sizes to meet their Safety, Health and Environmental (SHE) obligations to avoid the serious consequences of investigation or prosecution by the Health & Safety Executive (HSE), Environment Agency and Local Authorities.

We provide specialist training, advice and tailored solutions to help clients ensure they are compliant with the complex legislation surrounding all aspects of safety, health, fire safety and environmental law.

Our SHE team is committed to protecting businesses, directors and senior managers from SHE contraventions. The team has substantial experience in all aspects of SHE compliance and enforcement, from asbestos control

to waste packaging. In addition, the team can draw upon the knowledge of TLT's specialist teams in planning, construction and commercial law.

We keep our clients regularly updated on new and amended legislation via our thought leadership insights which we send direct to clients and publish on our website.

Case Study – London University

Advising a London University on its potential liability following the discovery of asbestos in one its school buildings.

Key Contact



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Licensing Law

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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Transport Law (excluding Rail)

In the transport and logistics field we are at the forefront of developments in smart city infrastructure including electric vehicles and associated charging infrastructure and smart ticketing. Our experience includes advising on establishing freight, distribution and warehousing networks, advising on primary and secondary distribution, reverse logistics, chilled distribution, import, export and bonded facilities (including deferred taxation and custom scheduling). We have also advised on contracts for the provision of shipping agency services in the oil and gas sector, and the sale and purchase of commercial vessels.

Our services include information and communications technology procurements, development, licensing, distribution, agency, manufacturing and supply agreements; outsourcing (BPO, IPO, HRO, FM, logistics); e-commerce, m-commerce and fulfilment; sponsorship and licensing, franchising, power purchase; facilities management, merchant acquiring and payment card processing, commercial JVs and collaborations,

performance management and SLAs.

Case Study – European Bank

Obtaining a US\$25 million judgment for a European Bank against offshore borrowers and a corporate guarantor. Working with overseas lawyers to effect release of vessel from arrest in Africa and supervising court sales in Gibraltar and Greece. Arresting and securing judgment and an order for sale of a vessel in England. Advising the client on the judicial sale process from the point of arrest through to obtaining payment out of the proceeds of sale of the vessel.

Key Contact



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Tax

Tax is a complex area and one that can make or break a project. We help our clients manage their tax risks in context and we advise across all UK taxes.

Our tax team is a national practice which provides technically excellent tax advice to major national and international companies, management teams, owner managers, public sector clients, high net worth individuals and entrepreneurs, private equity houses and land developers.

The team has wide personal and business tax experience, which means we advise across all UK taxes, including corporate tax, real estate tax, personal tax, international tax and trust, and executive reward planning and employment tax.

Particular strengths of our team include real estate taxes, employee share schemes and employer/employee tax, enterprise investment scheme fund investments and insolvency and company turnaround.

Case Study – Local Authority Client

Advised a Local Authority on the tax elements of the acquisition of a proposed new 75,000 sq ft retail development: VAT, construction industry scheme, capital allowances and stamp duty land tax implications of the transaction.

Key Contact



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Outsourcing / Insourcing

Our national Outsourcing team have an excellent understanding of the issues affecting organisations when developing, procuring and collaborating to deliver new solutions. They regularly work with larger clients to leverage their buying power with suppliers, particularly in relation to the development of bespoke technology solutions. We have experience working with outsourced service providers as well as those businesses considering outsourcing, whether of IT systems, facilities management, HR, payroll, logistics or other business processes. We are particularly expert in IT outsourcing where we are regularly involved in large scale contracts dealing with IT systems and support services procurement, technology development, IT outsourcing, managed services and cloud-based technology solutions for public sector bodies and global corps.

Case Study – Police Force

Advising on its major IT outsourcing programme, Pegasus. This has included the full range of legal and commercial advice: advising on procurement strategy, pre-procurement market engagement, commercial contracts, outsourcing, IT, software licensing, exit from

contracts, IPRs, transition issues, TUPE, pensions, and vires queries. We also advised on the impact of COVID-19 on the procurement.

Key Contact



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Islamic Finance / Sukuk

Our Islamic Finance team has a wealth of experience in creating and reviewing suites of regulated and unregulated Shariah compliant banking documentation, including secured and unsecured Murabaha, Diminishing Musharakah, Bay Mu'ajjal, Ijara, Istisna and Mudaraba products. We also support our clients on events during the life cycle of such products, including servicing, event-driven information and amendments, regulatory and market change and default, recoveries and insolvency. We also advise on Islamic Finance deals based on the above structures, on issues and on the regulatory perimeter impacting Shariah compliant products.

Our Islamic Finance services span corporate banking, real estate finance, acquisition and leveraged finance, asset-based lending, project finance and renewables, trade and supply chain finance, loan portfolio services and payment services, and includes expertise in tax matters arising from the particular nature of Shariah compliant products.

Case Study – Confidential Clearing Bank

We advised a major UK clearing bank on the proposed sale of its entire Shariah compliant regulated residential home finance book, worth over

£108 million, involving a mix of Ijarah and Diminishing Musharakah products. This involved the marketing across our industry contacts within the industry, a competitive procurement process, and full review of the validity and enforceability of the underlying documentation in preparation for sale. It also involved, during the timeframe of the transaction, active management of the portfolio from an events-driven point of view, including amendment of the arrears and repossessions policy to take into account FCA Covid-19 guidance, and the formulation of an innovative charge-off mechanism to account for underpayments and arrears.

Key Contact



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Media Law

New technologies are disrupting traditional media business models, with the web providing not only distribution but an audience who are increasingly both producers and consumers of content. We know from clients that developments like these create potentially complex collaboration structures, privacy and rights issues. Our team are actively involved with media and technology organisations, helping bridge the gap between these traditionally separate industries and enabling collaborations to flourish.

We work with a wide range of clients that are involved in all aspects of the creative industries. These include publishing digital content and developing mobile applications, websites, online advertising, social media platforms, animations and online games.

Case Study – Government client

TLT supported a high-profile project that faced intense media scrutiny and policy pressure. The team provided legal and strategic communications advice, helping manage reputational risk and stakeholder alignment. Despite a challenging media environment, the

project launched successfully without legal challenge – demonstrating our strength in media-sensitive legal delivery.

Key Contact



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Immigration

We advise businesses in relation to a wide range of immigration issues that arise before, during and after the employment relationship. We have extensive experience of considering, reviewing and advising on decisions made by the Home Office on Immigration matters. Our Team has handled immigration challenges up to and including the Supreme Court. And while post-Brexit movement remains high on the agenda for UK employers, immigration advice for businesses is not limited to the UK's relationship with the EU. We regularly advise businesses on the implications of Brexit for their EU workforce, the requirements of the EU Settlement Scheme and the practical steps that can be taken in this ever-changing environment.

We advise employers in relation to possible discrimination risks in recruitment practices, as well as how these can be effectively mitigated. We also provide advice and training on the Home Office's requirements around right to work checks, as well as the processes to follow to best mitigate the risk of incurring illegal worker penalties.

We provide advice and practical assistance on the various steps that are often needed to sponsor non-EEA nationals to work in the UK. We advise businesses on right to work issues relating to Tier 4 (General) non-EEA

students – in particular, limitations on working hours imposed by the Home Office and the circumstances in which these apply.

Case Study – Financial Advisor Client

Successfully assisting an FCA-registered UK financial advisory firm in obtaining a Tier 2 (General) Sponsor Licence, as well as the subsequent sponsorship of a non-EEA national into a key strategic role.

Key Contact



Joanne Hennessy - Partner

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Public Inquests and Inquiries

We advise on all aspects of regulatory investigations whether for those leading the Inquiry or for those that are participating in it. We advise on high profile, politically sensitive Inquiries that are often subject to much media attention. Our experience spans the full lifecycle of Inquiries/Inquests, from fact finding to post Inquiry/Inquest remedial work. We have experience of advising both coroners and regulators (as former HSE Prosecutors) and other tribunals in respect of the proceedings themselves, disclosure, and the presentation of evidence to juries. We have supported high profile witnesses on public inquiries and we have handled judicial review challenges linked to inquiries. We also provide legal support to Inquiry Chairs.

Our delivery team includes paralegals and individuals who are used to project managing largescale projects, familiar with widely used e-disclosure platforms such as Relativity, delivering objectives and for larger projects will include a qualified Legal Project Manager, supported as necessary by a Legal Project Co-ordinator. Regular, tailored financial and legal risk reporting is provided as standard. Our staff are security cleared and clearances range from baseline clearance to Enhanced DV clearance. This means they can join projects and be able to advise immediately on sensitive material.

Case Study – Various Inquiries

We are currently acting as solicitor or deputy solicitor to a number of high-profile statutory and non-statutory inquiries and reviews.

Key Contact



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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.

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