



June 2026

# Instant In-House for Health and Care

**Browne  
Jacobson**

---

# Our Instant In-House service

Our 'Instant In-House for Health and Care' service delivers bespoke legal and secondment support to NHS Trusts, Health Boards, Integrated Care Boards, independent health and care providers and Local Authorities across England and Wales — on demand, flexible and built around your needs.

Spike in workload. One-off specialist project. Short or long-term staffing gap. Planning for maternity leave, holiday cover or a retirement in your legal team. Whatever the challenge, we can help.

---

Our specialist lawyers hit the ground running, integrating seamlessly with your in-house team, getting up to speed with your organisation's needs and delivering a breadth of expertise, greater flexibility and certainty of legal spend at rates which are competitive with agency and locum costs.

Need a lawyer on-site or offering remote support? A dedicated virtual team as an extension of your in-house function? We offer both, at any level, from paralegal to partner.

Our full-service team has you covered. Clinical negligence, personal injury, coroner's inquests, Court of Protection, mental capacity and mental health, estates, employment, regulatory, governance, data, SARs and public law.

Whatever you need, we have the expertise to deliver, keeping your legal function running smoothly.



## What is Instant In-House for Health and Care?

A flexible model of legal support which is built around you — tailored to your needs and designed to support your in-house legal function.

As well as traditional secondment support, providing you with a named secondee to work with you at your office or remotely, we can provide access to a team of dedicated lawyers fully set up to work remotely and become a virtual extension of your existing in-house team.

Whether you need a helpline for ad-hoc support, intensive support with a big project or spike in workload or cover for maternity leave or sickness in your legal team. Whatever you need, we can help.

## How does it work?

A quick phone call — free of charge, is all it takes for us to understand your requirements.

From there, we deliver a clear proposal: scope of work, bios for your dedicated secondee or team and a pricing model that is straightforward and delivers value for money compared to Locum or Agency costs.

Then we hit the ground running. From day one, your team can call on us, and we will integrate seamlessly into your in-house legal service.





## What can Instant In-House do for you?

We offer a wide range of support, from paralegal to partner level, tailored to your needs, including:

- **Coroner's inquests** – full caseload management and advocacy at court.
- **Clinical negligence, personal injury and employers' liability claims** – full caseload management and liaison with NHSR and other indemnifiers.
- **Mental capacity and Court of Protection** – end-to-end case management.
- **Full-service specialist legal advice and support** including:
  - Corporate governance and regulatory matters.
  - Contract and commercial law.
  - Subject Access Requests.
  - Data and public law.
  - Mental health law.
  - Employment law.
  - Property and estates.
- **Implementing and delivering internal reporting** – thematic analysis, governance and Board reporting on legal matters.
- **Legal helpline to provide 24-hour legal advice** – so, you are never without legal support.

Our services can be provided remotely, on site or a blend of the two.

We can offer support at all levels from paralegal to partner level.

Every Instant In-House package is carefully scoped and built around your organisation. We can offer hourly or day rates, fixed fees for cost certainty or flexible pricing models to flex around your service needs.

Whether you need day-to-day caseload management or a Head of Legal to drive your entire operation, we deliver exactly the right support for your organisation for as long as you need it.

Short- or long-term support, we will deliver exactly what you need.

---

## Featured experience

### Interim leadership of in-house legal function

When their Director of Legal Services resigned, a large acute NHS Trust contacted us for help. We seconded an experienced partner as interim Head of Legal Services for 11 months. He led the in-house team, served as key legal adviser to the Board, and ensured seamless delivery of legal services across all five Trust sites — until a permanent replacement was recruited.

### Seconded support: Advisory and Court of Protection

An ICB faced a spike in workload that its existing legal team couldn't absorb alone and contacted us for support. We seconded two solicitors into the team, working remotely and advising on a broad range of matters – from full welfare Court of Protection applications and Re X deprivation of liberty authorisations to complex public law queries. The result: immediate additional capacity, without the lead time of recruitment.

### Seconded support: Claims

When unexpected sickness left a gap in their legal team, a health client needed fast, reliable cover. We seconded an experienced Paralegal to work on site within the legal team. The secondee immediately took over a large caseload of pre-action and litigated negligence and personal injury claims — managing them end-to-end. From investigation and evidence-gathering through to witness statements, claimant correspondence, NHS Resolution liaison and governance reporting, our secondee kept everything on track. A Browne Jacobson partner provided supervision throughout.

### Legal services: Review and restructure

When both the Head of Legal Services and her Deputy resigned simultaneously, our client faced a critical gap — and an opportunity to reshape the function. We immediately seconded a partner and two paralegals to site to keep the legal function running. The partner conducted a full review of the caseload and service, then presented the Board with a comprehensive options report for restructure. We supported every stage of implementation — drafting job descriptions, designing the interview process and sitting on interview panels. Throughout, our partner led and supervised the legal team while our paralegals provided additional capacity. Once the new Director was appointed, we delivered a structured handover and induction programme to ensure a smooth transition.

### Seconded support: Our full-service offer

With their Head of Legal Services retiring, our client needed cover while they recruited a replacement. We seconded a Principal Associate to handle mental capacity, Court of Protection and advisory matters, alongside a solicitor managing a portfolio of claims. Both worked remotely as an integral part of the in-house team with support from our wider full-service team when additional expertise was required — keeping the legal function running smoothly until the new appointment was made.

### Seconded support: Mental health, claims and inquests

A mental health Trust needed additional capacity in their in-house legal team. We seconded a Senior Associate who managed a full caseload of claims and inquests end-to-end for several months — including advocacy in court. Our secondee developed and implemented new guidelines for claims and inquest management, backed by training and a suite of precedents to embed best practice long after the secondment ended.

---

## What our clients say

*“... an excellent secondment service ... specifically tailored to suit our needs. We have been very impressed by the calibre of secondee and the back up support which includes easy access to the wider Browne Jacobson team, active supervision and frequent check-in meetings with the secondee and Trust to monitor progress.”*

Head of Legal Services, NHS Foundation Trust,  
Greater Manchester

*“[The Browne Jacobson secondee] has been like a breath of fresh air, she is so positive and is clearly committed to supporting and working with the team to cover this service. The staff in the team speak so highly of her and her work ethic. I have found her ‘can-do’ attitude a godsend.”*

Head of Acute NHS Trust,  
East Midlands

*“[Your secondee] is fabulous and has been a godsend for us... It is a shame we can’t keep her on!”*

Mental Health provider,  
West Midlands

*“All of the staff who were seconded to us during this period from your firm have been a credit both to your firm and to the profession.”*

Associate Director of Legal Services,  
East Midlands Health provider

*“[Your secondee] has been absolutely invaluable since he joined the team and has been an absolute pleasure to work with”.*

Head of Legal Services of Acute NHS Trust,  
East Midlands

*“Thank you for everything. Your support has made a huge difference to the legal team. It has been a pleasure working with you. We will miss you!”*

Head of Legal Services at an Acute NHS Trust,  
North England

---

# Browne Jacobson's Full-Service National Team

Through Instant In-House for Health and Care, you can access immediate support from any specialism across our full-service national team. Chambers' "National Firm of the Year 2025" and ranked Band 1 for health and social care, we are trusted advisers to over 100 NHS bodies (acute, mental health and community, ambulance, ICBs, primary care), NHS England, NHS Resolution, MPS, more than 150 Local Authorities and over 250 independent health and care providers. Our team includes a Mental Health Tribunal Judge, a Coroner, a Deputy District Judge and two former NHS Heads of Legal Services with over twenty years' combined experience leading in-house legal teams. Our leading lawyers include this selection of our partners, based across our eight national offices:



**Gerard Hanratty**  
Head of Health and Life Sciences, Public Law and Information

[View bio](#)



**Lorna Hardman**  
Head of Health, Advisory and Litigation

[View bio](#)



**Jonathan Fuggle**  
Head of Clinical Negligence Claims

[View bio](#)



**Rebecca Fitzpatrick**  
Head of Health Advisory and Inquests

[View bio](#)



**Jacqui Atkinson**  
Head of Employment Healthcare

[View bio](#)



**Andrew Hopkin**  
Head of Criminal Compliance and Regulatory

[View bio](#)



**Victoria Thourgood**  
Head of Health, Care and Life Sciences Real Estate

[View bio](#)



**Nicola Evans**  
Partner, Health Advisory and Inquests

[View bio](#)



**Heather Caddy**  
Partner, Health Advisory and Inquests

[View bio](#)



**Vicky Tomlinson**  
Partner, Corporate Health, Care and Life Sciences

[View bio](#)



**Carly Caton**  
Partner, Commercial Health, Care and Life Sciences

[View bio](#)



**Dmitrije Sirovica**  
Partner, Public Law and Information Law

[View bio](#)

---

# Contact us

Instant In-House for Health and Care is led by Marshal Ahluwalia.



*“Marshal seamlessly integrated into the team and demonstrated kindness and care with all our staff. His work has been really appreciated. He is a credit to the firm and demonstrated all the best attributes I know the firm promotes.”*

**Marshal Ahluwalia**  
Head of Instant In-House

t +44 (0)330 045 2829  
m +44 (0)7709 839 879  
[marshal.ahluwalia@brownejacobson.com](mailto:marshal.ahluwalia@brownejacobson.com)

---

With over 25 years working in the health and care sector, Marshal has extensive secondment experience across a range of organisations, integrating seamlessly into in-house legal and governance teams.

Marshal is also an experienced Solicitor-Advocate and trusted inquest advocate, delivering clear, no-nonsense advice and skilled representation in court.

Marshal’s medico-legal expertise spans adverse incidents, confidentiality, complaints, consent, data protection, disclosure, defamation, disciplinary matters, GMC queries and whistleblowing.

**Contact Marshal today to discuss how our Instant In-House for Health and Care team can support you and to explore pricing options.**

---

Please scan the QR code for more information:



*To discuss how our team can help,  
please get in touch.*

+44 (0)330 045 2829

+44 (0)7709 839 879

[marshal.ahluwalia@brownejacobson.com](mailto:marshal.ahluwalia@brownejacobson.com)



---

## Our offices

Browne Jacobson is a leading full-service law firm with offices in eight locations across England, Wales, Northern Ireland and Ireland.



---

### Belfast

Browne Jacobson  
Northern Ireland Limited

Longbridge House  
24 Waring Street  
Belfast BT1 2DX

+44 (0)28 9099 8207

---

### Dublin

Browne Jacobson  
Ireland LLP

2 Hume Street  
Dublin 2  
D02 FT82

+353 (0)1 574 3910

---

### Manchester

Browne Jacobson LLP

15th floor  
No.1 Spinningfields  
1 Hardman Square  
Spinningfields  
Manchester M3 3EB

+44 (0)370 270 6000

---

### Birmingham

Browne Jacobson LLP

15th floor  
103 Colmore Row  
Birmingham B3 3AG

+44 (0)370 270 6000

---

### Exeter

Browne Jacobson LLP

Ground floor  
Keble House  
Southernhay Gardens  
Exeter EX1 1NT

+44 (0)370 270 6000

---

### Nottingham

Browne Jacobson LLP

Mowbray House  
Castle Meadow Road  
Nottingham NG2 1BJ

+44 (0)370 270 6000

---

### Cardiff

Browne Jacobson LLP

4th floor  
One Central Square  
Cardiff CF10 1FS

4ydd llawr  
Un Sgwâr Canolog  
Caerdydd CF10 1FS

+44 (0)370 270 6000

---

### London

Browne Jacobson LLP

15th floor  
6 Bevis Marks  
London EC3A 7BA

+44 (0)370 270 6000

---

For further information about any  
of our services, please visit  
[brownejacobson.com/services/  
in-house-lawyers/health-instant-in-house](https://www.brownejacobson.com/services/in-house-lawyers/health-instant-in-house)

[brownejacobson.com](https://www.brownejacobson.com)



We look forward to supporting you whatever your requirements are coroner's inquests, court of protection matters, clinical negligence claims, PI claims, providing advice on regulatory matters, SARs, data and public law matters.

Browne Jacobson is the brand name under which Browne Jacobson LLP and Browne Jacobson Ireland LLP provide legal and other services to clients. The use of the name "Browne Jacobson" and words or phrases such as "firm" is for convenience only and does not imply that such entities are in partnership together or accept responsibility for the acts or omissions of each other. Legal responsibility for the provision of services to clients is defined in engagement terms entered into between clients and the relevant Browne Jacobson entity. Unless the explicit agreement of both Browne Jacobson LLP and Browne Jacobson Ireland LLP has been obtained, neither Browne Jacobson entity is responsible for the acts or omissions of, nor has any authority.

Browne Jacobson LLP is a limited liability partnership registered in England and Wales, registered number OC306448, registered office Mowbray House, Castle Meadow Road, Nottingham, NG2 1BJ. Authorised and regulated by the Solicitors Regulation Authority (SRA ID 401163). A list of members' names is available for inspection at the above office. The members are solicitors, barristers or registered foreign lawyers.

Browne Jacobson Ireland LLP is a limited liability partnership registered in the Republic of Ireland. Regulated by the Law Society of Ireland and authorised by the Legal Services Regulatory Authority to operate as a limited liability partnership. A list of its partners is available at its principal place of business at 2 Hume Street, Dublin 2, D02 FT82.