

RM6374

Legal Services Panel

Lot 1 - Core Legal Services

Lot 1a - Full Legal Service Provision for all Public Sector

Lot 1b - Full Legal Service Provision for Local Government and Local Communities

Lot 1c - Full Legal Service Provision for Health and Social Care

Lot 2 - Focused Legal Support

Lot 3 - Litigation and Disputes

Lot 4 - Projects and Complex Advice including PPP

Lot 6 - Costs Lawyer Services

Bevan Brittan | v1.2 | 5 October 2026

Bevan Brittan 

Government
Commercial
Agency
Supplier

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Disclaimer notice

The use of information provided throughout this prospectus is not commercially sensitive. Where information is not a matter of public record, appropriate permission has been sought for inclusion.

Lot 2 digital tool tagline

We are a multidisciplinary firm, offering expert support across a wide range of focused legal support service lines required by Lot 2.

Supplier introduction

Our partnership with the public sector

We have been specialist legal advisors to public sector for almost 80 years. Over this time, we have built a strong and deep understanding of this sector, supporting clients with everything from high-profile, complex and strategically important projects through to day-to-day 'business as usual' matters.

We advise central and local government, emergency services, NHS and health bodies, regulatory bodies, social housing bodies and the full range of organisations able to access this framework.

Our national public sector team comprises over 150 legal professionals (including 60 expert partners) encompassing the full range of specialisms required under the framework. We have the capacity, flexibility and depth of expertise to respond and allocate resources quickly and efficiently, rapidly scale-up or scale-down as required, all whilst delivering consistent, high-quality advice. Our lawyers are also highly experienced at advising within the legal, political and commercial environments in which the public sector operates and we provide advice that is grounded in this knowledge and always practical, commercial and jargon free.

Our team also includes a number of former in-house lawyers, giving us first-hand experience of how a wide variety of public sector bodies operate and an enhanced understanding of the legal and practical challenges involved in supporting the delivery of policy objectives.

Our partners are skilled project managers with a view of all the matters/deadlines within their teams and can redistribute work around the team according to different deadlines and requirements, to ensure urgent matters are dealt with swiftly and client deadlines are achieved.

We place genuine partnership with the public at the heart of our approach, working as an extension of your in-house teams where appropriate. We invest in value-driven long-term relationships with our clients, taking the time to understand your specific requirements and methods of working. We consistently adapt our partnerships throughout the relationship, offering added value including knowledge transfer and training, provision of meeting spaces and wider strategic support.

Value

We understand and are adept at advising within the financial constraints and political scrutiny under which all public sector bodies operate, including the responsibility to ensure that taxpayers' money is used effectively. We are committed to delivering high quality, expert legal advice through the framework, with a strong focus on value for money. This includes transparent and predictable pricing, clear communication of costs and flexible engagement models tailored to your specific requirements and the nature of support you require.

Innovation

Our commitment to innovation in the delivery of legal service to the public sector transforms the way we work with you. By embedding innovation in everything we do, we work with our clients to tackle inefficient processes, identify and mitigate risks and, embed market leading technology solutions in our delivery models. This translates into value-driven, market-leading and outcome-focused advice that helps you to deliver your projects on time and on budget.



Team structure

Supplier Relationship Manager

Ash Woodcock

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Senior Framework Manager

Katie Stritch

07788 138969

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Bids/Tender Opportunities

Vicky Hodgson

07887 855113

tenders@bevanbrittan.com

Drawing upon further resources

Our capacity-tracking software ensures we have an up-to-date view of the short, medium and long-term capacity of all team members. We can quickly identify and deploy additional team members with the requisite skills sets. As a full-service firm, we have the capacity and expertise to resource this framework and do not intend to subcontract.

Specialism	Team size	Key contact	Specialism	Team size	Key contact
Artificial Intelligence and Machine Learning Law	10-25	Brett Lambe	Housing law	100+	Andrew Shaw
Assimilated Law	10-25	Bethan Lloyd	Immigration	10-25	Tijen Ahmet
Charities	50-75	Richard Hiscoke	Information Law including Data Protection Law	10-25	Elizabeth Dunford
Children & Vulnerable Adults	10-25	Kirtpal Kaur-Aujla	Information Technology Law	10-25	Ash Woodcock
Clinical Negligence Specialist Services	10-25	Claire Jones	Insurance & Reinsurance	10-25	Claire Jones
Commercial Litigation & Dispute Resolution	25-50	Daniel Purcell	Intellectual Property Law	10-25	Brett Lambe
Competition Law	10-25	Bethan Lloyd	Investment & Asset Management	10-25	Louise Leaver
Construction Law	25-50	Andrew Tobin	Investment & Commercial Banking	10-25	Louise Leaver
Contracts	100+	Kirtpal Kaur-Aujla	Life Sciences	5-10	Vincent Buscemi
Corporate Finance	10-25	David Moore	Media Law	10-25	Daniel Purcell
Corporate Law	50-75	Andrew Spicer	Merger & Acquisition Activity		Andrew Spicer
Court of Protection	10-25	Julia Jones	Outsourcing	25-50	Ash Woodcock
Criminal Law	10-25	Adam Kendall	Partnership Law		Andrew Spicer
Debt Recovery	10-25	Virginia Cooper	Pensions Law	25-50	Joel Eytley
Defence & Security Law	10-25	Rupert Lugg	Planning Law	10-25	Dalee Kaur
Dispute Resolution & Litigation Law	25-50	Daniel Purcell	Private Law Litigation & Dispute Resolution	25-50	Daniel Purcell
Education Law	25-50	Kirtpal Kaur-Aujla	Project & Asset Finance	10-25	David Moore
Emerging Policy & Legal Risk advisory	10-25	David Kitson	Projects & Transactions	50-75	Ash Woodcock
Employment Law	50-75	Sarah Lamont	Projects / PPP	50-75	Rosemary Jago
Employment Litigation & Dispute Resolution	50-75	Sarah Lamont	Property & Real Estate Litigation & Dispute Resolution	10-25	Mark Robertson
Energy & Natural Resources	100+	Rupert Lugg	Public Inquiries - Non-Statutory Independent Inquiries / Reviews	10-25	Daniel Purcell
Environmental Law	10-25	Kathryn Lawrance	Public Inquiries: Support to Participants & Inquests	10-25	Daniel Purcell
Finance & Investment	100+	David Moore	Public International Law	10-25	Virginia Cooper
Financial Institutions Rescue, Restructuring & Insolvency	10-25	Virginia Cooper	Public Law	25-50	Oliver Wright
Financial Litigation	10-25	Virginia Cooper	Public Law Litigation & Dispute Resolution	25-50	Oliver Wright
Financial Services, Market & Competition Regulation	10-25	Virginia Cooper	Public Procurement Law	50-75	Matthew Mo
FinTech Crypto Assets	10-25	Richard Lane	Real Estate & Real Estate Finance	100+	Rebecca Pendlebury
Food, Rural & Environmental Affairs	10-25	Richard Lane	Restructuring & Insolvency	10-25	Virginia Cooper
Franchise Law	10-25	Chris Harper	Statutory Civil Recovery	10-25	Daniel Purcell
Gaming & Gambling Law	5-10	David Kitson	Supporting Public Inquiries	10-25	Daniel Purcell
General Costs Law Services	10-25	Claire Jones	Sustainable Finance / Green Finance	10-25	Louise Leaver
Grants	10-25	Bethan Lloyd	Tax Law	5-10	Andrew Spicer
Health & Safety	10-25	Adam Kendall			
Health, Healthcare & Social Care	250+	Joanna Lloyd			

Social value

Equality, Diversity & Inclusion

Promoting Equality, Diversity and Inclusion (EDI) remains central to our values and delivery approach. We are actively implementing the commitments set out in our response, focusing on creating an inclusive culture, improving representation and ensuring fair access to opportunities. Our ongoing activities aim to strengthen outcomes across the assessed areas and demonstrate measurable progress against our EDI objectives.

We have a vision and strategy for EDI, which has been fully endorsed by our Board. To ensure that we achieve this, we create a detailed EDI Plan every year, which is openly and transparently published on our Intranet, for all our employees to see.

Key activities throughout the framework will include:

- **Representation of disabled people:** Awareness raising programme: non-visible disabilities & neurodiversity, structured interviews to mitigate bias, focus on abilities not disabilities, provide peer support through employee network, Enable.
- **Inequality in employment:** Double the number of 10,000 Black Interns Programme Internships offered, focus on empowering and growing our range of employee networks, review where we advertise vacancies and trial more inclusive routes.
- **Supporting in-work progression:** All final stage apprentice candidates mentored in partnership with All About Law, partner with social mobility charities, coaching programme for newly promoted partners and all maternity leave returners to help with continued career development.

Wellbeing

Supporting the wellbeing of our people is a key objective. Our focus is on fostering a positive, healthy and supportive work environment through initiatives that promote physical, mental and emotional wellbeing. We are committed to achieving our health and wellbeing objectives and are signatories to the Mindful Business Charter (MBC) and the Mental Health at Work Commitment (MHAWC). We continue to strengthen our approach and measure progress across the assessed areas to ensure lasting impact.

Our commitments are all enshrined in our formal Health and Wellbeing Programme which is monitored and maintained by a Partner-led team reporting to the firm's Board and which is updated on an annual basis at both a strategic and operational level.

Key activities throughout the framework will include:

- **Mental Health First Aid:** Further investment in our Mental Health First Aider training.
- **Wellbeing education:** Health Checks through our private healthcare provider, promotion of tools such as Thrive Mental Health App, Headspace Meditation App, Peppy App for Menopause and monthly webinars.
- **Employee engagement:** Supporting campaigns such as National Kindness Day and National Walking Month to promote mental and physical wellbeing while fostering an engaged and supportive workplace culture.

We welcome the opportunity to work collaboratively with framework users through Call Off Orders to align with their social value priorities. We are open to discussions on how our initiatives can support their objectives and deliver meaningful, local impact.

Fighting Climate Change

Fighting climate change requires collective effort and we are committed to working in collaboration with clients to deliver on our commitments and drive progress towards Net Zero. As a carbon-neutral firm, Environmental Sustainability is one strand of our Responsible Business strategy. This year we updated our [Carbon Reduction Plan](#) which maps out our pathway to Net Zero by 2040 in line with the Greenhouse Gas Protocol's best practice guidance and follows a science-based trajectory.

We will reach our ambitious goals by embedding environmental sustainability across our operations through our ISO 14001 certified Environmental Management System. Each year, we publish an Environmental Sustainability Plan aligned with our long-term Vision, Strategy, and Objectives, setting measurable targets to reduce carbon emissions and resource use. This annual plan establishes clear responsibilities, timelines, and performance indicators to ensure progress is tracked and delivered. For example, we set yearly carbon reduction goals, monitor energy consumption across offices and implement waste reduction initiatives to support our transition to a low-carbon model.

Key activities throughout the framework include:

- **Carbon Offsetting:** We have offset our Scope 1, 2 and limited Scope 3 emissions for the last three years and will continue to do this for the baseline period. This is done using the United Nations Climate Neutral Now programme.
- **Sustainable delivery:** Paperless trials and billing eliminate over 100,000 printed pages each year. We are further reducing impact by reviewing consumables and transitioning to low-carbon, sustainable products.
- **Sustainable supply chain:** It is important that clients share our values, and as part of our rigorous due diligence process for new clients, we assess both reputation and risk. Our holistic and long-term view means that we do not act for fossil fuel companies.

Tackling economic inequality

Our approach to tackling economic inequality centres on delivering meaningful, measurable outcomes in strengthening our performance in those areas. We have an active and passionate Community Engagement programme, underpinned by a committee in each of our four offices, chaired by a local Partner and a sizeable and active group of ambassadors from across the firm. They voluntarily help to drive our engagement plan and provide the committee with invaluable feedback on how initiatives are being perceived and how they can be improved.

We work with social mobility charities, schools and young people from disadvantaged backgrounds to increase access to the profession and address social mobility. To help achieve this we have various initiatives including apprenticeships, work experience and mentoring schemes, providing skills development and training that directly impacts our local communities. We make an active commitment every year to deliver on our commitments with a timed action plan which is monitored and maintained by a Partner-led team reporting to the Board monthly. These commitments are fundamental to Bevan Brittan's culture and values, and we would be happy to provide regular updates on these initiatives as required throughout the framework.

Key activities throughout the framework will include:

- **Volunteering schemes:** Enhance access to the profession and social mobility through careers talks, CV writing and interview training, Q&A sessions and reading schemes.
- **Alternative career paths:** Supporting access into the profession through the firm's Apprenticeship Scheme, work experience through 10,000 Black Interns Programme and Summer Vacation Scheme.
- **Fair Recruitment:** Enabling access to the profession for those from disadvantaged backgrounds by using the Rare Recruitment Contextual Recruitment System.

Artificial Intelligence and Machine Learning Law

Lot 1a, 1b, 1c, 2

We advise on all aspects of artificial intelligence and machine learning law, including development and deployment of internal and external products.

- Our specialist technology team advises on all aspects of information technology law, including artificial intelligence (AI) and machine learning (ML) law. We have significant expertise in AI deployment, major information technology (IT) transformation projects, digital contracting and cyber security. The team has extensive experience delivering high-quality, business-relevant AI legal services, supporting clients with both the development of bespoke AI solutions and the deployment of third-party AI tools. We advise across the full lifecycle of AI and emerging technologies, including AI procurement and contracting, data protection and governance, intellectual property, regulatory compliance, algorithmic transparency, fairness and bias, cyber security, AI assurance and AI-related disputes.
- Our lawyers have particular expertise in public sector and regulated environments, advising government departments, arm's-length bodies and public-sector-owned organisations. We are experienced in the legal and regulatory frameworks governing AI adoption, including the Procurement Act 2023, the Data Protection Act 2018, UK GDPR (General Data Protection Regulation), the Algorithmic Transparency Recording Standard (ATRS), the Government's AI Playbook and wider public law duties relating to lawful, rational and transparent decision-making.
- This combination of technology, regulatory and sector expertise enables us to provide practical advice that supports the successful adoption and governance of AI, ML and emerging technologies.

Case study

We have delivered an AI project for NEST (National Employment Savings Trust), the UK government-backed, public-service workplace pension scheme, including development of bespoke AI terms for use in its standard supply and purchase contracts, bespoke AI policies for the legal team, and wider AI advice and policies for the wider organisation.

Assimilated Law

Lot 1a, 1b, 1c, 2

Our lawyers have many years' experience advising on EU law and are well placed to consider the impact of assimilated law in relevant areas post-Brexit.

- Advising on the impact of assimilated law to ongoing procurement processes and/or procurement challenges, including as to the relevance of EU case law to the merits of pleaded claims.
- Advising on the application of Article 10 of the Windsor Framework and on compliance with the State aid rules.
- Advising on the impact of assimilated law to competition law issues.
- Advising on the impact of assimilated law to the extent it influences the application of employment law in England and Wales, for example in relation to TUPE or collective redundancy advice and the proposed reform of certain assimilated laws in the Employment Rights Act.
- Specific advice relating to the applicability of assimilated law post-Brexit to relevant scenarios generally including the EU (Withdrawal) Act 2018 and the Retained EU Law (Revocation and Reform) Act 2023.

Case study

We are the sole retained lawyers for one of the ombudsman for all their public law work. Recently we defended a judicial review regarding the perimeter of its statutory jurisdiction and discretion. This was a highly complex matter which had significant implications for all other ombudsman schemes. Our work included advice on the ombudsman's statutory remit and powers, principles of good decision-making, the taking of witness evidence and strategic advice as to the litigation and reputational matters. We worked within the client's cost constraints and delivered a successful outcome.

Charities

Lot 1a, 1b, 1c, 2

We advise charities on constitutional, operational, property, transactional, governance and compliance issues, including Charity Commission consents.

- Incorporations of charities in various forms including exempt charities.
- Governance reviews, best practice advice, codes of governance, decision-making including conflicts of interests, standing orders and board and executive team training.
- Charity Commission dealings on all matters including constitutional changes, transaction and designated land consents, cy-près, serious incidents and formal inquiries.
- Charity land transactions including disposal and charging requirements, restrictions affecting land, including permanent endowment and designated land.
- Constitutional advice, updating constitutional documents, powers and vires analysis.
- Establishing diversified group structures, e.g. using trading companies for commercial activity.
- Advice on collaboration and joint ventures e.g. for charitable and non-charitable activity.
- Advice on mergers including compatibility of objects, asset consolidation, different structures and governance issues.
- Linking charities and dissolution of charitable trusts.
- Advice for charities in financial difficulties including trustee duties.

Case study

Advised Bath & North East Somerset Council on matters related to its recreation ground held by the council as corporate trustee and the issues presented by Bath Rugby Plc seeking to develop a permanent stadium on the recreation ground and the on-going use and re-procurement of a developed leisure centre on the site. Including extensive work with the Charity Commission on re-structuring of the trust, governance issues associated with a public body being the sole corporate trustee and the compatibility of permanent developments for private benefit being undertaken on land held in charitable trusts as permanent endowment.

Children and Vulnerable Adults

Lot 1a, 1b, 1c, 2

We advise public authorities on commissioning and delivering care/support to children and young people. We have a broad spectrum of experience in advising on health and social care commissioning specifically within children's services and for vulnerable adults.

- Parental Responsibility.
- Distinguishing between parental control restrictions vs. deprivation of liberty/interferences with human rights.
- s20/s25 Children Act accommodation.
- Managing social / familial / sexual contact.
- Disclosures and information governance.
- Court of Protection/Inherent Jurisdiction proceedings.
- Safeguarding.
- Assisting with joint agency working between health, education and social care, especially through transition from child to adult services.
- Advising on responsible commissioner disputes and overlap between the Special Educational Needs and Disabilities (SEND), Care Act, s117 aftercare Mental Health Act and NHS Continuing Healthcare arenas.
- Acting on high level complex outsourcing, partnering, and multi-authority collaboration arrangements, as well as the establishment of alternative models for the delivery of children's services.

Case study

Acted on behalf of a large unitary authority in a forced marriage application in respect of a young man who lacked capacity. The matter was complex as he was being discharged from hospital, where he had been detained under the mental health act into the community and there were concurrent Court of Protection proceedings.

Clinical Negligence Specialist Services

Lot 6

We specialise in clinical negligence costs cases and are able to undertake all aspects of costs work from cradle to grave.

- Preparation of Precedent H's (costs budgets), Precedent R's (budget discussion reports), Precedent T's (application for significant development) & attendance at the Costs and Case Management Conference (CCMC).
- Preparation of Part 8 documents.
- Preparation of Notice of Commencement.
- Drafting Precedent A & S's (old and new Bills of Costs).
- Assessments of opposing Bills of Costs.
- Settlement advice and negotiation.
- Preparation of Points of Dispute or Replies.
- Setting matters down for Detailed/Provisional Assessment & Advocacy.
- Preparation of N260's & Preparation of informal breakdowns of costs.
- Preparation of Precedent U's (statement of fixed costs) & attendance at fixed costs determination hearings.
- Preparation of bills of costs in other jurisdictions
- Ad hoc advice on cost related issues.

Case study

The claimant's bill of costs sought costs of £42,510, in a clinical negligence claim, that settled for £2,985.00. An assessment was undertaken and instructions were provided. Following negotiation, a Part 36 offer was made by the defendant in the sum of £27,500.00. The claimant's solicitor rejected this offer following points of dispute and replies set the matter down for provisional assessment. The court assessed the bill in the sum of £27,076.91, inc. interest. The defendant had beaten their offer and were able to recover their assessment cost from the claimant for the provisional assessment process and reduce the bill of costs by 37%.

Commercial Litigation & Dispute Resolution

Lot 1a, 1b, 1c

We handle sensitive and high profile civil, criminal and regulatory dispute resolution and litigation.

- Commercial, contractual and corporate disputes across supply chains, including performance management of critical suppliers.
- Injunctions, including maintaining operationally critical services and dealing with unauthorised incursions on land.
- Public law claims, including judicial review and statutory appeals.
- Construction and infrastructure disputes, including contractor delay, insolvency, latent defects and negligence by the professional team.
- Insolvency disputes, including winding-up petitions & director disqualification investigations
- Complex and high-impact procurement challenges, defending, and protecting mobilisation of, large scale public procurements.
- Alternative dispute resolution procedures including mediation, adjudication and strategic advice.
- Strategies to manage contractor under-performance, exit failing relationships or respond to fraud or professional negligence matters.
- Product liability claims and indemnities where defective supplies have impacted stakeholders.
- Compliance and investigations including compliance advice, training and risk assessments and conducting independent external investigations.

Case study

We acted in a procurement challenge involving a major infrastructure project claim valued at over £100m. The disclosure phase involved 1,300GB of data, 21 custodians and 6 central servers across multiple jurisdictions. We used Continuous Active Learning, with a robust and agreed governance programme to oversee the filtering and review of documents, and escalation of reviews to senior lawyers for relevance, privilege and commercial sensitivity.

Competition Law

Lot 1a, 1b, 1c, 2

Our specialists advise across the full spectrum of UK competition law, including subsidy control, and provide support with required compliance steps.

- Chapter I prohibition – anti-competitive agreements and behaviours, including reviewing terms in commercial agreements, and compliance in the context of industry/trade association meetings, projects and information exchange.
- Chapter II prohibition – abuse of a dominant position.
- Applications under the leniency regime.
- Assessing and notifying transactions under the merger control regime.
- The National Security and Investment Act 2021.
- All aspects of subsidy control law, including referrals of subsidies of particular interest to the Competition and Markets Authority.
- Assessing subsidies against the subsidy control principles and the creation of subsidy schemes.
- Article 10 of the Windsor Framework and compliance with the State aid rules.
- Compliance training.

Case study

We advised a local authority on application of the subsidy control rules to £25m freeport funding from the Department of Levelling Up, Housing & Communities (DLUHC), on who bears responsibility for subsidy control compliance in the context of a freeport and on managing attendant risks and options for subsidy control compliance in relation to a scheme for business rates relief. We proactively liaised with DLUHC and the Treasury in relation to establishment of the English Freeports Subsidy Scheme.

Construction Law

Lot 1a, 1b, 1c, 2

Our team advises public sector clients on a broad range of construction and engineering projects from early advice through to dispute resolution.

- Strategic planning of major construction projects and programmes including advice of contractual structures, risk allocation and project security.
- All standard form contracts including NEC4 (New Engineering Contract 4th Edition), JCT (Joint Contracts Tribunal), FAC-1 (Framework Alliance Contract), PPC (Project Partnering Contract) and TPC (Term Partnering Contract), GC (Government Construction)/Works and FIDIC (Fédération Internationale Des Ingénieurs-Conseils).
- Professional appointments using industry standards and bespoke forms, establishment of multi-lot frameworks.
- All types of construction disputes from loss and expense claims to final account disputes and claims in relation to contractor insolvency.

Case study

Advising the City of London Corporation as principal funder and freeholder on the construction of the new museum within the former Smithfield Market. This has included complex site-assembly and enabling works in the Victorian buildings, strategic advice of procurement methods and oversight and approval of design, construction management and works contracts

Contracts

Lot 1a, 1b, 1c, 2

Our team have technical expertise of all aspects of contract law and commercial / operational issues across a broad range of public sector contracts.

- Advice in wide range of sectors including health, social care, leisure, culture and the arts, energy, corporate, commercial & finance, IT, energy, waste, transport, education, housing and the environment.
- Advice on, and drafting and negotiation of, all types of commercial agreements including: goods and services, outsourcing, consultancy, consumer, strategic alliance, shared services, framework/call-off contracts; joint ventures; grant agreements; letters of intent; inter-authority agreements; shareholder agreements; articles of association; and transfer agreements.
- Advice on rights and obligations post award, contract management issues (variations, termination, and transition between suppliers), contract restructuring (novations, assignments and change in ownership).
- Advice on public infrastructure regulation such as regulations relating to energy, water, transport and telecommunication industries necessary to support commercial transactions and/or arrangements.

Case study

We are legal adviser to a council on all of their commercial contracts ranging from arts and culture to environmental and waste services. We review and advise on consultancy agreements, framework and call off contracts, bespoke terms and conditions, contract extensions and variations. We provide full service: contract; procurement; and specialist advice from our technology, energy & resource management and construction teams. We have streamlined and standardised our offering by utilising our 'contract review tool'. This has allowed us to prepare clear, concise and accessible risk reports. We have received positive feedback, praising the structure and consistent style, which aids the council's internal governance processes.

Corporate Finance

Lot 1a, 1b, 1c, 2

Our corporate finance team advises government, public bodies, lenders and businesses on corporate and investment matters.

Our expertise includes organising corporate debt facilities, structuring and financing local and off-shore partnerships, joint ventures and vehicles, as well as mergers & acquisition (M&A) and investment finance.

- Corporate financing.
- Loan notes and director contributions.
- Joint ventures, Special Purpose Vehicles (SPVs) and other partnering.
- Structured finance.
- Acquisitions and group reorganisations.

Case study

We advised Leicestershire County Council on the establishment of East Midlands Freeport, the UK's only inland freeport set to deliver 61,000 jobs for the East Midlands and an extra £8.9bn for the local economy over 30 years through inward investment and the local retention of business rates that would otherwise go to central government.

The establishment of the freeports is a key levelling up policy objective for local government. The team has been driving the transaction, including the 13-way negotiation of the governance documentation (6 local authorities, 5 private sector landowners, 1 logistics tenant and the freeport entity), advising on establishment processes; preparing the associated contractual matrix, including finance documentation, seed capital agreements, subsidy control, services agreements, planning issues, and preparing local authority £850m+ business rates pooling agreement.

Corporate Law

Lot 1a, 1b, 1c, 2

Our local authority corporate lawyers advise on company law, structuring and transactions, drawing on firm-wide expertise to deliver solutions.

- Sale and acquisitions of shares, assets and businesses for local government.
- Structuring the incorporation of wholly owned vehicles/ groups for the delivery of services either to the public or private sector (taking advantage of the Teckal exemption or as trading companies).
- The formation of and procurement of joint venture partners for complex and high value projects including property development vehicles to deliver regeneration schemes.
- Restructuring of ownership and complex and innovative legal structures and initiatives.
- Advice on corporate governance and directors' duties issues.

Case study

We advised a local authority on the insourcing of its waste services, which had previously been delivered by the private sector. Our advice encompassed the evaluation of delivery options, including consideration of a group company structure (the group was designed to facilitate both the direct award of the council's waste services contract and the unrestricted provision of services to third parties). Following detailed analysis, this option was discounted in favour of a single company structure. We advised on the form of delivery vehicle, the council's vires, and subsidy control compliance. We drafted the principal constitutional documents, including the Articles of Association and Members' Agreement, and, following incorporation, prepared the necessary board and shareholder resolutions and minutes. The project required extensive engagement with senior officers, the leadership team and Cabinet, including the preparation of reports to support key decision-making processes. We also advised on the governance arrangements within the council, ensuring alignment with existing formal and informal committee structures, and drafted the necessary amendments to the council's constitution to facilitate its role as shareholder. Our advice also considered funding options, the termination/ extension of the existing services contract, drafting the new contract, new SLAs for council support services and the procurement of a new fleet maintenance contract and employment contracts.

Court of Protection

Lot 1a, 1b, 1c 2

Specialist lawyers providing Court of Protection, mental health and capacity advice, with experience in high-profile related matters.

- Court of Protection proceedings.
- Deprivation of Liberty.
- Best interest disputes.
- Emergency out of hours advice and applications.
- Serious medical treatment.
- Complex decision making under MCA (Mental Capacity Act) and MHA (Mental Health Act).
- Safeguarding.
- Challenge to commissioning decisions
- MHA – treatment and discharge.
- Inherent Jurisdiction Applications.
- Interaction between the MCA and MHA.

Case study

We acted for Nottinghamshire City Council in the matter Nottinghamshire County Council v LM & Anor [2026], which involved the question of capacity to consent to sexual relations. These proceedings were initiated by the local authority principally due to concerns regarding LM's online activity and what was seen to be an increasingly dysfunctional approach to relationships. LM has a complex personal history and longstanding diagnosis of moderate intellectual disability. LM had also been convicted of rape and was sentenced to a hospital order with restrictions under sections 37 and 41 of the Mental Health Act.

Criminal Law

Lot 1a, 1b, 1c, 2

Vast experience in supporting local authorities across multiple areas including environmental, food safety, trading standards and financial crime.

- Pre-charge advice.
- Advising on Police and Criminal Evidence (PACE) interviews, gathering of evidence and identification of defendants.
- Drafting court documentation e.g. summonses, bad character and hearsay applications.
- Multi-agency investigations, including large scale disclosure exercises.
- Experienced advocates for court representation.
- Advising on/drafting enforcement (alterations /improvement / prohibition) notice.
- Proceeds of Crime including restraint, financial crime and anti-money laundering.
- Representation at appeals.
- Providing comprehensive training covering investigation/interview techniques and drafting witness statements.
- Supporting employees involved in regulatory investigations including at interviews.

Case study

We have assisted with providing support to a local authority with a serious and complex fraud investigation following allegations of polygamous working and an abuse of position. This involved consideration of the evidential and public interest tests and advising on the potential criminal charges. We also advised on PACE interviews and restraint for the purposes of the Proceeds of Crime Act 2002

Debt Recovery

Lot 1a, 1b, 1c, 2, 3

Our team of debt recovery experts will provide an efficient and effective service for debt collection on behalf of local authorities.

- Debt recovery in the UK and internationally.
- Preparing Letters of claim and statutory demands.
- Issuing winding-up petitions and court proceedings.
- Enforcement action such as charging orders and attachment of earnings.
- Alternative dispute resolution such as negotiation and mediation.
- Adjudications and expert determinations.
- Advising on statutory legislation, governance issues, public law, commercial and reputational risk considerations.

Case study

We acted for a large local authority seeking to recover a substantial (>£1m) debt from a borrower under a No Use Empty Loan scheme, relating to multiple properties. The claim was defended with multiple allegations made against the local authority and its staff, proceeding to a trial in the High Court. We undertook extensive witness preparation in order to maximise the client's prospects of success while protecting staff from unjustified attacks on their integrity and reputation. The claim succeeded in its entirety with judgment for the full sum claimed and costs

Defence and Security Law

Lot 1a, 1b, 1c

We provide legal support in respect of complex commercial, infrastructure, technology and regulatory aspects of the defence and security sector.

We act for central government departments including the Ministry of Defence and regulators such as the Civil Aviation Authority.

- Advising on military flight training programmes.
- Defence and security procurement, along with defence and security procurement challenges.
- Advice regarding use of the procurement research and development exemption, particularly in relation to space exploration.
- Advising a provider of satellite-based high-resolution thermal imagery and data collection, including regarding introducer agreements and commercial arrangements with international space agencies.
- Advice on nationally significant design and construction energy projects.

Case study

Acting for a supplier of helicopter training services in a procurement challenge run by the West Yorkshire Combined Authority on behalf of the Metropolitan Police. The supplier had after a lengthy procurement process uploaded all tender documents to the authority portal before the deadline but failed to click the 'submit' button in time and was excluded from consideration.

We commenced litigation and secured an expedited trial to ask the court to deal with the discrete question of whether the authority should have exercised a discretion in reaching a decision as whether to exclude our client rather than simply excluding them because of the late bid. Following opening oral submissions by our barrister, the authority conceded the claim and settlement was reached.

Dispute Resolution and Litigation Law

Lot 1a, 1b, 1c

We act for public sector bodies across health, local and central government as well as regulators and ombud schemes. We support clients in handling disputes across all areas of their strategy and operations:

- Injunctions, including maintaining operationally critical services and dealing with unauthorised incursions on land.
- Public law claims, including judicial review and statutory appeals.
- Construction and infrastructure disputes, including contractor delay, insolvency, latent defects and negligence by the professional team.
- Insolvency disputes including public interest winding up petitions and director disqualification investigations.
- Complex and high-impact procurement challenges, defending, and protecting mobilisation of large scale public procurements.
- Alternative dispute resolution procedures including mediation, adjudication and early and strategic advice on disputes.
- Strategies to manage contractor under-performance, exit failing relationships or respond to fraud or professional negligence matters.
- Product liability claims and indemnities where defective supplies have impacted stakeholders.
- Compliance and investigations including compliance advice, training and risk assessments and conducting independent external investigations.
- Acting on collective actions advising large groups of clients including funding options.

Case study

Advising high profile clients across multiple modules of the UK Covid 19 public inquiry. We provide end-to-end support, including document retention 'legal hold', responding to Rule 9 requests, evidence gathering support, interviewing staff, and preparing witness statements and engaging with Inquiry feedback on statements. We also handle disclosure reviews, redaction exercises and support staff giving live evidence.

Education Law

Lot 1a, 1b, 1c, 2

Our education lawyers are highly regarded in understanding the operational and budgetary issues faced by the education sector and progressing policy within a political context. We provide a range of advice on:

- School funding and grant arrangements, School interventions, Ofsted and regulatory matters.
- Academy Conversion, including complex land, construction, and Private Finance Initiative (PFI).
- School transport, including changes to policies and consultation.
- Special Educational Needs Development (SEND) and Education, Health and Care Plans (EHCPs) and Safeguarding, advising local government and the Social Care Ombudsman.
- Acting for universities on equality and diversity; reasonable adjustments; student complaints, student contracts and consumer law issues; disciplinary and academic processes.
- Education construction, development and service projects.
- School and college admissions decisions and appeals including bespoke training.

Case study

Advised in an extended SEND appeal in which the parents were separate appellants – we advised on the SEND framework and the impact of parental disagreement on its obligations to protect and promote the educational outcomes of the child concerned.

Emerging Policy and Legal Risk Advisory

Lot 1a, 1b, 1c, 2

Our teams advise on the implementation of new policies & managing legal risk across the functions undertaken by a broad range of public body clients.

- Advising on the use of new statutory powers and functions; and the implementation of appropriate policies and procedures.
- Advising on public consultation on proposed policy changes, including assisting with the drafting of consultation documents, Equality Impact Assessments and responses to feedback.
- Drafting and reviewing policies to ensure compliance with public law principles, overarching legal frameworks and the Equality Act 2010.
- Advising on the application of complex policy frameworks to individual circumstances.
- Advising on incorporating new mandatory planning schemes of delegation into constitutions.
- Strategies to mitigate litigation risk.
- Advising on Judicial Review challenges to amendments to policy.

Case study

Advising various local authorities on the interpretation and application of the Housing Benefit and subsidy recovery legal and policy framework (which is updated frequently) in the context of temporary accommodation, including strategies to maximise recovery and mitigate risk of challenge.

Employment Law

Lot 1a, 1b, 1c, 2

Our employment team advises government, NHS, police, education bodies, charities, regulators, housing associations and fire authorities.

We support and align with their commercial and people strategies, providing pragmatic advice which balances risk with service delivery in a changing employment law context.

- Preparing for the rapidly changing employment law landscape arising from the Employment Rights Act 2025 and associated regulations.
- Equality inclusion and diversity, including equal pay.
- TUPE, Cabinet Office Statement of Practice, outsourcing, insourcing, shared services, joint ventures and other partnering arrangements.
- Redundancy, restructuring, changes in terms and conditions.
- Industrial relations and industrial action.
- Immigration.

Case study

Advised NS&I (National Savings & Investments) on the TUPE and employment aspects of its £1.2 bn+ IT outsourcing project, one of the biggest examples of government IT outsourcing of its kind. The project also deals with the provision of services to other government departments including His Majesty's Revenue and Customs (HMRC), His Majesty's Treasury and the Ministry of Justice and for public policy schemes such as 'Premium Bonds', 'Help to Buy', 'Help to Save' and 'Childcare Vouchers'. This included all TUPE aspects of the splitting up and exit from the existing IT contract with Atos and transition – effectively 5 new procurements to the new suppliers.

Employment Litigation and Dispute Resolution

Lot 3

Our employment team advises government, NHS, police, education bodies, charities, regulators, housing associations and fire authorities.

- Litigation (from Employment Tribunal to the Supreme Court), High Court litigation, and mediation and alternative dispute resolution.
- Employment Tribunal claims covering equality, inclusion and diversity, including equal pay, discrimination, neurodiversity, transgender rights and religious and philosophical belief and whistleblowing.
- Settlements, including governance, transparency, audit, value for money and NDA considerations

Case study

Engaged by the Local Government Association, we are representing 50 fire authorities, defending claims brought by over 12,000 firefighters in England, Wales, Scotland and Northern Ireland alleging age discrimination as a result of the impact of the transitional arrangements introduced with public sector pension schemes changes.

The claims were joined with the McCloud case and heard by the courts at the same time. We are now dealing with ground breaking remedies issues in the Employment Tribunal in all jurisdictions in the context of the Government's arrangements for pensions reform.

Energy and Natural Resources

Lot 1a, 1b, 1c, 2

Our team works with public and private sector clients on energy projects across the UK, supporting the transition to Net Zero.

- Advising on procurement design and development of contracts for the delivery of innovative energy projects such as carbon capture, hydrogen, electric vehicle charging infrastructure, energy storage, heat networks, energy from waste, renewables, energy efficiency projects and environmental services.
- Advising on corporate matters relating to energy projects including project financing, joint ventures, acquisition and disposal of assets and companies owning them.
- Advising clients including local authorities and public bodies on current issues and developments in the energy and natural resource sector, such as energy and environmental regulations, energy licensing requirements, carbon trading, emissions and other regulatory matters.
- Supporting on all the property, planning, permitting and grid connection matters in respect of energy projects.

Case study

We advised a local authority on a project involving battery storage, solar PV (photovoltaic), smart grid management, district energy, and hydrogen infrastructure. We added value to the client by advising on project structuring, commercial contracts, procurement law, Power Purchase Agreement, construction and operation and maintenance issues.

Environmental Law

Lot 1a, 1b, 1c, 2

Our environmental lawyers provide market-focused, environmental risk-management operational advice on transactions, litigation and major projects.

- Contaminated land, land remediation, surface and groundwater discharges and permitting, operational waste management and air emissions.
- Environmental Impact Assessments (EIA) – advice on screening and scoping opinions and legal review of Environmental Statements.
- Transactional risk management – environmental issues on purchase or sale of businesses or land, change of use and development.
- Defence of litigation for waste or water discharges in breach of permits, or otherwise in breach of the law, as well as defence of nuisance claims for odour, dust and noise issues.
- Interaction with regulators, during ongoing operations and in relation to threatened enforcement.
- Management of assets and implications of the Part IIA regime including ongoing liabilities and contractual protection.
- Defence work in pollution cases e.g. contamination of rivers and water courses, including assisting clients throughout investigations, responding to enforcement notices, advice on clean-up, making submissions to the authorities and responding to questions under caution, defending prosecutions.

Case study

Our team advised an NHS Trust on potential liabilities arising from a contamination incident of a watercourse arising from an adjacent hospital site. The team represented the Trust throughout the investigation, caution and interview process and ultimate prosecution by the Environment Agency (EA), a good outcome being achieved by persuading the EA to accept much reduced culpability via an agreed basis of plea.

Finance and Investment

Lot 1a, 1b, 1c, 2

Our specialists provide tailored legal advice to public and private sector borrowers, lenders, funders and investors accessing or providing credit.

- Public bonds/private placements.
- Corporate Finance (mergers & acquisitions, funding management buyouts, joint ventures, special purchase vehicles, partnerships, bespoke financial structures).
- Healthcare Finance.
- Public Finance (including the issue of grants and subsidies).
- Project Finance including Public-Private Partnerships (PPP) and the Private Finance Initiative (PFI)
- Real Estate Finance (investment, development, bridging, including office, retail, student accommodation, hotels & leisure, private rented sector & build-to-rent, residential).
- Social Housing Finance.
- Social, Sustainable and Green Finance.
- Intercreditor and security arrangements.
- Refinancing and restructuring.
- Regulatory and governance issues linked to the raising, investment and borrowing of funds and subsidies for different projects and schemes.
- Providing contentious expertise relating to enforcement, termination/cancellation & financial disputes.

Case study

We advised Leicestershire County Council on establishing East Midlands Freeport, the UK's only inland freeport, expected to create 61,000 jobs and add £8.9bn to the regional economy over 30 years. We led negotiations on governance arrangements between local authorities, landowners and stakeholders, and advised on establishment processes, funding, subsidy control, planning matters and the £850m+ business rates pooling agreement.

Financial Institutions Rescue, Restructuring and Insolvency

Lot 2

Our team advises office holders, lenders, corporates and public bodies on restructuring, insolvency and asset tracing matters.

We know that maintaining supply is crucial for public bodies and health boards and when insolvencies happen, we negotiate, on an individual or collective level, to ensure critical supply is maintained.

- UK and cross-border insolvencies working with insolvency practitioners/stakeholders on complex insolvent estates
- Advice on appropriate restructuring options focused on maximising creditor return.
- Recent insolvencies that have heavily impacted the public sector on which we have advised include the Icelandic banks, Prezzo, Travelodge, NRS Healthcare Limited, Harley SIPP, and the collapse of construction giant ISG Limited.
- We have also advised a number of UK local councils on the issuing of or waning of section 114 notices due to severe budget deficits and in securing 'exceptional financial support'.

Case study

We have been advising a financial services regulator on pursuing recoveries in excess of £100m from the liquidation of the Store First group of companies.

Our work has involved devising an insolvency strategy across the group, consideration of complex insolvency issues regarding the nature of the underlying claims, following the sale of the underlying assets from the insolvent estates, extensive engagement with the Official Receiver regarding investors who already received compensation for storage pods mis-sold through Self-Invested Personal Pensions, and other key stakeholders to maximise recoveries for creditors.

Financial Litigation

Lot 3

We advise regulators, government departments and agencies, public authorities, lenders and financial services organisations on financial litigation and dispute resolution linked to finance and investment, including the recovery of assets and sums owed through civil litigation, insolvency processes and enforcement action.

- Claims against financial institutions and professional advisers, including recovery and redress arising from failed investment schemes and the mis selling of financial products.
- Claims relating to the enforcement of credit agreements and security under complex lending arrangements.
- Cross-border recoveries and enforcement, including proving claims in overseas liquidations and obtaining world-wide orders to preserve assets.
- Handling FOS (Financial Ombudsman Service) complaints on behalf of customers, regulated firms and engagement with FOS on behalf of oversight bodies where system issues are in play.
- Early case assessment of the merits of proceedings and litigation strategy including cost, prospects, enforcement risk and likely return, considering systemic, political or other factors.
- Collective litigation, in particular where large groups of consumers are impacted by the relevant issues including responding to claims from claims management companies.
- Alternative dispute resolution procedures including mediation, adjudication and strategic advice.
- Use of flexible funding and pricing, including third-party litigation funding, fixed and capped fees and risk-sharing structures.

Case study

Since 2015, we have advised the FSCS (Financial Services Compensation Scheme) on recovery actions exceeding £400m linked to the failed Harlequin Hotels investment scheme. Our work has covered claim assessment, litigation strategy, insolvency processes, jurisdictional challenges, asset recovery and enforcement. We have secured freezing orders, pursued claims to the Supreme Court, and advised on cross-border recoveries in the UK and Caribbean, working closely with local counsel throughout.

Financial Services, Market and Competition Regulation

Lot 1a, 1b, 1c, 2

Our specialists advise on financial services regulation, UK competition law and the compliance steps needed to meet regulatory requirements.

- Financial Services & Markets Act (FSMA) scope - all aspects of the operation of FSMA and the application of and compliance with the Financial Conduct Authority (FCA) Handbook.
- Chapter I prohibition – anti-competitive agreements and behaviours, including reviewing terms in commercial agreements, and compliance in the context of industry/trade association meetings, projects and information exchange.
- Chapter II prohibition – abuse of a dominant position.
- Advising on the implications of market investigations and resulting orders/remedies.
- Applications under the leniency regime.
- Assessing and notifying transactions under the merger control regime.
- The National Security and Investment Act 2021.

Case study

We provided a global life sciences / healthcare organisation with extensive competition law support in relation to a range of regional and global supply, agency and distribution agreements. We identified a range of potential breaches and advised on risk mitigation, including detailed legal and strategic advice in relation to the possibility of making an application for leniency to the Competition and Markets Authority.

FinTech Crypto Assets

Lot 2

Our team has significant experience across this sector, including strategic outsourcings, fintech and payments platform procurements, cloud and managed services contracts, and technology-enabled service transformations. We understand the regulatory frameworks that shape these deals. These include the Procurement Act 2023, the UK GDPR and Data Protection Act 2018, FCA and PRA requirements on outsourcing and operational resilience.

- New and emerging technology enhancement, delivery and support for the provision of financial services. For example:
 - We led on the drafting and negotiation of a new banking engine and transactional banking mobile app and website for a Government owned bank.
- Advising fintech organisations and payment processors on critical outsourcing arrangements, and compliance with outsourcing guidelines from regulators such as the PRA and EBA.
- Advising on aspects of law and practice relating to crypto assets. For example:
 - we have advised an Azerbaijan corporate entity on its long-term bitcoin mining services agreement. This included the development of the infrastructure for the installation of the mining equipment at the designated premises, the operation of the equipment to generate the crypto assets in accordance with availability service levels, monitoring of performance and the maintenance of the mining equipment.

Case study

We have been acting on National Savings and Investments Transformation of its Banking Service including supporting the procurement and negotiation of a Banking engine to replace its legacy solution as well as transactional banking mobile applications and website. Our work has included all commercial and regulatory aspects of the services being procured, including compliance with FCA and PRA regulation as well as Data Protection legislation.

Food, Rural and Environmental Affairs

Lot 1a, 1b, 1c, 2

Our team advises the Department for Environment, Food and Rural Affairs, Natural England, Natural Resources Wales and Livestock Information Services.

- Supporting data and license management to support statutory functions.
- Advising on statutory powers.
- Supporting contract and procurement activity in support of delivery of services and functions.
- Permitting and licensing arrangements.
- Strategic Environmental Assessments in planning policy arrangements.
- Planning advice regarding Biodiversity Net Gain requirements for new developments.

Case study

We regularly support Natural England on a wide range of issues associated with its statutory functions. Recently we have been supporting Natural England on the Biodiversity Net Gain Metric which forms part of the new Environment Act 2021. This included supporting Natural England on how the new metric, required to be published by Defra (Department for Environment, Food and Rural Affairs) under the Act, would be owned, managed and updated between Natural England and Defra. We have also advised on a variety of ancillary issues including:

- Ownership of intellectual property in the metric given the number of partners involved in its development.
- Ownership of the data used by the metric including agreeing necessary licenses.
- The memorandum of understanding between Defra and Natural England.

Franchise Law

Lot 1a, 1b, 1c

We have broad experience advising public and private sector clients in relation to franchising in the UK and internationally.

- Advice on assessing how to approach new markets.
- Establishing the optimal balance of roles and responsibilities between the franchisor and the franchisee.
- Advice on ensuring the parties have the right infrastructure in place to support the relationship, and on the actual drafting and negotiation, operation and termination of these complex agreements.
- Assistance establishing the model and ensuring it works efficiently.
- Working with colleagues in other non-legal teams.
- Ensuring that the agreement and other documentation reflects the blend of responsibilities needed to make this special kind of relationship work.
- Advising on complex matters including intellectual property, restrictive covenants, competition law and data protection.
- Supporting on employment and training standards.
- Property sale and acquisition.

Case study

We advised Slough Borough Council on Slough Urban Renewal's franchise contracts with Marriot International for the Moxy and Residence Inn developments, providing 152 rooms and 92 suites respectively. We advised on all aspects of the franchise arrangements including the franchise and management services contacts with Cycas Hospitality, procurement, subsidy control, financing, property, construction, planning, employment/TUPE, payment mechanisms, support service arrangements and advertising.

Gaming and Gambling Law

Lot 1a, 1b, 1c, 2

Our team includes a number of senior lawyers with direct in-house experience of advising authorities on licensing including gambling.

- Advising on premises licences and permits.
- Applications for review of licences.
- Interpretation and application of statutory guidance.
- Decision making structures.
- Licensing policies.

Case study

Advising a licensing authority on the issue of premises licences for adult gaming centres and the assessment of whether split premises could genuinely be considered to be separate. This also involved reviewing and including appropriate provision within the gambling policy.

General Costs Law Services

Lot 6

We specialise in commercial, personal injury, public/employer liability, housing disrepair, judicial review, Health & Safety (HSE) prosecutions and clinical negligence.

- Preparation of Precedent H's (costs budgets), Precedent R's (budget discussion reports), Precedent T's (application for significant development) & Attendance at Costs and Case Management Conference (CCMC).
- Preparation of Part 8 documents.
- Preparation of Notice of Commencement.
- Drafting Precedent A & S's (old and new Bills of Costs).
- Assessments of opposing Bills of Costs.
- Settlement advice and negotiation.
- Preparation of Points of Dispute or Replies.
- Setting matters down for Detailed/Provisional Assessment & Advocacy.
- Preparation of N260's & Preparation of informal breakdowns of costs.
- Preparation of Precedent U's (statement of fixed costs) & attendance at fixed costs determination hearing.
- Preparation of bills of costs in other jurisdictions.
- Ad hoc advice on cost related issues.

Case study

We acted for a local authority defendant, in a claim where a claimant sought costs of £15,824. The claimant's file had been handled by three different firms, and enquiries were made as to the nature of the funding arrangement with each firm. Costs could not be agreed. Formal written submissions were made by each party, and the matter proceeded to a hearing, where the court found that there was no clear evidence of a retainer with the final firm of solicitors. A settlement was negotiated at court, with costs being agreed at £2,600, a saving of £13,224 for the client, and the claimant recovered less than 17% of their claimed costs.

Grants

Lot 1a, 1b, 1c, 2

We advise funders & grant recipients, reviewing, drafting & negotiating grant agreements & advising on relevant regulation such as subsidy control.

- Drafting grant funding agreements to reflect your circumstances and objectives, including templates with drafting guidance.
- Drafting supporting security documents where required, for example, legal charges and parent company guarantees, alongside title restrictions as may be required.
- Drafting to ensure that any risks and liabilities are suitably allocated amongst the parties, including where there are multiple beneficiaries.
- Subsidy control compliance, including the transparency obligations and referrals to the Subsidy Advice Unit where required.
- Advising on the decision-making process concerning the award of grant funding and related public law considerations.
- Negotiating and finalising grant funding agreements in the required timescale to achieve the required objectives.

Case study

We advised a local authority on the redevelopment of a former gas works site. We led on the negotiations for further Homes England funding (circa £18m), alongside drafting and negotiating a complex grant sharing arrangement with a housing developer.

Health and Safety

Lot 1a, 1b, 1c, 2

Our team of health and safety law specialists provide a one stop shop for all aspects of health and safety support a local authority may require.

- Advice on legal duties across the full scale of local authority activities and how to achieve compliance.
- Advice on risk mitigation when non-compliances are identified.
- Representation / defence when local authorities are subject to enforcement action including representation at court.
- Representation at inquests.
- Supporting with prosecutions and other enforcement action against duty holders.
- A 24/7 emergency response service for immediate out of hours support.
- Providing comprehensive training covering all aspects of health and safety legislation (including fire safety and building safety).

Case study

Our team prosecuted on behalf of a local authority, a leading retailer and a number of other parties following the death of a 10-year-old boy in a shopping centre. This case involved working alongside two counsel as well as the internal teams advising on Police and Criminal Evidence Act (PACE) interviews, gathering of evidence and the identification (and the basis of prosecution) for each of the defendants.

The case was significant in terms of both its scale and complexity with the management of a large-scale disclosure exercise, the taking of statements from over 90 witnesses; instructing and obtaining reports from a number of technical experts. Three of the four defendants were found guilty by a jury following a lengthy 11-week trial.

Health, Healthcare and Social Care

Lot 1a, 1b, 1c 2

Supporting health and social care providers with regulatory, care, and legal issues affecting vulnerable service users.

- Human rights and equality advice.
- Professional obligations and governance support.
- Inquests and public inquiries.
- CQC (Care Quality Commission) and other regulatory investigations and prosecutions.
- Mental health, mental capacity and family law.
- Court of Protection applications.
- Managing commissioning disputes (CHC (Continuing Healthcare), s.117 etc).
- Support for NHS organisations and local authorities.

Case study

We acted for a local authority in a case involving a patient who had been detained under s.2 of the Mental Health Act. No arrangements had been made for his care beyond the 28-day limit and just 3 hours before the currency of his detention expired the local authority was asked to seek a displacement of the patient's nearest relative to allow the patient to be detained under s.3. The matter was critical, given the likelihood that he would leave hospital in the absence of any power to detain him, but we were able to attend court, deal with the evidence and the witness involved and persuade the court to make the order for displacement.

Housing Law

Lot 1a, 1b, 1c, 2

Our team advises on all aspects of local authority housing law in both contentious and non-contentious matters including regulation and development.

- Reviewing and advising on disrepair claims running claims from cradle to grave, we have a dedicated team of lawyers dealing with everything from letter before action through to conclusion of a claim and costs settlement.
- All aspects of compliance including gas, electrical, renewables energy, fire safety, plus access for damp, mould and disrepair to support clients in complying with Awaab's Law.
- Supporting social landlords with all aspects of tenancy management, including addressing anti-social behaviour, stock management and tenant complaints.
- Providing non-contentious tenancy advice and drafting documents including tenancy management, policies and procedures, consumer standards and compliance with legislation.
- Property litigation, including landlord and tenant law, leasehold and commonhold law, and related residential property law matters, including service charges, building safety and law relating to the private rented sector, and housing fitness and quality.
- Regulator of Social Housing (RSH) role and remit including new registrations, compliance with regulatory standards (economic and consumer), governance best practice, disclosure requirements, inspections, voluntary undertakings and enforcement powers.

Case study

We support numerous local authorities including Europe's largest, which manages 60,000 homes, for whom we handle 500+ disrepair claims at any time, acting as an extension of in-house teams, employing tech solutions to reduce legal spend and enhance service delivery.

Immigration

Lot 1a, 1b, 1c, 2

Our expert team enables public bodies to attract and retain global talent while ensuring compliance with evolving immigration requirements.

- Sponsor licence application and management.
- Visa strategy for workforce planning.
- Skilled Worker/Global Business Mobility eligibility assessments and visa applications support.
- Certificate of Sponsorship drafting and assigning, with dedicated SMS (Sponsor Management System) Level 1 user support.
- Sponsor compliance mock audits and tailored training.
- Right to work compliance and policy support.
- Immigration risk management and advisory support.
- Complex case resolution including immigration enforcement reviews and appeals.

Case study

Advised public sector organisation on sponsor licence compliance and workforce mobility strategy where organisation faced increasing demand for niche technical expertise, alongside scrutiny of sponsor compliance obligations. We delivered a comprehensive compliance audit, implementation of governance processes, and successfully supported the sponsorship of specialist overseas talent, resulting in successful Home Office compliance outcomes and uninterrupted workforce deployment. This case highlights our ability to combine technical immigration expertise with practical public sector insight, delivering legally robust and commercially focused solutions to support organisational objectives.

Information Law including Data Protection Law

Lot 1a, 1b, 1c, 2

Our team of specialists advise clients on data protection and access to information obligations, providing pragmatic and commercial solutions.

- Development and management of data protection compliance projects including development and review of key data protection documentation.
- Provision of specialist advice and support to your data protection and access to information teams in responding to requests made under relevant legislation.
- Advising on data protection risk strategy in relation to any project or contract.
- Drafting, review, amendment and negotiation of data protection clauses in contracts.
- Assistance with dealing with the regulator, including in respect of data breach notifications.
- Protection of personal data in relation to AI (Artificial Intelligence) and research development partnerships.
- Ad hoc questions and queries around general compliance.
- Best practice suggestions from across the sectors we work.
- Bespoke and general training on any aspects of data protection and access to information.

Case study

Assisted a public authority with the implementation of biometric clocking in systems including advising on compliance with the data protection principles, completing the Data Protection Impact Assessment and dealing with complaints raised by individuals linked to the ICO (Information Commissioner's Office) Serco decision.

Information Technology Law

Lot 1a, 1b, 1c, 2

Our specialist public sector technology lawyers advise on IT, cyber security, data governance and digital rights for customers and suppliers.

- All types of IT and telecoms procurement and contracting arrangements (including hardware purchasing, software licensing, managed services, E-commerce, cloud-based services, artificial intelligence, convergent technologies, the internet and internet of things (IoT)).
- Design, development, maintenance and support contracts.
- Restructuring of contracts and/or services (including contract variations).
- Exit and migration/transition.
- Advice relating to the main government contracts and purchasing models, including G-cloud, the Model Services Contract, the New Public Sector Contract and various GCA (Government Commercial Agency) technology frameworks.
- Cyber security law and practice.

Case study

Advising National Savings and Investment (a non-ministerial department reporting to His Majesty's Treasury) on the c£1.2bn outsourcing of its retail and business to business functions, including all of the IT and technology underpinning such services.

The programme is comprised of five major projects (being procured under various procurement routes (including Restricted Procedure, Competitive Dialogue and Competitive Procedure with Negotiation (CPN)) and we provided full-service support to the client on IT/technology law, procurement, contracts, intellectual property, employment, regulatory and data protection.

Insurance and Reinsurance

Lot 1a, 1b, 1c, 2

Our specialist team advises government agencies and public bodies on insurance and reinsurance matters, claims and disputes.

- Personal injury arising from highways claims.
- Public liability claims.
- Employer's liability claims.
- Occupational claims, including stress and asbestosis.
- Data protection breach claims.
- Property damage claims arising from flood, fire and subsidence.
- Policy interpretation and disputes.
- Indemnity disputes.

Case study

Defending a local authority employer's liability claim concerning alleged asbestos exposure in schools in the 1970s-80s. We co-ordinated instructions from 5 insurers and the local authority, securing agreement to apportion liability. We secured a very favourable pre-litigation settlement, at less than half the value of the pleaded claim, avoiding costly legal proceedings, counsel and experts. Further savings were made following a successful mandatory CRU (Compensation Recovery Unit) review.

Intellectual Property Law

Lot 1a, 1b, 1c, 2

We advise on all aspects of intellectual property (IP) law, including strategies for IP development, protection, commercial use and enforcement.

Intellectual property (IP) is a valuable asset in the public sector and one that is becoming more important. The rapid pace of new technology and innovation make effective IP management and protection critical, not only in supporting the delivery of more cost effective and efficient Government Services but also providing opportunities for commercialisation. We have experience advising a range of local government authorities on IP issues including:

- Developing effective strategies and processes for IP development, ownership, commercialisation and protection.
- Ensuring government can continue to use and exploit IP developed both in house and on its behalf by third party contractors.
- Brand protection including trade mark registration and wider IP infringement issues.
- IP licensing.
- Research & development (R&D) and collaboration agreements.
- IP acquisitions and disposals.
- Undertaking complex IP ownership reviews and audits.
- Devising new and collaborative commercialisation structures.

Case study

We have advised East Devon District Council, Kingston Council, Liverpool City Council on the interpretation and significance of IP provisions in development agreements for the government's Heat Network Transformation Programme (driven by the Department for Energy Security and Net Zero).

Investment and Asset Management

Lot 2

Our specialists provide tailored legal advice to public and private sector borrowers, lenders, funders and investors accessing or providing credit.

- Public bonds/private placements.
- Corporate Finance (mergers & acquisitions, funding management buyouts, joint ventures, special purchase vehicles, partnerships, bespoke financial structures).
- Healthcare Finance.
- Public Finance (including the issue of grants and subsidies).
- Project Finance including Public-Private Partnerships (PPP) and the Private Finance Initiative (PFI)
- Real Estate Finance (investment, development, bridging, including office, retail, student accommodation, hotels & leisure, private rented sector & build-to-rent, residential).
- Social Housing Finance.
- Social, Sustainable and Green Finance.
- Intercreditor and security arrangements.
- Refinancing and restructuring.
- Regulatory and governance issues linked to the raising, investment and borrowing of funds and subsidies for different projects and schemes.
- Providing contentious expertise relating to enforcement, termination/cancellation & financial disputes.

Case study

We advised Leicestershire County Council on establishing East Midlands Freeport, the UK's only inland freeport, expected to create 61,000 jobs and add £8.9bn to the regional economy over 30 years. We led negotiations on governance arrangements between local authorities, landowners and stakeholders, and advised on establishment processes, funding, subsidy control, planning matters and the £850m+ business rates pooling agreement.

Investment and Commercial Banking

Lot 2

Our specialists provide tailored legal advice to public and private sector borrowers, lenders, funders and investors accessing or providing credit.

- Public bonds/private placements.
- Corporate Finance (mergers & acquisitions, funding management buyouts, joint ventures, special purchase vehicles, partnerships, bespoke financial structures).
- Healthcare Finance.
- Public Finance (including the issue of grants and subsidies).
- Project Finance including Public-Private Partnerships (PPP) and the Private Finance Initiative (PFI)
- Real Estate Finance (investment, development, bridging, including office, retail, student accommodation, hotels & leisure, private rented sector & build-to-rent, residential).
- Social Housing Finance.
- Social, Sustainable and Green Finance.
- Intercreditor and security arrangements.
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Life Sciences

Lot 1a, 1b, 1c, 2

Integrated legal support for life science & health innovation businesses, from research & development to commercialisation, investment & market entry.

- Life sciences, pharma, medtech, diagnostics and digital health.
- Regulatory compliance, clinical trials, research, manufacturing and distribution.
- Commercial contracts, collaborations, data protection and intellectual property.
- Investment, funding, growth strategy and market access support.
- Specialist advice for public sector organisations, universities, start-ups, scale-ups and global businesses.
- Technology-enabled legal delivery, horizon scanning and strategic sector insights.

Case study

We advised an NHS hospital provider on the suitability of a Service Level Agreement and Third-Party Agreement for use with external partners involved in the provision of human tissue services. Our work combined commercial contract analysis with specialist regulatory advice, assessing compliance with the Human Tissue Act and related regulatory requirements. We reviewed both agreements, identified key commercial and regulatory risks, and recommended amendments to strengthen compliance, governance and operational effectiveness.

Media Law

Lot 1a, 1b, 1c, 2

Our team advises on all aspects of media law including regulatory issues, reputational management, defamation and harassment.

- Advising organisations on sponsorship agreements, broadcast agreements, brand agreements, influencer agreements, and advertising, social media and marketing strategies.
- Advising on communication strategies in the context of multi-faceted disputes and reputational challenges including in response to unplanned regulatory engagement.
- Advising on redress in respect of adverse social media coverage
- Advising on application of media regulatory schemes including Ofcom and IPSA (Independent Parliamentary Standards Authority) codes.

Case study

Our client, a large governmental body, was threatened with a defamation claim by a trade union, in respect of statements made by the Chief Executive, in the context of industrial action. We recognised the strategic importance of ensuring a robust response and prepared a letter of reply making clear that no withdrawal, concession or apology would be offered. The trade union conceded and no action was taken.

Merger and Acquisition Activity

Lot 1a, 1b, 1c, 2

Our corporate team consists of a team of dedicated local authority lawyers providing transactional law advice assisted by a spectrum of specialists.

- Initial advice covers the form of acquisition or disposal (whether as a share or asset sale/ transfer of a going concern).
- We work together with commercial advisors to structure a sale or acquisition in the most effective way (potentially sale at auction etc).
- We perform sell and buy side due diligence and produce user friendly reports identifying actions required on a RAG (Red, Amber, Green) rated basis.
- On sell side we advise on pre-sale restructuring.
- All sales/ acquisitions require negotiation as to risk transfer and mitigation including negotiating warranties and indemnities, retentions, deferred consideration and warranty and indemnity insurance.
- We co-ordinate a wide range of specialists to consider best value considerations, vires and pensions (LGPS (Local Government Pension Scheme) access), tax (to cover tax treatment of receipts, and in transactional documents the tax covenant and warranties)

Case study

We advised on the £180 million sale, by way of a competitive auction process, of a wholly owned local authority company to a US private equity investor. Our role commenced with the negotiation of the corporate finance advisers' terms of engagement and extended to close coordination with those advisers throughout the transaction. We provided strategic and transactional advice on the council's best value obligations, vendor due diligence processes, interim services arrangements and private equity-specific transaction structures, including equity commitment arrangements. Given the auction format, we managed negotiations concurrently with multiple prospective purchasers and supporting the council through bidder selection, deal execution and completion.

Outsourcing

Lot 1a, 1b, 1c, 2

Our specialist public sector outsourcing lawyers advise customers and suppliers on all aspects of outsourcing arrangements.

This includes our specialist public sector technology outsourcing team (please see the 'Information Technology Law' section of this prospectus for further details).

- First and subsequent generation outsourcing and insourcing.
- Business process outsourcing.
- Innovative outsourcing partnership models.
- Payment by results.
- Outsourcing on a concession basis and third-party funding.
- 'Towers' or disaggregation projects and those which are seeking to insource (taking back previously externalised services) or multi-sourcing (a mix of insourcing and outsourcing).

Case study

We advised Nottingham County Council on the complex and high-profile procurement of a joint venture partner to manage its countywide catering, cleaning and facilities management services to council sites, more than 200 schools across Nottinghamshire schools, other local authorities, fire authorities and third-party customers.

We worked closely with the council's service, procurement and finance teams to develop an operating model and design a competitive dialogue procurement for this first-generation outsourcing. We advised on a full services basis on commercial, corporate and procurement matters, as well as on the terms of the TUPE transfer and pensions arrangements to facilitate the establishment of an innovative joint venture partnership.

Partnership Law

Lot 1a, 1b, 1c, 2

Our teams work across the spectrum of partnership law.

- We advise on local authorities' statutory powers to enter proposed corporate and contractual partnership arrangements.
- We provide advice and draft appropriate agreements to reflect partnership terms, providing for risk and reward sharing, risk mitigation and dispute resolution.
- The team also advises on sensitive issues in partnership management and governance.
- In terms of *corporate* partnerships (as opposed to contractual partnerships) we advise on Limited Liability Partnerships as well as Limited Partnerships and traditional partnerships which includes the relevant partnership documents and relevant statute including the rules of agency

Case study

We advised a local authority in the North West on partnership arrangements designed to substantially increase pooled funding between the council and its co-terminus Clinical Commissioning Group, as well as making provision for joint and lead commissioning. The scheme included provision to enable additional funds outside the remit of a £75 pool to be managed through the joint commissioning function in order to maximise the benefit of integrated commissioning through the scheme, with a view to a significant improvement in the efficiency of commissioning, and better outcomes for the local population.

Pensions Law

Lot 1a, 1b, 1c, 2

Our pensions team is made up of experienced lawyers with specialist knowledge across all areas of contentious and non-contentious pensions law

- We advise local and central government, fire authorities, housing associations, the police, charities and education bodies and administering authorities on all areas of pensions.
- We have particular expertise with public sector schemes (all iterations) including the Local Government Pension Scheme, the National Health Service Pension Scheme, the Teachers' Pension Scheme, the Civil Service Pension Scheme and the Firefighters' Pension Scheme.
- We also advise on the integration of pensions with wider employee benefits such as salary sacrifice and death benefits. We advise on pensions issues in transactions, such as outsourcings, joint ventures, mergers and acquisitions, shared services and procurement processes including risks analysis, regulatory requirements and complex pensions aspects of asset transfers.
- On the contentious side, we support clients around pensions litigation, internal grievances and dispute resolution procedures, complaints and Pensions Ombudsman procedures.

Case study

We advised National Savings & Investments (NS&I) on the return of outsourced employees to the Civil Service Pension Scheme. The contractor provided a broadly comparable pension for ex-NS&I staff. Partway through the contract, NS&I and the contractor agreed that, due to the costs of the current scheme, the employees should return to the Civil Service Scheme.

We worked with NS&I, the Government Actuary's Department, the contractor, their legal and actuarial advisers and the Cabinet Office to arrange this mid-contract transfer. This was a significant project, showing how we work across the public and private sectors and produce new solutions.

Planning Law

Lot 1a, 1b, 1c, 2

Our planning team advises government bodies, local planning authorities, developers, housing associations and landowners.

- Strategic planning advice including large scale residential and mixed-use regeneration, town centre redevelopments, estate regenerations, leisure and education facilities and industrial schemes.
- Promoting and objecting to planning applications including legal review of planning application documents, environmental statements, heritage, transport, retail and habitat assessments.
- Detailed planning advisory work including certificates of lawful development, permitted development rights, Biodiversity Net Gain, nutrient neutrality, heritage impacts and assets of community value.
- Infrastructure planning including promoting and objecting to Development Consent Orders, Harbour Orders, Transport and Works Act Orders, Hybrid Bills and Compulsory Purchase Orders.
- Strategic advice and legal review of local development plan documents and guidance.
- Major public inquiries, appeals, statutory challenges and Tribunal references.
- Large-scale section 106 planning agreements, highways agreements and highways orders.
- Planning enforcement, including High Court injunctions.
- Compulsory purchase orders, statutory blight, appropriation of land and compensation.

Case study

Advising Kent County Council on two planning applications for a garden village in Sittingbourne which includes circa 10,000 residential units, community centres, schools, 323ha open space, motorway junction and relief road, and which was called in for determination. Along with advising at the public inquiry, we negotiated two complex planning agreements involving multiple landowners.

Private Law Litigation and Dispute Resolution

Lot 1a, 1b, 1c, 3

We handle sensitive and high-profile dispute resolution and litigation. We provide adaptable, resilient support to decision-makers on the operational, strategic, commercial and reputational factors in disputes.

- Commercial, contractual and corporate disputes across supply chains, including performance management of critical suppliers.
- Claims brought by individuals, including damages claims, personal injury, negligence and defamation
- Injunctions, including maintaining operationally critical services and dealing with unauthorised incursions on land.
- Construction and infrastructure disputes, including contractor delay, insolvency, latent defects and negligence by the professional team.
- Insolvency disputes including public interest winding up petitions and director disqualification investigations.
- Complex and high-impact procurement challenges, defending, and protecting mobilisation of, large scale public procurements.
- Alternative dispute resolution procedures including mediation, adjudication and strategic advice
- Strategies to manage contractor under-performance, exit failing relationships or respond to fraud or professional negligence matters.
- Product liability claims and indemnities where defective supplies have impacted stakeholders.
- Compliance and investigations including compliance advice, training and risk assessments and conducting independent external investigations.

Case study

Advised a large public body on IT contract disputes of over £35m. We advised on process, strategy, mediation and negotiation tactics. We ensured continuity of service to our client's customers, allowing successful settlements to be negotiated against extreme time pressure.

Project and Asset Finance

Lot 2

Our national team provide specialist legal services for project / PPP (Public Private Partnership) / PFI (Private Finance Initiative) finance, asset finance, asset-backed lending and structured finance.

We have over two decades of experience advising on the formation, financing, delivery and operation of a range of government backed infrastructure and development projects in the health, housing, education, waste, energy, transport, blue light and leisure sectors. We regularly advise central and local government on the creation of models for the delivery of these schemes and have advised councils, trusts, contractors and lenders on projects using a variety of structures including PFI, BSF (Building Schools for the Future), LIFT (Local Improvement Finance Trust), Scots NFP (Non-Profit Distributing) and most recently in relation to Welsh MIM (Mutual Investment Model) projects.

- Formation of new partnership structures.
- Procurement/formation.
- Pathfinder projects.
- Operational delivery and dispute.
- Variation, reorganisation refinancing.
- Expiry and handback.

Case study

Advising on the procurement, funding, construction and maintenance of new schools and Colleges across Wales through the £1.5bn 21st Century Schools MIM Programme, advising on all projects including new schools and colleges for Flintshire and, Rhondda Cynon Taf Councils and Cardiff and Vale College. One of these projects was awarded 'Best Education and Higher Education Project' at the International PPP Awards 2023.

Projects and Transactions

Lot 2

Our specialist public sector lawyers specialise in significant, high-profile and complex transactions of all types (including in highly regulated environments) for a wide range of public sector clients.

We have particular expertise in:

- Financial services.
- Energy.
- Telecoms and digital services (including all type of technology).
- Utilities and transport.
- Infrastructure/PPP/PFI arrangements.
- All types of insourcing and outsourcing.
- Exit from complex arrangements.

Case study

Advising the government bank, National Savings and Investment (NS&I) on the c£1.2bn outsourcing of its retail and business to business functions, including digital services, technology and telecoms. The programme, sitting within the financial services sector, is comprised of five major projects (being procured under various procurement routes (including Restricted Procedure, Competitive Dialogue and CPN (Competitive Procedure with Negotiation)) and we provided full-service support to the client on digital services/telecoms, procurement, contracts, intellectual property, employment, regulatory and data protection.

Projects / PPP

Lot 1a, 1b, 1c, 2

Our team of Projects / PPP experts advise on complex, high-profile and innovative UK projects across all key PFI / PPP sectors. Our expertise includes highways, energy, waste, water, digital, health, education, housing, leisure and culture, social care, emergency services, custodial, accommodation and street lighting.

- PPP (Public Private Partnership) (all types), including PFI (Private Finance Initiative), new strategic partnering and joint venture arrangements, MIM (Mutual Investment Model) and concession arrangements, management and exit.
- Co-ordinated end to end legal services including property, planning, construction, employment, pensions, banking, corporate finance, procurement, IP (Intellectual Property) / IT, public law.
- Governance and project strategy, risk analysis and commercial assurance, policy, guidance, regulatory and public law requirements.
- Appropriate project management of legal contribution, working as part of a multi-disciplinary team and sector specialist advice.
- PFI/PPP project expiry and handback, contractual reviews, contract management, variations and future services delivery.
- Asset condition advice/enforcement, contractual / statutory compliance and survey implementation.
- Dispute avoidance, support and resolution including formal settlement, distressed projects advice including termination, subcontractor replacement.

Case study

Advising Nottingham City Council on expiry of six separate PFI/PPP projects across education, health and street lighting sectors. The mandate covers advising on expiry and handback obligations, contractual compliance, asset condition requirements dispute avoidance, risk management, future services strategy and procurement. We deliver via a multidisciplinary team including projects, disputes, construction, employment, pensions, property and procurement. Our role includes advice on a range of operational management issues, including variations.

Property and Real Estate Litigation and Dispute Resolution

Lot 1a, 1b, 1c, 2, 3

Our expertise spans a broad spectrum of property-related disputes, litigation and advisory work.

- Property-related contractual disputes (including development and overage) and enforcing and terminating property sale and purchase contracts.
- Disputes relating to land rights such as restrictive covenants and easements, including rights of light interference claims and rights of way disputes.
- Adverse possession claims, trespass and protester/squatter eviction.
- Landlord and tenant disputes including dilapidations claims, business tenancy renewals, tenant default, service charge disputes, rent review disputes and lease forfeiture notices and proceedings.
- Matters relating to the Electronic Communications Code, including the removal of telecommunications operators from land and acting for landowners on contested tribunal applications.
- Service of property notices including break notices, option notices and 1954 Act notices and disputes relating to such notices.

Case study

We acted for the successful defendant council in the 2024 High Court case of *The Tropical Zoo Ltd v London Borough of Hounslow*. The council's tenant of the 'Hounslow Urban Farm' near Heathrow Airport sought a court declaration that the council was not entitled to forfeit its long lease by reason of the tenant's failure to construct a zoo building. The tenant was funded by a developer which had entered into an option to acquire the shares in the defendant in order to acquire the lease with the intention of using the land as an airport business park. The court held that the council was entitled to forfeit the lease and refused to grant the tenant relief from forfeiture. This resulted in the council terminating the lease and getting possession of the land. The case was in the Estates Gazette's top 10 cases of 2024.

Public Inquiries - Non-Statutory Independent Inquiries / Reviews

Lot 2

Our team has played a leading role in the establishment, delivery of, and participation in, major non-statutory inquiries and independent reviews.

- Designing inquiry governance
- Drafting Terms of Reference and protocols.
- Advising Chairs and sponsoring departments.
- Managing disclosure and Maxwellisation processes.
- Leading multidisciplinary investigation teams.
- Overseeing inquiries through to publication of their reports.
- Developing project management models that enabled multiple workstreams to operate simultaneously.
- Delivering within demanding timescales or budget constraints.
- Legal and evidentiary obligations on participants that vary in force from those of a statutory inquiry.

Case study

Members of the team established the Windrush Lessons Learned Review and was responsible for its complete lifecycle (from set-up/registering it with the ICO (Information Commissioner's Office), acting as the Data Protection Officer, issuing preservation notices, instructing counsel, Maxwellisation, legal spend, archiving under s.14 to negotiating budget at each phase with the sponsor department). The most critical aspect of this work was advising the Chair on balancing organisational evidence against the lived experience of victims. This inquiry directly informed the creation of the Windrush Compensation Scheme, welcomed by victims.

Public Inquiries - Support to Participants and Inquests

Lot 1a, 1b, 1c, 2

We advise on inquiries with practical guidance, strategic judgement and an understanding of how public services operate.

- Advise organisations concerned about potential exposure in a public inquiry.
- Core Participant advice.
- Drafting opening and closing statements and any further position statements as necessary.
- Evidence strategy.
- Internal document preservation, mapping, review, disclosure.
- Witness statements and preparation for hearings.
- Arrange advocacy if necessary.
- Preparing questions for other witnesses as Core Participants have the right to apply for permission to examine witnesses giving oral testimony.
- Maxwellisation.
- Reviewing advance evidence and advising the Core Participant on any risks.
- Review of material placed on the inquiry's IT systems.
- For core participants, advance sight of an inquiry's report prior to publication and responding to the inquiry with any comments.
- Post-report positioning.

Case study

We were instructed by the local authority to act as Solicitors to the Keyham Inquest for these high-profile jury inquests touching the death of the five victims of the Plymouth shootings and the inquest touching the death of the perpetrator, Jake Davison.

Public International Law

Lot 1a, 1b, 1c, 2

We regularly advise on assimilated law as a given in our practice areas where the UK's domestic law is derived from European Union legislation.

- EU State aid law, both its legacy application and its continued application pursuant to Article 10 of the Windsor Framework.
- Legacy application of the Public Contracts Regulations 2015, Concession Contracts Regulations 2016 and Utilities Contracts Regulations 2016, especially the rules on modification of contracts after award and on legal exposure, challenges and risk mitigation in relation to such modifications.
- Advising on the UK in-bound elements of immigration law. We can also, as required, liaise with foreign counsel regarding immigration laws outside the UK.
- International data transfers, and ensuring compliance with UK GDPR (General Data Protection Regulation). This includes advising on contractual clauses, appropriate safeguards, and related Transfer Risk Assessments.

Case study

We have supported a financial institution established pursuant to statute in relation to its compliance with European Union State aid law and domestic subsidy control law. We advised in relation to a potential modification and extension to its existing approved State aid scheme for risk finance investments. This included advice on the scope for modification under State aid law and on implications arising under the Subsidy Control Act 2022, including its application to legacy subsidies and legacy subsidy schemes and their modification, procedural advice and advice on the institution's exposure to legal challenge.

Public Law

Lot 1a, 1b, 1c, 2

We advise a wide range of public and private sector organisations on a range of public law issues. Our clients include local authorities, regulators, ombudsmen, arm's length bodies, health bodies, higher education institutions, social housing providers and third sector organisations.

- The lawful exercise of public functions including duties, powers and jurisdiction.
- The development and implementation of policy, including compliance with statutory frameworks, equalities law and consultation obligations.
- Lawful decision making including ensuring that decisions are robust in public law terms, that Judicial Review risk is minimised and that governance obligations are complied with.
- Whether there is a duty to consult, running a lawful consultation and dealing with the output of a consultation.
- Advice on the Public Sector Equality Duty as part of decision making, policy development and consultation.
- Rule drafting.
- Judicial Review, including drafting pre-action letters of response and summary grounds and running cases through to substantive hearing.

Case study

We advised a local authority on the major restructuring of various services including children's centres, public health services, adult day services, adult education, family hubs and libraries. We advised on the statutory duties applicable to each service area, consultation law, and equalities; and assisted with the preparation of consultation documents and the Equality Impact Assessment. We worked closely with the client team throughout. We also assisted with decision making documents, and advised throughout on legal risk, including potential Judicial Review challenges.

Public Law Litigation and Dispute Resolution

Lot 1a, 1b, 1c

We advise on a broad range of public law litigation and dispute resolution.

Our expertise includes pre-action correspondence through to substantive hearings, including appeals up to the Supreme Court, and all forms of alternative dispute resolution (ADR) in that context including:

- Advice on Judicial Review pre-action correspondence, including advising on legal risk and drafting responses.
- Acknowledgments of Service and summary grounds for contesting the claim in Judicial Review proceedings.
- Substantive Judicial Review hearings and appeals, including instructing and liaising with Counsel, and the preparation of witness evidence.
- Compliance with the duty of candour at all stages of proceedings including disclosure.
- Statutory appeals in accordance with regulators' statutory schemes.
- Engaging in settlement discussions including without prejudice meetings, mediation and other ADR.
- Advising on related issues such as press enquiries, information requests and internal briefings.
- Dealing with the outcome of proceedings including advising on the implementation of judgments.
- Advising on costs issues and disputes.
- Advising on inquiries and investigations, including evidence gathering, project management, disclosure, dealing with experts and report drafting.

Case study

We supported Kent County Council on issues relating to the care of unaccompanied asylum-seeking children arriving in Kent by small boat crossings. This included acting on three sets of Judicial Review claims which also involved the Home Secretary and a charity. The proceedings led to five High Court judgments. We also assisted the council with a Judicial Review claim brought by the parents of two children in the council's care who had arrived on a small boat whilst the parents remained in France. We worked closely with the client and counsel throughout the proceedings.

Public Procurement Law

Lot 1a, 1b, 1c, 2

We provide a full service offering for end-to-end support in planning for and conducting public procurement exercises.

- We provide support in developing the commercial and procurement strategy from soft-market testing to preparing the procurement documents, conditions of participation, award criteria and suite of contractual documents. We can provide specialist support on property, TUPE, pensions, finance, intellectual property, information law and local authority decision-making governance matters relating to the contract.
- Our services during the conduct of a procurement exercise include answering clarifications from bidders, negotiating the contract terms, clarifying tenders received, evaluation and moderation records, debriefing unsuccessful bidders and compliance with contract and notices publication requirements
- We have a specialist procurement litigation team that can advise on all aspects of procurement disputes
- We advise on contract management, KPI reporting and modifications during the life of the contract
- We also advise on procurement exemptions, direct award justifications and collaboration arrangements.

Case study We advised Cardiff Council on a procurement to appoint a consortium to design, construct, maintain and operate a new 15,000 capacity events arena. This was a complex project in terms of investment finance, property arrangements, development obligations and operational service arrangements over a 45-year concession opportunity. We provided advice on the full process from the procurement options and strategy; developing the evaluation criteria with the technical and financial consultants; drafting the procurement and project documentation; engaging in contract negotiations with bidders; conducting the tender evaluation exercise; debriefing unsuccessful bidders and local authority governance arrangements to approve the award.

Real Estate and Real Estate Finance

Lot 1a, 1b, 1c, 2

We advise on the full spectrum of real estate transaction services and undertake significant work for the public sector. We adopt a commercial approach, providing practical recommendations to manage transaction risk, supported by deep technical expertise.

- Development agreements for public buildings, commercial leases of shops and offices and major regeneration projects.
- Advice on and negotiation of lease renewals and dealing with litigation over commercial property.
- Advice for public bodies on the disposal of buildings and major assets including drafting provisions to ensure that the needs and agendas of our public body clients are fulfilled.
- Advice on competitive procurements, including competitive dialogues to secure the appointment of development partners.
- Land assembly for large-scale redevelopments.
- Advice on the exercise of compulsory purchase powers.
- Advice to borrower entities on new financing arrangements, re-financing, sales and leasebacks and bank consent requirements in connection with reorganisations and restructurings.
- Advice on both external and intra-group financing issues and specialise in real estate finance transactions in both the private sector and public sector for both commercial and residential property.

Case study

We advised Cardiff Council on their Atlantic Wharf redevelopment, including land assembly, property, procurement and development matters. Our work included negotiating phased releases of restrictive covenants and easements, acquiring the Red Dragon Centre and adjoining land parcels, and advising on potential CPO and s203 Housing and Planning Act 2016 powers. We supported the procurement of a property company/operating company structure to design, build, operate and maintain a 15,000-seat arena, alongside associated hotel, infrastructure and public realm works. We also advised on procuring a development partner for Cardiff Live, including new council offices, production studios and phased redevelopment arrangements.

Restructuring and Insolvency

Lot 1a, 1b, 1c, 2

We have a national team of dedicated restructuring and insolvency lawyers combining specialist regulatory and technical expertise.

- Integrated restructuring and corporate and insolvency advice, including tax, employment, property, corporate, construction, regulatory, public law and litigation experts to ensure a multidisciplinary approach, in addition to specialists across health, education, financial services, energy, education, housing and local sectors.
- Quick, commercial advice focused on the needs of public bodies, often as the largest stakeholder from a regulatory, statutory (where continuity of service is in issue) or debtor / liability perspective, and influencing strategy across key elements of the restructuring process.
- Taking action to maximise the prospect of recoveries including by exercising rights in set-off and ensuring client interests are proactively protected once a debtor becomes insolvent.
- Advising on the impact of insolvency or threatened insolvency including ongoing service provision / step-in rights, managing reputational risk and engagement with third parties (sub-contractors / replacement service providers) and strategies for the management of and re-procurement of services.
- Advising on the full range of insolvency processes as well as advising directors on their duties during insolvency (or the lead up to it).

Case study

We supported Government Legal Department in advising the Ministry of Justice (MoJ) on a wide range of insolvency, construction, corporate, public law, data, governance, procurement and subsidy control issues arising from the insolvency of ISG Construction Group. The value of ISG Group's contract pipeline with MoJ was circa £2.1bn. Our work included development of a multi-option strategy including possible outcomes of re-financing, buy-out and insolvency of ISG Group, site shutdown, health and safety, advice on claims in and arising from the insolvency including retention of title, set off and claims by sub-contractors.

Statutory Civil Recovery

Lot 3

We act for local authorities and statutory bodies seeking to recover debts owed as a result of, or in relation to, statutory obligations or powers.

- Advice on insolvency.
- Application of financial services regulatory schemes.
- Early case evaluation.
- Developing workflows and systems to allow debts to be handled by in house teams in a consistent and cost-effective manner.
- Governance arrangements ensuring compliance with restrictions on the conduct of litigation.

Case study

We acted for a large local authority seeking to recover a substantial (>£1m) debt from a borrower under a No Use Empty Loan scheme, entered into pursuant to the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, and relating to multiple properties.

The claim was defended with multiple allegations made against the local authority and its staff, proceeding to a trial in the High Court. We undertook extensive witness preparation in order to maximise the client's prospects of success while protecting staff from unjustified attacks on their integrity and reputation. The claim succeeded in its entirety with judgment for the full sum claimed and costs.

Supporting Public Inquiries

Lot 1a, 1b, 1c

The team have acted as Solicitor to the Inquiry on the Magnox Statutory Inquiry, Independent Medicines Review and the Windrush Lessons Learned Review.

- Set the inquiry up, including relevant IT systems, hearing rooms and legal resourcing.
- Established mechanisms such as risks logs and assisting in overall project management.
- Drafted protocol documents and other key documents.
- Assisted in identifying and engaging key participants, witnesses and stakeholders.
- Gathered and reviewed evidence including engagement with witnesses.
- Instructed experts.
- Advised the Chair on legal matters.
- Assisted the secretary to the inquiry on matters of budget, resourcing and costs applications.
- Responded to application for core participants and other parties.
- Assisted the Chair with drafting the report, warning letters and 'Maxwellisation'.
- Facilitated publication of the report.
- Advised on closing down the inquiry and necessary archiving.
- Integrated legal advice, project management, technology and process design to ensure defensible and cost-effective delivery.

Case study

Members of the team have acted as Official Solicitor on multiple inquiries and investigations involving institutional failure, safeguarding breakdown and survivor harm. We have experience of delivering end-to-end inquiry lifecycles under the Inquiries Act 2005 and Inquiry Rules 2006, operational design, advising chairs, counsel and the secretariat on governance, protocols, warning letters, Maxwellisation, reporting and the unexpected. Proven strategic delivery of survivor-structured, time-limited inquiries (Windrush Review, Medicines Review and the Magnox Statutory Inquiry).

Sustainable Finance / Green Finance

Lot 1a, 1b, 1c, 2

Our banking & finance team advises on sustainable finance, ESG-linked funding, green lending and public sector investment schemes.

We act for lenders, borrowers and public bodies on sustainability-linked loans, green bonds, social loans and finance frameworks. Our team also advises on disclosure and reporting requirements, output-based lending structures, and funding arrangements supporting infrastructure, renewable energy and housing retrofit projects.

- Sustainability linked loans and bonds.
- Green loans and bonds.
- Application of the LMA (Loan Market Association) principles in relation to ESG (Environmental, Social and Governance) lending.
- Sustainable finance frameworks.
- ESG related disclosures and taxonomies, including SFDR (Sustainable Finance Disclosure Regulation) and TCFD (Task Force on Climate-Related Financial Disclosures).

Case study

Advising on central government and lender backed schemes such as Salix financed infrastructure development, renewable investment and housing retrofit schemes including National Savings and Investment (in collaboration with His Majesty's Treasury) on the issue of its retail Green Savings Bond.

Tax Law

Lot 1a, 1b, 1c, 2

We provide tax advice as part of a full services solution for transactional, property, commercial and corporate structuring work.

- Tax advisory work including corporation tax, Value Added Tax, Stamp Duty Land Tax and other stamp duties.
- Structuring corporate transactions and complex commercial arrangements with multiple elements (property development, service level agreements etc).
- Tax structuring of joint ventures and advice on group reorganisations, financial restructurings and share buy-backs.
- Treatment of receipts from the sale of shares and assets.
- As part of transactional work, we advise on tax covenant and tax warranties in share sales by public entities.

Case study

Advising on the structuring and tax implications of a joint venture involving a number of local authorities and the Department for Education on the development of a child care home and the provision of services from that back to the joint venture partners and third parties. This involves advice on the tax treatment of grants and VAT recovery where part of the structure involves the construction of care home by one of the members of the joint venture.